ASNT Strategic Plan | 2022-2026
"GREATNESS is found not where we stand, but in what direction we are moving..."

- OLIVER WENDELL HOLMES
Introduction

The ASNT Strategic Plan lays out the association’s roadmap for the next five years (2022–2026). It is the culmination of two years of research, analysis, discussion, and reflection by the volunteer members of the Board of Directors and the management team, and reflects the cumulative input received from many key stakeholders. The plan articulates the Board’s vision for the Society, defines our mission in the simplest of terms, and identifies values for the nondestructive testing field we serve as well as for the association we are responsible for leading. The plan identifies six strategic objectives, which we refer to as “pillars”, which are the association’s priorities for the next five years. Each pillar includes a brief overview, a summary of the current reality, a brief statement of a future vision, an outline of the strategies we will deploy to drive us toward the vision, and a list of goals with milestone schedules. We encourage ASNT’s members, sections, stakeholders, and peer societies to join with us in making this vision a reality.

ASNT BOARD OF DIRECTORS

Michael V. McGloin
CHAIRPERSON OF THE BOARD

John Iman
PRESIDENT

Danny Keck
VICE PRESIDENT

Dr. John Chen
SECRETARY/TREASURER

Neal Couture
EXECUTIVE DIRECTOR

DIRECTORS
Marwan Basrawi
Dr. Tsuchin “Philip” Chu
Gerry Churchwell
Roger Engelbart
Sebastian Fernandes
Cindy R. Finley
John Kinsey

Clyde May
David Mitchell
Lawrence Gill
Dr. Ahmed Arabi Hassen
Ricky Morgan
Dr. Anish Poudel
Timothy Roach
Vision
ASNT’s vision is to make nondestructive testing a highly respected professional field recognized globally for its role in making the world a safer place.

Mission Statement
ASNT’s mission is to advance the field of nondestructive testing.

Values for the Nondestructive Testing Field

**Nondestructive testing is an essential STEM professional field**, which includes a multi-faceted professional workforce of technicians, engineers, and managers, and a robust community of researchers, educators, equipment manufacturers, and service providers.

Nondestructive testing is an established, well-defined field with a fully researched body of knowledge, personnel qualification standards, performance standards, and best practices.

Nondestructive testing is an essential element of the quality management regime employed within a broad range of industries globally. Its effective and ethical performance improves the health and safety of society and drives the economic success of nations, industries, and organizations.

ASNT's Values

ASNT is a professional association which serves all individuals and organizations who have an interest in, engage in, benefit from, or serve in the nondestructive testing field.

ASNT is **member driven**. Its members determine the direction of the Society through a member-elected Board of Directors.

ASNT values volunteerism and recognizes that members who volunteer for the Society do so for many reasons, such as giving back to the Society and their profession, developing new skills, connecting with people, and supporting their career endeavors. Volunteer engagement is encouraged and supported at all levels of the Society.

ASNT values ethical conduct on the part of its members, customers, partners, suppliers, volunteers, and staff.
The Six Pillars

In structural terms, a pillar is used to support a building. This metaphor is useful in communicating the importance and purpose of the six strategic objectives we have identified: they will support ASNT’s advancement over the next five years.

The six pillars of ASNT’s strategic plan are:

1. **Expand and improve** our certification portfolio.
2. Improve the **membership value** by providing essential content and engagement experiences.
3. **Create pathways** and resources for the entry, performance, and advancement of the nondestructive testing workforce.
4. Advance the nondestructive testing field by being an **effective advocate**.
5. Implement a **regional growth** strategy.
6. Establish and fund a **research agenda**.

As in physical structures, each of ASNT’s strategic pillars stands on its own but shares the overall load. For example, Pillar 1, Expand and Improve Our Certification Portfolio also serves to improve value to membership, Pillar 2, and will play an important role in our regional growth strategies, Pillar 5. There are such synergies between each of the pillars which taken together magnify the overall effects of the plan.

Each of the six pillars are described on the following pages. The current reality that drives the need for each pillar is outlined, a future vision is summarized, and the strategies chosen to achieve the vision are described. Specific, measurable, achievable, relevant, and time-bound (SMART) goals are identified.
PILLAR #1

Expand and improve our certification portfolio.
Since 1977, ASNT’s success and growth has been led by our certification programs, with the ASNT NDT Level III serving as the anchor program. We have identified as a key strength our capability and capacity for managing certification programs. This pillar builds on that strength by focusing resources and attention to retain current market share by improving the ASNT NDT II & III, to capture ISO 9712 market share by entering new regions with the ACCP, and to expand demand for niche industry markets with ISQ.

FUTURE VISION

ASNT will be the world leader in providing third-party, individual certifications and qualifications based on both the SNT-TC-1A (Recommended Practice No. SNT-TC-1A: Personnel Qualification and Certification in Nondestructive Testing) and ISO 9712 standards.

STRATEGIES

To achieve this vision, our strategy has five dimensions. First, we must sustain our most valuable asset—the ASNT NDT Level III program—by protecting it against theft of test questions and cheating by implementing randomized test generation. Second, we will capture ISO 9712 market share by implementing the ACCP program in regions outside the United States, bundled with training programs and priced competitively for each region. The ACCP program will serve as the program for our regional expansion. Third, we build on the success of the ISQ program by expanding to 15 qualifications in the oil and gas industry and launching ISQ to a second industry sector to be identified. Fourth, we increase demand for third-party Level II certification by advocating its importance and gaining industry support, and by revising SNT-TC-1A and CP-189 to encourage adoption of third-party Level II certification. Fifth, we expand certification program management services to additional clients in support of their employer-based certification programs.

GOALS

1. Implement ACCP to an ISO 9712 program by 31 March 2022.
2. Launch an ISQ program for a second industry by 1 January 2024.
3. Achieve randomized test generation for the ASNT NDT III program by 30 June 2024.
4. Expand the ISQ Oil & Gas program to 15 method qualifications by 30 June 2026.
5. Increase annual certification revenue 66.7%, from $3 million to $5 million by FY26.
6. Increase the total number of people credentialed to 25,000 by 30 June 2026.
PILLAR #2

Improve the value of membership by providing essential content and engagement experiences.

ASNT Strategic Plan 2022-2026
ASNT members value the content we provide through printed and digital information and professional development and education programs. They also value the engagement experiences we provide through networking connections and volunteerism. We will improve content by expanding and improving the breadth, quality, and timeliness of content which members find interesting and relevant. We will improve engagement by enhancing and expanding opportunities for members to connect to the people and organizations they find useful to their professional success. We will also improve the volunteer experience by making volunteering more accessible to all members and by providing essential training and development which will also help the members in their careers.

FUTURE VISION
People of all backgrounds and levels interested in nondestructive testing will join and retain membership in ASNT because they will highly value the content and engagement.

STRATEGIES
To achieve this vision, a two-tiered strategy is necessary—one focusing on content and the other on engagement by volunteers. For the content strategy, ASNT must develop a deep understanding of the content needs and preferences of members and potential members of all interests and levels. Once a needs assessment is done, ASNT will map existing content to member needs and gaps in content will be identified. Based on association research (which is consistent with ASNT data), members rate professional development programs as their most valued member benefit. We expect ASNT will need to significantly expand its professional development program to close this gap through internal development or acquisition, or a combination of both. The strategy will define what content is needed, how we acquire it, and how it is organized and delivered to members. ASNT will also need to acquire and implement an effective content management system (CMS) to organize and deliver digital content. Central to the content strategy will be defining what content is restricted for members only and what is available to the public, thereby maximizing the value of membership.
Association research makes clear that members who have a positive volunteer experience tend to retain membership in their society. Volunteers also report a much higher level of satisfaction and value of membership. Our engagement strategy is built around this understanding and begins by creating a system for identifying ASNT’s needs for volunteers, followed by identifying and recruiting volunteer candidates, training and mentoring volunteers, and engaging volunteers. Identifying our volunteer needs requires extensive communications with boards, committees, councils, and sections in order to identify their work requirements, followed by extensive communications with members to inform them of volunteer opportunities and benefits and to secure their commitment to engage.

We will need to design, develop, and implement a training curriculum and a mentoring plan followed by matching up volunteers with needs, and making appointments. To house this volunteer development effort, we will create the ASNT Leadership Academy which will house all volunteer training and mentoring programs, including existing programs such as the Section Leadership Conference, Regional Director training, and the RISE leadership development program.

**GOALS**

1. Implement a comprehensive volunteer identification and recruitment plan by 30 April 2022.
2. Implement the ASNT Leadership Academy to train and develop volunteers by 30 June 2022.
3. Develop a business plan for professional development programming which addresses the needs of current and potential members of all levels and interests by 30 June, 2022.
4. Provide a broad range of programs, products, and services advancing the use of artificial intelligence and machine learning in nondestructive testing by 31 December 2022.
5. Implement a content management system which enables effective organization and delivery of content based on individual needs and interests by 31 December 2022.
6. Implement a system of metrics and baseline measures to track volunteer engagement by 31 December 2022.
7. Increase the number of active volunteers by 50% by 30 June 2026.
8. Increase the number of members by 25% by 30 June 2024.
PILLAR #3

Create pathways and resources for the entry, performance, and advancement of the nondestructive testing workforce.
The NDT workforce is composed of technicians, engineers, managers, researchers, and educators. Based on stakeholder feedback, and supported by industry employment data, there is a clear and enduring shortage of qualified talent available for hire by industry. This is caused, in part, by a lack of awareness of the NDT field, a dearth of accessible entry programs (either technical training or university degrees), and industry reluctance to invest in developing the workforce due to costs. We will advocate to increase awareness of the field, increase career and professional development content to help develop talent, and build pathways to hire through apprenticeship programs in partnership with industry and government.

**FUTURE VISION**

There will be a highly skilled workforce which provides effective NDT services which meets the current and future needs of our stakeholders. There will be easy-to-access workforce development opportunities to help people, especially transitioning military and veterans, enter into the NDT Field.

**STRATEGIES**

To achieve this vision, we will adopt a three-phased strategy. First, we will expand advocacy efforts to raise awareness of the nondestructive testing field. This strategy builds on the strategies described in Pillar #4 below.

Second, we will significantly increase content, specifically in career management resources and professional development programming, to serve members of all levels (e.g., students and early-career Level Is) and midcareer (Level IIs) practitioners, senior specialists, managers (e.g., Level IIIs), and executives across many industries. This strategy builds on strategies described in Pillar 2 to expand professional development programming.

Third, we will develop a stream of qualified Level II technicians through in-residence apprenticeship programs in partnership with industry and government. A special emphasis will be placed on preparing transitioning military veterans to civilian jobs either through apprenticeship programs or through certification translation or transfer. We will focus initially on the domestic workforce.
GOALS

1. Develop Roadmaps to Career Success that describe typical career paths through the nondestructive testing field for technicians, engineers, and managers by 30 April 2022.

2. Develop a plan for workforce research which meets the needs of stakeholders, and which informs the Society about workforce issues, by 30 June 2022. Specific research projects will be conducted by the ASNT Foundation under Pillar 6.

3. Produce kits to help introduce teachers to nondestructive testing by August 30 2022. This supports our advocacy initiative as well, Pillar 4.

4. Revise the Military Outreach Program plan to help transition veterans into jobs in private industry by 31 October 2022.

5. Create a Careers in Nondestructive Testing website, which is used by parents, teachers, advisors, and students to learn about the nondestructive testing field and opportunities for entering it by 31 December 2022. This supports our advocacy initiative as well, Pillar 4.

Advance the field of nondestructive testing by being an effective advocate.
There is low awareness of the nondestructive testing field in the public, media, governments, industries, and organizations. The ASNT Articles of Incorporation specifically state its purpose is to promote public understanding of the importance of nondestructive testing. We will promote the NDT field through a program of public relations and government relations.

FUTURE VISION
ASNT will be a highly effective advocate, resulting in increased public awareness, favorable perception, and increased interest in careers related to the nondestructive testing field.

STRATEGIES
Individual membership associations such as ours have developed advocacy game plans which we can learn from. Our advocacy strategy is divided into two areas: public relations (which includes media relations) and government relations (also referred to as government affairs, or public policy). ASNT will develop an initial PR strategy with the help of a PR firm which specializes in nonprofit public relations. The initial strategy will develop a set of core messages, answer key questions, and respond to media inquiries on our behalf. It will also require recruitment of a cadre of subject matter experts who receive media relations training, so they are prepared to speak on ASNT’s behalf when required (e.g., when a story emerges or when a high-profile incident occurs). This “fast response” system will enable ASNT to effectively respond to critical incidences through the media.

In addition, we will develop a legislative affairs agenda which identifies key members and staffers in Congress or in federal agencies, and in staff offices, with whom we need to develop relationships with to advocate effectively. We do not anticipate engaging in classic lobbying (e.g., influencing specific legislation) although, that is not ruled out should the opportunity arise.

GOALS
1. Create a “brand representative” who attends events and makes presentations on behalf of ASNT by 31 March 2022.
2. Create nondestructive testing competitions to be conducted at the Annual Conference and at ASNT sections by 31 March 2022.
3. Establish a public relations campaign to promote awareness of nondestructive testing and ASNT to the public by 31 March 2022. This will be conducted with a public relations firm.
4. Organize a cadre of media-trained subject matter experts who can educate the media about NDT and address rapid response issues by 30 June 2022.
5. Develop a legislative affairs agenda which builds relationships with key members and staffers of Congress, Federal agencies, and staff offices, by 31 December 2022.
PILLAR #5
Implement a regional growth strategy.
ASNT will grow its sales outside of the US (currently at 38%*) by leveraging our strategic advantages in certification and positive brand recognition and respect, with ACCP as the key program bundled with training programs to penetrate target regions. We will focus on regions based on market research which indicates they are the best opportunities for ASNT.

**FUTURE VISION**

ASNT will quadruple its annual sales and membership outside the US by 2026 by leveraging the ACCP program in markets where it will enjoy strategic advantages.

**STRATEGIES**

The strategy for this pillar is built upon our strategic advantages in brand recognition and respect as well as our capabilities in developing and managing certification programs in nondestructive testing. Our plan is informed by extensive market research conducted into select regions outside the US which made clear that we must lead with the ACCP certification program as the “tip-of-the spear product” and develop region-specific pricing, product bundling, and distribution practices to succeed. The ACCP exams must be market priced, bundled with training programs, and be supported with publications and events. Collaboration with a number of entities who have deep experience in the target regions will be essential to reduce risk and costs, including the local ASNT Sections, the national NDT societies, sister societies, and our exam partners at PearsonVue.

**GOALS**

1. Implement ACCP to an ISO 9712 program in two regions outside the US by 31 December 2023. This requires a complete implementation plan and is dependent upon completion of Pillar 1, Goal 1.
2. Increase non-US revenue by 100% by FY26.

*Based on historical sales information from all programs.*
PILLAR #6

Expand research and scholarship in nondestructive testing.
ASNT recognizes and rewards research and scholarship conducted by individuals and organizations through existing programs. However, our impact through these programs is minimal due to the limited scope of our investments. We will expand research and scholarship in NDT by creating and endowing an ASNT Foundation, developing a focused research and development agenda, awarding sponsored research grants, establishing endowed scholarships and faculty positions, and developing a system for obtaining funding to sustain the foundation. This pillar builds upon the advocacy objectives described in Pillar 4 because it will contribute to awareness of the NDT field within education and government institutions.

FUTURE VISION
ASNT’s research and scholarship programs will advance the body of knowledge and practice of nondestructive testing, and increase awareness and interest in the field for researchers, teachers, and students by leading applied research and scholarship in the field.

STRATEGIES
Our strategies for expanding research and scholarship in the field of nondestructive testing center initially around creation and sustainment of a foundation, which for the purposes of this plan is termed “the ASNT Foundation.” Foundations are a common strategy for membership societies, as noted by several of our peer societies. They have had sustained foundations for more than 20 years and have had specific and measurable success at increasing scholarship in the field and addressing important workforce-related challenges. ASNT is now in a financially viable position to fund and sustain its foundation.

For the foundation to be effective, it will also need thought leadership from within the field to lead and guide the foundation's agenda. These C-suite level individuals will be recruited from the field and appointed to a Board of Trustees (by ASNT’s Board of Directors) where they will identify research objectives and endowment plans, and lead fundraising activities.
A second key strategy is to endow named scholarships, fellowships, and faculty positions within the academic community. Named scholarships and fellowships are a common way to build name recognition and awareness within the public as students compete for funds to help with trade school or university expenses. Named faculty positions are similarly an excellent way to build awareness in the research community; the named chair essentially becomes a walking billboard advertising ASNT.

Our third strategy enables the foundation to be sustained financially and includes establishing fundraising and grant-seeking systems. Given that ASNT has limited institutional experience with such matters, this strategy will rely upon third-party entities who provide such services under contract to small foundations such as ours.

**GOALS**

1. Establish the ASNT Foundation to house our research and scholarship programs by 31 March 2022. This includes creating the 501(c)(3) entity, appointing a Board of Trustees, and creating a business plan.
2. Endow the ASNT Foundation to support continuing operations (in an amount to be determined) by 30 June 2022. Funds will be drawn from ASNT’s unrestricted reserves.
3. Develop a comprehensive research agenda to advance the technology, methodology, and techniques of nondestructive testing by 30 September 2022.
4. Develop a plan for endowing trade school and undergraduate scholarships, graduate research fellowships, faculty fellowships, and named faculty positions at selected universities by 31 December 2022.
5. Create a fundraising, grant-seeking, and sponsorship plan to sustain long-term research and scholarship by 31 March 2023.
6. Increase scholarship and research awards 200%, from $150,000 in FY21 to $450,000 in FY26. This does not include endowments.
7. Establish a named faculty position in NDT by 31 December 2026.
Implementation

Like all plans, this strategic plan will become obsolete over time. For it to be useful in leading our direction, we must periodically review the plan to ensure it remains relevant. To do this, the ASNT Strategic Planning Committee, a standing committee of the Board of Directors, is charged to (1) actively monitor the progress against goals, (2) report progress and issues to the Board, (3) coordinate across ASNT’s committees and councils, and (4) update the plan annually to reflect changes in the external environment and internal capabilities, incorporate adjustments, and update goals.

This plan does not allocate or authorize expenditure of resources or establishment of programs. These activities will remain a part of the annual planning and budgeting process, which includes a three-year forecast. Specific programs shall be authorized in accordance with Policy F-10 Finance Policies, which requires proposal of a business case, review and recommendation by the Business and Finance Committee, and approval by the Board of Directors.
Summary

This plan describes ASNT’s objectives, strategies, and goals for the five-year period of 2022–2026. It is intended to be a flexible roadmap which is maintained and sustained throughout its life, adjusted as goals are achieved, as the external environment shifts, or as ASNT’s capabilities and conditions change.

Taken in total, we recognize this plan is extremely ambitious. If the plan is successful to the extent intended, three summary goals will be achieved. ASNT’s revenue will grow almost 50% by FY2026.

Projected Annual Revenue (000)

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>INCREASE (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certification</td>
<td>61.0</td>
</tr>
<tr>
<td>Conferences</td>
<td>36.8</td>
</tr>
<tr>
<td>Publications</td>
<td>5.5</td>
</tr>
<tr>
<td>Membership</td>
<td>22.7</td>
</tr>
<tr>
<td>Advertising</td>
<td>33.7</td>
</tr>
<tr>
<td>Learning Programs</td>
<td>138.6</td>
</tr>
<tr>
<td>Accreditation</td>
<td>--</td>
</tr>
<tr>
<td>Other</td>
<td>--</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>46.8</td>
</tr>
</tbody>
</table>

Secondly, our goal is to increase the number of ASNT members from 13,353 on 30 June 2021 to 16,692 on 30 June 2024. This represents an increase of 25%; we expect at least half of the increase will be from regions outside the US.

Thirdly, our goal is to increase the number of certified people from 13,649 on 30 June 2021, to 25,000 on 30 June 2026, which is 83%. (It is not prorated to revenue as we expect the average price paid per certification will decrease due to increased sales outside US at lower price points).

We recognize that these summary measures will not tell the whole story. We need to strengthen our metrics process to be able to effectively assess impacts from our efforts, particularly in the areas of advocacy, which are impossible to reduce to simple objective measures. The plan will be updated over time to reflect improved metrics.