

**The 1999 5-year Report of
the Policy & Planning Board
and the Blue Ribbon Panel**

**Changing the Way APA Does Its Work:
A Prospective and Prescriptive Report
to the American Psychological Association**



AMERICAN
PSYCHOLOGICAL
ASSOCIATION

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was \$12.4 million in 1998 and is projected to be \$13.8 million in 2000. Thus, when travel reimbursement and staff salaries are added, it is clear that fully one-sixth of APA's \$81 million budget is used to support APA's governance entities.

These costs are directly related to the way APA traditionally has responded to the need to address issues crucial to psychology and the public interest. As the numbers reflect, APA does so by creating new boards, committees, presidential initiatives, task forces, and working groups. There are no specific stated criteria to be fulfilled before forming a new group. In fact, Council need not formally vote on the establishment of an ad hoc group. There is no plan for "sunsetting" standing and continuing committees or for assessing whether goals have been achieved.

There are, in theory, two mechanisms for discontinuing ad hoc groups. First, if the appointing governance entity or personal champion wants the group to beyond one budget year, funding must be included in the following year's annual budget. Thus, Council reauthorizes some ad hoc groups when it passes the annual budget. No specific agenda item, however, draws attention to what then becomes implicit reauthorization. If Association Rules were followed, therefore, the terms of ad hoc groups would expire at the close of the annual meeting following their creation, unless they had been discharged earlier or were explicitly renewed. Second, under Association Rule 70-1.3, P&P is to make recommendations regarding all governance groups and programs in its five-year review. These recommendations, particularly with regard to sunsetting, rarely have been a significant part of these reviews.

Consequently, no effective plan has been implemented for discontinuing ad hoc groups, or evaluating whether they have accomplished their missions. For example, between 1994 and 1997, 11 new standing or continuing groups were created, often from ad hoc entities, while between 1990 and 1997 only one group was discontinued. Although the members who make up the APA governance may not be disturbed by this state of affairs, dues-paying members may have a different perspective. As one psychologist commented, "APA is a membership organization, which means that members mostly want services that directly benefit and support (or help) them. Establishing another committee or task force rarely benefits members directly."

Fiscal Concerns

The disastrous five-year-long acquisition of *Psychology Today* in 1983 created a serious financial crisis for APA. Through governance leadership, sound executive management, and wise fiscal decision-making

that crisis was averted. But, in addition to the losses occasioned by *Psychology Today*, P&P noted in its five-year report covering 1984-1989 (P&P, 1990) that APA's other expenses were increasing, resulting in growing annual deficits. Although APA's income was growing, in large part due to the sale of its old District and Virginia buildings and the later financial success of its new headquarters building, APA's expenses were rising even faster. By the mid-1990s, APA was operating at a deficit. The threat of eroding our net assets was so great by 1998 that the Board of Directors felt compelled to take emergency action. In 1999 it cancelled an entire round of governance meetings and the Division Leadership Conference. In 1999, President Suinn made financial matters a central focus of the Council's August agenda.

These crises have been managed by prudent emergency action, but the underlying long-term trends require strategic planning. As P&P noted in its last five-year report (P&P, 1995) the growth of new members in APA may have peaked. The number of new doctorates in psychology appears to have reached a steady state, while the number of aging members who reach dues-exempt status is climbing at a rate of 10% annually. As a result, projected dues collection figures for 1998-1999 had to be reduced by \$300,000. This reduction was not unanticipated. P&P had informed the membership in 1995 that the aging of the APA membership "bears watching and requires proactive planning on the part of the APA leadership and staff to ensure continued financial stability for the association" (P&P, 1995, p. 622).

Any organization can withstand occasional modest deficits. Repeated large deficits, however, erode the net worth of the association, affect its ability to secure loans, deplete its assets, and reduce the future income needed to carry out its important, continuing missions. There are important scientific, social, and professional tasks that APA must accomplish in the new century. Reduction of assets and income will hamper our ability to accomplish those tasks if we do not do effective proactive planning and institute changes.

Staffing Issues

Due to heavy turnover, position vacancies, and the intensity of governance-related work, it is estimated that the average staff person is doing the equivalent of 1.2 full-time jobs. The relatively unchecked proliferation of ad hoc groups and the chronic fiscal difficulties facing APA have precluded adequate resolution of staff overload and poor morale.

In the 1990s, between 12% and 20% of APA employees left the association each year for other jobs,

The Panel then developed the following mission and set of overarching principles that would guide the development of its final recommendations.

Mission

In accordance with the APA Bylaws and the Association Rules which require review of the structure and function of APA, the Panel declared its specific mission to:

Help insure a healthy future for APA by facilitating the Policy & Planning Board's 5-year review of the association. The Panel will gather and review information, will seek consultation with relevant bodies and will make recommendations regarding (a) inequities between current mission and ideal view; (b) unmet needs; (c) areas for cost containment, and; (d) future direction and issues. The Panel will seek to promote consensus as it works with P&P to facilitate implementation of the resulting recommendations.

Overarching Principles

The Panel, with the advice and consent of P&P, developed a set of overarching principles to guide its work. They are:

1. APA is a membership-driven organization whose major policies are developed and major functions performed by members;
2. Priorities that are identified and consensually derived should drive the work of governance;
3. The structure and functions of the association should conform to these identified priorities;
4. The Blue Ribbon Panel respects the missions of boards and committees; these entities should seek to fulfill those missions by the most effective possible means, particularly in ways other than the creation of task forces, working groups, and other governance entities;
5. Governance groups that are disproportionately expensive but essential to the integrity and social responsibility of the association should be maintained, consonant with fiscal soundness; and
6. APA should employ current and developing technology to supplant face-to-face meetings of governance groups when this can be done without endangering their missions.

DATA GATHERING

No report of the magnitude contemplated by the

Bylaws and the mission the P&P/Panel set for itself could be realized without substantial relevant data. We approached data collection with great care, recognizing that unless all voices were heard and sufficient information gathered, the report would most likely be relegated to the archival graveyard, with little or no effect on the conduct of APA's business. Thus, a great deal of time in 1997 and 1998 was devoted to delineating the kinds of information the Panel would need and the formats of the data collection devices used to accumulate that information.

The data we collected included:

1. The mission statement and all agenda books for a two-year period (Spring 1996-1998) from each board and standing or continuing committee.
2. The number and length of meetings each board or committee had each year and the number of items it had on its individual meeting agenda. Each agenda item was catalogued according to whether it was unique to the group, shared with other groups, simply a "housekeeping" item (e.g., approval of minutes, developing slates for governance elections), a matter referred to it by Council, and whether it took the lead on the item. **Table 1** lists the governance groups that were asked to complete the worksheet. The worksheet itself appears in Appendix A-1.
3. Self-examination data from boards and committees gleaned from an Information Request Form (see Appendix A-2). The items asked about their respective mission statements and responsibilities, their perspective on their significant functions and achievements, and, most notably, what they believed were the 10 most important issues facing APA in the next five years (Question 9) and the mechanisms they would recommend (beyond simply creating more governance groups) to address those 10 issues (Question 10).
4. Data from variants of the Information Request Form completed by the "Internal Management of APA," tailored to each of them (see Appendices A-3 to A-5), including: (1) The Executive Management Group (EMG), consisting of the CEO, the Deputy CEO, the executive directors of each of the Directorates, the General Counsel, and the Senior Director for Governance Affairs; (2) the Coordinating Group for Governance Issues (CCGI), consisting of the senior staff liaisons to boards and committees; and (3) the Coordinating Committee for Administration and Management (CCAM), consisting of the senior administrators of each of the Directorates.
5. Similar data from the Council of Representatives and the Board of Directors, focusing on issues facing APA in the next five years and mechanisms that would address those issues.
6. Data gathered through a short survey of the

Table 2: Summary of Self-Report Meeting Data for Each Board and Committee by Directorate (1996-1998)

Board or Committee	# Mtgs/ Days	# Mbrs	Items ^a					Missn ^b = Do
			Unique	Shared	Hskp	Lead	C/R	
Central Programs								
APAGS	2 mtgs 2-3	9	12.8	6.6	15	<1(.6)	<1(.8)	6
BCA	2 mtgs 2	6	18.8	1.4	2	0	<1(.4)	6
P&P	3 mtgs 2.5	9	2.8	9	6.6	0.2	5.8	5.5
CEHR	2 mtgs 1-2	6	5.4	1.6	6.2	0	0	no answer
CIRP	2 mtgs 2	9+2	12.4	1.6	13.4	2	0	6
CODAPAR	2 mtgs 1-3	6	4.75	3.5	5.75	0	2.25	6
Ethics	3 mtgs 3	7+1	n/a	n/a	n/a	n/a	n/a	5
Finance	2 mtgs 2.	7	8.5	4.5	3.25	2	2.25	7
Membership	2 mtgs 3	6	6.75	4.25	3	0	0	6
PIC	2 mtgs 2	9	11.2	0.8	6.2	0	0.2	no answer
COLI	2 mtgs 2-3	9	5.8	6	3	2.8	4.6	6
CSFC	2 mtgs 2	6	4.6	1.8	3.8	0	0.4	no answer
Education								
BEA	2 mtgs	3	12	19.33	9.66	13.33	7.8	1.33 5
COA	4 mtgs	4	20	16.6	1	10	0	0 7
CEC	2 mtgs 2.5	7	12	1.6	6.2	0.2	0.6	6
CACES	2 mtgs 3	10	5.6	1.4	8.4	0.6	0	5
TOPSS	2 mtgs 3	9	11.33	16.6	4	9.6	0	7
CRSPP	2 mtgs 3	9	3.25	1.75	4.75	3.5	0	7
Practice								
BPA	2 mtgs 2.5 and 3.5	9	3	2.95	5.8	29.2	6.4	6.5
COPPS	2 mtgs 2.5 and 3.5	6	1.4	2.5	4.6	0.9	0	6
CAPP	5 mtgs 2-2.5	9+4	11.2	17.8	13	12.6	8.2	6
CRH	2 mtgs 3	8	7.6	1.6	5.6	0	0	7
NCPP	2 mtgs 1-2	12	6.44	0.8	8	0	0.2	7
Publications & Communications								
P&C	2 mtgs 2	9	25	1.25	8.75	0.25	0.25	6
Public Interest								
BAPPI	2 mtgs 2.5	10	1.2	18.4	10.4	2.2	8.2	6
CONA	2 mtgs 3	6	0	4	6	2	0	no answer
CYF	2 mtgs 3	6	3	8.4	17.8	1	0.2	7
CUI	2 mtgs 3	8	6	4.66	12.3	0.33	0.33	6
CEMA	2 mtgs 2.5	6	5.8	17.2	8.8	3.6	1	7
CLGBC	2 mtgs 2.5	6	18.2	8.6	14.8	0	0.4	7
CWP	2 mtgs 2-3	6	12.8	5.6	15.8	0	0	5
CDIP	2 mtgs 2.5	6	12	0.6	15.2	0.6	0	5
Science								
BSA	2 mtgs 3	9	15.8	9	9.6	0	5.4	6
CARE	2 mtgs 2	6	8.4	2.4	3.8	0	0	7
CPTA	2 mtgs 2.5	9	11.4	3	4.4	12	0.6	6

^aMean number of items per meeting.

^bExtent to which mission reflects what group does on 1-7 scale (7 = perfect congruence).

See Results for fuller explanation.

cost of the group itself. Subsistence costs are estimated to be \$500 per person for travel and \$200 per person per day for food and lodging. When indirect costs (e.g., space, staff salaries) are considered the figure is estimated to be three to four times the subsistence cost. See Table 4.

7. In addition to elected and/or appointed board and committee members and the staff needed to implement their work, many group meetings are attended by liaisons, i.e., members of other governance entities assigned to monitor the work of the group to which they are appointed. Liaison activity has risen over the past few years and the number of liaisons appointed to each group varies widely.

Table 4: Costs Associated with Boards and Committees

	<i>Direct</i> ^a	<i>Indirect</i>	<i>Total</i>
CSFC	22,000	93,000	115,000
APAGS	45,000	93,000	138,000
BCA	20,200	93,000	113,200
CRSPPP	17,500	93,000	110,500
CODAPAR	22,700	93,000	115,700
CEHR ^b	—	—	—
CIRP	25,600	93,000	118,600
COLI	24,800	93,000	117,800
Ethics	54,300	188,000	242,300
Finance	12,600	93,000	105,600
Membership	28,100	93,000	121,100
P&P	29,400	188,000	217,400
P&C	34,000	188,000	222,000
PIC ^c	—	—	—
BSA	21,800	188,000	209,800
CARE	12,900	93,000	105,900
CPTA	17,600	93,000	110,600
BAPPI	39,600	188,000	227,600
CONA	13,200	93,000	106,200
CYF	13,600	93,000	106,600
CDIP	13,600	93,000	106,600
CEMA	19,600	93,000	112,600
CLGBC	13,600	93,000	106,600
CWP	15,600	93,000	108,600
CUI	14,500	93,000	107,500
BPA	42,300	188,000	230,300
COPPS	17,500	93,000	110,500
CAPP	135,200	188,000	323,200
CRH	17,000	93,000	110,000
NCPP	18,900	93,000	111,900
BEA	45,700	188,000	233,700
CoA	203,900	188,000	391,900
CPEC ^d	25,200	93,000	118,200
TOPSS	15,900	93,000	108,900

^aSource: 2000 preliminary APA budget.

^bCEHR was sunset in 1998.

^cPIC was sunset in 1998.

^dCPEC was formed through a merger of CEC and CACES in 1999.

In Appendix B we provide an entity by entity analysis that unpacks the data just presented and provides particularized information concerning mission, accomplishments, and goals for each governance entity.

Priorities for the Next Decade

The responses gleaned from external governance and internal management provided valuable descriptive data. The Information Request Form, however, asked for subjective responses as well. One of the crucial requests was for members from all major segments of APA to rank order the 10 most important issues that APA should address in the next decade.⁵ This request was made because the Panel believed that any recommendations for restructuring APA's governance should tie priorities to implementation. We envisioned that spending and implementation would be directly connected to identified priorities.

As calculated and categorized by the Research Office, Table 5 presents the rank ordering of priorities by category as rated by the external governance (boards and committees, Council, and the Board of Directors), internal management (Executive Management Group and the Coordinating Committee on Administration and Management), and the membership. Examples for each category are found in Appendix D.

These data should not be considered definitive. They merely represent an initial exploratory attempt to determine our association's priorities for the foreseeable future. A variety of methods was used to gather these data, e.g., questions within a larger survey, single question in a newspaper survey, phone calls, with slightly different forms of the priority question. Samples of respondents ranged from a low of 22 (APA members) to several hundred (board/committee members) and included psychologists and non-psychologist staff members.

Despite methodological shortcomings, some consensus is discernible. When all groups are collapsed, the following issues were rated as the five most salient:

1. Career and Market Place Issues
2. Managed Care
3. Leadership and Membership
4. Public Relations
5. Budget and Finances

⁵To refresh the reader's recollection, the groups surveyed were all boards and committees, the Council of Representatives, the Board of Directors, the Executive Management Group, the Coordinating Group for Governance Issues, and members who responded to a survey in the June 1999 *APA Monitor*. See section on Data Gathering for a fuller explanation.

by calling it the Governance Renaissance Plan.

In the second section, we offer recommendations concerning the structure of APA's internal operational units. In the third section, we offer additional measures to improve the efficiency and financial status of APA, particularly with regard to the way in which APA conducts its governance business.

Restructuring the Present Board and Committee System: The Governance Renaissance Plan

With the unanimous endorsement of the combined Panel and P&P, we present a three-pronged proposal for a major refashioning of the governance structure. We believe it will reduce unnecessary spending, more closely tie spending to identified priorities, and make better use of Council's expertise. We hope that after careful consideration the Governance Renaissance Plan will be fully implemented.

All of APA's standing boards are authorized by Article XI of the APA Bylaws. They are, inclusively, the Board of Convention Affairs, the Policy & Planning Board, the Publications and Communications Board, the Board of Educational Affairs, the Board of Professional Affairs, the Board of Scientific Affairs, and the Board for the Advancement of Psychology in the Public Interest. There are also standing committees authorized by the Bylaws. They are the Membership, Finance, Ethics, and Election Committees.

In addition, there are a number of governance groups denominated by APA's Association Rules as continuing committees. The members of these committees are elected either by Council or the parent board and report either directly to Council, e.g., CSFC; to the Board, e.g.; CIRP, or through their parent boards, e.g., CARE to BSA.⁶ And, as we described in the Introduction, there are also a plethora of ad hoc groups that are appointed by standing boards or continuing committees.

Continuing committees are those groups denominated in the APA Association Rules. The membership of these committees are either elected by the Council or their parent boards and report either directly to Council, e.g., CSFC; to the Board of Directors, e.g., CIRP, or through their parents boards, e.g., CARE to BSA. And, as we described in the introduction, there are also a plethora of ad hoc groups that are appointed by standing boards or continuing committees. Ad hoc groups are not included by name in either the bylaws or rules. It is the status of these continuing committees, the relation to their parent boards, and the role of Council about which the Governance Renaissance Plan is directly concerned. We begin with an overview of our three-pronged proposal and then return to provide details.

As the first prong of our proposal, we recommend that Council amend the Association Rules to remove language regarding those continuing committee that report directly to standing boards (boards other than the Board of Directors) with the exception of the Committee on Accreditation.⁷ We recognize that, with the deactivation of those continuing committees, standing boards cannot attend to the work necessary to meet APA's priorities. Thus, the second prong of the proposal is Council allocate a sum of money to each standing board each year. The board would be able to use those funds to support the projects and activities designed to meet the goals identified by the board for that year. The third prong of our recommendation is that the Council of Representatives model itself in major respects after Congress and state legislatures. That is, we recommend that Council creates its own subcommittees and function on a truly legislative model.

Although representing a significant alteration in the way APA conducts its business, we believe the Governance Renaissance Plan will enable APA to respond more effectively to emerging priorities while continuing to address longstanding and ongoing priorities. It has the advantage of reinforcing Council's dynamic policy development role while providing more operational autonomy to standing boards. Not incidentally, it should result in both cost savings and reduction in the amount of staff time spent in governance meetings, freeing both fiscal and personnel resources to address identified priorities directly.

As noted, standing boards cannot continue to accomplish all the work necessary to meet APA's priorities. But, rather than meeting those priorities by reflexively organizing work groups, we recommend that each standing board be provided with a budgeted allotment with which it will be free to develop mechanisms to meet directorate and association priorities in more targeted and flexible ways. Boards could still create and fund committees, but they could also hire consultants, bring in experts, meet during the year through videoconferences, or develop and use any other permissible strategies they choose. We also urge boards to make more extensive use of the resources and expertise available through APA's divisions.

⁶There is one exception to this structure. The Committee on Rural Health reports through another committee, i.e., CAPP.

⁷The exception is CoA. CoA is funded almost entirely by accreditation fees and must continue to exist if APA is to carry out its accrediting duties and obligations under federal law. We also make no recommendations as to CAPP and APAGS. We presume that as soon as feasible, CAPP, in part supported by the Special Assessment, will become part of a 501(c)(6) organization and will continue to receive most of its funds from the assessment. APAGS is also essentially self-funded and a major source of continuity of dues-paying members in the 21st century.

the groups that are part of APA Central Programs. Specifically, we recommend:

1. P&P reduce the number of meetings to two per year, except when its five-year report is due. We also recommend that one of its members be the association's president-elect;

2. COLI be deactivated and its functions divided between the General Counsel's office and an amicus advisory group based in Division 41;

3. CODAPAR meet twice a year; once for its regular meeting and once to organize the Division Leadership Conference;

4. CIRP be deactivated and its activities centered in the Office of International Affairs, with a consulting group based in Division 52;

5. NCPP (the College) center its activities in the Practice Directorate, its Board of Governors become a six-member advisory group (reduced from its present size through attrition), and it become self-sufficient; and

6. CRSPPP reduce its membership from nine to seven and meet at one rather than two face-to-face meetings per year.

Finally, we recommend that the Treasurer's term be reduced to three years, with the possibility of re-election for a contiguous second term. The current five year term was enacted in 1945 when the duties of the Treasurer were coextensive with the present functions of the Chief Financial Officer (CFO). The breadth of those functions justified the five year term but, with the establishment of the position of CFO and the large staff to carry out the detailed financial responsibilities of APA, it appears reasonable to make the term of Treasurer commensurate with that of the Recording Secretary and the Board of Directors' members-at-large.

We believe this new structure offers many benefits. It provides for self-determination within standing boards and the directorates to which they relate. Each board receives a budget and can determine how it will fulfill its mission. Budgets would be correlated with goals and identified priorities. It provides an enlarged role for Council in determining what items it will consider as well as giving it greater active control over expenditures and its own agenda. This increased flexibility and greater voice in decision making has an additional essential benefit. We contemplate significant cost savings. There would be no need to fund and hold the consolidated committee meetings held twice a year (consolidated board meetings would continue). It would substantially reduce the expenditures now allotted to continuing committees and ad hoc groups. Using the Year 2000 budget, APA plans to spend approximately \$450,000 for direct costs alone to fund these groups (not including CoA, CAPP, APAGS, BSA's

Awards Committee, and P&C's Council of Editors and Advisory Group). These budgetary figures do not include the indirect costs associated with committee staff, which are considerably more than direct costs. Moreover, the Governance Renaissance Plan allows for greater adaptability and wider choices in addressing emerging issues, emphasizing important overarching issues and diminishing "single-person" driven agendas.

In sum, we recommend that all continuing and ad hoc committees be deactivated; each standing board be given a prescribed budget to use as it sees fit within APA's identified priorities; and that Council, in part, be organized as a truly legislative body conducting much of its business through a subcommittee system.

Recommendations Regarding APA's Operational Units

Like the proverbial iceberg, the money spent on governance is just the tip of a much larger, often unexposed portion of the APA's expenditures. It appears to us that the last decade has seen an enormous professionalization of the internal management of APA. The appointment of Raymond D. Fowler, current Chief Executive Officer/Executive Vice President, and his selection of a superb management team has put APA on an extraordinarily rational and solid base. Nevertheless, just as the P&P/Panel has reviewed the structure and function of governance, it is important that APA undertake a review of APA's operational units.

In making this recommendation we recognize the enormity of managing an association that operates like a conglomerate consisting of several corporations each with a separate budget and staff, but with mandates that complement and sometimes overlap. We believe that a review of APA's internal operations will provide information on how to organize in the most effective and cost-efficient way and how to foster intra-association communications.

We, as psychologists and members, may be knowledgeable about governance operations but we do not necessarily have the management and organizational expertise needed to review the association's internal operations. Thus, we recommend that APA hire a person or company to perform this review.

We would expect the review to assess the degree to which each directorate program reflects APA's priorities, interfaces with other programs and makes use of staff. The review would also investigate outsourcing functions, merging programs with similar missions, and the possibility of assigning some functions to APA boards or divisions. Internal management has been quite successful and creative in producing revenue that

Committee on Accreditation;

2. Have Council allocate an annual budget for each standing board, which will fund its projects and goals, and provide additional contingency funds for such projects that support identified association priorities; and

3. Restructure Council as a legislative body by creating Council subcommittees that would fulfill important legislative functions such as appropriating funds to boards, deciding its own agenda, etc.

We provide other measures to effect cost savings as well. We recommend the exploration and development of technologically innovative mechanisms for conducting APA's business, including the establishment of a teleconferencing center within the association.

In making these proposals we were guided by certain identified overarching principles; priorities for APA in the next 5 years as identified by governance, staff, and membership; financial information; and by our desire to create recommendations that would stimulate discussion, debate, and action.

It is our hope that our proposed new structure will not only result in significant cost savings but will enhance the self-determination and flexibility of standing boards; reduce the profusion of ad hoc groups; and

give new life to the role, purpose, and function of the Council of Representatives.

This has been a time-consuming, sometimes onerous, sometimes anxiety-provoking task. Our hope is that this report and the proposed Governance Renaissance Plan, translated into new business items for Council's approval will lead to greater fiscal stability, more effective engagement by directorate boards in the pursuit of crucial priorities, and greater impact by the Council of Representatives on setting and maintaining association priorities. P&P and the Panel truly appreciate the cooperation of all segments of APA in producing this report and commend it to your attention and consideration.

REFERENCES

American Psychological Association, Policy and Planning Board. (1991). Five-year report of the Policy and Planning Board: 1990: Five years of turbulence, change, and growth within APA. *American Psychologist, 46*, 678-688.

American Psychological Association, Policy and Planning Board. (1995). Five-year report of the Policy and Planning Board, 1994. *American Psychologist, 50*, 620-632.

Appendix A-2: Information Request Form

1998 Policy and Planning Board Information Request

Board/Committee: _____

1. In general, how closely does the mission statement of the Board of Directors reflect what you actually do?

1 _____ 2 _____ 3 _____ 4 _____ 5 _____ 6 _____ 7 _____
not at all perfectly

2. How does the mission statement differ from what you actually do?

3. Please indicate how you would change your mission statement to reflect what you actually do.

4. Please indicate how you would change your mission statement to reflect what you would like to do.

5. Please indicate the most important functions (up to 5) your board/committee performs for which you have primary responsibility.

1. _____

2. _____

3. _____

4. _____

5. _____

6. From the attached list, place in rank order the three (3) boards/committees with which you interact the most.

7. Looking back for the past five years, list 5 actions taken by the Board of which you are particularly proud.

1. _____

2. _____

3. _____

4. _____

5. _____

8. Please rank order 5 goals, products, or achievements the Board would like to accomplish in the next five years.

1. _____

2. _____

3. _____

4. _____

5. _____

9. Please rank order the 5 most important issues that you believe APA should address in the next five years.

1. _____

2. _____

3. _____

4. _____

5. _____

10. What mechanisms would you recommend for addressing the issues you listed in item 8 other than creating new temporary or permanent governance entities? List as many as you wish. These may include lobbying, press releases, central office action, etc.

10. What role do you play in deciding when a task force's mission is completed? How would you deal with a board or committee that has outlived its usefulness?

11. How do you see your directorate serving the general public?

* * * * *

12. What do you believe to be the greatest obstacles to cost containment in your directorate?

5

in APA?

APA Activities

13. In what areas do you believe that APA could better fulfill its goals and mission? What needs to change for that to occur?

14. What are the tasks currently carried out by governance that could be more efficiently carried out by staff, and vice-versa?

6

15. Please rank order the 5 most important issues that you believe APA should address in the next five years?

1. _____

2. _____

3. _____

4. _____

5. _____

16. What mechanisms would you recommend for addressing the issues you listed in the above item other than creating new temporary or permanent governance entities? List as many as you wish. These may include lobbying, press releases, central office action, etc.

7

Appendix A-5: Administration and Management Information Request Form

1998 Blue Ribbon Panel Information Request Administration and Management

Name: _____

Program Area: _____

Note: Please return your completed survey to Michael Honaker, PhD by Wednesday, January 13, 1999. The information request is in the NITEMP/CENTRAL directory as BlueRibbonPaneladministrationmanagement.doc.

1. Which parts of your directorate are most effective? Which parts (free of governance or budget constraints) might you want to change to improve the functioning of your area to promote clear goals, effective functioning and use of resources?

2. What programs do you believe might be implemented or augmented to help you?

3. What redundancies of services do you see within your directorate? Across directorates? What are your suggestions for dealing with these redundancies?

4. Is the technology available to you appropriate to the work of your directorate? What other technology is available that would facilitate your work?

5. What do you believe to be the greatest obstacles to cost containment:

in your directorate?

In APA?

6. What are the changes needed in staffing patterns that would make APA more effective? More cost efficient?

7. Please rank order the 5 most important issues that you believe APA should address in the next five years?

1. _____

 2. _____

 3. _____

4. _____

5. _____

8. What mechanisms would you recommend for addressing the issues you listed in the above items other than creating new temporary or permanent governance entities? List as many as you wish. These may include lobbying, press releases, central office action, etc.

Appendix B: Entity by Entity Analysis

BOARD OF DIRECTORS

There are 11 elected members of the Board of Directors, all of whom have the right to vote. The elected members include the president, president-elect, past-president, recording secretary, treasurer and six members-at-large. The Chief Executive Officer/Executive Vice President sits as the twelfth member and is without vote.

The mission of the Board is to (1) serve as the executive committee and administrative agent of the Council of Representatives; (2) supervise the work of the CEO; (3) exercise general supervision over the affairs of the association; and (4) take such actions as necessary, including emergencies, between Council meetings. The Board meets at least six times per year—2-3 days in June and December, 1-2 days before and during the February and August Council meetings, and during two 2-3 day retreats meetings.

The Board's agenda is quite demanding and generally requires giving substantial attention to activities that are not always explicitly reflected in its mission statement. These activities include extensive liaison and advisory responsibilities to Council, the relevant organizations external to APA, and to internal boards and committees, as well as the review of all ethics cases leading to expulsion or resignation from the association.

Current members of the Board believe that APA's fiscal stability, the changing health care environment, and enhancing the public image of psychology's contribution to science, practice, and human welfare are its major priorities for the next five years. They also acknowledge that it has insufficient time for long-range and strategic planning.

The direct subsistence costs for operating the Board are approaching \$300,000 per year. It also has a contingency fund of \$100,000, with a possible increase in 2000.

Although not a fiscal issue, we have unanimously recommended, for the reasons cited in this report, that the term of the treasurer be reduced from five years to three years.

COUNCIL OF REPRESENTATIVES

There are 163 members of Council as of 1999, up from 136 (including Board of Directors and coalitions) in 1998, when a new plan was enacted to ensure more widespread representation by divisions and state associations on Council. It is fair to say the Council's fo-

cus has included procedural issues and its size and composition, to the relative exclusion of the control of its own expenditures. Some actions have been taken to improve the efficiency of Council's deliberations and to rein in costs. Council, however, currently is considering raising the contingency funds for it and the Board of Directors from \$100,000 to \$125,000. The direct subsistence cost of operating Council is about \$211,000. It is almost impossible to gauge the exact cost because many chairs of boards and committees attend, along with the general counsel, and several staff members.

It has become increasingly clear that Council is dissatisfied with its role, its agenda, and the nature of its meetings. We hope that adoption of the Governance Renaissance Plan will bring new life and opportunities to Council and its members.

There were extensive discussions among P&P/Panel with regard to renaming Council and the Board of Directors to better reflect the functions of each group. Given that the Bylaws invest in Council the role of a legislature with "full power and authority over the affairs and funds of the Association . . ." (APA Bylaws, Art. IV, Sec. 1), a reasonable argument could be made that those functions are those of a Board of Directors. The Bylaws further states that the entity now designated as the Board of Directors "shall be the administrative agent of the Council," supervising the work of the CEO, exercising general supervision over the affairs of APA, and acting in Council's stead during emergencies (Art. VII, Sec. 4). One could argue that these functions translate as those commonly assigned to an Executive Committee.

Given these respective functions, one possible recommendation would be to change the names of these bodies to reflect those functions, *i.e.*, Council would be denominated the Board of Directors and the Board would be renamed the Executive Committee of the Board. These changes, it could be argued, more accurately mirror reality and could exert subtle, but profound effects on the manner in which Council members carry out their fiduciary responsibility for the governance of APA. Given the fact that APA's general counsel has stated that members of Council are not true representatives, in the sense that they are not merely delegates, appellation as a Board of Directors is more consonant with their roles as independent directors with the legal duty to vote their conscience regarding what is best for the organization as a whole. Finally, the name change may revive, energize, and make more productive Council members who presently believe they have little genuine voice in the op-

5 proudest achievements of past 5 years:

- 1) Constructed revised process for 5 year review
- 2) Exercised watchdog function
- 3) Consolidated resolution on division guidelines and standards
- 4) Responded to Council proposals
- 5) 1995 5-year report

Planned achievements for next 5 years:

- 1) Implement recommendations from current 5-year report
- 2) Develop scenario planning
- 3) Increase communications with Board of Directors and other entities relevant to mission
- 4) Facilitate interaction among directorate and membership constituencies
- 5) Improve image to governance

Committee on Employment and Human Resource

This committee was discontinued in 1998. CEHR's mission (formerly Association Rule90-2) was to recommend policy affecting supply and demand of psychologists and their utilization and employment and disseminate that information.

Mean # and range of items considered each meeting: 13.2 (9-15)

Ratio of mean # of unique to housekeeping items: .87

Committee on International Relations in Psychology

CIRP's mission (Association Rule90-3) is the internationalization of psychology by, among other ways, enhancing communication and facilitating research exchange via meetings.

Mean # and range of items considered each meeting: 29.4 (25-34)

Ratio of mean # of unique to housekeeping items: .93

5 proudest achievements in past 5 years:

- 1) Work with South African Society to form new organization
- 2) *American Psychologist* special section
- 3) Assist and nurture Division 52
- 4) Facilitate exchange visitors and travel programs
- 5) Journal and PsycLit donations program

Planned achievements for next 5 years:

- 1) Facilitate accreditation of APA as NGO at UN
- 2) Strength involvement of APA in international activities
- 3) Increase frequency of sections on international psychology in the *American Psychologist*
- 4) Promote international perspective in psychology curricula
- 5) Increase support for international meetings and travel grants

Committee on APA/Division Relations

CODAPAR's mission (Association Rule90-8) is to address the mutual involvement of divisions and APA in fostering psychology as science, profession, and means of promoting human welfare and to facilitate communications among divisions and between divisions and APA.

Mean # and range of items considered each meeting: 16.25 (13-24)

Ratio of mean # of unique to housekeeping items: .83

5 proudest achievements in past 5 years:

- 1) Holding DLC and revising its structure and function
- 2) 50th anniversary celebration of divisions
- 3) Giving priority to ethnic minority/diversity issues
- 4) Facilitating collaborative efforts through interdivisional grants and executive roundtable
- 5) Created process for annual review of divisions

Planned achievements for next 5 years:

- 1) Hold DLC annually to orient incoming division presidents
- 2) Establish ongoing interdivisional grants
- 3) Increase interdivisional collaboration
- 4) Increase communication between CODAPAR and divisions
- 5) Work with BCA to revise and enhance convention

Ethics Committee

The Ethics Committee (Bylaws Article XI, Section 5 and Association Rule20-1) evaluates ethical complaints and formulates ethical principles and procedures for adoption by the Association, and formulates rules governing the conduct of the ethics process for approval by the Board of Directors acting on behalf of Council.

Ratio of mean # of unique to housekeeping items: 2.07

5 proudest achievements in past 5 years

- 1) APA/ABA working group and joint conference
- 2) APA legal compliance program
- 3) Amicus briefs
- 4) Publication of strategies for coping with subpoenas for test data
- 5) Standards and guideline document review

Planned achievements for next 5 years:

- 1) Continue collaboration with ABA and other professions
- 2) Enhance think tank capacity
- 3) Increase continuing education programs for psychologists and attorneys
- 4) Develop clearinghouse, networking, information, and expert consultation function
- 5) Develop judicial fellows program

Committee on Structure and Function of Council

CSFC's mission (Association Rule 60-1) is to receive, review, and initiate recommendations about Council functions and operations, including rules and procedures for conducting Council business.

Mean # and range of items considered each meeting: 10.4 (7-13)

Ratio of mean # of unique to housekeeping items: 1.2

5 proudest achievements in past 5 years:

- 1) Helping C/R function more efficiently and collegially
- 2) Using focus groups
- 3) Responding to C/R member needs, including new member orientation
- 4) Focusing C/R on ethnic minority issues
- 5) Making agenda available on APA website

Planned achievements for next 5 years:

- 1) Continue to respond to C/R member needs
- 2) Operationalize feedback process for focus groups
- 3) Continue to monitor mentoring program
- 4) Modify mission statement

EDUCATION DIRECTORATE

The Education Directorate, established in 1990, has

major responsibility for oversight of education and training in psychology at all levels and to advance the application of psychology to education and public policy. Education and training are major foci of APA and require a continuing strong commitment. When we surveyed APA's priorities for the next five years, education and training issues were ranked very highly, particularly with regard to maintaining APA's science base, monitoring and creating new career opportunities, and addressing emerging student needs.

Board of Educational Affairs

BEA (Bylaws Article XI, Section 9 and Association Rule 120-17) has a general concern for all educational and training issues that transcend divisional and other group interests.

Mean # and range of items considered each meeting: 32 (43-62)

Ratio of mean # of unique to housekeeping items: 1.45

5 proudest achievements in past 5 years:

- 1) TOPPS became standing committee
- 2) Reached out to divisions
- 3) Created and sunset two task forces, respectively
- 4) Initiated Partnerships in Psychology Project
- 5) Drafted standards for the teaching of high school psychology

Planned achievements for next 5 years:

- 1) Inclusion of higher education administrator/psychologists in APA activities
- 2) Development of best practices in instructional technology
- 3) Expand application and visibility of science and practice of psychology from pre-K to 12th grade
- 4) Create more effective linkages between all constituencies within APA

Committee on Accreditation

CoA's mission (Association Rule 120-3) is to evaluate doctoral, internship, and postdoctoral residency programs in professional psychology.

Mean # and range of items considered each meeting: 20.14 (6-28)

Ratio of mean # of unique to housekeeping items: 1.66

process

- 3) Participate in dialogue concerning standards for education
- 4) Create mechanism for effective communications with constituencies
- 5) Insure continued staff and budgetary support for CRSPPP

PRACTICE DIRECTORATE

This directorate is involved in a range of activities in support of practitioners and consumers of psychological services. Its mission is organized around legislative advocacy, legal and regulatory strategies, marketplace activities, and public education, with major focus on issues created by the rapidly changing health care system. The activities of the Practice Directorate are initiated and undertaken with the oversight of its two major constituent groups—the Board of Professional Affairs and the Committee for the Advancement of Professional Psychology.

Board of Professional Affairs

BPA's mission (Bylaws Article XI, Section 10 and Association Rule 130-1) is to develop and monitor APA policy for profession of psychology foster applications of psychology to promote public welfare.

Mean # and range of items considered each meeting: 66.2 (60-76)

Ratio of mean # of unique to housekeeping items: .52

5 proudest achievements in past 5 years:

- 1) Implement plans to address threats to psychology in current health care environment
- 2) Develop *Template for Psychological Intervention Guidelines*
- 3) Work to expand role of psychology in medical systems
- 4) Develop telehealth issues
- 5) Develop practice guidelines

Planned achievements for next 5 years:

- 1) Foster orderly and thoughtful expansion of professional psychology
- 2) Address match between products of educational system and demands of marketplace
- 3) Play leadership role in shaping telehealth policies
- 4) Continue to develop Advisory Committee on Colleague Assistance

- 5) Play leadership role in relation to application of treatment guidelines in health care marketplace

Committee for the Advancement of Professional Practice

CAPP's mission (Association Rule 90-2) is to exercise general supervision over the affairs of the Office of Professional Practice, to recommend procedures for the protection, defense, and enhancement of the professional practice of psychology, and to administer the special assessment funds.

Mean # and range of items considered each meeting: 50.4 (29-65)

Ratio of mean # of unique to housekeeping items: .86

5 proudest achievements in past 5 years:

- 1) Supported grass roots professional advocacy
- 2) Demonstrated need for additional fund for advocacy
- 3) Integrated of diverse practice groups
- 4) Initiated test case litigation against abuses of managed care
- 5) Worked with Practice Directorate to implement practice agenda

Planned achievements for next 5 years:

- 1) Gain prescription privileges in at least one state
- 2) Achieve parity for mental health coverage
- 3) Increase acceptance of psychologists as integral to health care services
- 4) Prosecute managed care litigation
- 5) Identify and gain access to new revenue streams to support professional psychology

Committee on Professional Practice and Standards

COPPS' mission (Association Rule 130-4) is to develop and recommend to BPA standards and guidelines for providers of psychological services and to monitor legislation affecting practice.

Mean # and range of items considered each meeting: 9 (7-11)

Ratio of mean # of unique to housekeeping items: .30

5 proudest achievements in past 5 years:

- 1) *Guidelines for Psychological Evaluations in Child Pro-*

Ratio of mean # of unique to housekeeping items: 2.86

5 proudest achievements of past 5 years:

- 1) Selection of editors
- 2) Development of new PsychInfo initiatives
- 3) Maintenance and addition to growing family of quality journals
- 4) Printing of 4th edition of the *Publication Manual*

Planned achievements for next five years:

- 1) Maintain and improve journal quality
- 2) Manage transition to electronic information
- 3) Plan for creation of new journals and restructure existing journals to reflect current and future state of field
- 4) Restructure journal-pricing policy
- 5) Develop manuscript-processing systems for editors

PUBLIC INTEREST DIRECTORATE

This directorate supports and promotes efforts to apply the science and profession of psychology to the advancement of human welfare, issues of critical importance to consumers of psychological services and the general public. The directorate, along with its constituent board and committees, has been successful in securing a significant amount of outside funding and collaborating with governmental and nongovernmental groups and agencies.

Board for the Advancement of Psychology in the Public Interest

BAPPI's mission (Bylaws Article. XI, Section 12 and Association Rule150-1): General concern for those aspects of psychology involving solutions to fundamental problems of human justice, increasing scientific understanding and training regarding culture, class, race/ethnicity, gender, sexual orientation, age and disability.

Mean # and range of items considered each meeting: 34 (19-52)

Ratio of mean # of unique to housekeeping items: .12

5 proudest achievements in past 5 years:

- 1) Initiative on violence
- 2) Support of the Commission on Ethnic Minority Recruitment, Retention and Training
- 3) Established the Committee on Urban Initiatives and

the Committee on Aging

- 4) Full implementation of the "valuing diversity" theme
- 5) Encourage of collaboration between Public Interest committees on various projects

Planned achievements for next 5 years:

- 1) Increase knowledge and use of APA's public interest resources by relevant organizations to promote justice and equitable treatment of all societal groups
- 2) Ensure continued funding for Commission on Ethnic Minority Recruitment, Retention and Training
- 3) Fully implement "valuing diversity" theme
- 4) Support increase in diversity within APA governance
- 5) Increase public interest connections with divisions and state associations

Committee on Aging

CONA's mission (Association Rule150-8) is to ensure that older adults receive APA's attention in areas such as advocacy for scientific and practice agenda by policy makers and funding agencies.

Mean # and range of items considered each meeting: 12 (single meeting)

Ratio of mean # of unique to housekeeping items: 0

Proudest achievements; planned achievements:

The information request was received at the committee's first meeting. Most of the time at this meeting was devoted to developing its mission statement and operating procedures.

Committee on Children, Youth, and Families

CYF's mission (Association Rule150-6) is to ensure that children, youth and families receive full attention of APA, including dissemination of information and encouragement of research..

Mean # and range of items considered each meeting: 30.4 (25-36)

Ratio of mean # of unique to housekeeping items: .17

5 proudest achievements in past 5 years:

- 1) Development of several resolutions relevant to CYF
- 2) Collaboration with other APA governance groups, e.g., CLGBC regarding resources for psychologists

Ratio of mean # of unique to housekeeping items: 1.23

5 proudest achievements in past 5 years:

- 1) Development and passage of APA resolution on appropriate therapeutic response to sexual orientation
- 2) Development and passage of APA resolution on legal benefits for same-sex couples
- 3) Organized and drafted amicus brief in favor of same-sex marriages
- 4) Organized and drafted amicus brief on rights of lesbian mothers to retain custody of their children
- 5) Organized testimony for appeal of state law barring civil rights for lesbian and gay men

Planned achievements for next 5 years:

- 1) Seating openly LGB psychologists on the Committee for the Advancement of Professional Practice and the Board of Professional Affairs
- 2) Seating openly LGB psychologists on the Board of Scientific Affairs
- 3) Passing guidelines for psychotherapy with LGB clients
- 4) Developing strategies to encourage career development of LGB scientists
- 5) Promoting quality research on LGB issues

Committee on Women in Psychology

CWP's mission (Association Rule 150-2) is to ensure that women achieve equality as members of psychological community so that all human resources can be fully actualized.

Mean # and range of items considered each meeting: 34.2 (28-38)

Ratio of mean # of unique to housekeeping items: .93

5 proudest achievements in past 5 years:

- 1) Report of Task Force on Violence against Women
- 2) Strategic planning activities
- 3) Development and publication of *Surviving and Thriving in Academia: A Guide for Women and Ethnic Minorities*
- 4) Creation of older women's initiative
- 5) Organized conferences on women's health, resulting in research agenda and publication of book on topic

Planned achievements for next 5 years:

- 1) Passage of resolution on violence against women

- 2) Survey to collect data on representation of women and others in APA governance
- 3) Development of woman's leadership action project
- 4) Creation of women's health services agenda
- 5) Promotion of Task Force on Women in Academe

Committee on Disability Issues in Psychology

CDIP's mission (Association Rule 150-5) is to promote psychological welfare of people with disabilities, including development of service delivery models responsive to needs of people with disabilities and promotion of relevant research.

Mean # and range of items considered each meeting: 28.6 (25-35)

Ratio of mean # of unique to housekeeping items: .79

5 proudest achievements in past 5 years:

- 1) Brochure on ADA and how it effects psychologists
- 2) APA resolution on full participation of psychologists with disabilities
- 3) Development of site visitor training manual
- 4) Survey on psychological services for persons with disabilities
- 5) Cosponsorship of 1995 miniconvention on disability issues in psychology

Planned achievements for next 5 years:

- 1) Complete survey and initiate and complete other research projects that grow out of survey on psychological services for persons with disabilities.
- 2) Catalyze state and local psychological associations
- 3) Increase involvement in advocacy efforts surrounding disability issues
- 4) Broaden scope CDIP activities and membership to include persons with all types of disabilities
- 5) Increased dissemination of information via web page development, manuals and brochures

SCIENCE DIRECTORATE

This directorate is responsible for APA's efforts on behalf of its science-oriented constituencies. It coordinates and supports science activities generated within the association and represents the interests of psychological science outside APA, including those charged with the development and implementation of public policy.

Appendix C: Council of Representatives New Business Form

FEBRUARY 2000 LEGISLATIVE COUNCIL NEW BUSINESS FORM

DATE SUBMITTED _____ AGENDA ITEM # _____

Please follow the attached instructions. Print or type using dark blue or black ink. Continue on a separate sheet if necessary.

TITLE/SUBJECT: _____

TYPE OF MOTION: _____ General Policy (no funds required)
_____ Funded Action (including policy requiring funds)

MOVER: _____ REPRESENTING: _____

ISSUE: _____

MAIN MOTION: _____

ISSUE PRIORITY (using attached list, please indicate how this motion fits into APA's priorities):

TIME PRIORITY: _____ Regular
_____ Expedited (action item for next meeting)
_____ Emergency (suspension of rules at this meeting)

Please justify the need for expedited or emergency status: _____

PROJECTED DURATION OF PROJECT/DEADLINE FOR COMPLETION: _____

EXPECTED OUTCOMES/PRODUCTS (please be concrete and specific): _____

VENUE: Can the proposed outcome/product be accomplished within the purview of existing governance entities? If so, to which should it be referred?

If a new governance entity is required, please describe its composition, meeting times, and staffing needs:

COSTS: Direct (Travel and Subsistence) _____
Staff _____
Allocated (Overhead) _____

Instructions for the Council New Business Form

Agenda Item #: Will be assigned by staff

Subject: Specify in the fewest words possible

Mover: Your name and those of any cosponsors

Representing: Name of your division, state/provincial association, or coalition and those of your cosponsors

Issue: Indicate issue/problem addressed by main motion. Provide a rationale for main motion

Main Motion: This is a statement or a request for action changing the status quo or passing a resolution on an important public policy issue

Time Priority:
Regular—used for usual, non-emergency business
Expedited—used for issues related to very important needs that need to be addressed by Council (after review) within 6 months
Emergency—used for exceptional issues that cannot wait until the next Council meeting

Council will vote on granting Expedited or Emergency Priority. Regular priority is preferred because it allows for the most thorough examination of the issues for all stakeholders. The mover must offer compelling reasons to justify anything but regular priority.

Issue Priority: Use the accompanying list to identify the name and the rank order of the priority addressed in the motion

The following information may be difficult to acquire unless you have some experience within the APA's governance structure. If you have not, please consult more experienced peers to aid you in filling out the rest of the form.

Project Duration/Date of Completion: Please be realistic as costs will be partly dependent on length of task. (Average cost is \$500 for transportation and \$200/day subsistence per committee member plus \$ _____ for each staff person).

Venue: New business items are normally referred to existing boards and/or committees for consideration. Specific justification should be given for creating a new governance body. Contact Nancy Forrest or Michael Honaker, PhD for assistance.

Costs: This information will be contingent on size, frequency and length of meeting, and duration of existence. Using the attached sheet labeled BOARD LIST, you should be able to estimate the three cost components requested.

6. Integration of Other Psychological/APA Constituencies and Special Interest Groups

- Integration of services for new psychologists within APA
- Bringing psychology together as a discipline
- Seek mechanisms that ensure the autonomy and integrity of the Committee on Accreditation
- Increase internal collaboration in APA
- Continue to discuss the relationship between PhD and PsyD degrees
- Give masters-level psychologists some reasonable standing in APA
- Better representation and integration of science/education issues
- Unification of disciplines within psychology
- Integration of psychology/behavior with technology

7. Public Relations/Media Campaign/Public Promotion of the Field/Dissemination

- Promote psychology as a science
- Educate the public on testing and assessment
- Educate the public about the value of psychology
- Develop and communicate a positive psychology to the public
- Redefine psychology as a health profession rather than simply a mental health profession
- Expanding marketing/public education, targeting decision makers
- Make psychological findings more accessible to the public
- Expand use of telecommunication advances for delivery of psychological information
- Use psychological research to show how using psychology, including psychotherapy, better life, health, safety, work, etc.

8. Inclusion of Underrepresented Groups Within APA Governance and the Field of Psychology

- Implement CEMRRAT 5-year plan
- Recruit and retain best and brightest into psychology with an emphasis on underrepresented groups
- Increase ethnic minority representation in APA governance
- Diversify psychology (racial, sexual orientation, ethnic minority)
- Include more ethnic minorities as reviewers and members of APA editorial boards
- Increase the status and role of women and other

underrepresented groups in all areas of psychology

- Increase psychologists' readiness and preparedness to deal with the changing population

9. APA Budgetary/Financial Concerns

- Make critical budget choices
- Develop sound fiscal policies
- Insure internal financial & management stability in APA (including succession planning)
- More creative cost-cutting rather than simply eliminating big-ticket items
- Cost of dues and fees
- Expanding revenue base
- Cost of electronic and non-electronic journals
- Cost of library issues
- Realistic use of APA resources (i.e., managing a budget that cannot meet all the demands)
- Continue to maintain investments and budget oversight, which will enable the Association to maintain a high, consistent level of economic security

10. Collaboration/Integration of Science and Practice

- Integrate science and practice and unification of the discipline of psychology
- Translate scientific psychological findings into practice
- Insure that APA survives as a home for both practice and science.
- Revive the science base of practice
- Support of the science and practice of psychology, the training and education of psychologists, and the improvement of human welfare and social justice
- Interaction of science and practice and cross-fertilization among fields in psychology and science

11. APA Leadership and Membership Issues

- The aging of APA's membership
- Maintain and increase membership
- Leadership development
- Increase membership of APA by being more responsive to the diversity of psychology
- Increase international affiliate membership
- Improve the image of APA its membership by developing effective ways to inform its members on APA activities in

- Develop more effective and accessible service models for ethnic minority and immigrant populations

20. APA Internal (Central Office) Staff and Management Issues

- Flight of staff (especially fully trained, fully contributing staff & managers) for monetary reasons
- Compensation
- Y2K compliance—central office action, vendor

cooperation

- Selection of priorities and how to manage
- Retaining quality level benefits and training while being mindful of costs
- Salary/grade structure—"Salary Administration and Job Evaluation Study" (ongoing) by external consultant
- Telecommuting policy and support structure
- How to improve commitment of staff to APA's goals, objectives and mission
- Net worth