



Strategic Plan

2023 – 2028

Executive Summary

Approved by PAB December 11, 2023

Executive Summary: 2023 – 2028 Strategic Plan

Introduction

The 2023-2028 PAB Strategic Plan explores new directions for PAB's services and its collaboration with allied planning organizations, while the 2017-2022 Strategic Plan focused on clarifying and embodying PAB's values in its operations.

This document presents an overview of PAB's current strategic planning process, the themes that drive the plan, and the goals and objectives for the next five years.

The Process

The Board began the process to develop this strategic plan at the end of 2022. Appleseed Strategy, as a PAB consultant (retained in December 2022), reviewed background information; conducted an online survey and held a series of one-on-one interviews with PAB and staff, the executive director of the Association of Professional and Specialized Accreditors (ASPA), the presidents and executive directors of the American Planning Association (APA), American Institute of Certified Planners (AICP), and the Association of Collegiate Schools of Planning (ACSP). The findings were used to guide the strategic planning retreat attended by PAB members and staff and held on February 25, 2023. This stage led to the development of three key themes outlined in the next section.

After the retreat, PAB members continued to work to develop goals, objectives, and action steps for each theme. In September 2023, a draft plan outlining goals and objectives was shared with our three sponsoring organizations (APA, AICP, and ACSP). Their feedback and suggestions have facilitated the final outcome of the strategic planning process.

Theme Context

Theme 1: Raise awareness of the value of PAB accreditation and increase synergies with PAB's sponsoring organizations and accredited programs.

Interviews with PAB, ACSP, APA, and AICP consistently showed that the roles of planning professionals and accreditation are insufficiently understood by the public. This lack of understanding reduces the perceived relevance of accreditation within the profession and the visibility of PAB. This theme highlights the need for greater collaboration, encouraging more interaction and fostering recognition of shared purpose with APA, AICP, and ACSP to raise awareness of the value of accreditation and the planning profession to prospective students, planning professionals, and non-accredited programs.

Theme 2: Rethink PAB’s services to provide more financial resilience and to better support programs.

PAB faces challenges and opportunities that warrant exploring adaptations to its scope:

- A key challenge is that PAB-accredited programs need support to articulate the process and value of accreditation
- Opportunities include:
 - The rise of new allied fields like environmental and sustainability studies, which PAB is well positioned to consider serving;
 - The demand for new degree, certificate, and micro-credential programs that reflect student interest and multiple employment types; and
 - Potential demand for professional recognition of planning programs outside of North America.

Any substantial change to an organization’s scope of services takes effort and must be vetted thoroughly before implementation. To address these challenges and opportunities, PAB will research operations of other professional accreditation organizations and explore new revenue streams as well as an expanded member base that might be adopted over time.

Theme 3: Adapt PAB’s operations to meet expanded scope and to maintain progress on the last strategic plan.

PAB largely met or exceeded its goals stated in its 2017-2022 strategic plan. The COVID-19 pandemic clearly hampered the scope of that implementation. Given the challenges and opportunities described in Theme 2, PAB seeks to ensure its operations stay apace with an expanded scope of services and member base, and to enhance communications with a broad range of stakeholders through updated data and technology infrastructure.

Goals and Objectives for PAB 2023-2028 Strategic Plan

#	Goals and Objectives
<i>Theme 1: Raise awareness of the value of PAB accreditation and increase synergies with PAB’s sponsoring organizations and accredited programs</i>	
Goal 1: Demonstrate the value of PAB accreditation	
1.1	Gather evidence to demonstrate the value of PAB accreditation
Goal 2: Raise awareness of PAB	
2.1	Publicize the value of accreditation to existing PAB accredited programs
2.2	Expand an awareness campaign with sponsoring organizations to the broader planning field and beyond

#	Goals and Objectives
Goal 3: Enhance communication and collaboration with sponsoring organizations and accredited programs to achieve synergy and mutual benefit	
3.1	Maintain and expand standing meetings for PAB with sponsoring organizations
3.2	Increase collaboration between PAB and sponsoring organizations through professional programming
3.3	Increase collaboration with accredited programs to host events or activities at APA and ACSP conferences
Theme 2: Rethink PAB’s business model to provide more financial resilience and to better support programs	
Goal 4: Explore new types of PAB services and products	
4.1	Explore possible new services for current members and with sponsoring organizations
4.2	Identify new recognition services
Goal 5: Project potential new revenues and compare alternative business models for PAB	
5.1	Highlight key patterns of current financial situation and conduct market analysis of new services proposed in Goal 4
5.2	Using results from Objective 5.1, compare possible new business model
Theme 3: Adapt PAB’s operations to meet the expanded goals and to maintain progress on the last strategic plan	
Goal 6: Ensure PAB operations stay in place with expanded scope of services and member base and enhanced communications to engage stakeholders, with updated data and technology infrastructure	
6.1	Develop a culture of ongoing revision of Standard Operating Procedures (SOPs) to implement the 2023-2028 strategic plan
6.2	Enhance PAB communications to engage current and future stakeholders
6.3	Identify needs for technology and data infrastructure and estimate costs