

Celebrating Our Past and Engaging Our Future

A Strategic Plan for the Division of International Psychology of the American Psychological Association

Executive Summary

The Division of International Psychology within the American Psychological Association has a unique responsibility and opportunity to 1) engage current and future psychologists who wish to think and act globally in their lives and work, 2) promote ethically responsive and internationally informed education, training, research, practice, leadership, exchange, study, and service, and 3) foster application of the essential knowledge, skills, and values of psychology to the most pressing issues of our day.

As Division 52 prepares to celebrate our past and engage our future in 2017 – our 20th anniversary – we actively have been contemplating how we might fulfill our potential as an organization within APA and in collaboration with the many individual, group, and organizational partners in the United States and around the world. As such, Division 52 initiated a strategic planning process to identify where we have been, where we are now, and where we might go from here. Two substantive steps were taken to inform the strategic planning process: 1) a series of task forces were established to examine Division goals, structures, and systems and 2) a broad-based survey was conducted to ascertain member perspectives and priorities regarding a wide range of issues.

These processes and results, as well as consultation with other Division 52 stakeholders over the last several years, are reflected in three documents outlining outcomes of the strategic planning process: 1) Division 52 Strategic Priorities; 2) Mission, Vision, and Values Statements; and 3) Governance Structure. The process for next steps of the strategic planning process include three steps:

- **First**, the proposed strategic priorities, mission, vision, and values statements, and governance structure were circulated for review by 1) the Division 52 Strategic Planning Task Force Chairs and Board of Directors, 2) Division 52 members, and 3) selected individuals / groups who interact with Division 52 (e.g., APA's Office of International Affairs).
- **Second**, based upon input from this process, revisions were reviewed by the Division 52 Executive Committee and Board of Directors. The Division 52 Strategic Plan was then reviewed and approved via a unanimous vote of the Division 52 Board of Directors in July of 2017.
- **Third**, the final version of the Division 52 Strategic Plan will be presented during our 2017 celebration at the APA convention in Washington, DC. Plans and strategies for implementation will be discussed at the August 2017 meeting of the Executive Committee and Board of Directors, so that full implementation of the Strategic Plan may continue in 2017 and 2018.

For questions regarding strategic planning content or processes, please contact one or more

members of Strategic Planning Task Force 8 – which was assigned the task of assembling this draft report: the Division 52 Past President, Dr. Jean Chin (ceoservices@yahoo.com), President, Dr. Craig Shealy (craigshealy@gmail.com), and President-Elect, Dr. Merry Bullock (merrybullock@mac.com).

Outcome 1: Division 52 Strategic Priorities

Strategic Priority 1: Engage the Varied Interests of Our Current and Future Members

Division 52 members represent an extraordinary heterogeneity of interests, talents, perspectives, affiliations, and backgrounds, from the U.S. and around the world. ECPs and students from Division 52, as well as members living outside of the U.S., appear especially to value engagement with Division 52 (i.e., these groups participated at high rates in the survey process, suggesting that these subgroups could be a strong focus for membership recruitment in the future). As such, we need to establish multiple venues for engagement in the activities and future of Division 52.

Strategic Priority 2: Enhance Research, Collaboration, and Networking

The importance of Division 52's facilitating opportunities for our members to engage in research and scholarly activities, and to publicize and disseminate research findings, is a major result from the member survey. Division 52 needs to ensure that opportunities to collaborate and network are central to our organizational structures and priorities, and should provide information and resources to facilitate these goals in the U.S. and internationally. Finally, Division 52 needs to understand better how to engage with and help shape the mission, vision, values, and activities of the American Psychological Association – which is the overarching organizational system in which we are embedded – in order to emphasize international perspectives more prominently in APA policies, initiatives, and priorities.

Strategic Priority 3: Update Mission, Vision, and Values Statements

The mission statement should be reworked so that it is maximally inclusive and forward-looking, avoiding the listing of specific areas of emphasis. To capture both the letter and spirit of this mission statement – and to bring us in line with relevant organizational practices both within and outside of APA – we also should develop “vision” and “values” statements.

Strategic Priority 4: Align Activities and Priorities with Member Interests

In its activities and priorities, Division 52 should bear in mind the interests and goals of its members, and align organizational structures, processes, and commitments (e.g., through initiatives, foci, engagement) to create venues that are responsive to the deepest professional aspirations and personal values of our members.

Strategic Priority 5: Integrate Communication Processes and Publication Systems

Survey respondents ranked the two Division publications and listserv emails as their top information sources. Other sources included meetings and events, the website, Facebook, the Office of International Affairs, the book series, and webinars. To ensure awareness and coordination of these forums, and consistent marketing and branding of Division 52, we should develop an overarching communications structure to ensure consistency and synergy among communication venues and channels.

Strategic Priority 6: Engage in Selected Advocacy That Is Reviewed and Approved

There is general but substantively qualified support for an active Division 52 response to specific events or issues of relevance, provided that: 1) there are clear criteria for determining when a response is or is not warranted and 2) there are appropriate processes, mechanisms, and structures for developing, approving, and disseminating any such responses. Relevant advocacy might include but is not necessarily limited to 1) the Division and/or its members serving in an advisory, educative, research, or leadership role, 2) communicating information or perspectives (e.g., as an official statement), 3) collaborating with other divisions, organizations, or initiatives, and/or 4) promoting international perspectives on psychology, both within and outside of APA (e.g., via relevant communications, initiatives, policies, procedures, programs, etc.).

Strategic Priority 7: Streamline the Organizational Structures and Processes of Division 52

The standing committee structure of Division 52 should be streamlined to ensure that the most important goals of Division 52 members are translated into activities and initiatives that are efficient, monitored, and mission congruent. Committees should specify their unique parameters (e.g., roles, responsibilities, activities, timelines) in collaboration and communication with each other so that leaders and members understand clearly who does what, when, and why. Bylaws changes necessitated by this strategic planning process – or that emerge in the future – should be developed and reviewed in a straightforward and timely manner, drawing upon necessary expertise as appropriate, and subject to the approval of the Division 52 Board and members.

Strategic Priority 8: Provide Value-Added Opportunities for Professional Engagement

This strategic planning process resulted in many constructive and actionable suggestions for how Division 52 could encourage and retain members at all levels of professional development. Examples include, but are not limited to: 1) emphasizing membership needs, goals, and resources (e.g., active and ongoing tracking of membership trends; support for activities that are of demonstrable interest; funding assistance to attend meetings; review of revenue systems to include membership / dues exemption processes; student / ECP support; consider revisiting our organizational status as a society or another designation); 2) disseminating mission-congruent information (e.g., through communication systems, publications, and webinars; increasing access to virtual technologies; encouraging real-time engagement across time zones in research, teaching, and other professional interventions and collaborations; talking about Division 52 on campuses; strengthening liaison / ambassador systems to other organizations or systems in the U.S. and internationally); 3) contemplating disciplinary and interdisciplinary synergies (e.g.,

exploring epistemological and professional implications of encountering different cultures and worldviews; fostering engagement across the sciences and humanities; exploring the role of technology and social media); 4) facilitating professional development opportunities (e.g., research / educational development; facilitation of continuing education opportunities; teaching, study, practice, research, and service abroad; promotion of undergraduate / graduate student and faculty exchanges; support of international practicum / internship placements; job boards, webinars, databanks); 5) active engagement with other movements / initiatives / organizations in the U.S and internationally (e.g., national, regional, and international meetings, and organizations where an international psychological perspective should have a presence; within APA to promote international perspectives on psychology at disciplinary, applied, and professional levels; in cutting edge movements, initiatives, or communities where the findings, perspectives, and applications of psychology are deeply needed, such as the UN Sustainable Development Goals and World Health Organization). Overall, the Division needs to develop mechanisms to review and disseminate dynamic opportunities for member engagement in such movements, initiatives, and organizations – as well as processes for ongoing development, review, and implementation – to ensure they are effectively implemented as well as discontinued as needed (e.g., if and when they no longer advance the mission and goals of Division 52).

Strategic Priority 9: Engage in Ongoing and Multi-Faceted Communication with Members

The thoughtful comments and suggestions from survey respondents reflect a depth of investment in the U.S. and internationally that augurs well for the future of Division 52. Committee structures, organizational guidelines, and implementation processes need to be developed to build upon this foundation and provide mechanisms for timely communication about planned and ongoing activities and opportunities for engagement from our leaders and members over time. Ultimately, we must offer a welcoming, creative, diverse, responsive, and visionary home through which our current and future members may express their deepest goals and highest aspirations as we continue to pursue our full potential as *the* Division of International Psychology within APA.

Outcome 2:

Mission, Vision, and Values Statements

Division 52 Mission Statement

Both at home and abroad, the Division of International Psychology 1) engages current and future psychologists who wish to think and act globally in their lives and work, 2) promotes ethically responsive and internationally informed education, training, research, practice, leadership, exchange, study, and service, and 3) fosters application of the essential knowledge, skills, and values of psychology to the most pressing issues of our day.

Division 52 Vision Statement

Division 52 seeks to:

1. become the primary or secondary professional “home” for current and future

psychologists to engage in all things international;

2. encourage psychologists and students to direct their education, training, research, practice, leadership, exchange, study, and service activities and aspirations toward international emphases, populations, and needs;
3. openly explore and engage a globally inclusive and epistemologically diverse understanding of psychology as a discipline and profession, while a) respectfully and credibly appraising established and emerging models, methods, and worldviews from the Global North, South, East, and West and b) eschewing the reflexive and superficial embrace or rejection of any particular paradigm or approach, regardless of origin, culture, or context;
4. promote a globally inclusive and epistemologically diverse understanding of psychology within our affiliated organizations and systems as well as the programs, policies, and practices that we develop, implement, and review;
5. provide timely and relevant resources for personal and professional development that are aligned with our mission, vision, values, and strategic priorities;
6. create vibrant opportunities for collaboration and networking within psychology and with interdisciplinary colleagues and students around the world;
7. apply internationally informed psychological science and expertise to the global challenges we collectively face, exemplified by the Sustainable Development Goals of the United Nations;
8. foster a culture of informed citizenry, ethical engagement, and social responsibility by the field and profession of psychology to address the global issues that affect us all.

Division 52 Values Statement

Division 52 envisions a field and profession of psychology where a broad representation of applied, cultural, empirical, epistemological, theoretical, and disciplinary synergies may engage and enliven current and future psychologists in our ongoing pursuit of the greater good. Both locally and globally, we value internationally-minded education, training, research, practice, leadership, exchange, study, and service activities that support intellectual rigor, personal and professional integrity, self-awareness, ecological validity, conceptual depth, interdisciplinary collaboration, mutual understanding, cultural responsiveness, and kindness, compassion, and care for all, including marginalized and dispossessed individuals and groups as well as the natural world which sustains us. To facilitate inculcation of and responsiveness to such values, Division 52 promotes processes of self-reflection regarding the many formative variables that shape who we are and may become as students, professionals, citizens, and human beings (e.g., cultural, national, linguistic, economic, educational, environmental, ethnic, gender, political, religious). We likewise value activities that disseminate, translate, evaluate, and infuse globally responsive findings, pedagogies, and applications into credible and impactful actions, policies, and practices. In so doing, we recognize always the needs, contributions, perspectives, and hopes of the many publics we serve, at home and abroad.

Outcome 3: **Division 52 Organizational Structure**

In line with the input and suggestions derived throughout the strategic planning process, a number of changes are suggested to the organizational structure of Division 52 as well as how committees are led, populated, structured, and administered (see proposed governance structure below). These proposed changes are informed by the following summary guidelines.

1. Engage with Our Members

A prevalent and overarching theme from respondent feedback and task force / board deliberations is that our members want to engage more deeply with one another and with Division 52 writ large via the pursuit of research and opportunities to network and collaborate. Therefore, we need to create sustainable opportunities and mechanisms through which such engagement may be facilitated over the short- and long-term. In so doing, we need to respond directly to the goals and needs of current and future psychologists who share our mission, vision, values, and strategic priorities, and would like to engage with us.¹ Ultimately, we exist because our members believe there is value in contributing to and learning from all that we are. We need to respond in kind so that the professional goals and interests of our members may be expressed within and through Division 52, which will only enliven and enrich our offerings, standing, and profile within the U.S. and globally.

2. Engage with the OIA, APA, and Other Psychology Organizations

Division 52 is fortunate to have an office within APA – the Office of International Affairs – that shares a mission which is deeply congruent with our own (only a handful of divisions have such a direct counterpart, which speaks to the importance that APA attaches to the international perspectives in psychology). Although we have complementary emphases (e.g., Division 52 is a membership organization whereas OIA serves to advance the international goals of APA writ large), we share fundamental goals vis-à-vis the promotion of an international perspective at home and abroad. Historically, however, Division 52 has not engaged to the degree it might with the work of OIA when it clearly would be mutually beneficial for us to do so. At a related level, there are many international activities or processes within APA (e.g., at a divisional level, with the Committee on International Relations in Psychology, through other initiatives / relevant activities on which our expertise might come to bear) where it would behoove us to collaborate for both strategic and mission-based reasons. Likewise, we have not utilized the perspective of our APA Council Representative to the degree that we might to ascertain how and where Division 52 might interface more directly with various initiatives within APA. Finally, at a larger level, organizations that have allied structures and/or missions to Division 52 exist within the United States and all over the world, but to date, we have not sufficiently contemplated whether and how we might engage with them when it clearly would be in the best interest of our

¹ Division 52 seeks to offer a professional home for current and future psychologists in the United States and around the world. As such, we recognize that other countries may differ in the degree requirements that are necessary to be recognized as a psychologist. The APA currently is considering these and related matters. Division 52 will continue to play an active role in this ongoing dialogue, and will update our current and prospective members if and when policy changes emerge vis-à-vis membership status or roles within APA or Division 52.

members and organization to do so. At these levels, we can and should create structures and systems to consider and pursue these possibilities.

3. Consolidate and Redirect Our Organizational Structures

Until recently, Division 52's website listed over 40 separate committees, subcommittees, task forces, and working groups, many of which were inactive. The current Division handbook lists 11 standing committees and at least 15 *ad hoc* committees. Undoubtedly, all of these entities had a worthy purpose, but in many cases, the original impetus and/or champion for the initiative has long since left the Division 52 BOD, although the corresponding organizational structure continued to be listed. This practice disperses our focus and creates the impression, and reality at times, that we are heading in multiple different directions at once with no coherent plan or overarching purpose. Thus, a major goal of the strategic plan is to consolidate and redirect our existing organizational structures based upon the input that has been received through multiple forums and venues.

4. Clarify Roles and Responsibilities

At present, individuals assuming committee chair roles may or may not be aware of their responsibilities either to recruit and engage committee members or to "report out" activities at least twice each year in the ongoing pursuit of committee-relevant goals. Likewise, attendance at Division governance meetings (in person or virtually) is uneven at best. Analogously, processes of decision making have been ambiguous, vacillating between a tradition of decision by consensus among all Executive Committee members and/or a vote of elected Board of Director members. Although we want to continue our tradition of inclusion, the overall efficiency of the Division may be impacted by extended processes of gaining input from everyone at the table on every issue, large or small. We need a better balance, more efficient processes, and greater discretion regarding when and how everyone weighs in on various matters, particularly when formal decisions or votes need to be taken for the Division to advance.

5. Link Elected Officers to Divisional Governance

At present, Board Members-at-Large are elected to office, but do not have any specific activities assigned to them. Instead, they are expected to develop an initiative and pursue it largely on their own. These activities – all good and well intentioned – often have morphed into the subcommittees or task forces that remain "on the books" long after the elected individual has left the Board. Thus, we need to clarify the linkage between elected members of the Division 52 Board to specific aspects of divisional governance.

6. Coordinate and Communicate Activities

As things stand, multiple activities are underway within Division 52 without sufficient understanding regarding the interrelationship among them, how they are designed to contribute to a broader pursuit of Division 52's mission, and/or cross-communication about complementary activities. For example, although we have a Publications and Communications Committee (P&C), there is no mechanism, process, or tradition by which the leaders of our P&C entities –

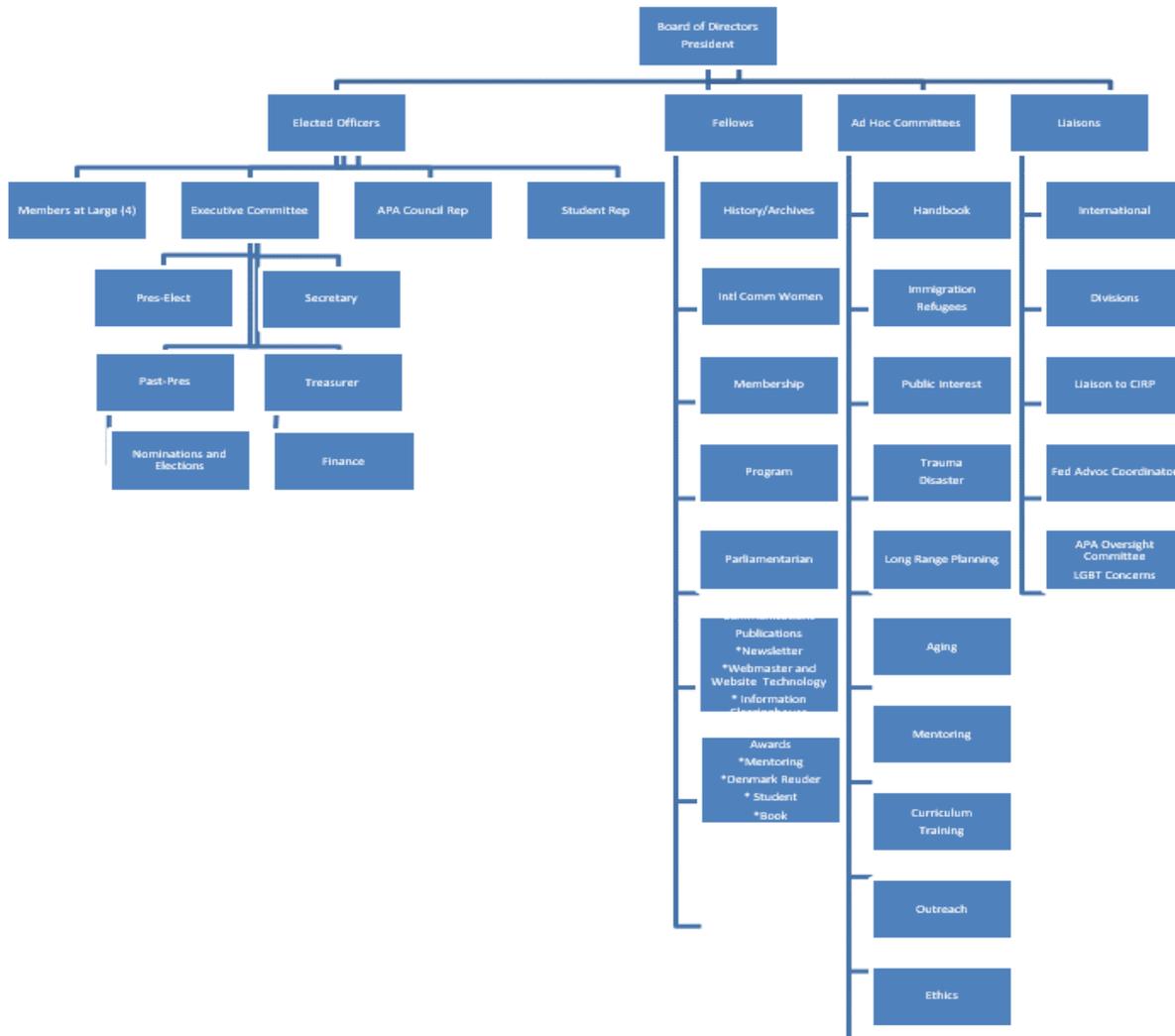
the bulletin, the journal, the website and web-based activities, the book series – are in regular contact or are encouraged to collaborate and share their synergistic activities with one another. Likewise, several otherwise excellent initiatives (e.g., Fast Connect) do not have a proper “home” within an existing organizational structure, which could link them to other related activities. The Curriculum & Training Committee is another example of an entity that was designed to pursue important goals, but does not exist with a sufficiently defined overarching structure that would juxtapose its purpose with related initiatives or functions. Thus, we need to create processes and structures by which specific Division activities are coordinated with and communicated to one another, so that we may learn from and build upon each other’s work to help us pursue common goals.

7. Direct Efforts Towards Strategic Priorities That Are Mission Congruent

It is important to remember that service on Division 52 is voluntary, and engaged in by individuals who typically are busy with “day jobs” and a myriad of professional responsibilities. We do not have the luxury of allowing our time and talent to be dispersed in an unfocused manner. Likewise, our specific activities and initiatives should be conceptualized and enacted as parts of a larger whole, so that we are working together toward the same agreed-upon and mission-congruent goals. In short, effective governance is needed so that the “left hand knows what the right is doing.” For example, we need mechanisms by which new activities, initiatives, or support for external issues are encouraged, but also properly and efficiently vetted so that a reasonable determination may be made as to where such activities fit within the broader mission, vision, and values of the Division. Similarly, all members of the Board – elected and non-elected – should know what each other is doing and why, to support each other and ponder how our own activities and that of others may be synergistic.

In the final analysis, we must create a governance and organizational system by which individuals who volunteer to assume specific roles and responsibilities are supported in their enactment, and are actively engaged in their work, typically with others over the course of each year, while accepting accountability to disseminate their activities both internally and externally vis-à-vis the Division. This good governance standard requires clearly articulated mechanisms for facilitating work and communication in the months between meetings as we seek to realize the mission, vision, and values of Division 52. To accomplish this goal, we need a more streamlined system of governance so that the enormous potential of Division 52 and its leadership may be realized.

Consider, in this regard, our current governance structure below, which in itself was recently and substantially consolidated (in 2016) from its previous and even broader iteration. Note that the elected members of the Board of Directors have no purview over, and little relation with, this very large committee structure.



In the context of our overarching strategic plan, the proposal below is to consolidate substantially the above governance structure, while linking currently unaffiliated elected representatives (our Members-at-Large) to this new structure. As illustrated below, there now would be five (and only five) standing committees: Advancement, Communications, Engagement, Governance, and Membership. Each of these committees would have a Chair or Vice President as noted below. Through our nominations and elections processes, all nominees would know in advance to what their sought office is associated in terms of roles and responsibilities, and could “run” on that basis (e.g., through their nomination statement). In so doing, the expectations for such roles are that they 1) correspond to the responsibilities described within each respective committee, 2) build upon the larger strategic plan and the activities of individuals who previously held each role in order to promote continuity and coherence over time, 3) are envisioned as occurring over a three-year period of time (i.e., the duration of office for each of the new Vice Presidents), and 4) are consistent with the mission, vision, values, and strategic priorities of the Division.²

² Various processes of implementation will be considered during and after the 2017 EC meeting at APA. For example, it is expected that the implementation of this structure will begin with the 2018 electoral process. Moreover, during this transition period, current Members-at-Large would be eligible to run for these offices and/or

Moreover, we would rename our overarching governance structure to include an “Executive Board” (comprised of the five standing committees) and “Executive Council” (comprised of voting and ex officio members).

The overarching goal of this restructuring is to become much more strategic, targeted, organized, integrative, and efficient, so that goals and initiatives may be developed, approved, and pursued in a manner that is aligned both with the specific charge of each committee, and in a way that is consistent with the mission, vision, and values of Division 52. In short, the goals of the proposed governance structure are to:

- create a small number of superordinate committees that place similar functions together and focus on strategic priorities (i.e., cluster various activities / roles of Division 52 – editors, subcommittees, task forces, project chairs, liaisons, convention / suite chairs / co-chairs, etc. – under each of these five committees);
- link elected Division Board positions to each standing committee;
- specify that the Past-President and President would chair the Advancement and Governance Committees respectively; Standing Committee Member-at-Large positions would be redefined as Vice Presidents for Membership, Engagement, and Communication;
- retain and better integrate elected ECP and student leaders into this overarching structure;
- ensure that minimal procedural guidelines and expectations are understood and followed by each committee, and appropriately reviewed by division leadership, which include at a minimum the need to 1) review and establish committee / subcommittee / task force leaders and members prior to the beginning of each calendar year; 2) identify and pursue attainable short- and long-term goals that are consistent with ongoing strategic planning and implementation process; 3) prepare and present at least two brief reports each year (mid-winter and annual meetings) regarding committee activities; and 4) facilitate reasonable processes of communication and collaboration within and between committees that are necessary for agreed upon goals to be pursued effectively;
- specify that the Division 52 Executive Board is chaired by the President, and includes the five Chairs / Vice Presidents of Division 52: Advancement, Communication, Engagement, Governance, and Membership;
- clarify that the Division 52 Executive Council is chaired by the President, and consists of voting and non-voting members as follows:

Voting Members of the Executive Council

- President, Past President, President Elect
- Secretary (Chair of the Secretariat)
- Treasurer (Chair of the Finance Committee)
- Vice President for Membership
- Vice President for Engagement
- Vice President for Communication

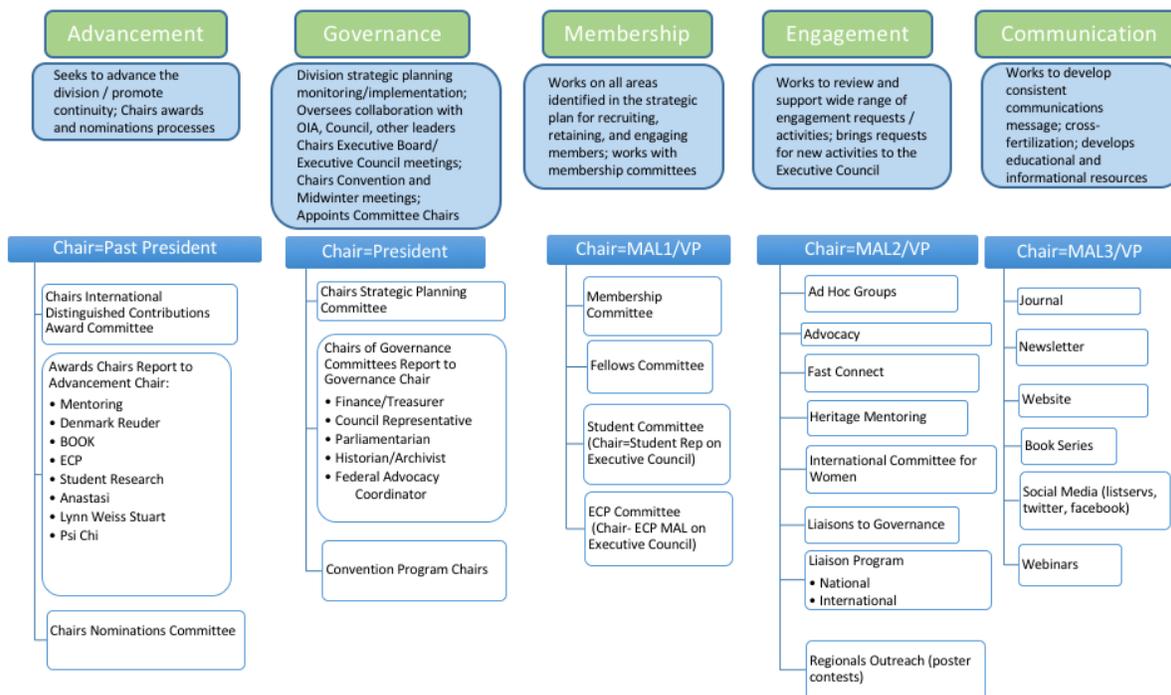
could continue to pursue activities that already are underway as part of their official role(s), with the full and ongoing support of the Division 52 Board.

- Council Representative
- ECP Representative
- Student Representative

Ex Officio Members of the Executive Council

- Editors
- Subcommittee / Task Force / Project Chairs
- Liaisons (e.g., OIA Director; Federal Advocacy Coordinator; governance liaisons)
- Convention / Suite Program Chairs or Co-Chairs
- Other Individuals / Representatives as Determined Annually by the President

This restructuring recommendation is codified into the proposed restructuring below, to be reviewed and finalized by divisional leadership in June and July of 2017, in advance of our forthcoming celebration and meetings in August at APA’s annual convention in Washington, DC. As envisioned, a Strategic Planning Committee, comprised of the President, Past President, and President-Elect during each calendar year, and chaired by the President, will report out regularly (e.g., at both the midwinter and annual meetings of the Executive Committee). There are at least three primary charges to this committee: 1) to monitor and report on progress over time regarding strategic planning implementation; 2) to ensure that any bylaws changes necessitated by this strategic planning process – or that emerge in the future – are developed and reviewed in a straightforward and timely manner, drawing upon necessary expertise as appropriate, and are subject review and approval by Division 52 members and the Division 52 Executive Board; and 3) to recommend for review and EC approval any other changes in order to ensure that structures and processes enacted and envisioned by the Strategic Plan are optimally facilitative of the mission, vision, values, and strategic priorities of Division 52.



Division 52 Strategic Planning Background Report

The following report consists of nine sections, each of which includes a “strategic priority: I. Survey Structure, Goals, and Respondents; II. Data Analysis; III: Division 52 Mission Statement; IV: Membership Rationales, Priorities, and Interests; V. Learning About and Engaging with Division 52; VI. Relevant Roles and Responses; VII. The Most Important Goal(s) of Division 52; VIII. Engaging Members, Early Career Professionals, and Students; and IX. Other Comments or Suggestions for the Strategic Plan. The information in this report was seminal in developing the nine strategic priorities and three actions outcomes described above.

I. Survey Structure, Goals, and Respondents

In preparation for the strategic planning process in 2016, members of Task Force 7 (Division identity) and other Division officers drafted a 10-question survey. The primary aim of the survey was to identify division members’ opinions and suggestions relevant to the development of the strategic plan on the following issues:

1. Division 52 Mission Statement
2. Rationale for Joining Division 52
3. Role of Division 52
4. Most Important Goal of Division 52
5. Attracting and Retaining Members Including Students and ECPs
6. Ranking of Emphases and Interests
7. Demographic Characteristics

The final version of the survey was distributed to the larger membership on two occasions in the summer and fall of 2016.³

A total of 123 responses were received to the two separate Division 52 listserv requests to complete the Strategic Planning Survey (approximately 21% of the larger membership completed all or part of this survey; 83 of these respondents completed the entire survey). Overall, respondents appear to represent a good cross-section of the division on the basis of age, gender, and status (from students, to early career professionals, to established members, to fellows, to leadership). Table 1 shows respondent demographics.

³ We wish to recognize the important work of the analysts of Division 52 strategic planning quantitative and qualitative survey data, which have been key to the development of the strategic plan. These individuals include the following: Ali Kenny (lead analyst), Connesia Handford, Vesna Hart, and Daigo Murakoshi of James Madison University, with additional support from JMU’s Center for Global Engagement.

Table 1: Survey Respondent Demographics

	Yes	No
Are you a member of Division 52?	98.88%	1.12%
Are you an Early Career Psychologist (ECP)?	31.76%	68.24%
Are you student member?	19.28%	80.72%
Are you a Fellow of Division 52?	26.51%	73.49%
Have you served as an elected or appointed member of the Division 52 board?	28.74%	71.26%
Age of Respondents	Mean: 53	Range: 25 -82
Gender	F: 60.5% M: 38% Queer: 1%	
Average years of D52 membership	8.2	

About half the respondents lived in the US (63 of 123), with additional representation from 15 countries and territories: Antigua (2), Brazil (3), Egypt (1) Guam (1), Guatemala (1), India (1), Ireland (1), Italy (1), Mexico (3), Nigeria (1), Philippines (1), Puerto Rico (1), Russia (1), Sweden (1), UK (1).

To get a sense of the diversity of interests among respondents, we asked about other organizational memberships, which are as follows.

<u>APA Divisions</u>	<u>Frequency</u>
17 Society of Counseling Psychology	11
1 Society for General Psychology	9
35 Society for Psychology of Women	6
56 Trauma Psychology	6
12 Society of Clinical Psychology	5
29 Society for Advancement of Psychotherapy	5
48 Peace Psychology Division	5
16 School Psychology	4
38 Society for Health Psychology	4
39 Psychoanalysis	4
45 Society for Psychological Study of Culture, Ethnicity, and Race	4
46 Society for Media Psychology and Technology	4
2 Society for Teaching Psychology	3
5 Quantitative and Qualitative Methods	3
13 Society for Consulting Psychology	3
43 Society for Couple and Family Psychology	3
53 Society of Clinical Child and Adolescent Psychology	3
9 Society for the Psychological Study of Social Issues (SPSSI)	2
10 Society for the Psychology of Aesthetics, Creativity and the Arts	2

15 Educational Psychology	2
33 Intellectual and Developmental Disabilities	2
47 Society for Sport, Exercise and Performance Psychology	2
54 Society of Pediatric Psychology	2
55 American society for the Advancement of Pharmacotherapy	2
8 Society for Personality and Social Psychology	1
14 Society for Industrial and Organizational Psychology	1
20 Adult Development and Aging	1
25 Behavior Analysis	1
27 Division of Community Psychology	1
32 Society for Humanistic Psychology	1
34 Society for Environmental, Population and Conservation Psychology	1
42 Psychologists in Independent Practice	1
51 Society for the Psychological Study of Men and Masculinity	1

<u>Other Groups and Organizations</u>	<u>Frequency</u>
---------------------------------------	------------------

Association for Psychological Science	5
American Counseling Association	3
American Evaluation Association (AEA)	2
International Society for Traumatic Stress Studies (ISTSS)	2
New York State Psychological Association (NYSPA)	2
Society for Cross Cultural Research (SCCR)	2
American Association for Marriage and Family Therapy (AAMFT)	1
American Cleft Palate-Craniofacial Association (ACPA)	1
American Indigenous Research Association (AIRA)	1
American Mental Health Counselors Association (AMHCA)	1
American Public Health Association (APHA)	1
American Rehabilitation Counseling Association (ARCA)	1
Asian American Psychological Association (AAPA)	1
Association of Psychological and Educational Counselors of Asia (APECA)	1
Colegio de Psicólogos de Guatemala	1
College on Problems of Drug Dependence	1
Committee on Spirituality, Values, and Global Concerns-NY (CSVGC-NY)	1
Comparative and International Education Society (CIES)	1
Eastern Psychological Association (EPA)	1
Interamerican Society of Psychology (SIP)	1
International Association of Applied Psychology (IAAP)	1
International Centre for Excellence in Emotionally Focused Therapy (ICEEFT)	1
International Positive Psychology Association (IAPP)	1
International Society for Quality of Life Research (ISOQOL)	1
International Society of Political Psychology (ISPP)	1
Japanese Clinical Psychology Association	1
Midwestern Psychological Association (MPA)	1
National Association of School Psychologists (NASP)	1
National Association of Social Workers (NASW)	1

National Latina/o Psychological Association (NLPA)	1
Native American and Indigenous Studies Association (NAISA)	1
Philippine Psychological Association (PAP)	1
Psychologists for Social Responsibility (PsySR)	1
Psychology Coalition at the United Nations (PCUN)	1
San Mateo County Psychological Association	1
Sociedad Interamericana de Psicología	1
Society for Psychotherapy Research	1
Society for Research in Adolescence	1
Society for Research in Child Development (SRCD)	1
World Association for Infant Mental Health (WAIMH)	1

Overall, respondents represented a highly diverse sample of our members, with very wide ranging interests and affiliations. In particular, it is notable that we received strong engagement from ECPs (32% of respondents), students (19% of respondents), and fellows (26% of respondents), which suggest that these key constituencies see Division 52 as central to their own professional identity and future. That said, the mean respondent age of 53 suggests we need to continue and expand outreach to students and ECPs. The “aging” of APA is a problem that many divisions face, and Division 52 is no exception. We want to value and draw upon the essential leadership that our experienced members provide, while extending a welcoming hand to our early career and student members – they are our future, and we must support them, give them voice, provide opportunities for them to shape whom we may become, and create paths for them to assume leadership roles within our division over the short- and long-term.

Moreover, it should be noted that a very wide range of APA divisions were represented among participants, which reflects the broad interest in the mission and activities of Division 52 across APA, a point that should be contemplated further in the context of larger membership recruitment and retention efforts. At the same time, and not surprisingly given our status as a division of the American Psychological Association, 63 respondents (76 %) indicated that their country of residence was the United States. However, a sizable minority of respondents – 20 (24 %) – resided outside of the United States, which suggests that Division 52 does have appeal to non-U.S. psychologists, a finding that is bolstered further by our membership data and is worth contemplating in the context of this overall strategic plan (i.e., international members were strongly invested in responding to this survey, which suggests that Division 52 has strong appeal to psychologists outside of the United States).

Strategic Priority 1: Engage the Varied Interests of Our Current and Future Members

Division 52 members represent an extraordinary heterogeneity of interests, talents, perspectives, affiliations, and backgrounds, from the U.S. and around the world. ECPs and students from Division 52, as well as members living outside of the U.S., appear especially to value engagement with Division 52 (i.e., these groups participated at high rates in the survey process, suggesting that these subgroups could be a strong focus for membership recruitment in the future). As such, we need to establish multiple venues for engagement in the activities and future of Division 52.

II. Data Analysis

Quantitative data were analyzed using Excel; qualitative data were coded, aggregated, and analyzed by hand. Next, data were themed by four members of the research team (see footnote 1) according to a consensus procedure, which attenuates bias and bolsters credibility of conclusions. An additional, more thematic approach was taken in analyzing qualitative data via two methods: word count and keywords-in-context (KWIC; Fielding & Lee, 1998). As noted by Miles and Huberman (1994), word counting allows one to a) identify patterns more easily, b) verify a hypothesis, and c) maintain analytic integrity (e.g., Sandelowski, 2001). By using KWIC as a second method of data analysis, we were able to identify how survey respondents used word(s) in specific cultures and contexts (it should be noted that only the content from respondents was included via KWIC). Thematic findings are presented first, to be followed by a more fine-grained analysis of each survey question.

In terms of word count, results suggest that respondents are emphasizing both practical needs and aspirational values for Division 52, a finding that reemerged on several occasions throughout this analytic process. Specifically, the following terms represent the most meaningfully frequent words from respondents: research (73), collaborate (57), American Psychology Association / (APA) (42), network (27), human rights (19), connect (15), indigenous psychology (14), and justice (10).

In *contextualizing* (i.e., determining how a word is used), the word “research” was employed either to describe the rationale of respondents for joining Division 52 (18) or to comment on Division 52’s mission statement (14). “Research” was cited 41 additional times to address nearly every other question presented in the survey. As such, it seems important for the division not only to understand who we are as scholars, but to support existing and create new venues for the expression of this core aspect of our professional and organizational identity.

In contextualizing the words “collaborate,” “network,” and “connect,” most survey respondents used such words in describing their rationale either for joining Division 52 (23), in reference to the survey question regarding Division 52’s most important goal (12), or when commenting on Division 52’s mission statement (7). More specifically, respondents almost always used “collaborate,” “network,” and “connect” when addressing the desire to facilitate interactions between US and international psychologists and programs.

Finally, in contextualizing the words “American Psychology Association / (APA),” most survey respondents sought to clarify what Division 52’s role is in responding to relevant, real-world issues (12) or how to best encourage and maintain Division 52 members (9). A general theme of how to most effectively work within APA emerged consistently in this regard.

Strategic Priority 2: Enhance Research, Collaboration, and Networking

The importance of Division 52’s facilitating opportunities for our members to engage in research and scholarly activities, and to publicize and disseminate research findings, is a major result from the member survey. Division 52 needs to ensure that opportunities to collaborate and network are central to our organizational structures and priorities, and should provide information and

resources to facilitate these goals in the U.S. and internationally. Finally, Division 52 needs to understand better how to engage with and help shape the mission, vision, values, and activities of the American Psychological Association – which is the overarching organizational system in which we are embedded – in order to emphasize international perspectives more prominently in APA policies, initiatives, and priorities.

III: Division 52 Mission Statement

Survey respondents were provided with the current Division 52 Mission statement:

The Division of International Psychology represents psychologists who are interested in promoting greater global awareness throughout the discipline. The Division encourages cross-national communication through its newsletter, International Psychology Bulletin, its journal, International Perspectives in Psychology: Research, Consultation, Practice, as well as its website (www.div52.org), listservs, social media, country liaisons, mentoring programs, professional meetings, conference sponsorship, and collaboration with APA's Office of International Affairs. The Division supports initiatives on human rights, international ethics, immigration, women in developing countries, internationalizing the psychology curriculum, cross-cultural research, assessment and counseling, global trauma and disaster, collaboration with international organizations, and student and early career advancement.

Respondents also were asked to comment on the current mission statement via the following prompt:

As we plan for our 20th year anniversary in 2017, please take a moment to reflect upon the above mission statement. Is it acceptable as is or do you have any comments, suggestions, and/or recommendations for our mission statement that we should consider as part of our strategic planning process? If you do, please explain.

Overall, responses to the prompt were substantive, constructive, forward-looking, and diverse. An overarching theme was that the current mission statement is not really written as a mission statement, but rather as a statement of Division 52's roles, emphases, and responsibilities. Many respondents noted that prioritizing some specific areas in the mission statement creates a potential problem by omitting other areas that may be just as salient and the statement may fail to capture the very diverse interests of our members.

Other specific comments were:

- Clarify the role of Division 52: is it advocacy, research, clinical practice, facilitation, training, mentoring in international ethics?
- Exploring dynamics between international and North American psychologists; facilitating linkages or exchanges among psychologists around the globe should be explicitly listed as a part of Division 52 mission.

- If Division 52 would like to attract members that are practicing outside the U.S. or those who are not licensed psychologists but are focused on the work many current members of Division 52 are doing, the existing mission statement does not seem to be appealing to these groups.
- Need for more careful choosing of words to express international/global nature of the work of Division 52 members. Instead of using the term “cross-national” respondents suggested terms such as “transnational,” or “cross-cultural” as these terms would better describe issues that go beyond crossing borders/states.
- Defining what it means to say “internationalizing the psychology curriculum.” Many proposed to start taking a less U.S.-centric approach to psychology; and consider the role of the U.S. psychology/psychologists in “colonizing” research and practice. Focus should be not only on U.S. psychology applied more globally, but also to use global approaches to psychology. A proposal was made to define “internationalizing the psychology curriculum” in order to incorporate other perspectives (e.g., indigenous).
- Connecting Division 52 to other organizations such as World Health Organization and other non-profit organizations also was suggested.
- A call for a different format, stronger wording, and not grammatical mistakes was expressed (e.g., a few respondents offered specific wording suggestions along these lines).
- Make wording more inclusive. For example, respondents suggested that if the needs of “women in developing countries” are emphasized, as is presently the case, then the priorities of men, children, youth, LGBTQ+ community, and other constituencies should be included too. Likewise, there is no clear rationale for why other emphases might not be cited as well, including but by no means limited to indigenous and cultural psychologies / methodologies, the promotion of international or global research with culturally appropriate methodologies, mental health prevention, minimizing treatment gap and mental health disparities, violence prevention and reduction, and environmental psychology among other potential areas, all of which were cited as areas of emphasis by survey respondents.

Strategic Priority 3: Update Mission, Vision, and Values Statements

The mission statement should be reworked so that it is maximally inclusive and forward-looking, avoiding the listing of specific areas of emphasis. To capture both the letter and spirit of this mission statement – and to bring us in line with relevant organizational practices both within and outside of APA – we also should develop “vision” and “values” statements.

IV. Membership Rationales, Priorities, and Interests

To understand better the why individuals join the Division of International Psychology, respondents were asked to articulate their specific rationale for joining, and to list their specific

priorities and interests. Analysis of responses suggests that the rationale for membership may be clustered into six thematic areas:

1. networking and career opportunities;
2. desire to find mentors within the field of international psychology;
3. a commitment to conducting and collaborating on research in cross-cultural areas and with international colleagues;
4. a focus on international teaching and psychology in general;
5. a wish to understand perspectives beyond the “western” perspective; and
6. gaining access to materials and resources of Division 52 (e.g., its listserv, publications, webinars, etc.).

Respondents were asked to rank 5 priorities for the division and to suggest others in an “other category.” Regarding respondent priorities, the 5 listed priorities were ranked as follows:

1. International Collaboration in Research, Teaching, Practice, and/or Service;
2. Training/Mentoring/Fostering Future International Psychologists;
3. Multicultural / Diversity / Social Justice / Human Rights Issues;
4. Policy Development / Advocacy; and
5. Internationalizing Education

Additional priority areas included (in rank order of emphasis) 1) networking with professionals in other countries; 2) growing membership and increasing visibility of the division; 3) consolidating scientific knowledge, research, and theory; 4) publishing in international journals; 5) promoting scientific efforts to decolonize psychology; 6) defining the equivalence of being a psychologist in different countries.

Member interests were indicated on a checklist of 19 interests and a request for “other” interests to be written in. Table 2 lists checked interests, arranged by frequency of mention and ranking (the higher the number, the more frequently the item was listed) and in terms of the average ranking the area of interest received (the lower the number, the more likely the item was ranked highly). Moving forward from here, it is recommended that Division 52 leadership examine these data closely to understand the top priorities that emerged from this survey, and to plan accordingly in terms of recommended areas of focus.

Table 2: Respondent Areas of Interest

Area of Interest	Frequency of Selection	Average Ranking
1. Education / teaching	48	4.90
2. Research / publications / presentations	47	4.75
3. Economic / development issues	44	4.56
4. Culture / diversity	43	4.00
5. Human rights	40	5.28
6. Counseling / therapy / intervention	39	5.05
7. Peace / justice issues	37	6.73

8. Advocacy / policy development	34	6.59
9. Gender issues / equality	34	6.94
10. Global trauma / disaster	34	5.74
11. International ethics	34	6.03
12. Leadership / consultation / organizational development	33	6.97
13. Assessment / evaluation	30	6.20
14. Immigration	30	7.10
15. Conflict resolution	29	7.52
16. Sustainability / environmental issues	25	7.68
17. Religious understanding / dialogue	24	8.50
18. Migration	23	8.49
19. Other (please see full survey report)	13	5.54

Strategic Priority 4: Align Activities and Priorities with Member Interests

In its activities and priorities, Division 52 should bear in mind the interests and goals of its members, and align organizational structures, processes, and commitments (e.g., through initiatives, foci, engagement) to create venues that are responsive to the deepest professional aspirations and personal values of our members.

V. Learning About and Engaging with Division 52

Respondents also were asked to rank their preferred sources of information about Division 52. Table 3 lists sources of information with the most highly ranked listed first.

Table 3: Learning About and Engaging with Division 52

Source of Information or Engagement	Frequency of Selection	Average Ranking
1. The newsletter, International Psychology Bulletin	51	2.33
2. The journal, International Perspectives in Psychology: Research, Consultation, Practice	43	2.56
3. Listserv emails	42	2.76
4. Conferences, networking events, professional meetings	45	3.04
5. The website, www.div52.org	35	3.06
6. Facebook	20	3.70
7. APA Office of International Affairs	22	4.09
8. The book series	11	4.36
9. Informational webinars	19	4.68
10. LinkedIn	5	6.20
11. Twitter	2	10.50

12. Other, please specify (please see full report	4	
---	---	--

Strategic Priority 5: Integrate Communication Processes and Publication Systems

Survey respondents ranked the two Division publications and listserv emails as their top information sources. Other sources included meetings and events, the website, Facebook, the Office of International Affairs, the book series, and webinars. To ensure awareness and coordination of these forums, and consistent marketing and branding of Division 52, we should develop an overarching communications structure to ensure consistency and synergy among communication venues and channels.

VI. Relevant Roles and Responses

Survey respondents also were asked to help clarify what the role(s) of Division 52 might be within APA, and whether, how, and under what circumstances the Division might respond as an organization to various issues or events that may be of relevance.

Regarding our potential roles in responding to relevant events, respondents provided a wide range of supportive as well as cautionary suggestions, ranging from “do not respond” to “depends on situation” to “respond to all issues/news/events that are international in nature that have psychological implications.” Several respondents suggested that Division 52 should serve in a consultative/advisory role to the APA regarding international affairs. Along these lines, respondents provided several suggestions of areas on which Division 52 might provide advice or might engage in advocacy (e.g., slavery, killing black youth, terrorism, human rights violations, social justice and oppression, peace and justice, education of girls and boys, ethical immigration policies, poverty, health and educational disparities). At a process level, respondents emphasized the need for systems or structures within Division 52 (e.g., the Executive Committee, or another standing committee) to decide whether, how, when, and by whom specific issues or events should – or should not – be formally addressed (e.g., should elected officers respond, the entire board, etc.).

Given the complexities of such matters, it may be illuminating to review some sample responses:

The division, given its emphasis on international realities, ought to offer its voice whenever important social justice movements take action, oppressive events manifest around the world, and human rights are violated. At the very least, the voice of the division is valuable in saying we are here, we are aware, and we stand against injustices around the world.

I think unless there is a clear response that is consonant with the mission of Division 52, the Division should NOT respond. I believe this because within the Division, and within APA there is room for a wide range of views on varied topics. Generally responses do not allow one to be very nuanced.

I think when it fits our mission, we can respond. Of course it is important to keep open communication with APA International Office...

Respondent opinions about how the Division might respond to external events, assuming it is determined there should be a response, included several forms, including:

- Develop webinars on the topic
- Form a task force
- Collaboration (with other divisions, groups, initiatives)
- Educational and/or research initiatives to address specific issues or events
- Position papers
- Discussion forums

At the same time, and along similar lines to the caveats noted above, other respondents offered the following cautionary questions and perspectives:

What are the criteria for an issue or event warranting a response from 52 vs. APA?

Be clear about our "goals" before responding -- responding should not be for the sake of responding (just to make a statement about ourselves). Think about our intended goals -- are they consistent with the community we are intervening? What are possible unanticipated consequences? This consideration is easy to be omitted. Collaboration is the key. When responding to events happening in international communities, we should know that we are not experts or our expertise may not help without the input of local psychologists, professionals, administrators, etc. Thus -- collaborate. This collaboration should be horizontal not vertical if we initiate it."

Without a definite example it is difficult to determine the appropriate follow-up action.

APA IS A PROFESSIONAL ASSOCIATION. The central offices should handle all such responses – calling on experts in the topical area to shape responses.

Strategic Priority 6: Engage in Selected Advocacy That Is Reviewed and Approved

There is general but substantively qualified support for an active Division 52 response to specific events or issues of relevance, provided that: 1) there are clear criteria for determining when a response is or is not warranted and 2) there are appropriate processes, mechanisms, and structures for developing, approving, and disseminating any such responses. Relevant advocacy might include but is not necessarily limited to 1) the Division and/or its members serving in an advisory, educative, research, or leadership role, 2) communicating information or perspectives (e.g., as an official statement), 3) collaborating with other divisions, organizations, or initiatives, and/or 4) promoting international perspectives on psychology, both within and outside of APA (e.g., via relevant communications, initiatives, policies, procedures, programs, etc.).

VII. The Most Important Goal(s) of Division 52

Open-ended responses were gathered to articulate the most important emphasis for Division 52. The responses showed an important distinction between process or content to define the most important goal (because responses prompted via qualitative, free-response form, goals emerged in thematic form rather than as specific frequencies).

Respondents who focused on process-based considerations mentioned:

- Collaboration with U.S.-based and international psychologists; with international organizations; collaboration in research teaching, service and public policy
- Broadening the perspective of western psychology
- Fostering international communities
- Facilitating interaction and exchange between US and international psychologists
- Promoting international psychology through research, service, teaching, practice
- Increasing the visibility of international psychology
- Exchange of experiences and professional opportunities
- Member engagement and mobilization
- Create credible status of international psychologists, not psychologists that are internationally located
- Leadership
- Increasing the involvement of new members and their engagement in the Division
- Exchange programs
- Advocacy at all levels for international psychology
- Connecting with psychologists, psychology faculty, and psychology students globally to better understand current psychological knowledge and its application
- Opening the definition of international psychology and include other types of psychology and non-psychology professionals

Respondents who focused on content areas mentioned:

- Human rights
- Justice / social justice
- Indigenous psychology
- Revision of the policy on multiculturalism
- Violence reduction globally
- Assisting with the development of psychology as a science and a profession in other countries
- Attainment of global peace through campaigns
- Education about different cultures and how psychologists can help

At the same time, however, other respondents noted that there couldn't be just one area of focus. For example:

I don't think there is one single goal, there are many goals, all focused toward nurturing relationship with other international organizations, and other countries psychology organizations and build an infrastructure for global mental health and well-being (SDG)

I don't think there is one single goal: As the mission states, there is the outreach part, the practice part, the research part, the policy part, the membership part, the mentorship part, and the dissemination part, etc.. there are many goals looking at our mission statement and not one goal.

Strategic Priority 7: Streamline the Organizational Structures and Processes of Division 52

The standing committee structure of Division 52 should be streamlined to ensure that the most important goals of Division 52 members are translated into activities and initiatives that are efficient, monitored, and mission congruent. Committees should specify their unique parameters (e.g., roles, responsibilities, activities, timelines) in collaboration and communication with each other so that leaders and members understand clearly who does what, when, and why. Bylaws changes necessitated by this strategic planning process – or that emerge in the future – should be developed and reviewed in a straightforward and timely manner, drawing upon necessary expertise as appropriate, and subject to the approval of the Division 52 Board and members.

VIII. Engaging Members, Early Career Professionals, and Students

Respondents offered a number of suggestions for engaging current and future psychologists in Division 52 (e.g., encouraging them to join and retaining them once they have done so):

- Be friendly!
- Use social media, website
- Clearly specify the benefits (e.g., being a part of the network, being mentored into the field of international psychology, a place to publish)
- Instead of identifying how Division 52 is different, enhance its work by partnering with other divisions or organizations
- Provide international experiences to students early on to stimulate their interest
- Increase visibility of Division 52 by having presence at a wide range of international conferences, offering workshops, presentations, hosting interesting/important speakers, offering teleconferences
- Revitalize the “Sponsor an International Psychologist” program
- Strengthen the mentoring program and increase mentoring opportunities
- Articulate the mission and goals of Division 52 clearly (make it more attractive and relative to prospective members)
- Provide regular, small or large, articles in APA’s Monitor or American Psychologist
- Ask every member to be an Ambassador for Division 52 by modeling the values and beliefs of Division 52 and advocating the benefits of being the member.
- Identify a strong membership chair for 2-3 year term (one year is too short a time).
- Create a taskforce to focus on membership
- Engage in outreach to international students in doctoral programs.
- Do research about other organizations (IUPsyS, ICCCP, etc.) and create points of differentiation

Likewise, to retain members once they have joined, respondents also offered a number of suggestions:

- Be friendly
- Foster a sense of community through Fast Connect, offering more activities where new members can feel included
- Offer practical conference and educational experiences

- Provide leadership opportunities: encourage them to be involved in task forces or board positions
- Communicate about what members of Division 52 are doing
- Offering good programming and welcoming atmospheres at convention and at international conferences (e.g., longer-term members should intentionally reach out to new faces at social hour)
- Provide meaningful opportunities (which may require asking them what is meaningful)
- Establish sections, Special Interest Groups, etc. as opportunities to network and identify opportunities for collaborations

Finally, respondents offered several suggestions regarding how Division 52 might encourage students and early career professionals to become active participants:

- Be friendly
- Support research and conference attendance
- Ask faculty members to speak about Division 52 in classes
- Provide timely information about international opportunities
- Increase opportunities with tangible outcomes (e.g., task force membership, publications, etc.)
- Mentoring, incentives, small gifts, honoring students at Division 52 meetings
- Create study tours and service learning opportunities for US students and promote doctoral research on the topics of relevance to international psychology
- Reach out to APAGS, to international psychology students in the US and across the globe
- Make it cost effective for students to join; offer free membership for first year
- Use social media
- Encourage campus representatives to be more active, to increase division's visibility on campus and recruit new students
- Offer CE webinars focused on international topics
- Create a job board for international psychologists including non-APA psychology consultants

Strategic Priority 8: Provide Value-Added Opportunities for Professional Engagement

This strategic planning process resulted in many constructive and actionable suggestions for how Division 52 could encourage and retain members at all levels of professional development. Examples include, but are not limited to: 1) emphasizing membership needs, goals, and resources (e.g., active and ongoing tracking of membership trends; support for activities that are of demonstrable interest; funding assistance to attend meetings; review of revenue systems to include membership / dues exemption processes; student / ECP support; consider revisiting our organizational status as a society or another designation); 2) disseminating mission-congruent information (e.g., through communication systems, publications, and webinars; increasing access to virtual technologies; encouraging real-time engagement across time zones in research, teaching, and other professional interventions and collaborations; talking about Division 52 on campuses; strengthening liaison / ambassador systems to other organizations or systems in the U.S. and internationally); 3) contemplating disciplinary and interdisciplinary synergies (e.g., exploring epistemological and professional implications of encountering different cultures and

worldviews; fostering engagement across the sciences and humanities; exploring the role of technology and social media); 4) facilitating professional development opportunities (e.g., research / educational development; facilitation of continuing education opportunities; teaching, study, practice, research, and service abroad; promotion of undergraduate / graduate student and faculty exchanges; support of international practicum / internship placements; job boards, webinars, databanks); 5) active engagement with other movements / initiatives / organizations in the U.S and internationally (e.g., national, regional, and international meetings, and organizations where an international psychological perspective should have a presence; within APA to promote international perspectives on psychology at disciplinary, applied, and professional levels; in cutting edge movements, initiatives, or communities where the findings, perspectives, and applications of psychology are deeply needed, such as the UN Sustainable Development Goals and World Health Organization). Overall, the Division needs to develop mechanisms to review and disseminate dynamic opportunities for member engagement in such movements, initiatives, and organizations – as well as processes for ongoing development, review, and implementation – to ensure they are effectively implemented as well as discontinued as needed (e.g., if and when they no longer advance the mission and goals of Division 52).

IX. Other Comments or Suggestions for the Strategic Plan

In a final survey question, respondents were asked to provide any other input for consideration in developing a strategic plan for Division 52. In addition to offering appreciation and encouragement for conducting and leading the strategic planning process, comments included the following:

...The mission statement needs to be updated to reflect current terminology. Also, working with other international organization, such as the UN might help strengthen Division 52.

... the hospitality suite should discuss the possibility of Psychologists in US hosting foreigners in their clinics, sponsoring visa to open wider the perspectives.

...have focus groups to receive more in-depth inputs from our members and prospective members. Maybe we can do separate groups for students, ECPs, members, etc.

...Being a clearing house is important. Knowing about/ respecting research in other places in the world is important. Mentoring is important. Not spreading out to be-all in all areas or to save the world. Professional ethics would be hard enough to address, and important.

... I have enjoyed my membership because I love international psychology, and I have had the opportunity to get more involved in my own way. However, I know people who don't think it is international enough because it is part of the APA (America + licensed psychologists only). Maybe that's just the way it is, but I think it is important to consider this perspective, especially since there are other organizations that are focused on cross-cultural psychology.

... Continue striving to make D52 relevant in the US outside of the eastern region.

Strategic Priority 9: Engage in Ongoing and Multi-Faceted Communication with Members

The thoughtful comments and suggestions from survey respondents reflect a depth of investment in the U.S. and internationally that augurs well for the future of Division 52. Committee structures, organizational guidelines, and implementation processes need to be developed to build upon this foundation and provide mechanisms for timely communication about planned and ongoing activities and opportunities for engagement from our leaders and members over time. Ultimately, we must offer a welcoming, creative, diverse, responsive, and visionary home through which our current and future members may express their deepest goals and highest aspirations as we continue to pursue our full potential as *the* Division of International Psychology within APA.