



AMERICAN  
PSYCHOLOGICAL  
ASSOCIATION



2010 COUNCIL OF REPRESENTATIVES

# HANDBOOK



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## Foreword

### A “Hitchhikers Guide” to Council

Do you remember the book *A Hitchhiker’s Guide to the Galaxy*, a bestseller way back when? Don’t worry. You won’t need “babble fish” to understand this note, nor will you meet any “paranoid androids.” It is just that the title of that book, written before all of the “idiots” guides, conveyed the idea that it was possible to admit one’s ignorance without embarrassment or the need to good naturedly put oneself down by buying an “idiots” guide. I therefore thought that the idea of a hitchhiker’s guide was an appropriate way to introduce you to your new role as a member of APA’s Council of Representatives.

The Council of Representatives has the full power and authority of the affairs and funds of the Association within the limits of the APA Bylaws and Certificate of Incorporation.

So now you understand why I am invoking the *Hitchhiker’s Guide to the Galaxy*. The responsibilities of your new job are truly awesome.

I mean that in several ways. First, APA is a complex membership organization, with many things about it that are not obvious or intuitive. Second, APA is a complex business as well as a membership organization. Our annual budget is over \$113 million dollars, we have roughly keep 600 employees, we run one of the largest scientific publishing houses in the world, and we own and operate two large first class office buildings. Third, the functioning of Council itself is very complex, now with 162 members (not including the Board of Directors), an agenda book that usually numbers over 600 pages (not including the budget book), and with 13 caucuses and special interest groups.

But relax. You can do it; especially if you have realistic goals, such as: do not expect to learn all of this in a short time. Furthermore, we will give you lots of help. In anticipation of the influx of a number of new members as a result of the “wild card” plan (which insured that each division and state/provincial/ter-

ritorial association has at least one seat on Council), the Board of Directors and CSFC (oops, sorry....the Committee on Structure and Function of Council.... we’ll talk about acronyms later) got together to see what we could do about improving the orientation program so as to facilitate new members’ learning curves. Among the items that will be available for you, in addition to the orientation material contained herein, are access to the Council LISTSERV (a closed circuit e-mail system, where people can post questions or comments to the list and discuss upcoming business items) and improvements to the mentoring process (an experienced member of Council will be assigned to you as a mentor).

Mentoring, by the way, is probably one of the best ways to get up to speed. The other thing I would suggest is don’t be shy about asking questions, of your mentor or of anyone.

In this brief note, I cannot tell you everything you need to know about being a Council Representative, but I hope to hit a few of the high points and give you a general orientation to three topics: APA as a membership organization, APA as a business, and making the most of your time as a member of Council.

### APA as a Membership Organization *Central Office and the Directorates*

The Association provides a wide range of services to its members through the Central Office, part of which is organized into directorates, each one responsive to a particular set of constituencies within the membership: Science, Practice, Education, and Public Interest. The very organization of Central Office in this way reflects our objectives: “The objects of the American Psychological Association shall be to advance psychology as a science and profession and as a means of promoting health, education, and human welfare...” Our Association is doing an incredible number of things to promote and advance psychology and serve the membership, so many that it would be hard for any member—even a group of experienced members of Council—to know all that is going on. A number

of years back we discovered the truth of this statement. At that time Council held a brainstorming session in response to a widely shared view that psychology was in the grips of a huge crisis resulting from managed care and cuts in research funding. Many good ideas were generated, which were referred to a working group, which then found after meeting with senior staff—and this is the key point—that many of the ideas were in fact already being implemented somewhere in the Central Office. So take your time with this, but I think it would be of benefit to learn as much as you can about what the Central Office is doing, through the written reports from Central Office and the CEO.

### ***Boards and Committees***

It won't be long before you hear that an item should be passed because "it has been all through the boards and committees." What do they mean? What are the boards and committees? And why shouldn't we re-open debate here on the floor of Council? After all, doesn't Council have the full power and authority of the affairs and funds of the Association?

Well, first of all, let's be clear that Council is the ultimate authority in setting Association policy. If Council wishes to, it can re-open debate on any item, or send any proposal back to boards and committees for further work.

There are many boards and committees of the Association, some of which monitor the activities of the directorates, others of which have more general functions (such as CSFC...see above). These boards and committees ultimately report to you. Many of the items that they are working on have been submitted by members of Council. You elect most of their members (some are appointed). And, yes, they are responsible for most of the acronyms you will hear, such as BAPPI (the Board for the Advancement of Psychology in the Public Interest, which monitors the Public Interest Directorate, and is usually pronounced to rhyme with "be happy"). (A handy list of acronyms is in your agenda book for easy reference.)

Some years back, boards and committees met inde-

pendently of each other, and either took an awfully long time to communicate with each other about items of mutual interest or did not even bother with this. Council then had the difficult task of reconciling differences on the floor, which, given its size and the unpredictable presence of expertise in specific areas, often proved impossible. The end result was long delays in developing policy. Mules, tortoises, and molasses in winter were used as metaphors for the development of APA policy. After watching this process for many years, our former CEO Ray Fowler had the bright idea of scheduling the meetings of the boards and committees together so as to facilitate their working through their differences before an item came to Council. And that is where we are now. **The system does work pretty well—so well in fact that some Council members have felt that their role has been reduced to rubber stamping. In actuality, this could not be further from the truth. However, because many items flow so smoothly, some members of Council have felt that their roles have been unduly limited.** To enhance Council's involvement in the policymaking process, we have instituted break-out groups at most meetings focused on major policy matters.

Before we leave this topic of boards and committees, you may soon find yourself wondering how you might become a member of this club. Getting elected to a board or committee is admittedly not easy. The first step is to get nominated. One of the best ways to get nominated is to know the board or committee in which you have interest and expertise by serving as a liaison or monitor from your constituency (assuming your constituency is willing for you to do this). Once the members of that board or committee get to know you and what you are able to contribute to their mission, they may opt to nominate you. Please note that I cannot promise that you will be on the ballot, as many variables must be taken into account.

Once you get nominated, you then have to get elected by your colleagues on Council. This is not an easy process, and there are no clear-cut views on how best to do it. Some choose to actively

campaign by seeking the endorsements of the various caucuses (see below) and calling, writing, or e-mailing their colleagues on Council. Others object to campaigning, especially the more overt forms, such as mass-mailed letters, so that overdoing this may backfire. My best advice if you are seeking election to a board or committee is to seek mentoring from a more experienced member of Council.

### **APA as a Business: The Budget**

As I already mentioned, APA is a complex business—a \$113 million business to be exact. As is the case with many of the membership services, most of the business aspects of the Association are handled by staff, particularly the CFO, Archie Turner. As a member of Council, you will be required to review and approve the budget. As the budget book is as complicated a document as you likely will ever see, a few years ago (when I first drafted this memo) I asked our then Treasurer, Gerry Koocher, for some tips on how to read the budget. Here is what he had to say:

“There is no easy way to read the budget book, so don’t assume you’re a budget dunce if you have trouble understanding it. A special tutorial on interpreting the budget book will be provided at the Council meeting. The budget book is organized such that items are presented in several different ways: by directorate, by program, and globally (e.g., overall personnel complement). There will always be a thin book with the ‘action’ items and a thicker book with the details. Read the thin book and check out the ‘action’ stuff first.

“During the budget portion of the Council meeting, Archie Turner and Susan Graves, our Deputy CFO, will give a detailed presentation, which most Council Members usually find helpful in clarifying the budget.

“Above all, don’t be embarrassed if you don’t understand the budget. Feel free to approach the Treasurer, CFO, or any member of the Finance Committee. They will not think less of you for asking for clarifications or help in finding specific

items/programs in the budget documents. As a member of Council, you can make a financial inquiry at any time during the year and get a written response by letter, fax, or e-mail.”

### **About Council**

First of all, in regard to preparing for the meeting, one of the questions that I have been asked frequently is: Is it necessary to read the entire Council agenda book? Actually it is not. The 600 plus pages include two kinds of materials: (1) The colored pages contain summaries of each item, including the history of the item as it has worked its way through governance and where things stand now (including what action Council is requested to take), which constitutes at most 20% of the book, which you should read; and (2) The white pages contain back-up material on each item, which you can read if the item is of particular interest to you or your constituency.

What you should read is the remainder of the Council Handbook, the Association Rules, the Bylaws, and the full text of Keesey. Keep these documents (plus the list of acronyms included under section “F” in the front of your Council agenda) handy during the meeting for easy reference.

I would recommend that you plan to attend the Council orientation sessions and dinner on Friday, where many of the inside secrets will be divulged (including our ritual handshake).

You should also attend the plenary session and caucus meetings on Thursday evening and the additional caucus meetings that take place on Friday evening and Friday, Saturday, and Sunday mornings. The caucuses are political groupings in Council, organized around particular constituencies or interests—academic scientists; health scientists; scientist-practitioners; practitioners; state, provincial, and territorial association representatives; education and training; women; ethnic minorities; public interest; rural health; child, adolescent, and family issues—and optimizing the utilization of new talent. They analyze items before Council from the perspective of their constituency and take stands on

particular issues. They also support candidates for boards and committees and the Board of Directors whom they feel will represent their interests. Hence, one of the ways to become more central in the political process is to get involved in the caucus(es) of your choice. The caucuses are also good places to make friends and find unofficial mentors.

If you attend more than one caucus, you will discover that there appears to be considerable repetition as proponents of one or another issue bring it up in one caucus after another. The discussion, however, will differ from group to group. If you are interested in a particular item, following it through a few caucuses can provide a microcosmic view of the debate that will follow on the Council floor.

A few comments about the Council meeting itself: The presentation of, discussion about, and voting on agenda items is, clearly, a major task. There are also a number of other activities that occur, for example: updates from the current president, a report from the CEO, longer presentations concerning matters of interest to Council, specific designated training of Council members, citations and awards to APA members and others whose actions have been significant to the organization. Council meets in executive session annually to discuss the CEO evaluation and also occasionally to discuss other confidential issues.

The meeting itself is organized in the following way: First, the Board of Directors develops a “consent agenda,” which includes items that are non-controversial or appear to have considerable consensus. Any member of Council can take any item off the consent agenda. Those items that remain are then approved. Second, during the meeting you will find two kinds of activities going on: the formal discussion of business, during which members line up at the microphones to debate the matter; and the informal discussion going on outside in the halls where issues are resolved through political bargaining or new items of business are generated.

Given our size and the number of people who might want to speak to an issue, the formal debate

works best when the President limits discussion on an item, so that after several consecutive speakers have spoken in favor (or opposed) of the item, s/he may ask if there are any speakers from the other side, and take those folks next. Or if there are none, s/he may bring the debate to a close and call for a vote. This both allows for a greater diversity of views and for newer members to get a chance to speak. New members sometimes find the process of getting to the microphone to speak to an issue somewhat daunting, and if you find this to be the case with you, here is where your mentor might be of assistance.

The informal process is also open to you. You may get yourself involved in this through your involvement in a caucus or through working on some new legislation. The orientation sessions and *Council Handbook* cover how to submit new legislation. Let me just say here that one of the key elements is lining up cosponsors from key constituencies, and here is where the item often gets shaped to take into account the interests of different constituencies.

Well, that’s all for now. I have enjoyed writing this. I hope that you have enjoyed reading it and that it adds in some small way to your understanding of your new role as a Council Representative.



Ron Levant  
2005 APA President

Updated January 2010

## Checklist for New Members

### Council of Representatives Meeting

February 19-21, 2010

Developed by the Committee on Structure and Function of Council

#### Before the Meeting

- You are strongly encouraged to book your air travel through an online booking tool called aXiom® and have it billed directly to APA. You will be able to search flight information and reserve your own ticket. Reservations are subject to approval by the APA Travel Office. Detailed information is provided to members prior to the meeting.

If you prefer to work directly with the APA Travel Office, you can contact the office by phone (202-336-6161 or 800-925-2864) or e-mail (apatravelamex@aexp.com).

- ▶ Plan to arrive on Thursday, February 18, in time to attend the Orientation for New Council Members that begins at 2:00 p.m. If you are on the West coast, you should arrive on Wednesday, February 17. APA will reimburse for the extra hotel night new members who need to arrive on the 17th in order to attend the orientation.
  - ▶ Plan to stay at the Council meeting through 12:00 noon on Sunday, February 21, and book your departure time accordingly.
- Familiarize yourself with this handbook—the *2010 Council Representative Handbook*—and *Keesey's Modern Parliamentary Procedure*, a summary of which is provided in Appendix C of this handbook.
- Familiarize yourself with the caucuses of Council (see Appendix D of this handbook). Bring your checkbook to the meeting if you're interested in joining caucuses.
- Contact the person you replaced from your division or state/province/territory, and ask the person what you should know about serving on Council.

- Respond to the invitations for requesting a mentor, the orientation sessions, and dinner for new Council members.
- Read the Council agenda book and supporting materials. Your materials will arrive 30 days in advance of the meeting.

#### During the Meeting

- Breakfast is available outside of the Council meeting room beginning at 8:00 a.m. on Friday, Saturday, and Sunday. Food is provided on Thursday evening after the plenary session, and lunch is provided on Friday and Saturday.
- Be sure to arrive at the Council meeting on time (by 9:30 a.m.) on Friday so that you don't miss the roll call.
- Plan to attend the two orientation sessions, the plenary session, and caucuses (See Appendix D).
- Plan to attend the dinner for new Council members on Friday evening at 7:30 at Old Ebbitt Grill (spouse/guest welcome to accompany you to the dinner).

#### After the Meeting

Complete and sign your expense report and mail it to Maureen O'Brien at the APA address (750 First Street, NE, Washington, DC, 20002-4242). For the February meeting, Council members are reimbursed for transportation expenses, hotel charges, meals not already provided by APA, and charges for use of the fitness room. You will need to provide original receipts in order to be reimbursed. (*Note.* For the August meeting, Council members are reimbursed for the cost of two nights' stay at the hotel where Council is housed. Ethnic minority members of Council receive full reimbursement for the August meeting.) See pages 12 and 13 of this handbook for additional details about reimbursement.



## Introduction

The Council of Representatives (Council) is the American Psychological Association's (APA) supreme legislative and oversight body. It speaks for APA's 150,000 members and affiliates on matters advancing psychology as a science, as a profession, and as a means of promoting health, education, and human welfare. Council has full power and authority over the affairs and funds of the Association within the limits of the APA Bylaws and Certificate of Incorporation.

Any individual who is a member of the Council of Representatives has a primary "fiduciary duty" to APA. Fiduciary duty includes the duty of care and the duty of loyalty. The latter duty means that while a Council member can be informed about issues by the group that elected/appointed the member to Council, ultimately she or he must vote in the best interests of APA as a whole, after hearing all points of view and considering all information before Council.

This manual has been designed so that those who serve as Council representatives have a better understanding of Council's organization and operation (see also the APA Bylaws, Association Rules, and *Making APA Work for You*).

### Composition

Council consists of 175 representatives from divisions and state/provincial/territorial associations and members of the Board of Directors, including the APA officers. The Chair of the American Psychological Association of Graduate Students (who serves as a member of the Board) is also a member of Council. Council representatives from divisions and state/provincial/territorial associations are required to be members of the division or state/provincial/territorial associations they represent as well as members of the Association.

An online Council directory, including members' photos, can be found on the governance Web site at <http://www.apa.org/governance>.

The number of seats allocated to a division or state/provincial/territorial association is based on an annual apportionment ballot. In December 2001, the membership approved a bylaw change that provides that each division and state/provincial/territorial psychological association has at least one seat on Council.

Article 5, Section 7 of the APA Bylaws outlines the method used for allocating seats:

The number of Representatives from Divisions and State/Provincial/Territorial Associations shall be 162. The 162 Representatives will be divided into two pools, one for State/Provincial/ Territorial Associations and one for Divisions. The percentage of the 162 seats for State/ Provincial/Territorial Associations shall correspond to the percentage of total apportionment votes allocated to State/ Provincial/Territorial Associations, and the percentage of the 162 seats for Divisions shall correspond to the percentage of total apportionment votes allocated to Divisions.

Each Division shall be allocated one seat from the Division Pool, and each State/Provincial/ Territorial Association shall be allocated one seat from the State/Provincial/Territorial Pool. The awarding of additional seats allocated to each pool shall be based on the percentage of allocated votes received by a Division or State/ Provincial/Territorial Association and calculated as follows:

1.5% to less than 2.5%.....1 additional seat  
2.5% to less than 3.5%.....2 additional seats  
3.5% to less than 4.5%.....3 additional seats  
etc.

Additional seats will be allocated to those units in a pool entitled to additional seats in the following manner: The unit with the highest percentage in the pool will receive the first additional seat, and an additional seat will be assigned to other units entitled to one or more

additional seats in descending order of their percentages. If, after all units in a pool entitled to one or more additional seats have received one additional seat, there remain units that are entitled to two or more additional seats, and if the seats allocated to the pool have not been exhausted, the unit in the pool with the highest percentage will receive a second additional seat, and a second additional seat will be assigned to other units entitled to two or more additional seats in descending order of their percentages. This process shall be continued until either all additional seats allocated to the pool have been assigned or until all units in the pool entitled to additional seats have been assigned all of the seats to which their percentages of allocated votes entitle them.

If, after all units in a Pool have been assigned the additional seats to which they are entitled by virtue of their percentages, there remain seats allocated to a Pool which have not been assigned, those remaining seats shall be assigned to the units in the Pool in the order in which the units came closest to being awarded another seat as a result of the allocated votes.

**Board of Directors**

The Board of Directors serves as the administrative and executive committee of Council. Between Council business meetings, the Board of Directors has the authority to take actions necessary for the conduct of APA affairs. If an emergency is declared by a majority of the Board of Directors, the Board is empowered to take action as though the action was taken by Council. The Board must report such action to Council at its next meeting.

The Board of Directors consists of the APA officers—president, president-elect, past president, recording secretary, treasurer, and chief staff officer (without vote)—and six members at large elected by individuals holding seats on Council during the year immediately preceding their election and from those members holding seats on Council representing divisions or state/provincial/territorial psycho-

logical associations during the year immediately preceding the election. The Chair of APAGS is a member of the Board of Directors.

*Officers for Council’s 2010 Legislative Year*

Carol D. Goodheart, EdD  
President

Melba J. T. Vasquez, PhD  
President-Elect

James H. Bray, PhD  
Past President

Barry S. Anton, PhD  
Recording Secretary

Paul L. Craig, PhD  
Treasurer

Norman B. Anderson, PhD  
Executive Vice President  
Chief Executive Officer

*Members at Large*

Rosie Phillips Bingham, PhD  
Jean Carter, PhD  
Rachel Casas, BA (APAGS)  
Armand R. Cerbone, PhD  
Suzanne Bennett Johnson, PhD  
Nadine J. Kaslow, PhD  
Jennifer F. Kelly, PhD

**Committee on Structure and Function of Council**

The purpose of the Committee on Structure and Function of Council (CSFC) is to assess and facilitate Council’s functions and operations and to develop procedures through which Council is kept informed about the history and nature of problems and issues facing APA. The committee also oversees the referral of new business items introduced by Council members and is charged with reviewing the structure and function of Council every 5 years.

CSFC sponsors a number of events during the legislative year, including a reception and orienta-

tion for new Council members in February and a debriefing of off-going members in August.

The committee consists of six members, all of whom are present or former members of Council.

*Members of the 2010 CSFC*

- Kate F. Hays, PhD, Chair
- Sari H. Dworkin, PhD
- Kaye Price Laud, PhD
- Lynn P. Rehm, PhD
- William J. Strickland, PhD
- Erica H. Wise, PhD

**Legislative Year Meetings Schedule**

There are two business meetings of Council each year: a mid-winter meeting and a meeting held at the time and place of the APA annual convention.

A special meeting of Council for a specific purpose may be called by the Board of Directors or by Council itself. If at least 15 percent of the members of Council prepare a written request for a special meeting, a mail poll of Council is taken. A special meeting is held if a majority of those voting (must constitute at least 40 percent of the membership of Council) agree to the request.

**Council’s 2010-2011 Legislative Year Meeting Schedule**

**2010**

February 19–21  
Grand Hyatt Hotel, Washington, DC

August 11 and 15  
Manchester Grand Hyatt Hotel, San Diego, CA

**2011**

February 18-20  
Grand Hyatt Hotel, Washington, DC

August 3 and 7  
Grand Hyatt Hotel, Washington, DC

**Term and Conditions of Membership/  
Conflict of Interest**

Council representatives assume office on January 1 following the election in the summer of the previous year. Council members attend their first Council meeting of their official term at Council’s winter business meeting.

Representatives from a division or state/provincial/territorial association are elected for a term of 3 consecutive years and may serve for not more than two consecutive terms. A Council member who has served for 6 consecutive years is not eligible for election or appointment for a period of 1 year from any division or state/provincial/territorial association.

A term of office can be terminated if the division or state/provincial/territorial association is allocated fewer seats as the result of the apportionment ballot. A Council member who has been elected to the Board of Directors continues to be a member of Council until the expiration of his or her term as a member of the Board of Directors.

*Council’s policy on duality and conflict of interest is as follows:*

- 1.** All members of the Council and all officers shall exercise the utmost good faith in all transactions touching upon their duties to the institution and its property. In their dealings with and on behalf of the institution, they shall be held to a strict rule of honest and fair dealing between themselves and the institution. They shall not use their position, or knowledge gained therefrom, so that a conflict might arise between the interests of the institution and that of the individual.
- 2.** All acts of such persons shall be for the best interest of the institution.
- 3.** Any duality of interest or possible conflict of interest on the part of any Council members should be disclosed to the APA Recording Secretary and made a matter of record when the interest becomes a matter of action by

Council, by a committee of Council, or by an operating board of the Association to which the Council member serves as liaison. Where, in the sole judgment of the individual Council member, the situation involves sensitive or confidential information, disclosure to the APA Recording Secretary should indicate that the information disclosed is confidential.

4. Any Council member having a duality of interest or possible conflict of interest on any matter should not vote or use his or her personal influence on the matter, and he/she should not be counted in determining the quorum for the Council, board, or committee meeting, even where permitted by law. The minutes of that meeting should reflect that a disclosure was made, the abstention from voting, and the quorum situation.
5. The foregoing requirements should not be construed as preventing the Council member from briefly stating his or her position in the matter, nor from answering pertinent questions of other Council, board, or committee members since his/her knowledge may be of great assistance.

This five-point policy is to be reviewed annually for the information and guidance of Council members, and all new members are to be advised of the policy upon entering on the duties of their office.

No officer, director, or Council representative can be prevented from participating in the activities of the body to which he or she was elected without due process, as provided by APA parliamentary rules.

#### **Attendance and Alternates**

The APA Recording Secretary calls the roll at the beginning of each meeting. If a Council member fails to attend a meeting of Council and does not arrange for an alternate, the Recording Secretary is required to inform that representative's voting unit of his or her failure to attend. If a Council member cannot attend a meeting, Council will seat one APA member as an alternate representative for that meeting, provided that the APA member is an

officer of, or has been designated in advance by, the unit to which the regular member belongs. An alternate representative shall be a member of the voting unit who is also a member of APA and shall not be a member who has served as a Council representative for the 6 consecutive years prior to the year in which they serve as an alternate.

#### **Reimbursement Policy**

As part of the ongoing efforts to reduce expenses, APA requires governance members to take advantage of the lowest possible airfares when traveling to APA meetings and encourages members to use the APA Travel Office to make transportation arrangements. Expense reimbursement forms are available at the Council meeting or may be requested from the Governance Office.

Council members will be reimbursed in accordance with the APA Travel Guidelines for Members.

**Winter meeting.** APA pays directly for:

- Round-trip cost of air or train transportation
- Room charge for three nights' stay at the Grand Hyatt Washington Hotel. Those who need to arrive early because of traveling from the west coast can be covered for an extra night upon request.

APA will reimburse you for:

- Mileage for personal automobile (.50 cents per mile), transportation to and from airports, local transportation
- Meals not already provided by APA  
Note that members are asked to use "reasonable and customary" criteria when claiming reimbursement for meals (e.g., \$75 for dinner in Washington, DC).
- Daily usage fee for the fitness center

You are strongly encouraged to book your air travel through an online booking tool called aXiom® and have it billed directly to APA. You will be able to search flight information and reserve your own ticket. Reservations are subject to approval by the

APA Travel Office. Detailed information is provided to members prior to the meeting. If you prefer to work directly with the APA Travel Office, you can contact the office by phone (202-336-6161 or 800-925-2864) or e-mail (apatravelamex@aexp.com).

You will need to submit an expense report (provided at the Council meeting) and original receipts in order to be reimbursed for those expenses not charged directly to APA. Note that APA will not reimburse you for Internet fees, movies, or other incidentals. You should submit your expense report within 30 days of the meeting.

**Convention meeting.** Council members are reimbursed the cost of two nights' stay at the headquarters hotel where Council is housed. Council members are responsible for travel and all other expenses incurred at the annual convention. To obtain the reimbursement, Council members must submit a completed, signed expense report listing the cost of two nights' stay at the headquarters hotel where Council is housed.

Members should note that at its August 2007 meeting, Council voted to approve the following motion regarding increasing ethnic minority participation on Council (this policy was previously approved in August 2001 and July 2004):

- Council finds that the program of fully reimbursing ethnic minority members of Council for their attendance at the February and August Council meetings (first approved by Council in August 2001) has been helpful in increasing ethnic minority representation on Council and should be continued.
- Since the inception of the reimbursement program for ethnic minority members, Council approved a policy that became effective in January 2006 to provide that all Council members be fully reimbursed for their attendance at the February meeting of Council and for the cost of 2 nights' stay at the headquarters hotel where Council is housed for the convention meeting of Council.

- APA strongly encourages divisions and state, provincial, and territorial associations to submit one or more slates of nominees composed solely of ethnic minorities. In order to continue to provide incentives for divisions and state, provincial, and territorial associations to elect ethnic minorities to Council, APA shall provide full reimbursement (transportation, hotel, and meal charges) for ethnic minority members of Council who are elected during the years 2008-2010 for their attendance at the convention meeting of Council.

- For purposes of this program, ethnic minority identity is determined by self-identification as a member of one of the following four U.S. ethnic minority groups: African American/Black, American Indian/Alaska Native, Asian American/Pacific Islander, and Hispanic/Latino.

#### **Travel Arrangements**

It is the responsibility of Council members to make travel arrangements for both Council meetings.

#### **Travel Insurance**

Council members traveling on official Association business are automatically covered under a blanket travel accident policy. APA will not reimburse a member for additional travel insurance.

#### **Accommodations**

APA will make guaranteed hotel reservations for Council members in connection with Council's mid-winter business meeting, prior to which Council members are sent a reservation form to complete and return. Council members make hotel reservations for Council's annual convention meeting through the normal annual convention registration process using the form in the *American Psychologist* or *APA Monitor* or on the APA Web site. It is important to send in the reservation form on a timely basis to insure obtaining the first choice.

#### **Decorum During Council Meetings**

Council members are requested to refrain from congregating and talking in the meeting room when Council is in session. They are requested to step out of the meeting room instead.

Smoking is prohibited in the Council meeting room.

Council members are asked to step up to the microphone and identify themselves and their affiliation when addressing Council. Council members are asked to make their comments brief and relevant. Members should be aware that when the President notices that all speakers are speaking to the same side of an issue, he/she will ask to hear from members who wish to speak to the opposing issue.

### Tips for Speaking on the Floor of Council

Developed by the Committee on Structure and Function of Council

- Public speaking can provoke anxiety; do not let your anxiety prevent you from finding your voice on Council floor.
- Adjust the microphone so it is at the right height for you; you may need to lift it off the stand, depending on your height.
- Each time you go to the microphone, state your name and the division, state, province, or territory that you represent; if you represent a division, say the number and the title of the division; avoid abbreviations.
- Before you go to the microphone, make some bulleted notes about the major issues you wish to address; organize your thinking so that others will be able to follow your logic and rationale; prepare what you plan to say in advance so that you do not free associate.
- Do your homework; for example, reread the agenda item to see if your question is answered in the text or attachments, talk to the movers of the motion to see if they can answer your question in advance, and/or listen to those who have spoken before you to ensure your contributions will be unique and not repetitious.
- Avoid the need to wordsmith at the microphone; work with others in advance for a consensus on the wording; if wordsmithing starts to occur while you are at the microphone, offer to step away from the microphone and work with others to develop the best wording possible before returning to the microphone to offer the wording as an amendment or friendly amendment.
- If you plan to propose different wording for the motion, prepare the wording in writing and ask Maureen O'Brien to give it to the person handling the projector prior to the discussion; ideally, the wording could be entered into the software program in advance so that when you go to the microphone the wording can be immediately projected on the screen.
- If you are proposing a friendly amendment, check with the motion maker in advance to see if he/she views the amendment as friendly; this will save time at the microphone. Advance knowledge of the impending friendly amendment will allow the motion maker(s) time to reflect and won't require that they think on their feet in response to your question.
- If you don't know the proper parliamentary procedures for accomplishing what you wish, check with a member of the Board of Directors or a CSFC member prior to going to the microphone; this will avoid needless discussion on the floor of Council as to the proper parliamentary strategy.
- Ask yourself if you are going to the microphone because you have something important to say about the item under discussion or for some personal reason.

## Budget

Council approves the budget at its winter meeting. Financial plans are made with the aim of insuring that only necessary expenses are incurred in carrying out policies and programs approved by Council and that those expenses are consistent with the need to maintain a reasonable standard of performance. With respect to income, financial plans are to maximize income from all sources other than dues and support programs consistent with the basic objectives and professional standards of the APA. Membership dues are used essentially as a means for compensating for the difference between income and expenses resulting from Association programs. It is an annual goal each year to produce a net income in excess of expenses for the Association's operations as a whole in order to provide a basis for orderly expansion of operations and services in successive years and to provide a margin of safety against contingencies.

To achieve these goals, the chief staff officer is responsible for developing the Association's annual budgets submitted to Council. These budgets are reviewed, modified, and approved first by the Finance Committee and then by the Board of Directors prior to Council review.

### Discretionary Funds

The Board of Directors and Council each have a discretionary fund to be used at their discretion. After the Board of Directors and Council have adopted a budget, new unbudgeted expenditures to be made from their respective discretionary funds are approved as follows: (a) if emerging from Council action, the proposed allocation from the Council discretionary fund requires approval by a simple majority vote of the Council members voting and (b) if emerging from Board action, the proposed allocation from the Board discretionary fund requires approval by a two-thirds majority of Board members voting.

## Tips for Communicating With Your Constituency

Communicating with your constituency is an important part of your role as a Council member. The information provided in Appendix A, Tips for Communicating With Your Constituency, is based on the ideas and suggestions generated by Council at its February 2008 meeting. At that meeting, 2008 APA President Alan Kazdin charged Council with the task of generating ideas and strategies for more effectively communicating on the deliberations and actions of Council to the organizations that they represent. The suggestions generated by Council members at that meeting were aggregated by CSFC into the following: (1) important principles, (2) nature of content of communications, and (3) communication strategies and techniques. The purpose of communication (e.g., reporting Council actions, identifying and explaining issues facing psychology, soliciting support for an APA Bylaws change, etc.) will affect the content, strategies, and techniques utilized.



## New Business

Council representatives may propose new legislation through the new business mechanism. Forms for the introduction of new business are provided to Council members upon request prior to Council meetings and are available at the meeting. (A sample form is included as Appendix B.) Members should consult a staff person or a member of CSFC for assistance with submitting a new business item.

At the discretion of Council, in consultation with the Parliamentarian, the presiding officer has the authority to decide whether a newly introduced resolution involves new business or can be considered in relation to old business. New business items are referred to appropriate boards or committees for review and recommendation to Council.

### General Procedures

Following each Council meeting, new business items are provided to the Agenda Planning Group for referral to appropriate boards and committees. The Agenda Planning Group, which is chaired by the APA President and is composed of the chairs of the major APA boards and committees, determines which boards and committees will review and make recommendations on which new business items. The Committee on Structure and Function of Council (CSFC) has final approval of the referral of new business items.

New business addressed to documents revised on a periodic basis is referred to the revising body and is not carried as new business. Referral of new business is initially only within APA. Referees may, as appropriate, consult with outside groups.

New business shall be reviewed by the lead board or committee in a timely way that allows other referral groups to review it within 1 year of its submission. New business that has not been brought back to Council for action within 18 months of its submission shall be included in the Council agenda at the third Council meeting subsequent to its submission under a section titled, "Business Pending." Council will be provided the opportunity to discuss the matter and act on the item if it so chooses by voting to suspend Association Rule 30-1.4. Action may include approval, rejection, referral, postponement, or withdrawal.

Council is informed about the status of all new business introduced and in progress in connection with each Council meeting.

Any member or previous member of Council who originated a new business item may request withdrawal of that item at any time before it is voted on. Withdrawal will be presented to Council in a consent agenda.

The consent agenda is comprised of items that are considered noncontroversial. Any Council member may remove an item from the consent agenda. Any items on the consent agenda, once approved by Council, are not discussed on the Council floor.



## Parliamentary Procedure

### Parliamentarian

The President appoints the APA Parliamentarian, who may serve at the pleasure of succeeding Presidents. The Parliamentarian for Council's 2010 legislative year is Sandra L. Shullman, PhD.

### Parliamentary Authority

Council has adopted Ray E. Keeseey's *Modern Parliamentary Procedure* as its parliamentary authority. Keeseey's is now published by APA and is provided to new Council members. Copies are also available through the APA Order Department (800-374-2721). These parliamentary procedures govern the Association in all cases to which they are applicable and in which they are not inconsistent with the APA Bylaws, the Certificate of Incorporation, and any special rules of order Council adopts. Keeseey is compatible with accepted parliamentary principles and is designed to facilitate members' participation in an orderly democratic matter.

### Motions

Keeseey uses three kinds of motions: (a) seven ordinary motions in ranked order of precedence (to adjourn, to recess, to close debate, to limit—or the limits of—debate, to postpone, to refer, and to amend); (b) a main motion; and (c) six special motions that have no rank ordering among themselves (to appeal, to reconsider, to rescind, to suspend, to withdraw, and point of order). Procedures for meetings, an overview of Keeseey's *Modern Parliamentary Procedure*, and a summary table of motions are included as Appendix C.

**Main motions.** A main motion states simply the proposed action, idea, or resolution upon which Council votes. A main motion is said to carry if the vote is in favor and to fail if the vote is opposed.

**Recommendations.** A recommendation to Council is a considered suggestion, a guide as to what the group making the recommendation concludes is the best course of action to be taken with regard to the main motion, e.g., reject it, adopt it, amend it, consider a substitute, and the like. The recommen-

ation may be thought of as the recommending group's figuratively "speaking to" the main motion, just as Council members rise to speak to the main motion on the floor of Council.

The recommendation has no formal standing on the floor of Council. Only motions may be moved. "To reject" or "to adopt" are considered neither primary nor secondary motions in parliamentary parlance. Nor may a recommendation "to adopt" or "to reject" be used as an amendment or substitute motion.

**Amendments and substitute motions.** Amendments or substitute motions may be presented for consideration while debating the main motion. In order to warrant consideration, proposed amendments or substitute motions should be germane to the issue. They should not be used to change an affirmative main motion into a negative proposal not to take that action. This is another reason why a recommendation cannot be moved. If the recommendation is to reject a main motion, moving the recommendation would result in changing the affirmative statement into a negative one.

They also should not contradict the intent of the main motion. If the presiding officer is in doubt as to whether or not to accept a proposed amendment or substitute motion for consideration, he or she will ask Council whether or not there is any objection to doing so.

If the recommendation proposes an amendment or substitute motion from a standing board or committee or the Board of Directors, those proposed amendments or substitute motions are in order first, and if they fail, amendments or substitute motions by Council members are in order.

An amendment usually consists of proposed language changes or additions. Amendments are voted up or down prior to consideration of the original main motion. If the amendment is adopted, the amended original main motion is then on the floor for consideration. It is debated in the usual manner and it may be amended further before a final vote

is taken. If the proposed amendment is rejected, the original main motion is back on the floor, open to debate, and for amendment. It is voted upon in the usual manner.

A substitute motion, if adopted, replaces the original main motion. Proposed substitute motions are taken up prior to voting on the original main motion. If the substitute motion is rejected, the main motion is back on the floor. If the substitute motion is adopted, the original main motion is no longer pending. The substitute motion becomes the new main motion, which may be amended and debated in the usual manner before being put to a vote (i.e., the initial adoption of a substitution motion puts it on the floor of Council as a main motion, which then is open to debate and voted upon in the usual manner).

***Motions under consideration.*** Only one motion may be on the floor of Council at any given time. This covers the motions reviewed in this text—main motions, motions to amend, substitute motions—as well as all other procedural motions.

### **Quorum**

A majority of members of Council constitutes a quorum. Unless otherwise specified in the APA Bylaws, decisions are made by a majority of those Council representatives voting.

### **Executive Session**

Executive sessions are scheduled in advance when necessary (e.g., CEO evaluation discussion). In the course of business, Council may elect to go into executive session, which would require a majority vote of Council. The President determines who may attend the session.

### **Association Rules**

The Association Rules may be amended only by majority vote of Council.

### **APA Bylaws**

By majority vote, Council may forward to the membership proposed amendments to the APA Bylaws. It takes a two-thirds affirmative vote of the membership to amend the bylaws. Council also determines whether or not a pro and con statement will accompany a bylaws mailing. Pro and con statements will accompany amendments unless two thirds of the representatives present and voting consider the statements to be unnecessary.

## Council's Formal and Informal Support System

### Central Office and the Board and Committee Infrastructure

In addition to the Board of Directors and CSFC, Council has a board and committee infrastructure consisting of standing, continuing, and ad hoc groups. The Central Office supports Council and its Board of Directors and the board and committee infrastructure in developing and implementing sound policies and programs. The Chief Staff Officer assigns staff to serve as liaisons to boards and committees. These staff members inform themselves about the work of the board or committee and support and serve as resources to the board or committee in the conduct of its business.

Standing boards and committees are authorized by the APA Bylaws. Continuing committees are authorized through rules adopted by Council. Standing boards and committees are required by the APA Bylaws to report annually in writing to the Board of Directors and Council. Continuing committees are encouraged to submit annual reports.

Ad hoc groups (ad hoc committees, subcommittees, task forces, and the like) are authorized by the board or committee through which they report.

See *Making APA Work For You* or go to <http://www.apa.org/governance> for a listing of board and committee members.

### Coalitions and Caucuses of Council

Coalitions/caucuses of members of Council represent groups of Council members with common interests. Some Council members affiliate with one or more coalitions/caucuses; others affiliate with none. New members are encouraged to plan to arrive in time to attend the caucus meetings. The caucuses include the Assembly of Scientist/Practitioner Psychologists; the Association of Practicing Psychologists; the Caucus of State/Provincial/Territorial Representatives; the Caucus for the Optimal Utilization of New Talent; the Child Adolescent, and Family Caucus; the Coalition for Academic, Scientific, and Applied-Research Psychology; the Combined Caucus; the Education and Training Caucus; the Ethnic Minority Issues in Psychology Caucus; the Health Care/Health Science Caucus; the Lesbian, Gay, Bisexual, and Transgender (LGBT) Caucus; the Public Interest Caucus; the Rural Health Interest Group and Caucus, and the Women's Caucus.

A summary of the mission statements of most of the caucuses and coalitions, the roster of 2010 caucus/coalition chairs, and the caucus/coalition meeting schedule for February 2010 are provided as Appendix D. Council members may obtain additional information on the coalitions/caucuses of Council from the chairs of these groups.



## Elections

### Boards and Committees

Council elects members of standing boards and committees and members of continuing committees reporting directly to the Board of Directors and Council. Nominations are solicited early in the year. The Board of Directors prepares the final election ballot, which is mailed to Council members in October. The board and committee nominations and elections schedule is provided as Appendix D.

For detailed information on boards and committees, see *Making APA Work For You* or <http://www.apa.org/about/governance>.

### Board of Directors

Three new members of the Board of Directors are elected each year. Of these, two are nominated and elected by individuals holding seats on Council during the year immediately preceding their election and from those members holding seats on Council representing divisions or state and provincial psychological associations during the year immediately preceding the election, and the third is the President-Elect. Council members' interest in running for the Board of Directors is ascertained by a poll taken in the fall. "Willingness-to-be-nominated" information (yes, no, uncertain) is then shared with the chairs of the caucuses and coalitions of Council in time for Council's winter meeting. This information is also provided with the mailing of the nomination ballot to Council members.

A nomination ballot is mailed to all members of the previous year's Council around April 15, with a 30-day balloting period. Each Council member is allowed to make two nominations for each vacancy, with three individuals being nominated for each position. The names of the six individuals who receive the most nominations and who have agreed to serve if elected appear on the election ballot. The nomination ballot is mailed and tabulated by an audit firm.

The final ballot is mailed on July 1 by an audit firm. The election ballot has a 30-day balloting period. Candidates are invited to submit a 500-word statement giving their views on issues facing psychology, which is included with the election ballot. At the close of the balloting period, an audit firm tabulates the ballots using the Hare System.

Seats vacated by members of the Board of Directors not serving *ex officio* are filled for the unexpired term in accordance with preferential voting procedures. The winner is determined by a new count of the most recent directors' election that redistributes to the candidates remaining on the ballot the votes of candidates not seated. Thus, the determining ballots of any candidate who is seated on the Board of Directors are excluded from the recount. This procedure is used in turn if any winner is ineligible or unwilling to serve.

### Recording Secretary, Treasurer, and Chief Staff Officer

The Recording Secretary and Treasurer are elected by members of the previous year's Council. The Recording Secretary and Treasurer serve a term of 3 years and are eligible for a second term; a ballot for these officers is mailed only in the appropriate years.

The Board of Directors presents a member of APA to the current Council for confirmation as the Chief Staff Officer. Confirmation is by a two-thirds approval vote of those Council members voting. The term of office may not exceed 5 years, but he or she may be reconfirmed. Council receives a ballot for this office only as appropriate.

A table of nomination and election dates for these nominations/elections and other balloting is shown in Appendix F.

A summary of the Hare System of Counting is provided in Appendix G.



## Governance Affairs

### Governance Office

This office manages the flow of information among APA staff, Board of Directors, and Council of Representatives; serves as staff liaison to the Committee on the Structure and Function of Council; and prepares and disseminates agendas for the Board of Directors and Council of Representatives meetings. Staff writes the minutes of the Board of Directors and Council meetings and prepares the annual proceedings of the Association for the Recording Secretary's approval. The proceedings are published in the *American Psychologist*. Staff also is responsible for revising the APA Bylaws and Association Rules.

### Board/Committee Operations

Board/Committee Operations staff plan and implement consolidated meetings of boards and committees, compile the cross-cutting agenda books for those meetings, provide support to the Agenda Planning Group and the Coordinating Group on Governance Issues, provide support and training for staff liaisons and staff a variety of ad hoc working groups and task forces. They also produce the annual publication, *Making APA Work for You*.

### Convention and Meeting Services

This office provides administrative support to the Board of Convention Affairs and its committees. The office is also responsible for coordinating and managing logistical arrangements for the annual convention; preparing publications associated with the annual meeting, such as the call for programs; and overseeing production of the convention program. Staff negotiates contracts and makes all logistical arrangements for any meeting held in a location other than APA headquarters and makes all hotel arrangements for individuals attending meetings at APA headquarters.

### Division Services

This office provides centralized information and referral services on the activities of APA's 54 divisions and serves as the administrative office

for 33 APA divisions. The office also acts as an interface between APA and its divisions in all legal, structural, functional, and policy matters. Division Services staff perform liaison duties for the Committee on Division/APA Relations, which plans and hosts the annual Division Leadership Conference, and the Policy and Planning Board.

### Election Office

This office is responsible for conducting APA's major elections. The elections include the President-Elect nominations and elections, the Board of Directors nominations and elections, and board and committee nominations and elections. In addition, the office handles the Apportionment ballot, bylaws amendments, APAGS, TOPSS, and PT@CC officers elections, and the elections of division officers and Council representatives for divisions and state and provincial/territorial associations. The office also provides staff support to the Election Committee and the Board of Directors Subcommittee on Nominations.

### Special Projects

The Special Projects Office coordinates projects related to the initiatives of the President and President-Elect; the president's Web site (<http://www.apa.org/about/president>); presidential citations; the APA Award for Outstanding Lifetime Contributions to Psychology; the APA Awards Program and ceremony; the Raymond D. Fowler Award for Outstanding Contributions to APA (member category); and special convention events, including the opening session, president's program, and presidential address. The office also coordinates APA art exhibits and joint projects with organizations such as the Smithsonian Institution.

You are encouraged to contact any of the Governance Affairs staff (listed below) with any questions, comments, or concerns.

### Nancy Gordon Moore, PhD

Governance Affairs  
(202) 336-6088; [nmoore@apa.org](mailto:nmoore@apa.org)

**Maureen O'Brien**

Associate Executive Director, Governance Affairs  
(202) 336-6077; mobrien@apa.org

**Candy Won**

Director, Convention and Meeting Services  
(202) 336-6088; cwon@apa.org

**Sarah Jordan**

Director, Division Services  
(202) 336-6022; sjordan@apa.org

**Garnett Coad**

Director, Election Office  
(202) 336-6087; gcoad@apa.org

**Liz Kaplinski**

Director, Special Projects  
(202) 336-6065; lkaplinski@apa.org

**Change of Address**

Council members are asked to notify Maureen O'Brien in Governance Affairs of any changes in their mailing address, e-mail address, or phone number as soon as possible so there is no interruption of mailings of Council-related materials.

## Appendix A

### Tips For Communicating With Your Constituency

#### Important Principles

**Identify your audience:** Depending on your constituency, you may be communicating with your own particular division or SPTA or you may be cutting across constituencies. Your target audience also may vary in terms of professional development, political sophistication, and/or level of involvement within the organization.

**Engage your audience:** Not all our colleagues know or yet share our passion about APA governance and Council activities. You can increase your audience's involvement by actions such as polling your constituency ahead of COR meetings.

**Types of contact:** Your contact may be direct or indirect. For example, depending on the issue, it may be useful to make presentations at SPTA and divisional meetings, among subsets in small group meetings, to make phone calls or develop phone trees of persons to be contacted.

**Use APA resources:** Make use of APA resources, such as databases, reports, press releases, advocacy alerts, and COR summaries, provided by the Public and Member Communications organs within APA. Learn about what other divisions and SPTAs are doing to effectively communicate with their constituencies.

#### Nature of Content of Communications

**Provide a rationale and context:** As the person who bridges between APA and your constituency, you are familiar with both. Particularly with regard to controversial Council actions, if you offer both a rationale and the context, your constituency will feel informed about the organization, your role within it, and the particular action taken.

**Clear and concise communications:** The effectiveness of your communications will be enhanced by

being brief. People are more likely to read communications that use such methods as executive summary formats and bullet points.

**Personalize communication:** Your constituents will feel more interested and engaged if they understand your perspective with regard to issues or decisions. The style of your communication can also enhance the personal element in the communication.

**Targeted marketing:** Your communication needs to fit the particular audience you are trying to reach. What and how you communicate may vary depending on whether you are writing for the general membership of your constituency or its executive committee or board. Keep in mind the multiple levels that can be part of your target audience.

**Communicate with your constituency about APA activities:** As a Council member you are a liaison between APA and your constituency; communication can go in both directions. Your constituency is more likely to pay attention and see you as helpful if you communicate about various aspects of APA, rather than only supplying reports of Council actions.

#### Communication Strategies and Techniques

**Timing of communications:** Most likely times of communication will be before and after COR meetings, before a general membership vote, or with regard to a critical event. This *Council of Representatives Handbook* provides you with a timetable of board and committee election actions (see Appendix E).

**Use multiple modalities:** Depending on the group with whom you are communicating, you may wish to employ written text, Web site, podcast, or video broadcasting. For many constituents, it is useful to offer multiple modalities simultaneously and to have several reiterations of the communication.

**Use 20th century formats:** Sometimes the “old methods” can be the most powerful. Phone calls, phone trees, and handwritten notes, while time consuming, are the most direct way of reaching

your constituency—and hearing back from them as well. These strategies can provide a personal touch.

Use 21st century formats and technologies: Make use of newer technologies, such as text messaging, blogging, discussion forums, and e-mail blasts. More senior Council members who are less familiar with these formats and technologies will receive much support and encouragement from your colleagues on Council in developing the necessary skills to utilize them.

FEBRUARY 2010 LEGISLATIVE COUNCIL NEW BUSINESS FORM

Date Submitted: \_\_\_\_\_

Agenda Item #  
(Completed by staff)

Please follow the instructions on the right-hand side. The back of this page provides the Guidelines for Council Resolutions, the APA priorities most recently identified by Council, and a space for cosponsors to sign. **If you have questions, consult a staff person or a member of CSFC.**

**SUBJECT:**

**MOVER:**

**REPRESENTING:**

**ISSUE:**

**RELATION TO APA GOALS/OBJECTIVES:**

**ESTIMATED COSTS/STAFF RESOURCES:**

**MAIN MOTION:**

**EXPECTED OUTCOMES/PRODUCTS:**

INSTRUCTIONS
<b>Subject:</b> Concise title that accurately reflects the spirit/intent of the main motion.
<b>Mover(s):</b> Identify the author(s) of the item.
<b>Representing:</b> Identify the constituency the author(s) represent.
<b>Issue:</b> Provide a rationale for the motion and relevant background information. Avoid extraneous detail.
<b>Relation to APA Goals/Objectives:</b> Identify the goals and/or objectives, if any, (see reverse side) to which your item is aimed.
<b>Estimated Costs/Staff Resources:</b> Provide, to the best of your ability, a realistic assessment of what this will cost. Consult with a staff person if needed.
<b>Main Motion:</b> Describe in succinct language what you are asking for. If requesting the formation of a task force or committee, specify its charge, size, and expected duration. If requesting an amendment to the Association Rules or Bylaws, provide the current language and bracket material to be deleted and underline material to be added.
<b>Expected Outcomes/Products:</b> Define the expected outcome or product if the main motion is approved.

**WHEN SUBMITTING A NEW BUSINESS ITEM, IT IS IMPORTANT TO:**

- ▶ Provide adequate information so that someone unfamiliar with the issue can understand the need for item and what it will accomplish.
- ▶ Adhere to grammatical and stylistic requirements of Standard English.
- ▶ Do your homework: Make certain that what you are proposing does not replicate existing Association policy, that it is consonant with current Association priorities, and that it is fiscally realistic.

**APA'S GOALS AND OBJECTIVES (APPROVED BY COUNCIL—AUGUST 2009)**

**Goal 1: Maximize Organizational Effectiveness**

Objectives

*The APA's structures and systems support the organization's strategic direction, growth, and success.*

- a. Enhance APA programs, services, and communications to increase member engagement and value
- b. Ensure the ongoing financial health of the organization
- c. Optimize APA's governance structures and function

**Goal 2: Expand Psychology's Role in Advancing Health**

Objectives

*Key stakeholders realize the unique benefits psychology provides to health and wellness, and the discipline becomes more fully incorporated into health research and delivery systems.*

- a. Advocate for the inclusion of access to psychological services in health care reform policies
- b. Create innovative tools to allow psychologists to enhance their knowledge of health promotion, disease prevention, and management of chronic disease
- c. Educate other health professionals and the public about psychology's role in health
- d. Advocate for funding and policies that support psychology's role in health
- e. Promote psychology's role in decreasing health disparities
- f. Promote the application of psychological knowledge for improving overall health and wellness at the individual, organizational, and community levels

**Goal 3: Increase Recognition of Psychology as a Science**

Objectives

*The APA's central role in positioning psychology as the science of behavior leads to increased public awareness of the benefits psychology brings to daily living.*

- a. Enhance psychology's prominence as a core STEM (Science, Technology, Engineering, and Mathematics) discipline
- b. Improve public understanding of the scientific basis for psychology
- c. Expand the translation of psychological science to evidence-based practice
- d. Promote the applications of psychological science to daily living
- e. Expand educational resources and opportunities in psychological science

**GUIDELINES FOR COUNCIL RESOLUTIONS**

These guidelines apply to all resolutions submitted to Council for consideration. The following information must be provided: (a) The purpose and rationale for the resolution stated clearly and documenting its relevance to psychology or psychologists, (b) the issue's importance to psychology or to society as a whole, (c) representative scientific or empirical findings related to the resolution, (d) the likelihood of the resolution having a constructive impact on public opinion or policy.

Resolutions approved by Council are understood to reflect what APA values or believes and, in most cases, does not commit APA to any action. If approval of the resolution requires that specific action be taken, the following information must also be provided: (e) Suggestions on how it should be implemented, if it is passed; (f) breakdown of staff resources or association funds needed to implement the resolution.

**DESIGNATE COSPONSOR(S):**

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## Appendix C

### Part I

## Procedures for Meetings

By Rachel T. Hare-Mustin, PhD

### What Is Parliamentary Procedure?

Parliamentary procedure is a set of rules that a group uses to make decisions in an orderly and fair way. In the United States, parliamentary procedures derive from the rules of the British Parliament and the U.S. Congress. There are several parliamentary systems of procedures, which vary somewhat in complexity and details. However, all of them are based on the same principles. Our adopted parliamentary authority is Keesey's *Modern Parliamentary Procedure*.

### What Is the Precedence of Rules?

Organizations are guided by a general hierarchy of rules: First are various federal, state, and local laws; next is the Association's Corporate Charter; then the APA Bylaws; then the formally adopted Rules of Order, which sometimes appears in the bylaws; and the rules of order of the Parliamentary Authority that the Association has adopted. Finally comes the *Operations Manual*, which is followed by the Summary of Board Policy Decisions.

### Why Not Informal, Open Discussion?

First, informal, open discussion is usually not democratic. Louder, more vocal members will dominate the discussion. The Chair may also dominate by (however, gently) moving the group in the directions the Chair thinks best. The principle of equal voice among members is lost.

Second, decision making is often by impatience or exhaustion. Often in informal discussion, there will be frequent interruptions of speakers, frequent changes of subject, repetition of ideas, unrelated comments, and loss of focus on key points. Members become impatient and eager for closure from poor quality of debate.

The Chair must guard against the mistaken belief that informal discussion is a more democratic way to conduct business because it seems more friendly, rather than an unequal way.

### What Are the Steps in Handling a Motion?

1. The Motion is made.
2. The Chair states the motion.
3. Discussion: The Chair asks for discussion. The member making the motion speaks first, then others.
4. End Debate: The Chair asks if there is further discussion.
5. Vote: The Chair then restates the motion and takes the vote, asking first for those in favor, then those opposed. The Chair does not ask for abstentions, but if a member wishes to have an abstention recorded for personal reasons, he or she may request it.
6. Result: The Chair announces the result of the vote. The Chair again states the motion as having been either passed or lost.
7. Restating the motion: Note that the Chair (1) states the motion before discussion, (2) states the motion before the vote, and (3) states the motion after the vote. Members should not be unsure about what business is before them.

### Is There Always a Formal Vote?

No. When a Chair senses agreement on a motion, the use of general consensus is an expedient and desirable way to proceed. Following discussion, the Chair will state the motion and then say, "If there is no objection, we will ..." Members, of course, must be ready to prevent abuse of this procedure by saying, "I object," if they do so. The Chair must allow time for such an objection to be heard. A single objection forces a vote.

Voting is often seen as less desirable than consensus as a means to decide questions. One argument against voting is that it causes polarization within a group. An atmosphere of winning and losing

limits cooperation within a group and discourages individuals from feeling personal responsibility for decisions.

Some organizations require formal votes only on fiscal matters and on elections.

**Is a Unanimous Vote the Same as Consensus?**

No. A unanimous vote means that all members present and eligible to vote did so, and all voted the same way. To say a member did not object, thus “standing aside” to allow the group to achieve consensus, is different from saying that he or she voted.

The term “by unanimous vote” should not be used carelessly. It may be hard for members to protest this misuse openly. The practice of declaring a large majority vote unanimous because it would look better on the record is never acceptable. Similarly, declaring a member who has been elected by a secret ballot “elected by unanimous vote” is not an acceptable practice.

The basic principle of equality of membership should guarantee that each member has the right to vote or abstain from voting without having to reveal which he or she did.

**Sources**

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## Appendix C

### Part II

## An Overview of Keesey's Parliamentary Procedure

By Rachel T. Hare-Mustin, PhD, & Wilbert J. McKeachie, PhD

### Simplifications (as compared with Robert's Rules of Order)

1. You don't need to second a motion.
2. You don't move to "table" a motion. You move to postpone.
3. You don't need to move to close nominations.

### Motions That You Can Make

1. A main motion, e.g., to pass the budget, create a committee, etc.
2. An amendment to a motion or a substitute (which is a kind of amendment) for the main motion:

You can do this only if an amendment or substitute motion has not already been offered and is being debated. Only one at a time. If you think you have a better amendment, simply state during the debate that after the amendment on the floor is acted upon one way or another, you will propose an alternative amendment.

3. A motion to refer to a board, committee, or task force
4. A motion to postpone to a later time or date:

You can introduce this at any point in debate on a main motion when you feel that some other business is more urgent or that Council needs time to recess, caucus, or get additional information before voting.

5. A motion to close debate or limit debate to those waiting to speak or to a limited time:

You must go to the microphone to do so, and be recognized by the President, not sit in place and shout, "Call the question." You can do this whenever you feel everyone has had enough time to make their arguments, and further debate is not needed. You cannot close debate at the end of your own remarks. It takes a two-thirds vote to pass and is not debatable.

6. A motion to recess or adjourn—neither is debatable:

The motion to Adjourn is not customarily used at Council.

### Special Motions You Can Make

#### *To Withdraw*

This motion may be made by any member of Council who feels that a motion should not be brought to a vote. Our rules eliminate "tabling" as a tactic for getting rid of a motion without voting on it, but they do leave "withdraw" as a method of avoiding a vote that might be embarrassing. The motion takes a majority and is not debatable.

#### *Point of Order*

You "rise to a point of order" when there has been some mistake in the proceedings or you have a question about the proceedings. This is not a motion but a way to call attention to some problem. The President will rule on the point. You can even interrupt a speaker if it is urgent.

#### *To Appeal*

You appeal when you disagree with a ruling by the President. You must do this immediately after the ruling. This is no more earth shattering than differing with a member in debate. The appeal will be debated and voted on by Council. A majority is needed to sustain the President's ruling.

#### *To Suspend the Rules*

This is to permit Council to change an agenda that has been adopted or change any other rule that stands in the way of needed action. It takes a two-thirds vote and is not debatable. (You cannot use

it to act contrary to the APA Bylaws or alter voting methods.)

*To Reconsider*

This is to permit debate and a revote on something previously voted for at the same meeting.

*To Rescind*

This is to nullify a decision or action taken at a previous meeting. You can't do this if an irreversible action has been taken.

**Remember:** Parliamentary procedures are intended to help us get our work done in a fair way, not impede us. If you are not sure how to achieve your purpose, ask the President. The President will consult with the Parliamentarian.

## SUMMARY TABLE OF MOTIONS

Motion	Is the Motion Debatable?	Is the Motion Amendable?	What Vote Is Required?	What May Be Applied to It?
<b>Ordinary Motions *</b> (presented in rank order)				
1. To Adjourn	No	No	Majority	To Withdraw
2. To Recess	No	Yes**	Majority	To Withdraw and Ordinary Motion 7
3. To Close Debate	No	No	Two Thirds	To Withdraw
4. To Limit (Extend the Limits of) Debate	No	Yes**	Two Thirds	To Withdraw and Ordinary Motion 7
5. To Postpone	Yes	Yes	Majority	To Withdraw and Ordinary Motions 3, 4, and 7
6. To Refer	Yes	Yes	Majority	To Withdraw and Ordinary Motions 3, 4, and 7
7. To Amend	Yes	Yes	Majority	To Withdraw and Ordinary Motions 3 and 4
Main Motion * Rescind (lowest rank)	Yes	Yes	Majority	To Withdraw, To Reconsider, To and Ordinary Motions 3, 4, 5, 6, and 7
<b>Special Motions</b> (these have no rank among themselves)				
A. Point of Order	No	No	None	None
B. To Appeal*	Yes	No	Majority	To Withdraw and Ordinary Motions 3 and 4
C. To Withdraw	No	No	Majority	None
D. To Suspend the Rules	No	No	Two Thirds	To Withdraw
E. To Reconsider*	Yes	No	Majority	To Withdraw and Ordinary Motions 3 and 4
F. To Rescind*	Yes	Yes	Majority	To Withdraw and Ordinary Motions 3, 4, 5, 6, and 7

\* When ordinary motions are made with no main motion on the floor, they are treated like other main motions. They are debatable, amendable, and their consideration may be referred, postponed, etc. This applies to the special motions To Appeal, To Reconsider, and To Rescind within limitations.

\*\* May be amended regarding time limitations only.

## Appendix D

### Part I

## Summary of Mission Statements of American Psychological Association Caucuses and Coalitions

### *Assembly of Scientist-Practitioner Psychologists (ASPP)*

The mission of ASPP is to promote the highest standards of training in science, education, and practice and their integration. ASPP has been instrumental in the establishment of the Education Directorate in APA and the recent National Conference in Scientist-Practitioner training. As a political caucus, ASPP promotes the scientist-practitioner perspective and advocates its consideration in the formulation of APA policy. ASPP also plans to become much more active in the recruitment, nomination, and election of scientist-practitioners to all positions of APA governance.

The assembly was formed during the reorganizational struggle in APA to oppose the plan to divide APA in two parts—one practice and one science. As scientist-practitioners, ASPP members were invested in both science and practice and did not want to participate in one to the exclusion of the other. ASPP has both individual and organizational members of the Assembly. Dues are \$20.

### *Association of Practicing Psychologists (APP)*

The Association of Practicing Psychologists is an organization whose purpose is to further the agenda of practitioners in APA governance and to help elect people to APA offices who can advance that agenda. To be a member, one must be a licensed psychologist and be involved in APA governance or state association governance. The yearly dues are \$50. The association has an elected board and welcomes input from its members.

### *Caucus of State/Provincial/Territorial Representatives*

This caucus serves to identify and promote the interests of the state, provincial, and territorial psychological affiliates (SPTPAs) in APA. Caucus meetings are usually spent reviewing the Council agenda in terms of its impact on SPTPAs as well as identifying items of concern to SPTPAs which might be developed for action on the Council floor. Membership is composed of Council representatives representing state, provincial, or territorial associations. Dues are \$35 per representative generally billed to and paid by the SPTPA.

### *Caucus for the Optimal Utilization of New Talent (COUNT)*

COUNT's mission as a caucus of Council is to advance the talents of elected representatives of the APA Council within the governance structure of the American Psychological Association by: (1) providing a forum for newly elected representatives to the APA Council of Representatives in order to increase their individual and combined effectiveness on Council, (2) promoting the initiatives of newly elected members of the Council of Representatives, (3) creating new mechanisms for increasing each Council member's active involvement in each phase of the governance process, (4) promoting the election of new and diverse people to Council and to APA boards and committees, and (5) promoting diversity among new leaders in all areas and aspects of APA governance.

### *Child, Adolescent and Family Caucus*

The purpose of the caucus shall be to advance the interests of children, adolescents and families through the advocacy of elected representatives of the APA Council and the members of boards and committees of the governance structure of the American Psychological Association by: (1) providing a forum for Caucus members to increase their individual and combined effectiveness on Council, (2) promoting the initiatives of members of the Caucus, and (3) promoting the election of new and diverse people to Council and to APA boards and committees who champion the

interests of children, adolescents and families. There are no dues required for membership in the Child and Adolescent and Family Caucus.

***Coalition for Academic, Scientific, and Applied-Research Psychology (CASAP)***

The purposes of the coalition are to further the interests of scientific psychology, as it is practiced in both academic and applied settings, by: (1) serving as a forum for discussion of issues coming before the APA Council of Representatives that bear on science, (2) formulating positions on issues consistent with the interests of science, (3) assisting in recruiting and electing individuals to positions in APA Governance who will advocate on behalf of scientific psychology, and (4) being a proactive force to advance the aims of scientific and evidence-based psychology by identifying programmatic and legislative needs that could be initiated by council representatives. Dues are \$25 per Council member per year.

***Education and Training Caucus***

The purpose of the Education and Training Caucus is to consider broadly issues pertinent to the application of psychology to education and psychology education and training at all levels including K-12, community college, undergraduate, graduate, internship, and postdoctoral training. Current topic areas include the supply—demand imbalance between internships and graduate programs, Committee on Accreditation structure and function, options for the postdoctoral year needed for state licensure, and the development of psychology curricula for public schools. In addition, the Education and Training Caucus will consider APA Council of Representatives agenda items related to education and training and may endorse candidates for various APA offices, boards, and committees that have education-related agendas.

***Ethnic Minority Issues in Psychology Caucus***

The Ethnic Minority Issues in Psychology Caucus of the Council of Representatives was formed in 1988 for the purpose of (1) advocating and pro-

moting the welfare of ethnic minority populations in society, (2) advancing and representing the interests and welfare of ethnic minority psychologists in the Association, and (3) promoting the values of diversity and representation in the Association. Caucus membership is open to any individual with an interest in the ethnic minority community, including those whose interests stem from research, teaching, or provision of services. Fees for membership are \$15 per individual or \$25 for division or state association affiliation.

***Health Care/Health Science Caucus***

The mission of the Health Care/Health Science Caucus is to identify, advocate for, and promote the inclusion of issues surrounding health in the agenda of the American Psychological Association. Our caucus serves to bring together those individuals interested in the discussion of issues surrounding health care practice, the science of psychology in the health care arena in all its areas of study, and the integration of science and practice in health. All those interested in health care/health science matters are welcome; currently there are no dues to belong to our caucus.

***Lesbian, Gay, Bisexual, and Transgender (LGBT) Caucus***

The purpose of the LGBT Caucus is to advance LGBT issues through the advocacy of elected representatives of the APA Council and the members of boards and committees of the governance structure of the American Psychological Association by: (1) providing a forum for caucus members to increase their individual and combined effectiveness on Council; (2) promoting the LGBT and related initiatives of members of the caucus; and (3) promoting the election of new, diverse, and qualified people who champion LGBT issues as they relate to psychology as a science and as a profession to Council, APA Board of Directors, APA boards and committees, and other governance positions.

***Public Interest Caucus***

This caucus focuses on the advancement of psychology in the public interest and as a means of promoting human welfare. It develops and reviews policy and legislative initiatives with relevance for under-represented groups within the Association and society as a whole. It serves as a forum to support issues of social justice and public interest through psychological knowledge. All members of Council and liaisons are welcome to attend its meetings. Dues are \$10 for individuals and \$25 for divisions.

***Rural Health Interest Group and Caucus***

The goal of the Rural psychologists group is to improve communications and cooperation among the various individuals, committees, and groups concerned with the health of rural America. This group will bring together those interested in the discussion of issues affecting rural health care providers and consumers and for discussion of ways in which cooperation and communication among the groups concerned with these issues can be facilitated. Dues are \$25 for founding members and \$15 for members.

***Women's Caucus***

The goals of the Women's Caucus are to: monitor the Council agenda with particular attention to women's issues; promote and advance women in APA leadership; develop women's initiatives and move them into appropriate places within APA to be accomplished; monitor and promote fair, balanced employment practices within APA regarding women and minorities; generate Council legislation significant to women's issues; and demonstrate, value, and respect the range, variety, and differences among women. Fees for membership are \$25 per individual or \$50 for divisions and state associations.

## Appendix D

### Part II

## Chairs of Caucuses/Coalitions February 2010

### *Assembly of Scientist/Practitioner Psychologists*

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### *Caucus for the Optimal Utilization of New Talent*

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### *Child, Adolescent, and Family Caucus*

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### *Coalition for Academic, Scientific and Applied- Research Psychology*

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### *Combined Caucus: Caucus of State/Provincial/ Territorial Representatives, Division 31, Association of Practicing Psychologists, Committee for the Advancement of Professional Practice*

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### *Education and Training Caucus*

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### *Health Care/Health Science Caucus*

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***Lesbian, Gay, Bisexual, and Transgender Caucus***

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***Women's Caucus***

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## Appendix D

### Part III

## Caucus/Coalition and Other Meetings February 2010 Council Meeting: Grand Hyatt Washington Hotel

#### *Thursday, February 18*

2:00–4:30 p.m.	CSFC Orientation for New Council Members: Part I <i>Lafayette Park Room</i>
4:00–5:00 p.m.	Caucus Chairs Meeting Independence <i>Rooms H and I</i>
5:00–6:30 p.m.	Council Plenary Session Independence <i>Rooms B/C/D/E</i>
7:00–7:45 p.m.	Ethnic Minority Issues in Psychology Caucus <i>Franklin and McPherson Rooms</i>
7:30–8:15 p.m.	Health Care/Health Science Caucus <i>Farragut Square Room</i>
7:30–8:15 p.m.	Lesbian, Gay, Bisexual, & Transgender Concerns Caucus <i>Lafayette Park Room</i>
8:00–8:45 p.m.	Public Interest Caucus <i>Franklin and McPherson Rooms</i>
8:30–9:15 p.m.	Women’s Caucus <i>Lafayette Park Room</i>
9:00–9:45 p.m.	Child, Adolescent, and Family Caucus <i>Farragut Square Room</i>
9:00–9:45 p.m.	Caucus for the Optimal Utilization of New Talent <i>Independence Rooms H and I</i>
9:30–10:15 p.m.	Coalition for Academic, Scientific and Applied-Research Psychology <i>Lafayette Park Room</i>
9:30–10:15 p.m.	Association of Practicing Psychologists/Division 31/CAPP/Caucus of State, Provincial, & Territorial Reps./Rural Health Interest Group and Caucus <i>Franklin and McPherson Rooms</i>

#### *Friday, February 19*

8:15–9:00 a.m.	Assembly of Scientist/Practitioner Psychologists <i>Farragut Square Room</i>
8:45–9:30 a.m.	Caucus of State/Provincial/Territorial Representatives <i>Lafayette Park Room</i>
9:30 a.m.–5:00 p.m.	Council Meeting Independence <i>Ballroom A</i>
12:00 noon–1:30 p.m.	Council Lunch <i>Independence Rooms F/G/H/I</i>
5:00–6:00 p.m.	CSFC Orientation for New Council Members: Part II <i>Franklin Square Room</i>
6:00–8:00 p.m.	Association of Practicing Psychologists <i>Lafayette Park Room</i>

#### *Saturday, February 20*

8:00–9:00 a.m.	Education and Training Caucus <i>Farragut Square Room</i>
8:00–9:00 a.m.	Rural Health Interest Group and Caucus <i>Lafayette Park Room</i>
9:00 a.m.–5:00 p.m.	Council Meeting <i>Independence Ballroom A</i>
12:00 noon–1:30 p.m.	Council Lunch <i>Independence Rooms F/G/H/I</i>

#### *Sunday, February 21*

7:30–9:00 a.m.	Women’s Caucus <i>Farragut Square and Lafayette Park</i>
9:00 a.m.–12 noon	Council Meeting <i>Independence Ballroom A</i>



## Appendix E

### 2010 Board and Committee Nomination and Election Schedule (For Staff Liaisons)

See page 44 for 2010 Board and Committee Election Ballot (listing of boards and committees participating in this process).

#### 2009

**December** 2010 Call for Nominations forms sent to 2009 governance members as follows: Council Representatives; Division Presidents and Secretaries; State, Provincial, and Territorial Association Executive Officers; Board and Committee Chairs; Ethnic Minority Psychological Association Representatives; and Caucus/Coalition Chairs.

#### 2010

**March 5** Deadline for submission of board and committee nominations. This includes nominations received from the call for nominations forms and nominations, including self-nominations, received from the call for nominations in the Monitor. Also includes nominations received from boards and committees to other boards and committees.

**January & February** Governance Affairs enters nominations received into the board/committee nominations database. Any vitae received are forwarded to appropriate staff liaisons.

**March 10** Nominations from State Leadership Conference are due to Governance Affairs.

**March 12** Breakdown of nominations generated from the call for nominations and State Leadership Conference are forwarded to appropriate staff liaisons.

**March 19–21** Boards and committees prepare their preferred slates for the 2010 board and committee election ballot.

**April** Staff liaisons are encouraged to determine if nominees are willing to serve before submitting preferred slates.

**May 14** Board and committee preferred slates due to Governance Affairs.

**May** Governance Affairs compiles summary of nominations book for June Board meeting.

**June 11–13** Board of Directors Subcommittee on Nominations prepares final slates for approval by the Board of Directors.

**July–October** Governance Affairs prepares board and committee election ballot. This includes contacting nominees to determine their willingness to serve, working with the Nominations Subcommittee and staff liaisons to replace those nominees not willing to serve, and preparing the candidates' statements.

**September–October** Boards and committees prepare their targeted nomination statements for the 2011 elections.

**October 29** 2010 board and committee election ballot sent to 2010 Council of Representatives.

**November 12** Targeted nomination statements for 2011 due to Governance Affairs.

**November 29** 2010 balloting period closes. Results of election available the first week in December. Winners take office on January 1, 2011.

**December** 2011 Call for Nominations for election posted in the APA Monitor.

**December** 2011 Call for Nominations forms sent to 2010 governance members as follows: Council Representatives; Division Presidents and Secretaries; State, Provincial, and Territorial Association Executive Officers; Board and Committee Chairs; Ethnic Minority Psychological Association Representatives; and Caucus/Coalition Chairs.

**2010 Board and Committee Election Ballot**

- Committee on Structure and Function of Council
- Finance Committee
- Ethics Committee
- Membership Board
- Policy and Planning Board
- Publications and Communications Board
- Committee on International Relations in Psychology
- Board of Educational Affairs
- Board of Professional Affairs
- Committee for the Advancement of Professional Practice
- Board of Scientific Affairs
- Board for the Advancement of Psychology in the Public Interest
- Board of Convention Affairs
- Commission for the Recognition of Specialties and Proficiencies in Psychology
- Committee on Rural Health

**Appendix F****2010 Summary of APA Nominations/Elections and Other Ballots**

<i>Ballot</i>	<i>Mailing Date</i>	<i>Balloting Period</i>	<i>Eligible Voters</i>
President-Elect Nomination	February 1	45 Days	Fellows, Members, and Voting Associates
President-Elect	September 15	45 Days	Fellows, Members, and Voting Associates
Apportionment	November 1	45 Days	Fellows, Members, and Voting Associates
Board of Directors Nominations	April 15	30 Days	Previous Year's Council
Board of Directors Election	July 1	30 Days	Previous Year's Council
Treasurer	July 1	30 Days	Previous Year's Council
Chief Executive Officer Confirmation or Reconfirmation	None scheduled	30 Days	Current Council
Board/Committee Call for Nominations	Early December	March 5	Current Governance Members
Boards/Committees Reporting through the B/D and C/R	October 29	30 Days	Current Council
Bylaw Amendments	November 1	45 Days	Fellows, Members, and Voting Associates
Council Representatives from Divisions, State, Provincial, & Territorial Associations Division Officers	April 15	45 Days	Fellows, Members, and Voting Associates of APA who are members of the Division or State, Provincial, or Territorial Associations



## Appendix G

### The Hare System of Preferential Balloting for Proportional Representation

The Hare System is intended to assure that each voter has maximal opportunity for his/her vote to be determinative in selecting an office holder. The manner in which this is accomplished will be apparent from a careful reading of the procedure presented below. The overall effect of the Hare System tends to be the selection of office holders that both broadly represent the largest group of votes and represent the largest number of constituencies.

Somewhat simplified, here is how the counting is conducted.

Suppose two individuals are to be elected and six candidates are on the slate. Voters are asked to rank order their choices. The ballot is counted for *one* of each voter's choices—the first one it will help.

This is how it is done. Suppose 100 votes are cast. With two to be elected, the winner must receive over one third of the total votes cast (or 33). This is called the *quota*. The quota is fixed so that no votes will be used on any candidate beyond what he/she needs. The quota is determined by dividing the number of valid ballots by one more than the number of members to be elected (or 3), then add one to the result, disregarding any fraction. In this case, the quota would be 34. It is the smallest number of ballots that could not be received separately by more than the number to be elected. The quota may only be determined *after* the poll closes, because it

in part depends on the number of votes cast.

The counting process begins by sorting ballots on the basis of the voters' first choice. As soon as any candidate reaches the quota with first choice votes, he/she is declared elected. Once a candidate is declared elected, the ballots used in reaching his/her elective quota are no longer a factor in the election, that is, these ballots are not redistributed. Thus, each person's ballot can help elect only one person. After that, it is discarded. However, remaining surplus ballots over the quota, with the first winner as the first choice (randomly determined by the chance order of ballot counting) are transferred to the various second choices. Every ballot transferred is given to the candidates marked on it as next choice among the candidates not yet elected. Continuing with the example above, if 41 out of 100 voters ranked the winner as their first choice, 34 of these ballots (the quota) would not be used any longer and 9 ballots not needed beyond the quota would be redistributed to each voter's second choice.

At any stage (including the first stage, if necessary, if there was no winner in the first count), after all the surplus ballots have been transferred, all candidates with no ballots to their credit are declared defeated. Next, the candidate lowest on the poll is declared defeated, and his/her ballots are transferred to the candidate marked on it as next choice among the candidates not yet elected or defeated. After the defeated candidate's ballots have been transferred, the candidate then lowest on the poll is declared defeated and his/her ballots are transferred in the same way. This process is continued until the necessary candidates have been elected.





