



SOCIETY FOR MILITARY PSYCHOLOGY

STRATEGIC PLAN 2007-2012

CHARTING A COURSE FOR THE FUTURE

27 February 2007

ACKNOWLEDGMENTS

The development of this document was made possible by the efforts, contributions and continuing support of the leadership of our Society. I would like to take this opportunity to acknowledge their support in these endeavors.

Michael G. Rumsey provided continuing support and encouragement of these efforts. In fact, many of the ideas originated from informal email exchanges we had early in 2004. W. Brad Johnson encouraged these efforts further by formally tasking the Members-At-Large to lead the Society through these efforts. Dana H. Born encouraged us along during her tenure as the Society's president and prompted Michael G. Rumsey to press us further to completion.

This plan also benefited from the contributions of several individuals including Deirdre Knapp, William J. Strickland, and Steve Sellman. In addition, the plan benefited from the contributions of Will Wilson who ensured that the clinical practice perspective was integrated into the planning and Kathryn T. Lindsey who ensured student issues were addressed throughout the document. Finally, I would like to express my appreciation to the members of the Executive Committee for 2004-2005, 2005-2006, 2006-2007 who were steady in their support of these efforts.

Armando X. Estrada, Ph.D.
Member At Large 2005-2008
Society for Military Psychology

EXECUTIVE SUMMARY

In August of 2005, the Executive Committee of the Society for Military Psychology moved to support a proposal for the development of a strategic plan which would articulate the mission, vision, values and objectives of the Society for the next five to ten years. Our initial proposal called for the development and approval of the strategic plan within a calendar year. However, to ensure widespread participation and buy-in a phased development process was employed.

Phase I called for the review of historical documents and development of a draft concept to include a mission, vision, values and objectives. Phase II called for the publication of the draft concept of the strategic plan via the Society's listserv and website and initiated an open period for public comment by Society members. Phase III called for the revision of the plan and review by the Executive Committee. Phase IV called for the approval, adoption and implementation of the plan by the Executive Committee of the Society. This document represents the final version of the Strategic Plan for the Society for Military Psychology.

STRATEGIC PLAN

Vision—The vision of the Society for Military Psychology is to serve as the premier organization for the advancement of the psychological study of military organizations.

Values—*Wellbeing/Welfare*—We are dedicated to the promotion of welfare of individuals and organizations; *Ethical Service*—We are proactive in our service to psychology and the public at large and we ensure that our services adhere to the highest ethical standards of our profession; *Applied Practice*—We believe in the inherent value of applying knowledge and expertise to address complex problems faced by military organizations; *Education*—We value and promote the open exchange of ideas and foster opportunities for education and training of psychologists working with military organizations; *Engagement*—We recognize the importance of identifying, creating and responding to the interests and needs of our members and are guided by an ethic of inclusive engagement for members within our profession.

Mission—The Society for Military Psychology has a threefold mission which includes: to advance the science and practice of psychology within military organizations; to foster professional development of psychologists and other professionals interested in the psychological study of the military through education, research and training; to support efforts to disseminate and apply scientific knowledge and state of the art advances in areas relevant to military psychology.

Strategic Objectives—To achieve its mission the Society will advance the science of military psychology; advance the practice of military psychology; foster engagement, participation and growth of its membership; conduct investment planning; and engage strategic partners.

This plan is designed to provide strategic direction for the future. The strategic plan is not expected to be a static document; rather it has been prepared to look forward into the next five years. As a living document, the plan does not presume to answer all the questions, but rather provides a roadmap for the future.

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CHARTING A COURSE FOR THE FUTURE OF THE SOCIETY

1.0. INTRODUCTION

The development and success of American Psychology has been intricately related to the preparation and conduct of the two major World Wars (Driskell & Olmstead, 1989; Gade & Drucker, 2000; Wiskoff, 1997). The growth, prosperity and prominence of American Psychology can be directly linked to psychologists' contribution to military activities during World War I and World War II. The emergence of American military psychology can be traced back to the years preceding World War I. In 1916, the National Academy of Sciences (NAS) created the National Research Council (NRC) to organize scientific support for American involvement in World War I. Nearly a year later, on April 16, 1917, Robert M. Yerkes gathered a group of prominent psychologists to discuss how psychology could support the military (Driskell & Olmstead, 1989). These early efforts led to substantive developments within a variety of areas including, but not limited to, personnel selection, classification, and training. More importantly, these accomplishments highlighted psychology's value as a science—"demonstrating that psychology could produce results of practical and immediate significance" (Driskell & Olmstead, 1989, p. 44).

Despite these accomplishments it was not until the mid 1940s that military psychology emerged as a formally recognized discipline within American psychology. A petition establishing a military psychology section was approved by the board of governors of the American Association for Applied Psychology (AAAP) in September of 1943. And, as part of the reorganization plan of the American Psychological Association (APA), Division of Military Psychology (Division 19)¹ was established as one of the charter divisions under the inter-society constitutional convention between APA and AAAP in 1945 (Capshew & Hilgard, 1992). Since 1945, the Society has worked to promote the application of psychological principles and methods to diverse challenges faced by military organizations world wide. The Society has served to stimulate the study of psychological phenomena within the unique context of the military environment. It has been successful in establishing a small but robust membership that has remained stable since the 1970s (Estrada, 2004; Gade & Drucker, 2000). It has established an official newsletter, *The Military Psychologist*, and has a flagship journal for high-quality, applied military psychological research (Gade & Drucker, 2000). Though these accomplishments speak well of our efforts to organize as a discipline, it is important to pause and reflect on how these activities will enable us to serve our profession into the future. This is particularly important as the world context continues to change, placing greater demands on the military and on psychologists working and serving military organizations.

2.0. THE CONTEXT FOR CHANGE

The past two decades have witnessed a number of significant changes in the context in which military organizations operate. The end of the cold war, the continuing trend toward

¹ The Division of Military Psychology (Division 19) was re-named the Society for Military Psychology in 2004.

globalization of the world economy and the rise of the information age has introduced unique challenges for the military of the 21st Century.

2.1. The End of the Cold War

The end of the “Cold War” brought great hopes for a new era of peace and stability for the world. Coupled with these hopes were expectations that the need for military intervention throughout the world would slowly diminish. However, these hopes and dreams have yet to be realized. In fact, the Post-Cold War period ushered in a significant increase in regional conflicts throughout the world’s less fortunate nations (Cobble, Gaffney, & Gorenburg, 2003; Grimmet, 2002). Asymmetric warfare has become commonplace and replaced classical war fighting as the primary mode of military engagement, as evidenced in the US Global War on Terrorism (GWOT).

2.2. Globalization of the World Economy

We have also seen the spread of globalization of world markets. One of the ways in which the integration of the world’s economies has impacted military organizations by increasing the requirements for the deployment and employment of coalition and multinational forces for security and stability operations. Military organizations must now ensure that operational planning encompasses cultural factors that may affect the execution of military operations with coalition and multinational forces.

2.3. The Rise of the Information Age

We have also witnessed the rise of the information age. Advances in computer technologies have changed the nature and context in which military organizations carry out their missions—the battlefield environment. The military of the 21st Century is organized, trained and equipped to be more flexible, adaptable, and equally lethal to Cold-War era military organizations yet lighter, more agile and more technologically advanced than their predecessors. The soldier of the 21st century is now equipped with a wide array of information technologies including laser guided optical sights, global position systems and robotics, all of which are designed to minimize the military footprint yet maximize military effectiveness on the battlefield.

3.0. THE CASE FOR CHANGE WITHIN MILITARY PSYCHOLOGY

While changes in the political, economic and technological context of the world point to the need for change within military organizations, there are also several factors that make this change critical for military psychology. Among the principal determinants of the need for change are: the lack of a clearly defined role for psychology in the military; periodic challenges to the existence of military psychology with the American Psychological Association; and emerging changes within military organizations.

3.1. Lack of a clearly defined role for psychology in the military

Although the Society has served as a rallying point for psychologists interested in military issues since its inception, our discipline has yet to articulate the role of psychology in the military. As noted by Gade and Drucker (2000) “Division 19 came into existence because it had relevance for so many psychologists.” Yet despite our popularity and relevance, psychologists’ roles within the military are largely misunderstood. As a result, large cohorts of psychologists are not familiar with our discipline and worse, they are ill informed about the role psychologists play within the military.

3.2 Challenges to the existence of military psychology within the American Psychological Association

Our colleagues have periodically questioned and challenged the existence of military psychology within the APA. The essence of this challenge has been to question whether the existence of a division of military psychology is consistent with APA’s commitment to advancing psychology as a means of human welfare. For example, The Society for Personality and Social Psychology posed such a challenge when it proposed a resolution to the APA council in 1969. More recently, members from various quarters have raised concerns in response to media reports involving the role of psychologists in interrogations in US facilities in Guantanamo Bay, Cuba.

3.3 Transformation of the military organization

Perhaps most importantly are changes in the context of military organizations throughout the world. The rise in regional conflicts throughout the world’s less fortunate nations, coupled with the rise in asymmetrical warfare have had a significant impact on how the military organizes, trains and equips its forces. These changes have also served to increase the use of coalition and multinational forces in military operations world wide, a trend that is not likely to subside in the 21st century.

Military psychologists are uniquely trained and positioned to assist military organizations in achieving success in these endeavors. As we continue to apply psychological principles and methods within this emergent context, it is important to examine the role that military psychology can fill for the military. As a Society it is important for us to examine how our current organization can enable us to serve as the premier organization for military psychology. What should be the vision and mission of the Society for Military Psychology within the emergent world context? And, what should be the focus of the Society for Military Psychology?

4.0. PHASED DEVELOPMENT OF THE STRATEGIC PLAN

The starting point from which the strategic plan was built came from the Executive Committee for the Society. In August of 2005, this committee moved to support a proposal for the development of a strategic plan which would articulate the mission, vision, values and

objectives of the Society for the next five to ten years. Our initial proposal called for the development and approval of the strategic plan within a calendar year. However, to ensure widespread participation and buy-in a phased development process was employed.

4.1. Phase Development Process

Phase I called for the review of historical documents and development of a draft concept to include a mission, vision, values and objectives. Phase II called for the publication of the draft concept of the strategic plan via the Society's listserv and website and initiated an open period for public comment by Society members. Phase III called for the revision of the plan and review by the Executive Committee. Phase IV called for the approval, adoption and implementation of the plan by the Executive Committee of the Society.

4.2. Reports and Updates

A report of Phase I was presented to the Executive Committee and to the Society at the annual meeting of APA in 2006 (Estrada, 2006). A report of Phase II was prepared and published in the division's Newsletter for Winter 2006 (Estrada, 2006). The report was also posted on the division website for public comment and input from the membership. A report of Phase III was presented to the Executive Committee at the annual Midyear meeting in March 2007 (Estrada, 2007). The Executive Committee reviewed the plan and moved to approve its adoption and dissemination. This document represents the final version of the Strategic Plan for the Society for Military Psychology.

5.0. STRATEGIC PLAN

The strategic plan takes into consideration challenges and opportunities our Society, its members and the military have faced in recent years. The working concept for the strategic plan emerged from the review of historical documents which included past newsletters, articles and chapters on the history of the division and the history of military psychology. Results from past needs analyses, conducted in 1998 and in 2004, were also incorporated into the review process in this phase. The process was also informed by input from members of the Executive Committee for the Society. Based on these background documents and guidance from the Executive Committee a set of guiding questions informed the working concept for the strategic plan.

5.1. Vision Statement

The vision of the Society for Military Psychology is to serve as the premier organization for the advancement of the psychological study of military organizations.

5.2. Core Values

- Wellbeing/Welfare—We are dedicated to the promotion of the welfare of individuals and organizations.

- Ethical Service—We are proactive in our service to psychology and the public at large and we ensure that our services adhere to the highest ethical standards of our profession.
- Applied Practice—We believe in the inherent value of applying knowledge and expertise to address complex problems faced by military organizations.
- Education—We value and promote the open exchange of ideas and foster opportunities for education and training of psychologists working with military organizations.
- Engagement—We recognize the importance of identifying, creating and responding to the interests and needs of our members and are guided by an ethic of inclusive engagement for members within our profession.

5.3. *Mission Statement*

- To advance the science and practice of psychology within the military organizations.
- To foster professional development of psychologists and other professionals interested in the psychological study of the military through education, research and training.
- To support efforts to disseminate and apply scientific knowledge and state of the art advances in areas relevant to military psychology.

5.4. *Strategic Objectives*

STRATEGIC OBJECTIVE 1.0: Advance the Science of Military Psychology.
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Rationale: As a science, military psychology involves the application of psychological principles to address military needs (Driskell & Olmstead, 1989). If we are to serve the long-term needs of military organizations, we need to ensure that our recommendations have a solid scientific basis. Therefore, we must continue to stimulate, promote and support cutting-edge research in military psychology.

Strategies & Key Initiatives

- Strategy 1.A. Stimulate and Support Military Psychology Research
 - SO1.A.1 Increase Funding for Individual Research Awards
 - SO1.A.2 Identify and Disseminate RFP Announcements to Multiple and Diverse Publication Outlets
 - SO1.A.3. Increase Number of Awards Given at Mid-Year/Annual Meeting
- Strategy 1.B Promote & Disseminate Military Psychology Research
 - SO1.B.1 Establish Ad Hoc Committee on Information Management
 - SO1.B.2 Publish IM Strategy
 - SO1.B.3. Identify Publication Outlets within SMP, APA, the US Government and Other Entities Involved in Military Psychological Research
 - SO1.B.4. Establish Publication Plan for Newsletter on Cutting Edge Research
 - SO1.B.5. Establish Publication Plan for Use with APA and Other Professional Entities

STRATEGIC OBJECTIVE 2.0: Advance the Practice of Military Psychology.

Rationale: The Society for Military Psychology is composed of a diverse network of psychologists who perform a variety of functions ranging from personnel management, basic and applied research to clinical health practices. We can serve as a highly effective vehicle for encouraging improved military psychology practice by combining the insights and knowledge of our Society's members.

Strategies & Key Initiatives

- Strategy 2.A. Develop CE Program
 - SO2.A.1 Investigate CE Accreditation Requirements
 - SO2.A.2 Establish Ad Hoc Committee on Continuing Education Programming
 - SO2.A.3 Identify & Establish Partnership with Other APA Divisions with CE Authority
 - SO2.A.4 Conduct CE Program Needs Assessment
 - SO2.A.5 Develop 5 Year Plan for CE Programs
 - SO2.A.6 Sponsor Pre-Convention Workshops with CE Credit Offerings
- Strategy 2.B Establish Ethics Consultation Committee
 - SO2.B.1 Establish Ad Hoc Committee on Ethics Consultation for Military Psychology
 - SO2.B.2 Conduct Needs Assessment for Ethics Training Issues for Psychologists in Military, Defense and Security Organizations
 - SO2.B.3 Develop Book Proposal for Military Psychology Ethics Case Book
 - SO2.B.4 Publish Ethics Case Book

STRATEGIC OBJECTIVE 3.0: Engagement, participation & growth of Society membership.

Rationale: Our membership is composed of a diverse network of psychologists who perform a variety of functions ranging from personnel management related practices, basic and applied research to clinical and health practices. We are united by a common concern for military personnel and their families. We need to strengthen this bond by encouraging the engagement, participation and growth of our membership.

Strategies & Key Initiatives

- Strategy 3.A. Conduct an Annual Membership Drive
 - SO3.A.1 Develop and Disseminate Recruitment Materials to Members and Key Constituencies
 - SO3.A.2 Conduct a Targeted Mailing to Leaders in Uniformed Military and Civilian Institutions including Higher Education
- Strategy 3.B Network of Clinicians of Uniformed Military
 - SO3.B.1 Support a Listserv for Clinicians
 - SO3.B.2 Develop/Sponsor Continuing Education Program Focusing on Clinical Services to Military Populations
- Strategy 3.C Increase Student Research & Travel to Midyear/Annual Meetings
 - SO3.C.1 Increase research and travel awards for student members

STRATEGIC OBJECTIVE 4.0: Investment Planning

Rationale: Our annual treasurer's report has continually shown our division to be in good financial health. As our financial resources continue to grow, we need to develop a strategic investment plan that can increase revenues as well as our visibility within national and professional organizations.

Strategies & Key Initiatives

- Strategy 4.A. Develop investment policies and plans
 - SO4.A.1 Identify Key Targets for Investment in Near and Long Term
 - SO4.A.2 Set Criteria for Selecting Potential Investment Opportunities to Include Rules for Identifying and Selecting Organizations and Regulations for Funding Appropriations
 - SO4.A.3 Identify Potential for Strategic Investments with Partner Organizations
- Strategy 4.B. Invest in branding products for the Society
 - SO4.B.1 Develop New Coin
 - SO4.B.2 Sponsor Joint Meetings with Professional/Military Sponsors
 - SO4.B.3 Sponsor Pre-Convention Workshops with APA Divisions

STRATEGIC OBJECTIVE 5.0: Strategic Partnering

Rationale: Our division has been in existence for over 50 years. As a result, our standing and recognition has continued to mature. As our sphere of influence continues to expand, we need to be mindful of the role of strategic partners. We need to articulate criteria for the development of strategic partnerships and investment opportunities.

Strategies & Key Initiatives

- Strategy 5.A. Develop Relationships With Other APA Divisions
 - SO5.A.1 Identify APA Divisions for Strategic Partnerships
 - SO5.A.2 Establish Formal Liaisons to Other APA Divisions
- Strategy 5.B. Develop Relationships With Military and Defense/Security Organizations
 - SO5.B.1 Identify Key Military and Defense-Security Partner Organizations
 - SO5.B.2 Establish Formal Liaisons for Respective Organizations
- Strategy 5.C. Develop Relationships With International Organizations
 - SO5.C.1 Identify International Organizations Focusing on Military/Defense/Security Issues
 - SO5.C.2 Establish Formal Liaisons for Respective Organizations

6.0. SUMMARY

The past two decades have witnessed a number of significant changes in the political, economic and technological context in which military organizations operate. Along with these changes, we have seen growing concerns regarding the role of psychology within the unique context of the military. The lack of a clearly defined role for psychology in the military; periodic

challenges to the existence of military psychology within the American Psychological Association; and the emerging changes within the military organization point to the need to examine the role that military psychology can fill for the military.

The Strategic Plan—its vision, values, mission and objectives—is the product of a collaborative effort lead by the members-at-large and members of the Society’s Executive Committee. This plan is designed to provide strategic direction for the future. The Strategic Plan is not expected to be a static document; rather it has been prepared to look forward into the next five years. As a living document, the plan does not presume to answer all the questions, but rather provides a roadmap for the future. The Strategic Plan should be updated as significant events and achievements are accomplished and as new challenges and opportunities emerge. As with any significant change in an organization’s processes, a number of issues must be considered and resolved to realize the potential benefits of any strategic plan.

6.1. Leadership

Implementation of the goals outlined in this strategic plan will require leadership from the division membership. While the Members-At-Large and member of the Executive Committee have contributed to the development of this document, it is individual members who will need to ensure that the strategic objectives, strategies and key initiatives are implemented in the future. We will need new members to step up and lead the next phase of this plan—its implementation.

6.2. Commitment

Implementation of the goals outlined in this strategic plan will require continued commitment. While this document provides an organizing framework for the future, the Society and its members must remain committed to achieving the objectives set forth in this plan. Our commitment will require us to evaluate the strategic objectives, strategies and key initiatives, prioritize them and commit resources to ensure successful implementation and continued growth.

6.3. Time

Implementation of the goals outlined in this strategic plan will require time. The Society will need to develop a strategy map which lays out the elements of this plan on an implementation time frame which identifies which objectives can be achieved in the short, medium and long term.

In closing, the strategic plan establishes the vision, values, mission and strategic goals for the Society. It identifies strategies and key initiatives that are needed to launch and implement our goals. This strategic plan provides the foundation for the strategic growth and development of our Society.

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Journal of Military Psychology Military Psychology Newsletter	Tonia Heffner, Lisa Boyce, Carl Castro, Anthony Doran, Lisa Mills, Jackie Mottern, Henk Ruck, Michelle Wisecarver Michael Mathews
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Midyear Meeting SMP Program 2005	Michael Mathews, W. Brad Johnson, Dana Born, Gina Adams
Clinical Practice	Bob Nichols, Bruce E. Crow, Mark K. Davis
Military Psychology History Women & Minorities in the Military	Paul Gade Janice Laurence, Melba Stetz Pat Thomas, Alma Steinberg Ray Wood, Dana Born
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