

# ATSA

MAKING SOCIETY SAFER

Association for the Treatment of Sexual Abusers  
Strategic Plan 2016 - 2021

SOUND RESEARCH | EFFECTIVE PRACTICE | INFORMED POLICY



Michael H. Miner Ph.D.  
ATSA President  
2016 | 2017

Dear Members and Friends of ATSA:

On behalf of the ATSA Executive Board of Directors, I am pleased to present you with ATSA's 2016 Strategic Plan. This plan will guide the activities of our organization for the next three to five years in relation to our membership; program and service development; the community at large and our partnerships and collaborations with other stakeholders in the field of sexual abuse. Given the dynamic nature of our field, this can be thought of as a living document that will be evaluated on a biannual basis and revised as needed. The plan is the result of an extensive process conducted by a strategic planning committee comprised of expert and dedicated ATSA members, the Board of Directors, and ATSA staff, guided by a patient and knowledgeable consultant. Our strategic plan was crafted after conducting interviews with leading members of ATSA, outside stakeholders and experts, and surveys of ATSA members, Chapter Presidents, and the general public.

The plan lays out the values, priorities, and strategies that will guide the work of the Board of Directors, committees and staff of ATSA as activities are planned and implemented. The focus of the new plan is to maintain the services and programs ATSA is known for, while developing the organizational capacity and extending our reach. Moving forward, this will require that we broaden and diversify our financial base, which will bring both opportunities and challenges.

We look forward to a future where ATSA can continue to be a major force in the prevention of sexual abuse and sexual assault and a champion for the effective treatment and management of those who have committed sexual offenses and for the rigorous research that guides such efforts. We hope that you will join us as we continue to work for a world free of sexual abuse.

Michael H. Miner Ph.D

A handwritten signature in black ink, appearing to read "MH Miner". The signature is fluid and cursive, with a long horizontal stroke at the end.

## OUR MISSION

We prevent sexual abuse through:

- Effective assessment, treatment, and management of individuals at risk to sexually abuse
- Collaboration on comprehensive prevention strategies
- Sound research and education
- Informed public policy

## WE BELIEVE

Evidence based assessment, practice, management, and policy strategies will enhance community safety, reduce sexual abuse recidivism, protect and honor individuals at risk of harm, and transform the lives of all people caught in the web of sexual violence.

## OUR VISION

A World Without Sexual Abuse



## Professional Excellence

ATSA is a welcoming community of professionals that supports members, fosters collaboration and nurtures and mentors students whose work and goals embody our principles. ATSA believes in, fosters and demands high ethical standards and professional integrity. ATSA is committed to evolving based on new learning and continuous improvement and nurtures curiosity, creativity, and intellectual rigor that serves to advance the understanding of sexual abuse, its causes and solutions. ATSA promotes standards and training that reflect responsible and ethical research, clinical, and management practices. To this end, ATSA advocates for developmentally appropriate and culturally sensitive practices and policies tailored to the assessed needs and risk of the individual.

## Community Safety

ATSA believes all persons deserve to live free from sexual victimization. Protection of our communities and the creation of a culture that supports this belief is central to the mission and vision of ATSA. To this end, ATSA works collaboratively to empower individuals, organizations and policymakers with the knowledge, skills, and commitment to prevent sexual abuse and promote healthy lives, healthy sexuality, and healthy coping skills.

## Collaboration

ATSA recognizes the interconnectedness of our work and the necessity of collaborating with many stakeholders in recognizing our vision of eliminating sexual abuse and fostering sexually healthy, resilient, and informed communities that can thrive. ATSA strives to engage and collaborate with partners and communities, locally and around the world, in accomplishing shared goals. The strength and capacity of the organization in furthering its mission to prevent sexual abuse is contingent on developing and sustaining multi-disciplinary leadership and collaborative partnerships.

## Advocacy

ATSA recognizes the importance of advocacy, strives to create and support a culture that embraces and fosters responsibility, compassion and action. ATSA honors, respects and advocates for those impacted by sexual abuse. ATSA's advocacy efforts require coalition building that brings many and diverse stakeholders together in the movement to end sexual abuse. ATSA partners in advocating for sound research, the development and implementation of informed policy, the commitment of adequate resources to the full continuum of prevention approaches, and the education, empowerment, and engagement of communities to leverage change.

In the wake of a growing awareness of the prevalence of sexual abuse and sexual assault in the late 1970's and early 1980's, organizations were established to advocate for and respond to the needs of victim/survivors. Simultaneously, a small group of treatment providers and researchers were increasingly aware of the need to disseminate information and establish standards for the assessment and treatment of individuals who have sexually abused. The early origins of the Association for the Treatment of Sexual Abusers (ATSA) evolved from modest beginnings as this group of dedicated professionals sought to create a forum for the development and sharing of knowledge on the prevention of perpetration and to advance best practices for the treatment and management of individuals at risk of sexually reoffending. Today ATSA is a multidisciplinary community of professionals with 26 chapters and nearly 3000 members from 18 countries committed to achieving a high level of professional excellence. The growth in numbers and size has increased ATSA's impact but not diminished the supportive and welcoming spirit of ATSA.

ATSA is committed to playing a vital role in the prevention of sexual abuse. ATSA members share a deep commitment to all aspects of sexual abuse prevention. Although the majority of our work has focused on research, management, and treatment of those individuals who have already abused, ATSA members also have a clear dedication to increasing the understanding of those factors that increase the risk of sexual abuse as well as the strategies and interventions that prevent its occurrence in the first place.

As an association we strive to be proactive in meeting the needs of our membership and to work collaboratively with other stakeholders in a manner that supports high quality research, assessment, treatment, training and policy development. We will continue to promote and present ATSA as a critical resource for ATSA members, ATSA Chapters, communities, media and policy makers. We know that we have to set a clear and engaging direction for our future to ensure that through our work we make the greatest possible difference in our communities.

**“ATSA is in a key position to engage others...to accomplish our shared goals. We should not wait for them to approach us but reach out in a coordinated effort to bring groups together.”**  
~ATSA Stakeholder

## Association for the Treatment of Sexual Abusers

### Sound Research

Access up to date research in the field.

### Effective Practice

Resources to enhance professional practice.

### Informed Policy

View ATSA policy and educational positions.

### Comprehensive Prevention

Address sexual abuse as a public health issue.

Sexual abuse occurs at such prevalent rates that it affects us all in some way. The emotional, psychological, medical, and economic consequences of sexual abuse is cause for widespread concern.

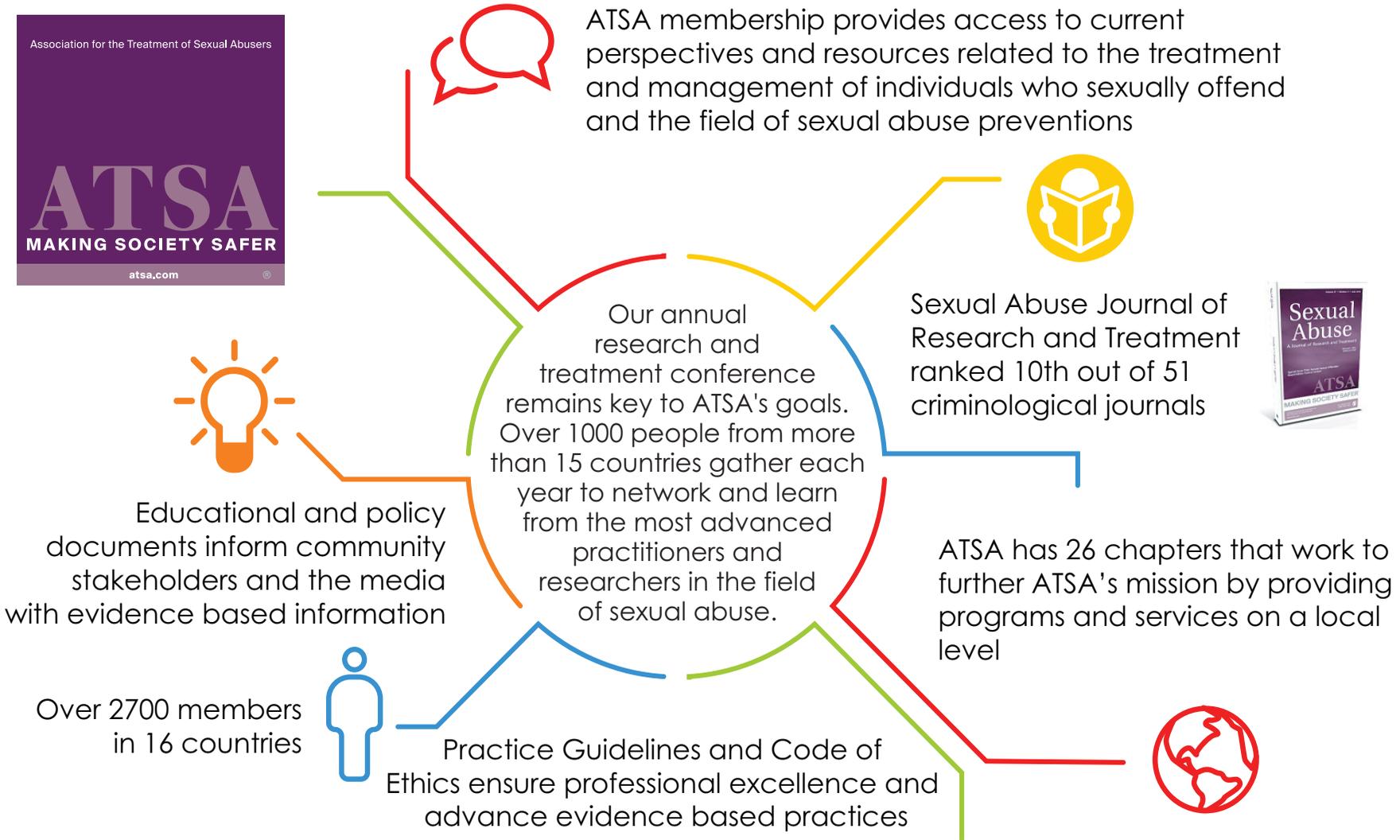
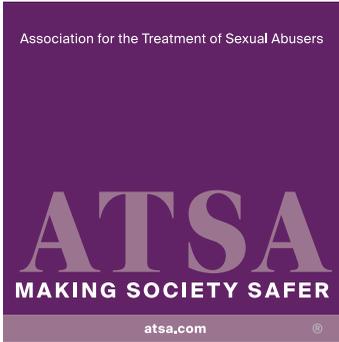
**But there is hope....  
...because sexual abuse is preventable.**

To bring the hope to fruition, ATSA's work requires the collaboration and contribution of many stakeholders. Everyone has a role in preventing sexual abuse. ATSA's members and stakeholders take that role seriously by becoming informed, by partnering to advance comprehensive prevention efforts to end sexual abuse, by creating a culture of belonging and support in a welcoming professional community that provides opportunities for networking, collaboration and learning, and by supporting the efforts of ATSA and its partners through funding and advocacy.

**Visit our website to find out more at [atsa.com](http://atsa.com)**

**“When I renewed my ATSA membership this year for the 25th time, I thought about the ATSA journal, the newsletter, and the conference, but the thing I thought most about is all the wonderful relationships with colleagues I’ve developed over all these years.”** (Robert McGrath, ATSA Lifetime Achievement Award Recipient, 2015)

(Robert McGrath, ATSA Lifetime Achievement Award Recipient, 2015)



{ "Adult practice guidelines have been influential. (They are the) bible of best practice." }  
~ATSA Stakeholder

# Services and Programs

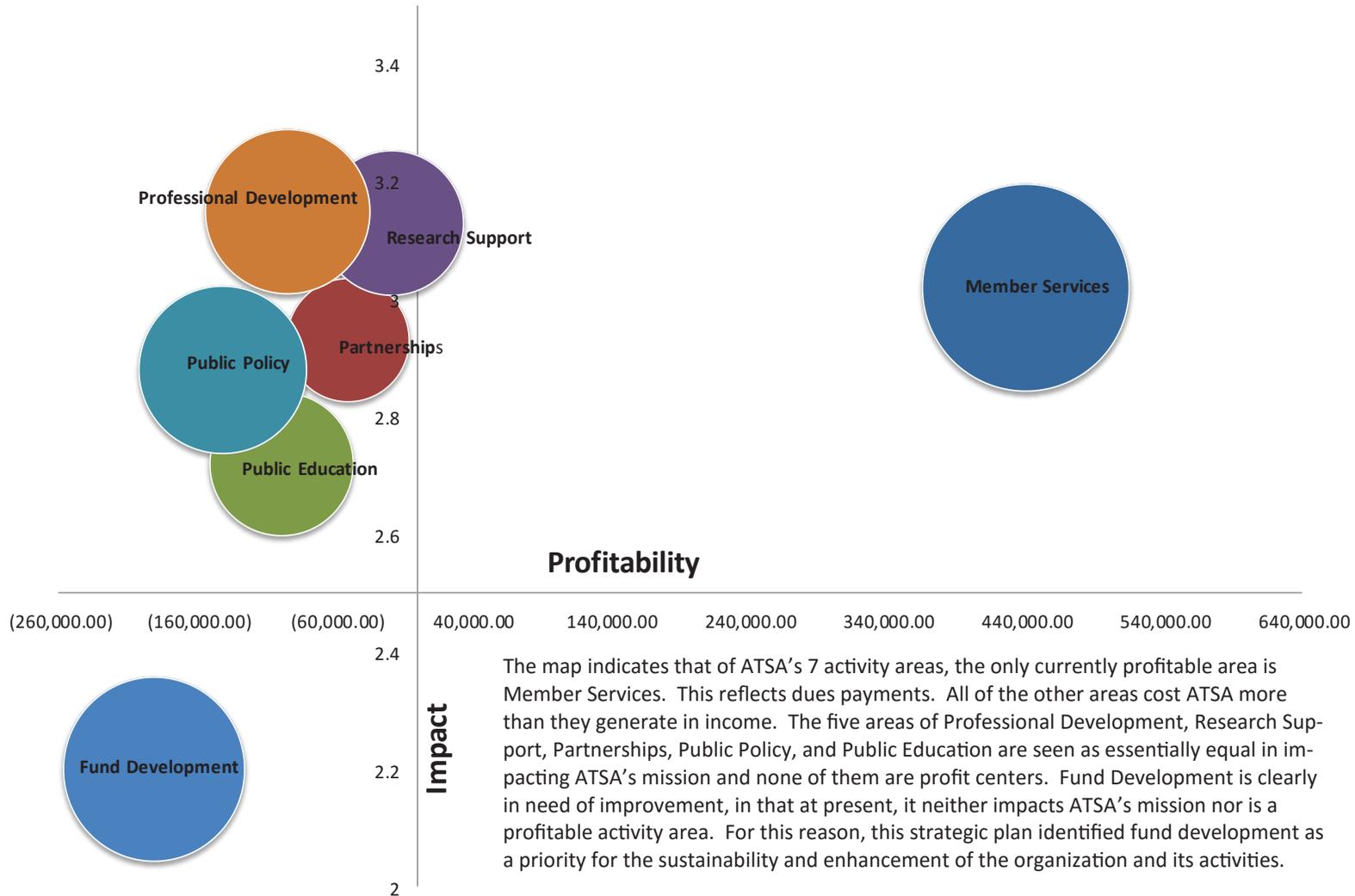
# Matrix Mapping

The Matrix Map provides a picture of ATSA's business activities as they relate to costs, profitability and the impact of those activities on our mission (see Mission Statement).

This matrix map graphs ATSA's major activity areas. The size of each bubble corresponds to the costs in terms of: funds allocated, staff time, and volunteer time (see appendix A for a complete list of ATSA's major activity areas). Each bubble is positioned on the horizontal axis by the net profit generated after expenses and on the vertical axis by the average rating of the Board of Directors on the degree to which it furthers ATSA's stated mission.

ATSA's annual Research and Treatment Conference is the largest activity, both in terms of costs and income. However, the conference serves a number of purposes that fall within different activity areas. Thus, both the costs and the income from the Conference are allocated to the specific activity area proportional to the degree to which conference activities are estimated to contribute to that area. This provides a better reflection of ATSA's multiple areas of activity than if the Research and Treatment Conference were included as a separate activity area.

## ATSA Matrix Map 2015



# ATSA PRIORITY STATEMENTS AND STRATEGIES

|                                       |   |  |
|---------------------------------------|---|--|
| <p><b>Membership</b></p>              | <p>ATSA will strategically diversify and grow its membership. In this growth effort, ATSA will sustain our welcoming sense of community.</p>  | <ul style="list-style-type: none"> <li>• Identify and attract diverse professionals, students and volunteers, in targeted disciplines, geographic, and demographic categories</li> <li>• Reexamine and improve current member retention strategies</li> <li>• Become the membership organization of choice for professionals working in the field</li> </ul>   |
| <p><b>Evidence-Based Practice</b></p> | <p>ATSA will become the organization of choice to advance and provide evidence-based education, training, implementation strategies and resources to prevent sexual abuse perpetration.</p> | <ul style="list-style-type: none"> <li>• ATSA will take a clear and consistent stance on practices that meet the criteria for evidence-based practice and ATSA will take a clear and consistent stance on practices that research shows to be ineffective</li> <li>• Propagate best practice guidelines for adults and juveniles at risk of sexually offending</li> <li>• Provide and maintain a Code of Ethics for ATSA members</li> <li>• Increase the scope of topics for the journal of Sexual Abuse: Research and Treatment</li> <li>• Increase the scope of available training and resources about current evidence-based practices and implementation</li> <li>• Review and if appropriate revise 2014 ATSA Practice Guidelines</li> <li>• Examine and enhance ways in which ATSA can expand and improve high quality research</li> </ul> |
| <p><b>Policy</b></p>                  | <p>ATSA will effectively and proactively engage policy makers to advance its mission.</p>   | <ul style="list-style-type: none"> <li>• Develop and implement a policy and legislative agenda</li> <li>• Collaborate with local, national, international stakeholders to develop and advance evidence-informed policies on sexual abuse prevention and intervention; including the assessment, treatment and management of sexual abuse perpetration</li> <li>• Stakeholders at the local, national, international levels recognize ATSA and its Chapters as essential to policies related to sexual abuse and actively advocate on behalf of ATSA's mission</li> <li>• Policymakers at the local, national, international levels recognize ATSA and its Chapters as essential to policies related to sexual abuse and proactively consult with ATSA and its Chapters</li> </ul>  |

## ATSA PRIORITY STATEMENTS AND STRATEGIES

|   |  |  |
|---|--|--|
| <p style="text-align: center;"><b>Public Education</b></p>  | <p>Develop ATSA's public education presence and impact.</p>  | <ul style="list-style-type: none"> <li>• Develop a comprehensive public education communication plan including increased use of social media, social networking, and media engagement</li> <li>• Improve public accessibility and user friendliness of ATSA's information and resources regarding the prevention of and interventions for sexual abuse</li> <li>• Identify and engage key partnerships to enhance public education goals and priorities</li> </ul>   |
| <p style="text-align: center;"><b>Prevention</b></p>        | <p>Enhance ATSA's role in the comprehensive prevention of sexual abuse.</p>  | <ul style="list-style-type: none"> <li>• Advocate for comprehensive prevention policies and practices</li> <li>• Collaborate with other key stakeholder organizations, including legislative advocacy entities</li> <li>• Further leverage our membership resources, skills and expertise to promote a comprehensive framework that supports prevention of sexual abuse before it happens and reduces the likelihood of its recurrence</li> <li>• Invest in and advocate for the support and funding of sexual abuse prevention and research</li> </ul>  |
| <p style="text-align: center;"><b>Fund Development</b></p>  | <p>ATSA will diversify its sources of income.</p>  | <ul style="list-style-type: none"> <li>• Establish a fund development committee by November 2016 to assist in the creation of ATSA's fund development plan to be completed for review by the Spring board meeting 2017</li> <li>• The Board will adopt the first fund development plan by the summer of 2017 prior to the creation of the budget</li> <li>• ATSA will implement the goals, objectives, and activities of the fund development plan</li> </ul>  |
| <p style="text-align: center;"><b>Board Development</b></p> | <p>ATSA's Board of Directors will advance its overall effectiveness, efficiency, and Board member fulfillment.</p> | <ul style="list-style-type: none"> <li>• Conduct a board self-assessment, reflection, and discussion about next steps in terms of roles, responsibilities, structures, functions, and team culture</li> <li>• Develop annual goals and objectives related to governance for years 2016-2017</li> <li>• Based on results of the board self-assessment and the goals for 2016-2017, develop, implement, and refine additional goals for improving board functioning</li> <li>• The ATSA board and staff will create and utilize a partnership portfolio and measure mission impact and sustainability of existing and potential collaborations/partnerships</li> </ul> |

# Appendix A

| Business Lines                          | Activities  |
|---|---|
| Member services                         | Treatment referrals, members only website, membership, mentoring, The Forum newsletter, extended academic journal access, list serve discussion group, student resources (student list serve, reduced membership and conference fees, representation on ATSA committees), Practice Guidelines, Code Of Ethics, reduced conference fees, access to chapters, list breakfast, membership meeting, |
| Public Education                        | Media education, speakers' bureau, public engagement, position papers, task force papers, Code of Ethics and practice Guidelines  |
| Partnerships and Collaborations         | New and existing alliances , joint position papers, joint grants, board memberships (participate on various advisory bodies/committees), Gail Burns Smith award   |
| Research support & dissemination        | Blog, grants and awards supporting student research, ATSA journal, researcher database, ATSA membership list for research subjects, conference programming, editorial board   |
| Public policy work                      | Advocacy, EBP promotion for policy formation, Amicus Briefs, policy papers and briefs, ATSA chapters, donations   |
| Professional Development and Networking | Practice guidelines, Code of Ethics, task-force publications, continuing education credits, professional networking (primarily business related), student reception, mentoring program, conference programming, opening reception, public policy breakfast, web based training,   |
| Fund development                        | Advertising (i.e. Web postings), conference activities  |

In 2009, ATSA set out on a comprehensive strategic planning process resulting in its first five year Strategic Plan. The priorities, strategies and goals established in this plan provided a roadmap to guide the association in furthering its mission. In 2015, ATSA began this process again, building on the work of the previous plan with an eye to future priorities and opportunities.

This Strategic Plan reflects the work of many. Through surveys and interviews, ATSA members, ATSA Chapters, key stakeholders and partner organizations shared insightful input on the impact they believe ATSA has had, what they value about ATSA, and their opinions on future directions, priorities and strategies for ATSA to most effectively play a leading role in the prevention of sexual abuse. The ATSA Board of Directors helped formulate ATSA's mission, vision and values and current and future priorities. ATSA office staff, the people we rely on to keep the organization running smoothly and who are well aware of the association's mission, it's day to day operations, and the questions and concerns posed by the general public and media, provided vital input. The level of response we received from our surveys and interviews was exciting and gratifying and each voice had a role in helping to shape ATSA's future.

The enormous task of gathering, synthesizing, analyzing, integrating and organizing the data and crafting this plan fell to the Strategic Planning Committee who did an extraordinary job. We would like to express our sincere thanks to **Karen Baker, Maaïke Helmus, Chris Lobanov-Rostovsky, Kelly McGrath, and Becky Palmer**. Your profound knowledge and commitment to the mission and vision of ATSA was invaluable and provided amazing opportunities for thoughtful discussion and exchange of ideas. The time and dedication you have invested in this process and the resulting plan is appreciated beyond what words can express. We would also like to extend our warmest gratitude to our patient and wise Strategic Planning Consultant **Alfredo Vergara-Lobo** who went above and beyond in guiding this process. The excellent quality of this plan is a tribute to his guidance and wisdom.

Robin Goldman, Strategic Planning Co-Chair

Michael Miner, Strategic Planning Co-Chair

Maia Christopher, ATSA Executive Director

ATSA recognizes the mutual and exponential benefits of joining forces with a growing list of allies and partners to advance comprehensive prevention efforts to prevent sexual abuse. To partner with ATSA please contact us at [atsa@atsa.com](mailto:atsa@atsa.com)