



Washington Baltimore  
Center for Psychoanalysis

**Strategic Plan**  
**2026-2029**

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### Strategic Priorities - Goals

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## Letter from the President

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Dear Friends, Colleagues and Members,

The WBCP has a proud history of offering superb psychoanalytic education and as a professional home for analysts, psychotherapists and scholars of diverse disciplines in Washington, DC, and Baltimore, MD. For over 75 years the WBCP has more than kept pace with developments in psychoanalytic education and has emerged as a national and international leader in the provision of psychoanalytic training and community outreach. Our new programs attest to our capacities for innovation, creativity, and responsiveness to social change.

We have grown substantially, but we have not grown strategically. In order to expand our reach in education and to meet the community needs of an evolving social landscape, we have developed a strategic plan that outlines our vision for our future and the means of attaining the growth of Psychoanalysis and our Center. I am delighted to share with you our new three-year Strategic Plan.

As you will see, there is a tremendous amount of work ahead. I hope each of you will read – and reread! – this plan, and then get involved! Though we have articulated markers herein to help everyone keep track of progress, the real work is in the details. If you want to contribute ideas, time, or both to making sure we meet our strategic goals, please let yourself be known! We will succeed, together.

Warmly,  
Karol

**Karol Kullberg, ACSW, LCSW-C**  
President  
Washington Baltimore Center for Psychoanalysis

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## Executive Summary

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Psychoanalysis is evolving. Its reach extends beyond the consulting room, the community or the academy. It is called on whenever a deeper understanding of our actions, thoughts, and feelings is needed, whether as individuals or in groups. The Washington Baltimore Center for Psychoanalysis (WBCP) has played a vital role in this evolution.

While WBCP is strong, it cannot remain static. If we are to honor our past, it is crucial that our future is secured by ongoing development. Our training and educational programs must be available to two geographical regions and must meet the needs of a diverse membership, representing varying generations, backgrounds, and communities. In that spirit, the Board of Directors (Board) of WBCP convened a strategic planning process. The purpose was to develop a forward-looking plan that would help the Center grow and improve for years to come.

The Center followed a well-established strategic planning process, led by Board member Jo Linda Johnson. The initial steps included intensive data gathering, using both surveys and focus groups. The surveys were sent to members and non-members to elicit feedback about what has been working well and areas for improvement to be addressed. Eighty members and 20 non-members provided responses to the surveys and many respondents offered written comments. Respondents were given the opportunity to expand on their feedback by participating in moderated focus groups. The groups, which were divided along topical lines, met for an hour and shared their perspectives and wisdom with each other and the moderator. Information from these focus groups was documented for consideration throughout the process.

Once collected, this data was synthesized and provided to the Board. The Board then convened an intensive two-day planning session. After hours of discussion and refinement, the Board outlined a draft plan containing four key planks, and the performance metrics with which to gauge success. The four areas are: Membership, Finance, Succession Planning, and Branding. To best serve our membership, WBCP must both provide outstanding psychoanalytic training to students in the Institute, and on-going continuing professional education to practitioners. Serving our membership requires a sound financial base that allows us to meet current needs and grow for the future. Our human capital is equally important, so it is vital to develop succession planning that ensures our training and programs are well led for years to come. As we seek to cultivate all of the above priorities, we must amplify our voice and image to our greater community.

After sharing an initial draft with the full membership, receiving and adjudicating additional comments, the Board has finalized the Center's new three-year strategic plan. Thank you to all who contributed to the process.

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## The Current Landscape of the Washington Baltimore Center for Psychoanalysis

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The Washington Baltimore Center for Psychoanalysis (WBCP) stands at a pivotal moment in its long history of advancing psychoanalytic thought, training, and community engagement. For more than 75 years, the Center has served as a home for psychoanalytic learning, dialogue, and professional growth. It continues to evolve as psychoanalytic theory and practice advance, and the social context around us changes rapidly.

As an organization, we are vibrant and multifaceted, with training programs that reflect our tradition and responsiveness to contemporary needs. Our core Institute programs, the Psychoanalytic Training Program and Psychoanalytic Studies Program (PSP), along with longstanding and successful outward facing programs such as New Directions, our scientific meetings, and study groups, and new initiatives such as our Observational Studies Program (OSP), and the Community Psychoanalysis Certificate Program (CPCP), extend our reach beyond the consulting room to the wider mental health community and patients in public and nonprofit settings. Through this expansion, the WBCP serves as a connector between clinical practice, scholarship and social justice.

Culturally, WBCP is sustained by a strong ethos of volunteerism and collegiality. Faculty, alumni, and members contribute countless hours through teaching, supervision, chairing programs, serving on committees, governance, and community engagement. Our volunteer culture reflects deep dedication—but it also highlights the need for ongoing clarity around priorities, communication, and sustainable workload as our activities multiply.

At the same time, we are concerned with questions of diversity, inclusion, cultural relevance, and geography. The Center has publicly committed to engaging questions of equity, representation, and accountability—acknowledging past shortcomings and striving to redress them through ongoing education, dialogue, and structural change. Questions of inclusion have been borne from a multitude of perspectives: generational, gender and race, as well as geographic. We appreciate that there are significant – but not insurmountable – challenges inherent in the Center being based in Washington, DC, and representing Baltimore as well.

We are creating a strategic plan because growth and change require intentional direction. We are an established and respected institution, which must navigate a shifting environment.

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## Four Strategic Priorities

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- Membership
- Succession Planning
- Finance
- Branding

### Goal 1

**Membership - *We will expand, diversify and actively engage membership to foster an inclusive professional community that advances psychoanalytic training and education, supports members, and contributes to society.***

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Membership is essential to the functioning and vitality of the Washington Baltimore Center for Psychoanalysis (WBCP). Through teaching, supervision, committee work, and leadership, our members create the programs, relationships, and decision-making processes that sustain the Center and advance our mission across all aspects of its work. A strong, engaged, and growing membership safeguards the integrity of training, fosters a vibrant community of peer consultation and learning, and provides the organizational and financial infrastructure necessary for ongoing programming.

A robust membership creates a vibrant intellectual community, and therefore a focus on its growth is vital. Together, our members generate a space for ongoing dialogue, learning, and professional development; a place for psychoanalytic thought to remain dynamic and to evolve. As an educational center, our programs uphold rigorous standards of training and clinical practice, preserving the integrity of the field while fostering its growth. Through meetings, case discussions, scholarly exchange, and interdisciplinary engagement, members actively contribute to the evolution of psychoanalysis and the advancement of the WBCP mission. At the same time, this engagement mitigates the isolation often inherent in clinical work, cultivating a collaborative and inclusive professional environment. Through peer consultation, shared inquiry, and continued education, membership nurtures connection, deepens clinical thinking, and supports the ongoing development of its members and our contributions to the field.

Importantly, the collective work of WBCP members extends beyond the consulting room, contributing to the broader social good through advancing mental health care, deepening understanding of human behavior, and engaging with cultural, educational, and community institutions. In doing so, our members reinforce WBCP's relevance, credibility, and long-term sustainability. Cultivating, retaining, and actively engaging members is therefore essential not only for day-to-day operations, but for the long-term relevance, credibility, and sustainability of the Center and its impact on society.

Results from the WBCP membership survey show that 85 percent of members are satisfied with their membership, including 57.5 percent who are very satisfied, reflecting the value members find in being part of this professional and intellectual community. Growing our membership numbers over the coming years will ensure WBCP's continued long-term vitality, bring in new resources for our programming and increase the overall satisfaction of our members.

The success of this goal will be measured through a set of defined key performance indicators that reflect both growth and meaningful engagement across the Center. We

will know we have achieved this goal when we see sustained, measurable increases in membership, broader representation within our community, and stronger pathways from participation to membership at all levels.

Central to this effort is targeting membership growth. Over a three-year period, we aim to achieve steady, net increases in total membership, reaching a 15% increase from baseline by Year 3. This growth will be driven by strengthening recruitment and retention across all membership categories: Full members, Basic members, and Friends of the Center, ensuring that expansion is both strategic and aligned with WBCP's core mission.

At the same time, we are committed to expanding the diversity of our membership in ways that are measurable and actionable. In Year 1, we will establish a comprehensive demographic baseline of our current membership and undertake a review of the dues structure to identify and implement meaningful adjustments that support accessibility and inclusion. By Year 3, we aim to achieve at least a 10% net positive shift in committee representation across tracked demographic categories, ensuring that leadership and participation more fully reflect the diversity we seek to cultivate.

We will also strengthen the connection between educational programming and membership by increasing engagement in continuing education (CE) offerings and improving conversion to membership. Over three years, we expect to see a 15% increase in member attendance and a 20% increase in non-member attendance at CE programs. Critically, we will translate this engagement into sustained affiliation by converting at least 15% of non-member CE participants into members within two years.

Finally, we will build clearer and more consistent pathways from psychoanalytic training to membership. Our goal is to achieve full membership conversion for 100% of psychoanalytic training graduates in Year 1, followed by the conversion of 50% of PSP graduates in Year 2 and 33% of graduates from other programs by Year 3. These benchmarks reinforce the expectation that participation in our training programs leads to ongoing professional involvement in the Center.

Together, these measures provide a clear, structured framework for evaluating progress and ensuring that membership growth is not only quantitative, but also inclusive, engaged, and aligned with the long-term vitality and mission of WBCP.

The key performance indicators and measures of success for this goal are below. We will know we have achieved this goal if:

1. We see net membership growth increase as follows:
  - a. Year 1: Increase total membership by net 5% across all levels: Basic, Full members and Friends;
  - b. Year 2: Increase total membership by net 10% from baseline;
  - c. Year 3: Increase total membership by net 15% from baseline.
  
2. We expand the diversity of membership as follows:
  - a. Year 1: Capture complete demographic profile of current membership;

- b. Year 2: Examine our current membership dues structure;
- c. Year 3: Increase membership of underrepresented groups by 5% from baseline.

3. We increase CE attendance and membership conversion, as follows:

- a. Increase member attendance by 15% in three years;
- b. Increase non-member attendance by 20% in three years;
- c. Convert 15% of non-member CE attendees to members in three years.

4. We convert PSP, Psychoanalytic Training, and other program graduates to full membership, as follows:

- a. Year 1: Convert 100% of psychoanalytic training graduates into full members;
- b. Year 2: Convert 50% of PSP graduates into full members;
- c. Year 3: Convert 33% of graduates of other programs into full members.

**Key Performance Indicators - Table 1**

KPI	Year 1	Year 2	Year 3
Net Membership Growth	+5% across all levels	+10% from baseline	+15% from baseline
Diversity Expansion	Capture full demographic profile of current membership	Examine dues structure	Increase underrepresented groups by 5%
CE Attendance	Increase member attendance by 15%	Increase non-member attendance by 20%	Convert 15% of non-member CE attendees to members
Graduate Conversion	Convert 100% of psychoanalytic training graduates into full member	Convert 50% of PSP graduates into full members	Convert 33% of graduates of other programs into full members

## Goal 2

### **Leadership & Succession - *We will encourage and mentor new leaders with diverse backgrounds and identities to ensure a continuous influx of energy & ideas throughout WBCP.***

Organizational stability and growth require both capitalizing on the experience of current leaders and cultivating and supporting new leadership. The Board recognizes that a sustained focus on succession planning is required for the long-term viability of our organization.

We are both a membership organization and an educational/training center. In order to meet both of these functions, we have three kinds of committees: Board committees, Institute committees, and program committees. To both clarify current committee leadership and membership, as well as ensure thoughtful succession planning, we will focus on collecting data, encouraging volunteerism, and actively recruiting new committee participants. We will work to educate members about the benefits to oneself of joining committees and working for the betterment of the Center.

Rotation on and off committees will contribute to creativity and bring in new ideas, reduce burnout, and preserve a sense of history and institutional knowledge. In keeping with our efforts to become a more diverse organization, we will monitor and encourage diversity across committees, both in membership and leadership.

We will ask each committee to develop and maintain a succession plan for both leaders and members, to ensure smooth transitions to new people. The Board will similarly establish and publish a succession plan and also outline critical Board roles (positions which must be filled). We believe that a dedicated focus to succession planning is vital to WBCP remaining at the forefront as a training institution and a supportive professional membership organization.

The key performance indicators and measures of success for this goal are below. We will know we have achieved this goal if:

1. In year one:

- a. We capture a complete roster of committee leadership and membership to identify baseline;
- b. We share with every member the roles, responsibilities and openings for each committee and program;
- c. We survey membership to evaluate interest (and viability) of current committees and programs.

2. In year two:

- a. We ensure that each committee chair conducts six (6) outreach activities with prospective new committee participant;
- b. We ensure each chair develops and shares a succession plan that is tailored to their specific committee leadership, including timelines for succession;
- c. We develop and publish a succession plan for the board of directors, including identifying critical board roles.

3. In year three:

- a. We observe that 20% of new WBCP members join a committee;

- b. We observe that there is a 25% change overall in committee demographics;
- c. We observe that there is a 25% change overall in committee leadership.

**Key Performance Indicators - Table 2**

KPI	Year 1	Year 2	Year 3
<b>Committee Collection Data</b>	Capture a complete roster of committee leadership and membership to identify baseline	Share with every member the roles, responsibilities and openings for each committee and program;	Survey membership to evaluate interest (and viability) of current committees and programs.
<b>Committee Volunteerism</b>	Ensure that each committee chair conducts six (6) outreach activities with prospective new committee participant;	Ensure each chair develops and shares a succession plan that is tailored to their specific committee leadership, including timelines for succession;	Develop and publish a succession plan for the board of directors, including identifying critical board roles.
<b>Succession Planning</b>	Observe that 20% of new WBCP members join a committee	Observe that there is a 25% change overall in committee demographics	Observe that there is a 25% change overall in committee leadership.

### Goal 3

#### **Financial Resources - *We will expand, diversify and maximize financial resources to ensure WBCP's long term health, impact, innovation and growth.***

WBCP's financial future depends on the growth and judicious utilization of financial resources. While donations, membership dues, and program fee income contribute to revenue streams, WBCP's current operating income does not fully cover annual operating expenses and thus does not provide a stable platform for continued growth. The organization balances its budget through reliance on endowment drawdowns—an approach that is neither best practice nor sustainable over time. To achieve financial stability and support future growth and innovation, WBCP must strengthen and expand its annual operating revenue. This requires a coordinated strategy to:

A. Diversify revenue streams (particularly through fundraising). Key performance indicators include:

- Increase donor retention and renewal rates
- Grow individual donor contributions
- Expand the pipeline of new prospective donors
- Establish and execute a multi-year development strategy

B. Expand earned income (through fees and program revenue). Key performance indicators include:

- Evaluate and optimize membership, program, and tuition fee structures
- Implement data-driven adjustments to increase revenue while maintaining accessibility
- Monitor and assess the financial impact of fee changes

C. Maximize existing resources (through improved utilization and cost management). Key performance indicators include:

- Improve utilization of restricted and underused funds
- Identify and reduce non-essential expenses
- Remove structural or administrative barriers to resource deployment
- Reallocate resources to support strategic priorities

Thus, success will be measured through progress across three strategic pillars: Diversify, Expand, and Maximize along with a yearly Financial Target.

We will know we have achieved our goals if:

1. In year one:
  - a. We meet our financial target to increase top-line revenue by 1% above inflation.
  - b. We diversify (fundraising) in the following ways:
    - Increase renewed gifts by 5%
    - Increase individual donor giving by 5%
    - Collect and analyze data on new donor markets
    - Develop a three-year development plan

- c. We expand (fees) in the following ways:
    - Conduct a comprehensive review of the membership fee structure
    - Present recommendations to the Board
  - d. We maximize (existing resources) in the following ways:
    - Identify at least two non-staff expense reduction opportunities
    - Develop recommendations for strategic use of restricted funds
    - Identify barriers to the use of underutilized funds and propose solutions
    - Begin repurposing underutilized funds where permissible
2. In year two:
- a. We meet our financial target to increase top-line revenue by an additional 2–3% above inflation.
  - b. We diversify (fundraising) in the following ways:
    - Achieve 95% donor renewal rate among members
    - Increase individual donor giving by an additional 5%
    - Initiate outreach to new individual and institutional prospects
    - Launch and begin implementation of the development plan
  - c. We expand (fees) in the following ways:
    - Implement approved changes to membership fees
    - Review program fee structure and present recommendations to the Board
  - d. We maximize (existing resources) in the following ways:
    - Review program expenses and recommend adjustments
    - Spend down a defined percentage (to be determined) of restricted funds
    - Begin implementation of strategies to remove barriers to fund utilization
3. In year three:
- a. We meet our financial target by increasing top-line revenue by an additional 3–6% above inflation.
  - b. We diversify (fundraising) in the following ways:
    - Maintain 95% donor renewal rate
    - Increase individual donor giving by an additional 5%
    - Refine and adjust outreach strategies based on performance data
  - c. We expand (fees) in the following ways:
    - Review tuition fee structure and present recommendations
    - Implement approved changes to program fees
    - Evaluate and report on the impact of membership fee adjustments

d. We maximize (existing resources) in the following ways:

- Implement expense reductions identified in Year Two
- Complete strategic deployment of remaining restricted funds

**Definition of Success**

WBCP will have achieved this goal when:

- Annual operating revenue sufficiently covers operating expenses without reliance on the endowment
- Revenue streams are diversified across fundraising, earned income, and optimized assets
- Financial systems support sustained investment in programming, innovation, and growth

**Key Performance Indicators - Table 3**

KPI	Year 1	Year 2	Year 3
<b>Financial Target</b>	We meet our financial target to increase top-line revenue by 1% above inflation.	We meet our financial target to increase top-line revenue by an additional 2–3% above inflation.	We meet our financial target by increasing top-line revenue by an additional 3–6% above inflation.
<b>Diversify – Fundraising</b>	-Increase renewed gifts by 5% -Increase individual donor giving by 5% -Collect and analyze data on new donor markets -Develop a three-year development plan	-Achieve 95% donor renewal rate among members -Increase individual donor giving by an additional 5% -Initiate outreach to new individual and institutional prospects -Launch and begin implementation of the development plan	-Maintain 95% donor renewal rate -Increase individual donor giving by an additional 5% -Refine and adjust outreach strategies based on performance data

**Key Performance Indicators - Table 3 (continued)**

<p><b>Expand – Fees</b></p>	<ul style="list-style-type: none"> <li>-Conduct a comprehensive review of the membership fee structure</li> <li>-Present recommendations to the Board</li> </ul>	<ul style="list-style-type: none"> <li>-Implement approved changes to membership fees</li> <li>-Review program fee structure and present recommendations to the Board</li> </ul>	<ul style="list-style-type: none"> <li>-Review tuition fee structure and present recommendations</li> <li>-Implement approved changes to program fees</li> <li>-Evaluate and report on the impact of membership fee adjustments</li> </ul>
<p><b>Maximize – Existing Resources</b></p>	<ul style="list-style-type: none"> <li>-Identify at least two non-staff expense reduction opportunities</li> <li>-Develop recommendations for strategic use of restricted funds</li> <li>-Identify barriers to the use of underutilized funds and propose solutions</li> <li>-Begin repurposing underutilized funds where permissible</li> </ul>	<ul style="list-style-type: none"> <li>-Review program expenses and recommend adjustments</li> <li>-Spend down a defined percentage (to be determined) of restricted funds</li> <li>-Begin implementation of strategies to remove barriers to fund utilization.</li> </ul>	<ul style="list-style-type: none"> <li>-Implement expense reductions identified in Year Two</li> <li>-Complete strategic deployment of remaining restricted funds</li> </ul>

## Goal 4

### **Branding- We will better tell the story of our work, mission and its value to the community.**

In order to accomplish the other three goals, we need to share a clear understanding of what WBCP is, what we do, and how it benefits our community. Whenever a student is considering enrolling in a program, a professional is considering joining or renewing their membership, a member is considering volunteering for a leadership position, or a potential funder is considering supporting WBCP, they will need to know what the organization is and how it is relevant to their interests and needs. We heard from our outreach that our stakeholders have diverging views about WBCP's identity, and even our Board Members find that it is difficult to concisely describe the WBCP to outsiders.

We recognize that WBCP's strengths include our members' diverse professional backgrounds and range of training and programs we offer but because we are many things to many people, our members and potential members can be confused about who we are and what we do. This affects their decisions to join and take on leadership positions. Potential funders also might not understand our mission or understand how we are different from other organizations. We need to address this knowledge gap and support our work on the other goals by doing a better job of telling the story of our work, our mission, and its value to the community.

The key performance indicators and measures of success for this goal are below. We will know we have achieved this goal if:

1. In year one:
  - a. We modify the [current mission and vision statements](#) to provide succinct and purposeful statements that are resonant with all stakeholders;
  - b. We create a clear, concise, "sticky" story of WBCP, for members, prospective students, and potential funders;
  - c. We measure reputational awareness to assess baseline recognition/ understating of WBCP.
2. In year two:
  - a. We build a library of visual content for use in recruitment and center advertisement;
  - b. We launch a visual storytelling series for socials and the website;
  - c. We develop an Annual Impact Report;
  - d. We create a library of non-analysts stories, to share how WBCP training serves everyone;
  - e. We develop a line of WBCP merchandise to offer to students, CE attendees, and donors.
3. In year three:
  - a. We launch an ambassador storytelling campaign (ambassadors who will reach academic institutions, community organizations, events, etc);
  - b. We double brand awareness, as measured by survey;
  - c. We observe that all members – including BOD members – can tell the story of WBCP in one minute or less.

**Key Performance Indicators - Table 4**

KPI	Year 1	Year 2	Year 3
<b>Mission &amp; Story</b>	Modify the current mission and vision statements to provide succinct and purposeful statements that are resonant with all stakeholders;	-Launch a visual storytelling series for socials and the website; -Develop an Annual Impact Report; -Create a library of non-analysts stories, to share how WBCP training serves everyone;	Launch an ambassador storytelling campaign (ambassadors who will reach academic institutions, community organizations, events, etc);
<b>Visual Content</b>	Measure reputational awareness to assess baseline recognition/ understating of WBCP.	-We build a library of visual content for use in recruitment and center advertisement;	Evaluate and report on the impact of the storytelling campaign
<b>Brand Awareness</b>	Create a clear, concise, “sticky” story of WBCP, for members, prospective students, and potential funders;	-Develop a line of WBCP merchandise to offer to students, CE attendees, and donors	-Double brand awareness, as measured by survey; -Observe that all members – including BOD members – can tell the story of WBCP in one minute or less.