



**INTERNATIONAL ASSOCIATION  
OF APPLIED PSYCHOLOGY**

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Founded in 1920

**ASSOCIATION INTERNATIONALE  
DE PSYCHOLOGIE APPLIQUEE**

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## **Task Force on Strategic Goals**

The IAAP Strategy for Renewal and Growth

REPORT TO THE BOARD OF DIRECTORS

JUNE, 2014

by

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## Terms of Reference

### *Mandate*

The setting of specific goals and the development of a strategic plan for attaining them are key thrusts for ensuring the renewal and growth of a scientific organization.

In response to a motion adopted by the Board of Directors of the International Association of Applied Psychology (IAAP) in Cape Town in July, 2012, a Task Force was appointed to develop potential strategic goals for IAAP for the next quadrennium.

A copy of the Terms of Reference, as approved by the Board of Directors (BOD) in Cape Town in July 2012, is attached to this report (see Appendix 1).

### *Tasks*

The Terms of Reference approved by the BOD charged the Task Force with the following tasks:

- 1) To critically examine the environment of IAAP in terms of strengths, weaknesses, threats and opportunities; and to identify potential strategic goals for IAAP to achieve over the next quadrennium which are congruent with its mission.
- 2) To formulate recommendations to the Board of directors of IAAP on strategic goals to be achieved by IAAP over the next quadrennium to best fulfill its mission.

### *Members*

The Chair of the Task Force was appointed by the President of IAAP. The three additional participants were selected by the Chair of the Task Force in consultation with the President of IAAP to serve on the Task Force. The following individuals were charged to complete the tasks described under the Terms of Reference of the Task Force:

- Gary Latham, President-Elect of IAAP Division 1 (Work & Organizational Psychology);
- Neville Blampied, President of IAAP Division 6 (Clinical & Community Psychology);
- Michael Frese, Past-President of IAAP (2002-2006); and
- Aleksandra Luszczynska, President of IAAP Division 8 (Health Psychology).

## Method

The present report is the result of interviews with 15 current IAAP Board members (BOD), and the responses of 59 of 68 Board members (87%) to a questionnaire that was developed on the basis of these interviews. The purpose of the interviews was to identify for the

BOD the goals and the ways to attain them over the next decade. The purpose of the questionnaire was to prioritize the results of the interviews based on input from the BOD.

The items comprising the structured interview that was used for the above purpose were reviewed with Drs. Peiró, Gauthier and Hakel as well as the task force prior to the actual interviews. Following these interviews, seven steps were taken:

- 1) Interpretation of these interviews was sought from members of the task force as well as the IAAP President, José María Peiró, and President-Elect, Janel Gauthier.
- 2) The interview responses were turned into a Likert-type questionnaire to be administered as a survey.
- 3) Approval of the survey was obtained from Drs. Peiro, Gauthier and the task force members on strategy.
- 4) The survey was administered to the entire IAAP Board of Directors.
- 5) The responses were analyzed.
- 6) The results of these analyses were shared with the task force strategy members as well as Drs. Peiró and Gauthier.
- 7) After obtaining their input, a formal report to the Board will be made at the July, 2014 IAAP Congress.

The following people on the IAAP Board were interviewed: (1) Han Buxin, (2) Heliodoro Carpintero, (3) Fannie Cheung, (4) Dan Hartog, (5) Erich Kirchler, (6) Mike Knowles, (7) Silvia Koller, (8) Judy Kuriansky, (9) Paul Martin, (10) Jose Prieto, (11) Christine Roland-Levy, (12) Anna Sagana, (13) Ralf Schwarzer, (14) Maria Paz Garcia Vera, and (15) Robert Wood.

In addition, the following documents were taken into account: (1) IAAP Quadrennial Report for United Nations ECOSOC: Draft 4/29/30; (2) DPI Annual Reports for IAAP for 2011 and 2012 submitted by Dr. J. Kuriansky; (3) Annual Report to DPI Department of Public Information – for year 2011; (4) IAAP Team at the United Nations: Strategy for 2013 and Beyond – Draft 4/29/2013.

A copy of the survey is attached to this report (see Appendix 2).

## Results

### *Structured Interview*

The responses to the interview questions are derived from the interviewers' notes; they have not been integrated. Hence readers should not expect continuity or agreement among the statements in the subsequent paragraphs. The first set of questions focused on the meaning, mission and goals of IAAP in the coming decade.

(1) What should the word “Applied” mean for IAAP?

(a) *Applied means* that IAAP is committed to translating psychological, scientifically driven knowledge for the benefit of society.

(b) It means that IAAP is concerned with both assessment and intervention.

(c) Applied means combining facts and values in research projects, as well as in treatment and interventions. Recall that our initial name was the International Association of Psycho-technics.

(d) IAAP brings to bear theory and research for policy-making and societal actions. IAAP is problem-focused for the benefit of educating global organizations such as UNESCO. We should be coordinating the work of the European and the US teams at the U.N. for attaining the goal of bringing the science of psychology to impact the U. N.'s deliberations as well as other world bodies.

(e) The word *Applied* is not to be taken seriously. IAAP is a psychology association no different from ICP.

### *Summary*

Responses from the interviewees provide interesting descriptions about the “meaning” of our Association. Only one interviewee argued that the term applied cannot be taken seriously. Most members emphasized an overarching goal of science that should not be limited to generating knowledge but, rather to contributing to the solution of societal problems, influencing public policy, and using assessment and intervention strategies and tools to do so.

These ideas, when taken into consideration with those below point to an encompassing view of psychology as a science and practice that are close to the current mission of IAAP.

(2) What is the added value of IAAP for psychologists beyond that which they get from other societies (e.g., APA, APS, Australian Psychological Association, CPA, EPA)?

(a) *A broad encompassing scope of psychology across sub-disciplines.* IAAP sits at the cross-roads of applied psychology. We create meeting places, communications, and learning across the applied disciplines (e.g., clinical, educational, sports, work). We allow for theoretical linkages across applied fields (e.g., social cognitive theory)

(b) *Social capital and international networking in science and profession.* We facilitate the bi-directional relation between experts on different topics with those members who are interested in the effect of different cultural contexts on behavior.

We are the Association for fostering networking among international scholars.

We provide opportunities for researchers to validate their theories in diverse cultures.

(c) *Congress & Journals:* The main attraction of IAAP for psychologists is the Congress and the journals, as well as meeting in attractive cities.

### *Summary*

The interviewee responses in this section complement those to the previous question.

IAAP provides the bridge across the sub-disciplines in psychology.

- 1) The international and social capital that the Association promotes facilitates relationships between professionals and scientists in an international arena. This is increasingly needed in the current global context. IAAP also provides a forum for taking into account the local realities necessary for contextualizing interventions.
- 2) BOD members value two “star products,” namely, the ICAPs and the journals.

(3) What goals should be set for IAAP to attain within the next decade?

*(a) Promote “Applied Psychology”.* Become *the* authority on applied psychology.

Show how we are applying the up-to-date knowledge of psychology to current societal problems around the world. This is especially needed in countries where psychology has yet to be seen as a discipline with a strong empirical foundation.

Become the “mediator” between science and practice as the term Applied indicates. This will increase the value of IAAP for psychologists, and increase our visibility with the public.

*(b) International activities and network.* Generate international standards similar to what has been done for personnel assessment (ISO 10667).

Specify the regional committees with whom we should network.

*(c) Improve planning, implementing, and evaluating actions.* Our goals should have specific dates for completion that specify ownership/accountability and a method for evaluating goal attainment.

*(d) Profit from new ICT.* We need to have an IAAP 2.0 with most of our activities online so that they are available world-wide.

*(e) Increase membership.* Increase the number of members who are active in IAAP. This will instantly lead to more activities in our association which in turn will attract more members.

#### *Summary*

The interviewee responses suggest the following: first, IAAP needs to focus on promoting “Applied Psychology” and the inter-relationship between science and practice; second, IAAP must emphasize its international character in terms of its activities and functions. A number of instrumental goals were mentioned: (a) improve, implement and evaluate actions taken for fulfilling IAAP’s mission, (b) profit from new ICT technologies to make IAAP visible, effective and fruitful, and (c) increase IAAP membership.

(4) What should the strategy be for attaining our goals?

*(a) Improve communication of the strengths of IAAP to non-members.* IAAP is a wonderful organization that deserves to be better known and better attended. Our members are highly collegial with a terrific spirit.

Tell stories as to how people are being helped as a result of IAAP.

*(b) Promote networking among members.* Increase our networking with regional committees. Learn from the experiences of APA, BPS, and the Australian Psychological Association.

(c) *Advocacy function.* Get in contact with bodies that deal with actual policy making. Work with them in identifying the most crucial problems that are relevant for society. Each Division, of course, can focus on the issues that relate primarily to the domain of psychology the Division represents.

(d) *Promote participation of members.* We should make an open call to our members, or through each Division to its members, for the actions they would like to see the BOD take. This would likely trigger member interest, as it will be member ideas that we will work on. Therefore, more and more members would likely be willing to get actively involved in the attainment of IAAP's goals.

(e) *Increase the frequency of meetings.* We should meet every three years. Four years between Congresses is too long.

### *Summary*

In this section, BOD interviewees stressed the need for a strategy to (1) improve communication of the strengths of IAAP to non-members, (2) promote networking among members, (3) enhance our advocacy function (4) promote the active participation of our members and (5) increase the frequency of IAAP meetings.

(5) What should IAAP continue to emphasize?

(a) *The "Applied" philosophy:* We must emphasize the practical significance of scientific findings for quality of life.

(b) *International and global scope and networking.* Show that we truly are an international association. Global networking should be an activity we promote and foster.

Encourage international/cross cultural collaboration on education-related projects.

Let's develop and maintain a medium for an international network of psychologists interested in specific areas.

(c) *IAAP Divisions.* All IAAP Divisions need to come together to assist one another in communicating new scientific findings to key global organizations. The focus of IAAP should be on the unity of psychology while maintaining "individuality" through IAAP's Division structure.

We need to facilitate synergies among Divisions.

Take steps to ensure that the voice of each Division is heard (e.g., educational, community, and clinical).

We must guard against any one Division from overly influencing IAAP policy (e.g., Division 1).

(d) *Publications: Journals, Handbooks, Bulletin:* We should continue to promote our two journals, increase their impact factor, and provide them free to our members.

In addition, we should continue to produce and promote Handbooks.

Highlight the projects of our members in our Bulletin [Newsletter].

*(e) Advocacy of Psychology in international bodies.* Our collaboration with global organizations such as the United Nations as well as governmental agencies should continue. Among our goals should be bringing about meaningful employment, a safe work environment, and social protection.

We should have a strong powerful voice in the U.N.'s sustainable development goals. Encourage cross-disciplinary research on issues of importance to NGOs and the public at large.

### *Summary*

At least two issues stood-out in the responses to this question: first, the need to emphasize the practical significance of scientific findings for quality of life (i.e., the "applied" philosophy of IAAP); second, the international scope of our social capital. A third positive feature that interviewees want continued is the Divisional structure, and where possible their integration. Fourth, a number of services were mentioned including the promotion of publications (e.g., journals, handbooks, etc.) and IAAP advocacy at the UN and other international bodies.

(6) What if anything should we start, stop or consider doing differently?

*(a) Merging IAAP & IUPsyS:* It is time to consider the amalgamation of IAAP and IUPsyS because we have similar goals which are not differentiated by the members. This would increase our advocacy/political power. The people who work internally for this new organization should be paid. We need to be pooling/pulling our reserves together. We would then be able to establish an office for lobbying. Collapsing our two organizations into one would allow greater turnover in officers (1-2 year terms rather than 4 years).

*(b) Strategic Planning.* Develop an explicit systematic strategic plan. To date, the majority of our Presidents have operated primarily with an implicit plan without much coordinated input. Consequently, the strategic direction of IAAP has been variable.

*(c) Create a funding system.* Develop a funding system at the BOD level in order to facilitate communication strategies, support for the President's activities, websites, etc.

*(d) Governance.* Clarify the procedure for electing the IAAP President-Elect.

*(e) Divisions.* Make clear the role/responsibilities of the Division Presidents, as well as the linkages between the Divisions and IAAP as a whole.

Create a team to assist Divisions in reaching out for self-financing (e.g., obtaining sponsors/grants).

Divisions should have webpages for fostering scientific knowledge in different areas of expertise.

Get synergies through symposia that over-lap Division interests.

Do away with those Divisions who have less than 50 members

*(f) Improve communications with members.* Use social media to keep in touch with our members over a 4-yr period.

*(g) Promote groups and participation.* Organize work groups around topics of common interest. Create regional task-forces.

Create on-line work groups that can serve as experts for consultancy to our members (e.g., ways to support unemployed individuals).

Promote the work of members to members. Keep us informed.

Invite groups to hold their conferences in tandem with others (e.g., AERA). Conferences are a social gathering for scholars with similar interests.

*(h) Promote publication of scientific, academic and professional findings.* Continue to produce Handbooks.

Develop manuals of best practices in applied psychology.

Develop and promote materials and instruments that facilitate the work of colleagues world-wide.

Choose a set of topics of wide-spread interest for our newsletters, journals, and symposia (e.g., How do institutional environments influence the application of psychology? ... educational system in China vs. the West?)

*(i) United Nations:* The goals of the U.N. team should include proximal and distal goals that are relevant to the goals of IAAP.

### *Summary*

The interviewee comments suggest that IAAP should consider several changes: (1) Develop a strategic plan. (2) Develop a funding system. (3) Clarify the election of the president elect. (4) Special attention should be given to the Divisions and how to improve them. (5) Foster communication and participation of members in groups. (6) Promote publications. (7) Clarify IAAP's advocacy role in the UN. (8) Although several members are sympathetic to the idea of a merger with the IUPsyS, this would be difficult in practice because IAAP is an individual membership-based organization, while IUPsyS is an organization of organizations. Perhaps some kind of affiliation or nested structure might work. Long term, such a structure would likely need to be balanced by an International Association of Basic Psychology.

(7) How can we increase and retain our membership and attract students and young psychologists?

*(a) Develop a marketing strategy.* Develop relationships with newspapers, television, and radio so they know they can call us for information.

*(b)* Develop a handbook on best practices.

*(c) Develop our human and social capital.* Identify the rising stars, give them awards, then use them as role models for attracting young psychologists to IAAP. In IAAP brochures and social media, highlight our prominent members. Members of the IAAP Board should wear an IAAP logo when they make public addresses. Our senior members should promote IAAP to their students.



*(d) Organizing activities to promote IAAP among students and young psychologists.* Hold one-hour events in different universities worldwide under the umbrella of IAAP. Hold networking events involving one or more senior faculty and students/young psychologists. Regional taskforces should focus on students. Hold workshops and conversation hours at our Congress for students and newly minted PhDs. Make videos of conference activities available to non-members for a price. Conduct a huge campaign directed at all psychology departments world-wide. Send emails to all chairs/heads of the departments. Use Facebook and Twitter to help in the accomplishment of these recommendations.

*(e) Cooperate with regional and national associations.* Work with regional associations to strengthen international collaboration and networking among our members.

*(f) Increase/improve (and segment) services for members.* Offer substantial benefits for membership. For example, create a body of consulting departments around the world where members can ask (email) for advice on science-practice issues.

At a Congress, provide a forum for people to share their experiences in practice-interventions. The number of psychologists who have become managers in many countries is now arguably larger than the number of those who are becoming scholars or practitioners. We should create a Division for psychologists in management positions.

### *Summary*

An important ongoing challenge for IAAP is to increase the membership. There is a need to develop a marketing strategy. Moreover, IAAP should use the human and social capital of its current membership, especially that of the large array of our prestigious members, to promote membership, especially among young psychologists. Cooperation with national and regional associations will likely attract new members. Creating additional services, and paying attention to targeted segments will also likely attract new members.

- Evaluation of the Current Services of IAAP

This next section evaluated current IAAP services from the point of view of how to improve them. The responses provide a number of strategic and operational ideas. The topics related to Communication and to Membership should be integrated in the reports of the task forces on Communication and on Membership. The recommendations include (1) the development of communication strategies with members and non members, (2) websites, (3) the Bulletin and Divisional newsletter, (4) journals, (5) ICAPs, (6) and RCPs, (7) the network of relations that IAAP has established, (8) especially in what concerns the world or regional institutions and bodies.

(1) What changes should we make to communication strategies with members/non-members?

*(a) Relevance of Divisional Communication.* Communication from the Divisions is likely more relevant to members than general communication from IAAP.

*(b) Facilitate international communication.* Develop an interactive map that shows the members that we have in each country.

*(c) ICT channels and media.* Use social media such as Facebook, Twitter and YouTube as well as Blogs. Hold videoconferences for members. Encourage the use of a forum, divided by topics, where members can post and discuss issues of common concern. Hold podcasts and Skype calls on a regular basis.

### *Summary*

The interview responses indicate clearly that IAAP must improve communication with its members and other relevant targets. The Divisions represent the interests of the members. The Divisions can promote communication on the benefits of an international membership.

(2) What changes should we make to the Website?

### *(a) Website management.*

Assign website issues to the taskforce on Communications.

Appoint a website coordinator and a website committee.

Survey the members to see what they want on the website, especially the interests of our younger members.

### *(b) Specific suggestions to improve the current website:*

**Menu:** Make the menu short and flexible. When a section from the main menu is selected, show the submenu of the topic. Simplify the menu. Position it horizontally, in the upside of the page, under photographs.

**Content.** Possible sections include: Home, About IAAP, News and Events, Membership, Links. Reorganize the page based on “importance”. Place in the middle “news and publications”. Post news and highlights central to the web so every time someone visits, what has changed can be readily seen. Include a section with the latest news and hyperlinks.

**Aesthetics and presentation.** Use images to illustrate each web section so as to increase its appeal. Widen the page, use a larger font size, and use more colors and images.

Make it easier to log in. It should be in the top right corner.

*(c) New communication services linked to the website.* Include on the website audio and clips of our meetings. Create blogs. Create a forum for members to invite collaboration on issues of interest.

*(d) Divisions’ website:* Encourage each Division to have a website.

### *Summary*

(1) A needs analysis should be conducted to identify the functions and services expected of the website. (2) We must improve the layout, content and presentation of the website. (3) We should introduce new tools and media in relation to the website (audiovisual material, blogs). (4) Each division should have a website.

(3) What changes should we make to the Bulletin/ Divisional Newsletters?

*(a) General appraisal.* In its current form, this is a relic from the 19<sup>th</sup> century.

*(b) Contents:* Provide a focus on professional issues and scientific debates (Use APS as a model) Solicit input from both the Division Presidents and from specific regions (e.g., Africa, Asia, and South America).

*(c) Improve its dissemination and the value of publishing in it:*

Integrate the electronic version with the website so members can read a single or multiple articles without having to download a pdf version.

*(d)* The Bulletin should have an ISSN number so our younger members will want to submit articles.

*(e) Suggestion for specific improvement in its present format.*

Include photographs so we can connect faces with names. Insert a summary on the first page about the contents.

Make the titles more visual by using color.

Increase the size of the Bulletin.

*(f) Division newsletters.*

All Division newsletters should go to all IAAP members.

### *Summary*

The Bulletin generated specific, concrete comments for improvement. One comment questioned its ongoing relevance. But the remainder focused on improving the content (e.g., include scientific and professional debates, disseminate information from different regions of the world involving the Divisions).

(4) What changes should we make to the Journals?

The responses to this question suggest that: (1) IAAP should retain “control” of the Journals and their promotion; (2) IAAP should not increase the number of journals; (3) we need criteria for selecting an editor; and (4) qualitative research and content relevant for practitioners should be included in our journals.

(5) What changes should we make to the ICAP Congresses?

*(a) Clarify the strategy.* We should have a strategic plan for each Congress. Specify the priorities for soliciting speakers. Specify the speakers from developing nations who will be invited to give a keynote address. This should be done before a Congress is actually set.

*(b) Frequency of the Congresses.* Increase the frequency with which we meet so as to increase the sense of “belonging” among our members.

*(c) Reduce registration fees.* Seek ways to reduce the cost of registration as cost is an issue for members from outside Europe and North America.

*(d) Quality assurance of the scientific program.* Be more selective with keynote addresses. Make invitations on the basis of scientific importance as well as public impact.

*(e)* Congress organizers should go on our web and select speakers from associations who associate with us so as to increase the strength of our associations.

*(f) New uses of technologies.* Use social media to get on-the-spot participation of members who are unable to attend the congress.

*(g) Operational matters.* Use HTML as a standard for our book of abstracts (<http://www.iaapsy.org/23ICAP/23icap.html>).

### *Summary*

Many of these the comments are of a “strategic” nature, especially those having to do with the Congress. Several deal with (1) the frequency of the event, (2) reducing costs as a way of targeting participants, (3) ensuring the quality of the scientific program; (4) innovative use of new technologies; and (5) having a book of abstracts.

(6) What changes should we make to the Regional Conferences of Psychology (RCPs)?

*(a) The meaning of RCP for IAAP.* A regional conference only makes sense for IUPsyS as it enlarges the number of countries who become members. It does not increase the number of members of IAAP.

Regional conferences should be stopped as they usually involve English-speaking presenters to a non-English speaking audience.

Transform the regional conferences in ways that will promote one or more of our weak Divisions.

*(b) Target participants:* The people in charge of a conference should reach out one-on-one to make the conferences known to “significant others” in the respective regions so as to make them welcome as participants.

*(c) Targeting regions:* We need to hold one or more regional conferences in South America. Regional Conferences should also be encouraged in India and China along with an explicit well thought out strategy for increasing our membership in those two countries.

*(d) Operational matters.* Only IAAP officers who are retired should be reimbursed for expenses accrued in attending a regional conference.

### *Summary*

Several interviewees questioned the relevance of regional conferences for IAAP. The “capacity building function” was not considered, and cooperation with other international associations was perceived as a “loss.” A second group of comments focused on targeting regions and participants. Finally, a specific operational matter was pointed out concerning the coverage of the costs of the officers when participating in the RCPs.

(7) What changes should we make to the policies for alliances and cooperation with Associations?

*(a) Criteria for establishing alliances with other associations:*

We need to pool our expertise to identify the associations who are the “movers and shakers”. Look for associations with aims simpatico with IAAP, but with a local focus (e.g., Spanish Society of Clinical and Health Psychology).

We should be forming alliances with regional associations so as to increase our membership and our knowledge on specific topics.

*(b) Time limit of the alliances.* We should set a time limit to review and then decide whether to renew each alliance.

*(c) Alliances at the Divisional level.* Divisions too should be encouraged to form alliances with special interest groups and societies within their respective fields similar to what Division 1 has done with the Society for Industrial-Organizational Psychology (SIOP) and the European Association of Work and Organizational Psychology (EAWOP)

*Summary*

The interviewees recommended the development of specific criteria for forming alliances. Continuity without function and utility should be avoided. The importance of establishing alliances at the Divisional level has also been recommended.

(8) What organizations, in addition to the UN, should we target to increase our visibility and usefulness to the public?

*(a) World organizations:* We should continue our leadership role in CONGO. The Health Division should make the contact with WHO.

Division 1 should make the contact with the ILO.

*(b) Regional institutions and organizations:* The Council of Europe is influential in terms of policy making. We should contact them. The European Commission should be targeted. We should target countries such as China and India, especially their young psychologists. We should create, with the Chinese and Indian Academies, joint scholarships for young people to work with leading scholars outside their respective countries.

*(c) Country organizations.* Each country should figure out which organizations are most relevant for IAAP to collaborate along with a specific intention(s) for doing so. We need greater contact with NGOs through our respective Divisions.

*Summary*

The interviewees recommended targeting organizations to increase IAAP’s visibility and usefulness to the public. Country organizations were also recommended on the basis of cooperation with national psychology associations. Divisions should also consider developing alliances with NGOs.

- Evaluation of the current structure of IAAP

Core aspects of the current structure of IAAP were queried from the perspective of changes needed for the coming future. The structural facets examined include the (1) Divisions, (2) task forces, and (3) the overall direction of IAAP.

(1) Divisions: How can we stimulate inactive Divisions? How should we deal with Divisions that go a year or longer without officers? Should we dissolve Divisions in ways acceptable to our members?

*(a) Usefulness?* Divisions have outlived their usefulness in this age of social media and instant communication.

*(b) This is a major issue.* The Board should work with previous Division Officers to identify the causes, and together, work on solutions. Where there are a sufficient number of members to justify a Division, the Board should contact members and make suggestions as to members who might serve as officers. Where there are not enough members for continuing a Division, suspend it temporarily. Since the meeting in Singapore, Applied Gerontology has been inactive with no officers. A new divisional executive committee should be appointed by the Board.

*(c) Review the Divisions:* Every Division should be subjected to a review beginning with the weakest ones. The report should contain recommendations for strengthening it, which the Board should then act upon.

*(d) Promote/support Divisional leadership.* Announce in the Bulletin and on the website the openings for Division positions. Develop a procedure for inactive Division Presidents to step-down. Stipulate the expected deliverables for a Division President (e.g., contribute to the Bulletin four times a year).

The BOD should name a deputy president/secretary to temporarily take charge of an inactive Division.

*(e) Activities to promote and support Divisions.* Organize our Congresses and seminars by Divisions rather than regions.

Select a keynote speaker who will appeal to former members of an inactive Division.

*(f) Be restrictive in creating new Divisions.* We must refrain from establishing a Division only because one or two individuals are championing it.

*(g) We need to merge Divisions with common interests.* We have too many Divisions with too few members.

*(h) Closing divisions.* Divisions not specified by the members as their first choice should be closed.

We have to keep a Division that logically reflects the importance of the subject matter to psychology.

We should not dissolve any Division.

*Summary*

Since the 1970s, IAAP has created Divisions in order to fulfill its mission in the different sub-disciplines of Applied Psychology, and to promote the participation of its members according to their fields of research and practice. The resulting Divisions have shown different levels of activity. One interviewee raised doubts about the current value of Divisions in the age of social media and instant communication. Most of the interviewees, however, emphasized the usefulness of the Divisions, and recommended ways to improve them by providing support for their leadership and their Division's activities. In the future, the BOD needs to be restrictive in creating new Divisions. At present, there is a need to establish criteria for Division mergers.

(2) Should we have task forces to focus on specific issues?

Yes, for policy, affiliations, Divisions, marketing, public relations, and communications.

Yes, for economic crises, natural disasters, and terrorism.

Yes, for ad hoc task forces as a possible antecedent to the formation of a Division. For example, a task force on healthy aging might transform Division 7, Applied Gerontology

*Summary*

There was consensus on the usefulness of task forces for the operation of IAAP. One opinion emphasized the use of task forces to deal with the functioning of the association (i.e., policy making). Another interviewee sees this as a way of analyzing and dealing with relevant societal topics (i.e., a crisis, disaster). Still another interviewee sees a task force as a structural unit that is an antecedent to the formation of a Division, or the merger of two or more Divisions that are currently relatively inactive.

(3) Are we structured in the most efficient and effective way (e.g., Board of Directors, Executive Committee, and Standing Committees)?

(a) *The structure is not the problem.* It is the people not the structure that advance/hurt the Association.

The structure is appropriate. Communication within and from the Board, however needs to be improved.

(b) *Need a lean structure.* We need a lean structure with specific tasks assigned to committees. The work of the standing committees should be central to the structure.

(c) *The BOD is too large.* A 70 member Board cannot be effective and efficient. Currently there is too much diffusion of responsibility among us.

*Summary*

Some interviewees stated that the current structure is not an issue. Rather it is the members and communication among the BOD that is in need of improvement. Others argued that the BOD is too large.

- Evaluation of the Current Governance of IAAP

A number of questions in the interview focused on the governance of IAAP, specifically IAAP's constitution, election procedures, and governance practices.

(1) IAAP constitution

*(a) Awareness.* Most people are unaware of the content of the constitution, including several interviewees. We should mail the constitution to all members and solicit their suggestions as to ways to improve it.

*(b) Systematic revision of the Constitution.* A task force should review the constitution of other international scholarly associations and then make recommendations to the Board (e.g., Janel, Terry, Cheung, and Hartog). However, *no opportunistic changes should be made to the constitution.* We seem to change it at every Congress when something unexpected occurs. It should not be at the mercy of each President and Secretary-General.

*Summary*

We need to find ways for the members to read the Constitution. It is time for a systematic review of the Constitution.

(2) Election of Officers, Board Members and Division Presidents

*(a) Make the elections related to "substance" (e.g., goals of the candidates).* There should be a proper vehicle for candidates to explain their vision and goals to our members.

*(b) Inform and stimulate participation to fill the positions on the BOD.* Publicize to the membership, well in advance, positions that need to be filled. Reach out one-on-one to get nominees. Use massive emails to inform people of openings for serving on the BOD. No nepotism. There should be a proper vehicle for persuading people with a vision and goals to run for office. Members need to be educated on ways to "move-up" into IAAP positions.

*(c) Rejuvenation of the BOD.* Insist on a quota of 10-20% of the Board members to be below the age of 40.

*(d) Flexibility in filling the EC roles in the Divisions.* The rules differ among Divisions for electing a President. This is acceptable as some Divisions have not matured into effective operating units.

*Summary*

The interviewees want the BOD to consider: (1) increasing information about and participation in the elections to fill positions, (2) rejuvenating the BOD, and (3) maintaining flexibility in the election process within each Division, given the diversity among Divisions.

(3) Do our governance practices need updating (e.g., role of officers, decision making process, transparency)?



(a) *Develop a strategic plan for IAAP.* IAAP has no strategic plan. We do not follow our own rules regarding deadlines (e.g., expression of interest for a Congress, bids, deadlines).

(b) *Improve the communication of the officers with the membership.* We need to find a way for the members to know our officers, as well as better ways to communicate with our members.

(c) *Increase transparency.* We need to increase the transparency of our governance practices.

(d) *Clarify the requirements of the officers' roles.* The individual who becomes secretary-general should know how to use databases of members. Our treasurer should have expertise in accounting as well as knowledge of how to work with banks.

(e) *BOD meetings.* The Board meetings should encourage divergent thinking. Robert's Rules of Order encourages convergent thinking.

### *Summary*

Suggestions provided in this section addressed a number of issues. First, the need for a strategic plan for IAAP was stressed. Second, the need for enhancing the visibility of Officers to IAAP's members was emphasized. Third, so was the need to increase transparency in everything we do. Fourth, job descriptions of the officers are needed to facilitate filling these roles. Finally, we need to promote divergent thinking in the BOD meetings.

The above comments are those of 15 Board members. The next step in the strategic planning process was to turn these comments into a Likert-type questionnaire, shown in Appendix A, to be completed by the entire BOD. As noted in the introduction, 87% (59/68) responded to the questionnaire.

### *Survey*

The interviewee responses were turned into Likert-type survey items that were grouped and analyzed in terms of IAAP's strengths, weaknesses, threats, and opportunities. The entire data set is in Appendix 2. The top three items in each of the three categories are given below.

#### Strengths

- (1) One of the main attractions of IAAP is its Congress. (N=39)
- (2) IAAP is "the" association for fostering networking among international scholars and practitioners (N=24)
- (3) One of the main attractions of IAAP is its journals (N=22)

#### Weaknesses

- (1) IAAP should do more marketing (N=17)
- (2) Communication from the BOD and executive committee to IAAP members needs to be improved (N=14)

- (3) IAAP needs to find a way for its members to know the officers of the Association and better ways to communicate with its members (N=12)

### Threats

- (1) IAAP needs to find ways to reduce the cost of registration so as to improve world-wide attendance at the International Congress of Applied Psychology (N=16)
- (2) IAAP should develop and update a strategic plan so as to minimize the variability and inconsistency that has plagued us in the past (N=13)
- (3) A 6-8 member BOD is too large to be effective and efficient (N=13)

### Opportunities

- (1) IAAP should focus on social issues to make applied psychology more relevant (e.g., reducing terrorism, coping with economic crises) (N=20)
- (2) IAAP should develop strong working relationships with world organizations (e.g., WHO, ILE, UNESCO) (N=16)
- (3) Divisions should be encouraged to form alliances with specific interest groups and scholarly societies within their respective fields (N=14)

### Goals

- (1) IAAP should be committed to translating psychological, scientifically driven knowledge for the benefit of society (e.g., policy making) (N=16)
- (2) IAAP needs to find specific ways to increase its membership (N=15)
- (3) IAAP should find specific ways to show how applied psychologists are applying up-to-date knowledge of psychology to current societal problems around the world (N=14)

Of the BOD who completed this questionnaire, 30 were a President or President-Elect of a Division, 20 were a Member-at-Large, and 8 were a current or former officer of IAAP. One person did not provide information in this regard.

### General Discussion

(Subject to change following the Paris BOD Meeting)

The application of scientific psychological knowledge is currently important to humankind and it will likely become increasingly important in the future. IAAP is uniquely placed to promote and facilitate such application in cross-national, extra-national ways. We should constantly ask ourselves “What does it mean to be international and what does it mean to be an Applied Association? Being international is not merely being an organization with members from different countries.

As an international psychological organization, with a key role in the advocacy for the application of scientific psychological knowledge, IAAP needs sustained, effective working relationships with other international organizations, both governmental and NGOs. Part of the strategic plan should be to identify such organizations and prioritize and operationalize how we

are to effectively develop the necessary working relationships with them, including thinking about the resource implications of the strategy.

We should revamp the governance and executive structure of IAAP to ensure that the organization is fit for its primary strategic purposes, especially advocacy and dissemination of scientific psychological knowledge internationally.

We should explore creative ways of linking psychologists in developed and developing countries in the dissemination of and advocacy for applied scientific psychological knowledge.

In analyzing the responses to the interview questions, emphasis should be given to the issues that address strategic planning, the governance, and funding systems as these issues, albeit difficult, are absolutely crucial for the long term success of IAAP.

Although no survey item garnered anywhere close to 50% agreement among the BOD, the item rankings viewed in conjunction with the interviews suggest a clear strategic and operational path forward.

- (1) There is indeed a desire for a strategic plan.
- (2) IAAP needs to be, and be seen as, “the” psychological association for fostering networking among scholars and practitioners world-wide.
- (3) In this regard, increase the attraction of the Congresses to applied psychologists.
  - (a) To accomplish 1-2, engage public relations and marketing firms.
  - (b) Reduce the cost of registration so as to improve world-wide attendance at our Congresses.
- (4) Increase the impact level of the journals.
- (5) Reduce the size of the BOD in order to increase its effectiveness and efficiency.
  - (a) Improve communication between the BOD and the members.
- (6) Focus on social issues to increase IAAP’s relevance to society (e.g., reducing terrorism, coping with economic crises).
- (7) IAAP and Divisions should develop strong working relationships with world organizations in addition to the U.N. (e.g., WHO, ILO, UNESCO).
- (8) Translate psychological, scientific knowledge for the benefit of society (e.g., policy making).
- (9) Given the richness of the interview responses, and the fact that it was ranked #4 under weaknesses, an operational item that arguably falls under the category of “just do it” is to overhaul the IAAP website.
- (10) All of the above should be done with a focus on attracting and retaining IAAP members.

## LIST OF APPENDICES

APPENDIX 1: Terms of Reference of the Task Force on Strategic Goals

APPENDIX 2: Results of the survey used to poll members of the Board of Directors on Perceived Strengths, Weaknesses, Threats Opportunities, and Potential Strategic Goals of IAAP.

## APPENDIX 1

## Terms of Reference of the IAAP Task Force on Strategic Goals.

**Developing Potential Strategic Goals for IAAP for the Quadrennium**

- Mandate: On behalf of Board of Directors, conduct a critical examination of the environment of IAAP to probe existing or perceived strengths, weaknesses, threats and opportunities, and identify potential strategic goals for IAAP to achieve over the next quadrennium.
- Tasks:
1. To critically examine the environment of IAAP in terms of strengths, weaknesses, threats and opportunities, and to identify potential strategic goals for IAAP to achieve over the next quadrennium, and which are congruent with its mission.
  2. To formulate recommendations to the Board of Directors of IAAP on strategic goals to be achieved by IAAP over the next quadrennium to best fulfill its mission.
- Procedure: Two face-to-face (in person) meetings; other deliberation by electronic means, including possible survey or other consultation procedure to consult the Board on this matter by electronic means.
- Composition: Chair appointed by President plus three additional participants plus three additional participants selected by the Chair of the Task Force in consultation with the President.
- Timeline: Work to begin in October 2012; Final Report to be submitted by January 31, 2014.

## APPENDIX 2

## BOD Survey

Please indicate by number three items that you believe are the most important for the Board of Directors to consider in identifying strategic goals for IAAP.

STRENGTH	N	Total rate (%)	Ranking	
S1. One of the main attractions of IAAP is its congresses	39	27.5%	1°	*
S2. One of the main attractions of IAAP is its journals	22	15.5%	3°	*
S3. IAAP is “the” association for fostering networking among international scholars and practitioners	24	16.9%	2°	*
S4. IAAP provides opportunities for researchers to validate their theories in diverse cultures	13	9.2%	5°	
S5. IAAP has congresses in attractive cities.	5	3.5%	8°	
S6. IAAP’s membership in the United Nations (UN) as a Non-Governmental Organization (NGO) with representatives in New York, Geneva and Vienna is valuable	13	9.2%	5°	
S7. IAAP is organized around Divisions.	18	12.7%	4°	
S8. IAAP produces valuable handbooks.	8	5.6%	7°	
<b>Total</b>	<b>142</b>	<b>100%</b>		

OTHER STRENGTHS	Membership
Interest in international and inter-cultural aspects of psychology and society in all its dimensions.	Current or former officer
IAAP has a strong system of governance based upon a widely representative Board of Directors	Current or former officer
1. IAAP President to assume more visibility in key multi-disciplinary and global forums to present the psychology perspective as pertinent for humanity / 2. Optimizing the reach into regions where psychology is not well established in tertiary education, training standards, and professional practice.	Current or former officer
Membership from most of the countries of the world	Current or former officer
The BOD should have direct say in selecting editors	Current or former officer

To include a research student conference within our ICAP	Current or former officer
Communication among board of directors	Member at large
Congresses/ journal/ international network of active persons/ Possibility to network with all other major global or continental organisations (IUPsyS, EFPA etc.)	Member at large
international diversity of the membership and Board is essential	Member at large
To make "lobby" in other international organizations e.g. EU	Member at large
Divisions/ Congress/foster networking	Member at large
IAAP build up task forces in balancing cultural specific and cultural general ideas of psychology.	Member at large
Try to expand networks of collaboration among "rest-of-the-world" psychologists.	Member at large
Support local seminars/ Strengthening the Psychology Discipline and organising in African Countries/ Strategies of building on the strengths of other researches in a variety of cultures.	Member at large
The diversity and size of the IAAP membership.	Member at large
congress, journal, contacts	Member at large
encouraging regional academic or practitioner	Member at large
Capacity building	Member at large
Supporting up to 3 weak divisions from ICAP 2014 to 2018 to get them stronger. Generating an international network between colleagues in high and low income countries as the initiative of prof. Sugata Mitra "Learning in the cloud" <a href="http://www.youtube.com/watch?v=Z_Eg03q-jFE">http://www.youtube.com/watch?v=Z_Eg03q-jFE</a> as an alternative to ARTS	Member at large
International scope, emphasis on the developing (majority) world, scientific research, relationship between academic work and social policy	Divisional Pres.
Congress / UN links / cross-national research	Divisional Pres.
congresses, journal, relationship scholars-practitioners (UN)/ Journal(s) should be open for all applied fields not predominantly work-industrial psychology	Divisional Pres.
these are apparent from the above numbers	Divisional Pres.
To explore ways to promote its Journal and publish texts of psychologists who are not native English speaking.	Divisional Pres.
Conference/ network	Divisional Pres.
building platform for more exchanges/ sharing of interest/ collaboration among researchers in different cultures	Divisional Pres.
Keynote speakers, symposia, propose their own names to chair and give lectures independent of Divisions.	Divisional Pres.
It has a large number of members / It attracts many psychologists to its	Divisional Pres.

conference / It has an international presence	
Using the existing international membership to foster more interactions across cultures.	Divisional Pres.
IAAP is well placed to identify generic/international needs of the profession and the communities we serve in (e.g. strengthening our training programmes to better meet the needs of consumers). We are in a position to see trends across the world which strengthen arguments at local/national level.	Divisional Pres.
Congress and journals. Unfortunately other tasks which IAAP could handle are not well taken care of.	Divisional Pres.
Young researchers and interdisciplinary	Divisional Pres.
Events/ Congress/ International networking/ UN NGO status	Divisional Pres.

Please indicate by number three items that you believe are most important for the Board of Directors to consider in identifying potential strategic goals for IAAP.

<b>WEAKNESSES</b>	<b>N</b>	<b>Total rate (%)</b>	<b>Ranking</b>	
W1. IAAP needs to find a way for its members to know the officers of the Association and better ways to communicate with its members.	12	9.4%	3°	*
W2. IAAP needs to encourage young psychologists to serve on the Board of Directors.	6	4.7%	9°	
W3. IAAP needs a lean Board of Directors with specific tasks assigned to committees.	10	7.9%	5°	
W4. Communication within the Board of Directors needs to be improved.	6	4.7%	9°	
W5. Communication from the Board of Directors and the Executive Committee to IAAP Members needs to be improved.	14	11.0%	2°	*
W6. IAAP should do more on public relations and marketing.	17	13.4%	1°	*
W7. IAAP should coordinate its work with the European and U.S. teams in the United Nations.	6	4.7%	9°	
W8. IAAP must find ways to ensure that the voice of each Division is heard by the Board of Directors.	10	7.9%	5°	
W9. Every IAAP division should be subjected to a review with recommendations to the Board of Directors for consideration.	6	4.7%	9°	
W10. IAAP must refrain from establishing a new Division merely because one or two individuals are championing it.	9	7.1%	7°	
W11. Divisions are no longer needed.	1	0.8%	14°	
W12. The IAAP website needs to be overhauled.	11	8.7%	4°	
W13. Members need to be educated on the ways to	9	7.1%	7°	



“move up” into IAAP positions.			
w14. IAAP needs to review and update its “Constitution” and “Rules of Procedure”.	3	2.4%	13°
W15. The IAAP executive committee is too small and lacks regional representation.	7	5.5%	8°
<b>Total</b>	<b>127</b>	<b>100%</b>	

<b>OTHER WEAKNESSES</b>	<b>Membership</b>
Board meetings are tedious and dispiriting./ Deference to tradition and precedent is excessive./ Benefits of membership are negligible.	Current or former officer
Too long periods of service and then less renewal in the EC and BOD that would be convenient/ too much relying on the willingness to contribute of the officers and BOD	Current or former officer
Only a few divisions are active making available online information in their web, all BOD members must be involved in one task force at least, BOD members in the region must get involved in the organization of regional congresses sponsored by IUPsyS and IAAP	Current or former officer
Rules and criteria for creating a new division should be revised. Furthermore, rules and criteria should be developed to recognize interest groups. Requirements for becoming a division should be higher than those for becoming an interest group. Before creating a new division, one would have to create a new interest group. Interest groups that do well in terms of membership and activities could apply to become a division. No division should be created without demonstrating viability and vitality as an interest group in the first place.	Current or former officer
To expand actions to Latin America in a systematic way	Member at large
The organization needs a paid staff. If we want to expand, we cannot continue to rely on volunteer inputs from academics who are already facing increasing pressure to publish, teach and manage administrative burdens. Non-retired academics and academics without staff will not be able to engage in organizational leadership activities.	Member at large
Small number of individual members/ Small visibility between the Congresses and outside the journal/ Missing vision of future of IAAP as a hybrid of individual members and networking organisations	Member at large
identify domains of applied psychology that are most relevant to the developing world	Member at large
A mechanism, ecological and practicable, should be designed and used to stimulate BOD members in contributing to the development of IAAP.	Member at large
Additional lines of communication between the divisions.	Member at large
Some divisions are too much cliqued and need to be broad based./ Like the President and SG why a BOD member cannot nominate self?/ Major decisions be taken in the meetings after discussions rather than through emails only.	Member at large
website/ communication among divisions/ social policies	Member at large

Cross-division communication or collaborations/ lack of division events	Member at large
IAAP needs to become more strategic and to modernise its organisational structure. It also needs to work out a more effective relationship with IUPsyS.	Member at large
There seems to be little or no effort to build Psychology as a discipline in countries where IAAP has members. I think IAAP focus too much on itself. Efforts made recently in Uganda via the Eastern African Conference could be stepped up.	Member at large
Division 1 is huge; other divisions are too small - this is a problem	Divisional Pres.
The implementation among young psychologists	Divisional Pres.
It is currently difficult for division to make use of/control the websites to publicize /liaise with the divisional members through the websites. Divisional executive members should be the master of the divisional websites so that they can frequently update/revise the website to communicate with the divisional members. Or the central must build a website so that the division can make easy changes to materials in that divisional website.	Divisional Pres.
I believe more outreach might be useful, and this would require a strategy	Divisional Pres.
We need to be more cognisant of the political climate in each of our countries and how the IAAP might work most effectively (internationally) to pursue community health needs in each. We need to establish coherent and uniform (recommended) international training standards that focus on specific political/WHO objectives, and how to maximise the use of our profession in meeting the needs of our communities. Currently, the profession seems to be autonomous in setting its objectives and we need these to be more closely tied to strategic political (health, educational etc.) objectives in the countries we serve.	Divisional Pres.
Overall poor performance of the board on moving on towards a modern organization, with specific though limited tasks, clear identity, and transparent budget.	Divisional Pres.
I miss a channel in Youtube where people can find conferences, interviews and activities carried out by the IAAP. These activities can give us visibility (e.g., the state-of-art addresses given in each IAAP congress)/ I also miss the utilization of social networks (Twitter, Facebook) to spread the activities of the IAAP and the communication among its members	Divisional Pres.
not enough communication to members	Divisional Pres.
we should become attractive for colleagues beyond psychology	Divisional Pres.

Please indicate by number the single item that you believe is the most important for the Board of Directors to consider in identifying potential strategic goals for IAAP

THREAT	N	Total rate (%)	Ranking
T1. IAAP should develop and update a strategic plan so as to minimize the variability and inconsistency that has plagued us in the past.	13	27.7%	2°
T2. IAAP should set a time limit to review and then decide	5	10.6%	4°

\*

whether to renew current alliances.				
T3. A 70-member Board of Directors is too large to be effective and efficient.	13	27.7%	2°	*
T4. IAAP needs to find ways to reduce the cost of registration so as to improve world-wide attendance at International Congresses of Applied Psychology.	16	34%	1°	*
<b>Total</b>	<b>47</b>	<b>100%</b>		

<b>OTHER THREATS</b>	<b>Membership</b>
Lack of collaboration with IUPsyS./ Need for better links to other psychology organizations, both regional and national./ More visibility and impact in the UN.	Current or former officer
Gerontocracy./ large variability because of too much reliability on the voluntary willingness to serve of officers and bod members...	Current or former officer
The kind of congresses we organized continues standards from the 1990s and new standards must be generated looking ahead in this decade.	Current or former officer
Ageing members/ Lack of shared common vision	Current or former officer
Lack of a professional paid staff	Member at large
Small club of individuals/ Staying alone outside the organisations and federations which are strong/Not attracting the younger generation	Member at large
There should be a clear definition of vision, position, and contribution of IAAP in the development of current world.	Member at large
To make it truly international, not just U.S. or Euro centric	Member at large
need more active between conferences with divisions or interests groups	Member at large
The Congress is vital to the future of IAAP but there are problems associated with the Congress that IAAP has not been prepared to find solutions to. A more strategic approach to Congresses is needed./ If IUPsyS ever got its act together, IAAP would potentially not be viable.	Member at large
Too much of what I refer to as "supply driven" at the expense of "demand driven" psychology./ In Africa who wants our services? Where are those people or communities who want our serves? If they do not exist can we create the demand for the discipline? If they exist what is it that they want?	Member at large
Psychology become a kind of luxury in time of crises	Divisional Pres.
if the conference is such an important event of the work of the association, we should make this the best and largest event, having good speakers (e.g., sponsored by satellite conferences by other smaller associations) will help to reduced cost	Divisional Pres.
If the organisation is not effectively "plugged in" politically at international and national level, then its impact will remain limited. We need to be strategic in developing alliances at government/international organisation level, and forwarding our goals for best practice interventions in a number of practical arenas.	Divisional Pres.
Inertia continuing.	Divisional Pres.

Please indicate by number three items that you believe are most important for the Board of Directors to consider in identifying potential strategic goals for IAAP.

<b>OPPORTUNITIES</b>	<b>N</b>	<b>Total rate (%)</b>	<b>Ranking</b>	
O1. IAAP should look for international and regional associations with aims similar to IAAP.	12	9.0%	4°	
O2. IAAP should develop strong working relationships with world organizations (e.g., World Health Organization, International Labor Association, UNESCO)	16	11.9%	2°	*
O3. IAAP should develop manuals on “best practices” for practitioners.	2	1.5%	15°	
O4. IAAP journals should frequently focus on special topics.	8	6.0%	6°	
O5. IAAP should focus on social issues to make applied psychology more relevant (e.g., reducing terrorism; coping with economic crises).	20	14.9%	1°	*
O6. Divisions should be encouraged to form alliances with special interest groups and scholarly societies within their respective fields.	14	10.4%	3°	*
O7. IAAP should include content in our journals of interest to practitioners.	2	1.5%	15°	
O8. IAAP journal editors should encourage qualitative articles for our journals.	7	5.2%	8°	
O9. IAAP should encourage synergies among Divisions through symposia that over-lay the interests of other Divisions.	8	6.0%	6°	
O10. IAAP should invite groups with similar interests to hold their conferences with us.	7	5.2%	8°	
O11. Invitations to give a keynote address should be made on the basis of scientific importance and public impact.	4	3.0%	13°	
O12. IAAP should use social media to get on-the-spot participation of members who are unable to attend the Congress.	6	4.5%	11°	
O13. IAAP should use social media to keep in touch with our members.	7	5.2%	8°	
O14. IAAP should encourage the use of an electronic forum, divided by topics, where members can post and discuss issues of common concern.	5	3.7%	11°	
O15. Cross-disciplinary research on issues of importance to Non-Governmental Organizations (NGOs) and the public at large should be encouraged.	4	3.0%	13°	

O16. IAAP must increase the impact of its two journals.	12	9.0%	4°
<b>Total</b>	<b>134</b>		

Try to expand networks of collaboration among "rest-of-the-world" psychologists.	Member at large
Support local seminars/ Strengthening the Psychology Discipline and organising in African Countries/ Strategies of building on the strengths of other researches in a variety of cultures.	Member at large
The diversity and size of the IAAP membership.	Member at large
congress, journal, contacts	Member at large
encouraging regional academic or practitioner	Member at large
Capacity building	Member at large
Supporting up to 3 weak divisions from ICAP 2014 to 2018 to get them stronger. Generating an international network between colleagues in high and low income countries as the initiative of prof. Sugata Mitra "Learning in the cloud" <a href="http://www.youtube.com/watch?v=Z_Eg03q-jFE">http://www.youtube.com/watch?v=Z_Eg03q-jFE</a> as an alternative to ARTS	Member at large
International scope, emphasis on the developing (majority) world, scientific research, relationship between academic work and social policy	Divisional Pres.
Congress / UN links / cross-national research	Divisional Pres.
congresses, journal, relationship scholars-practitioners (UN)/ Journal(s) should be open for all applied fields not predominantly work-industrial psychology	Divisional Pres.
these are apparent from the above numbers	Divisional Pres.
To explore ways to promote its Journal and publish texts of psychologists who are not native English speaking.	Divisional Pres.
Conference/ network	Divisional Pres.
building platform for more exchanges/ sharing of interest/ collaboration among researchers in different cultures	Divisional Pres.
Keynote speakers, symposia, propose their own names to chair and give lectures independent of Divisions.	Divisional Pres.
It has a large number of members / It attracts many psychologists to its conference / It has an international presence	Divisional Pres.
Using the existing international membership to foster more interactions across cultures.	Divisional Pres.
IAAP is well placed to identify generic/international needs of the profession and the communities we serve in (e.g. strengthening our training programmes to better meet the needs of consumers). We are in a position to see trends across the world which strengthen arguments at local/national level.	Divisional Pres.
Congress and journals. Unfortunately other tasks which IAAP could handle are not well taken care of.	Divisional Pres.
Young researchers and interdisciplinary	Divisional Pres.
Events/ Congress/ International networking/ UN NGO status	Divisional Pres.

Enhancing the services and vitality of the divisions and promoting cooperation between divisional members in a much more lively way	Current or former officer
In each ICAP an institutional statement, document dealing with an international relevant problem must be produced.	Current or former officer
Attracting more individual members/ Attracting more young psychologists/	Member at large
Strategic policies should be applied to develop more members.	Member at large
try regional conferences	Member at large
Globalisation is forging forward and one consequence of that is that national associations are more likely to be interested in international collaborations and cooperation.	Member at large
societal challenges due to current financial crises that will profit from a psychological approach	Divisional Pres.
having a large and prestigious joint conference with small organizations attended by many researchers around the world should be one of the biggest goal of the association	Divisional Pres.
Working more closely with the WHO and UN (and similar international organisations with "clout"). This would enhance our capacity to effect appropriate changes "back at home" in our own countries (e.g. in primary health care, mental health service delivery etc). To develop a generic international message about best practice ideals in health, education, employment etc would facilitate political effectiveness at home (similar to the "Millennium Goals" which had considerable impact). We need to be more "savvy" about working at the international political level and ensuring this "percolates" back to our own countries.	Divisional Pres.
Journals, defining and pursuing a distinct identity and influence (but not necessary through the top NGOs or lobbying international political organizations). Maybe go local.	Divisional Pres.
audit of structures and functions of committees./ Actual practice in Divisions./ Openness and sharing by the officers with BOD members	Divisional Pres.

Please indicate by number the three items that you believe is the most important for the Board of Directors to consider in identifying potential strategic goals for IAAP

GOALS	N	Total rate (%)	Ranking
G1. IAAP should be committed to translating psychological, scientifically driven knowledge for the benefit of society (e.g., policy making).	16	12.1%	1°
G2. IAAP should be encouraging international/cross-cultural collaboration on education-related projects.	13	9.8%	4°
G3. Among IAAP's goals should be finding and exploring ways to bring about meaningful employment, quality of life, a safe work environment, and social protection.	7	5.3%	9°
G4. IAAP must continue to be "the" authority in applied psychology.	9	6.8%	7°

\*

G5. IAAP should find specific ways to show how applied psychologists are applying up-to-date knowledge of psychology to current societal problems around the world.	14	10.6%	3°	*
G6. IAAP needs to find specific ways to increase its membership.	15	11.4%	2°	*
G7. IAAP needs to define the rules/responsibilities of Division Presidents.	6	4.5%	10°	
G8. IAAP should apply the current Rules of Procedure on eliminating Divisions.	1	0.8%	16°	
G9. IAAP should require each Division to have a webpage for internal and external communications.	10	7.6%	6°	
G10. IAAP should require each Division to find ways of fostering scientific knowledge and its application in their respective areas of expertise.	8	6.1%	8°	
G11. IAAP should encourage divisions to form alliances with special interest groups and scholarly societies within their respective fields.	6	4.5%	10°	
G12. IAAP should develop mechanisms to temporarily take charge of an inactive division.	1	0.8%	16°	
G13. IAAP should develop criteria for selecting venues for regional conferences.	3	2.3%	14°	
G14. IAAP should develop criteria for assessing the impact of regional conferences.	5	3.8%	12°	
G15. IAAP should provide online services that attract and retain members.	11	8.3%	5°	
G16. IAAP should specify ways to make the Bulletin more dynamic and alive.	3	2.3%	14°	
G17. The IAAP should look for opportunities to involve the Divisions (e.g., in support of its mission).	4	3.0%	13°	
<b>Total</b>	<b>132</b>	<b>100%</b>		

<b>OTHER GOALS</b>	<b>Membership</b>
IAAP is the least effective organization to which I belong. Spend some money to apply psychology, that is, to actually provide benefits to members. The UN Teams and ICAP are the best action, but they aren't enough. Raise the dues. Set up a Central Office with full time staff so that member services are timely.	Current or former officer
The kind of Bulletin we have is an old fashioned standard.	Current or former officer
IAAP should look for ways to capitalize on what the digital age has to offer to promote IAAP and improve communications within the Association (Officers, Members of the Board of Directors, Divisions, Members, etc.).	Current or former officer
How is IAAP going to find the financial means to Carry out all these activities?	Current or former officer

Re: g8 - rules of procedure need revision, but the issue of eliminating divisions should be addressed with updated rules of procedure.	Member at large
Divisions can and should take responsibility in increasing the membership of IAAP.	Member at large
Increase visibility and relevance	Member at large
Encouraging interactions within and outside division members	Member at large
IAAP has to modernise itself as an organisation and become more professional and politically effective.	Member at large
though I totally agree that the divisional webpages are extremely important, currently the division executive committee has to send /request all changes through an assistant at the central, and this may not be an effective and prompt way of communication; we should have ways to let the divisions make use of the webpages themselves in communicating with their divisional members	Divisional Pres.
Key goals should be focused on achieving political objectives nationally and internationally, making recommendations about how our profession and discipline can best serve the needs of our communities. Best practice guidelines in primary health care, and other key strategic areas need to be developed. We need better ways of communicating the effectiveness of our profession in meeting community needs. We need to develop clear "aspirational statements" about what we want to achieve with our constituents and the communities they serve.	Divisional Pres.
If there is almost no technical support for the Divisions or a Divisional budget (e.g. related to membership), it is hard to demand anything from the Divisions. Drop the old-fashioned bulletin, develop strong website (social media may be a side activity, but should not replace serious website, which may inform good practice).	Divisional Pres.