
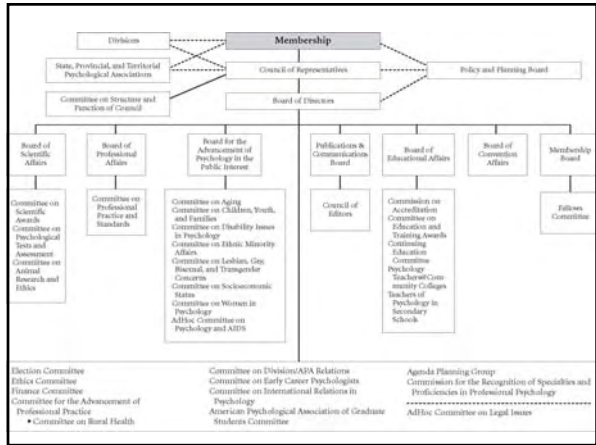


Strategic Planning at the American Psychological Association


A work in progress

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When I came to APA in 2003



- ❖ There were priorities for our Council
- ❖ There were board and committee plans/priorities
- ❖ There was no consensus on strategy or direction for the Association
- ❖ There was no overarching Association-wide plan
- ❖ “Our budget is our plan”




Strategic planning at APA 


At its February 2007 meeting, the Council of Representatives passed the following motions:

"STRATEGIC PLANNING FOR THE ASSOCIATION:

The CEO of APA will be responsible for an ongoing strategic planning process for the Association.


The CEO will be responsible for reporting annually to the APA Council of Representatives and Board of Directors on the status, results, and implications of the strategic planning process"




Strategic planning at APA 


How are you going to do that?

What was the process for moving this large, complex organization that had never done comprehensive planning before to a final strategic plan?



Strategic planning at APA 

The Strategic Planning Advisory Group



Strategic Planning Advisory Group



Strategic planning at APA

Key principle of the strategic planning process
(out of 20 specified)



- ❖ Inclusive of broad range of APA groups, including Council, Board of Directors, boards and committees, staff, etc




Strategic planning at APA



Getting from here to there


Working with our consultants from McKinley Marketing, the Advisory Group helped develop a **strategic planning process** that will lead to the first strategic plan for APA.




Strategic planning at APA 

Getting from here to there


In 2008 we began collecting extensive data from key stakeholder groups and from relevant documents to identify the strategic issues.




Strategic planning at APA 


Data collection methods and sources

- ❖ Focus groups
- ❖ Electronic surveys
- ❖ Phone interviews
- ❖ Interactive working sessions
- ❖ In-person interviews
- ❖ Environmental scans
- ❖ Governance groups
- ❖ Large cross-section of members
- ❖ Staff
- ❖ Documents and literature about the field





APA Council of Representatives
February 2008





- ### Strategic planning at APA
- The ultimate structure of the strategic plan
- ❖ Vision statement
 - ❖ Mission statement
 - ❖ Overarching goals and objectives
 - ❖ Strategic initiatives tied to the annual budget
 - ❖ Measures and metrics for charting progress

Strategic planning at APA

New Mission Statement for APA


approved by Council, August 2008

The mission of the APA is to advance the creation, communication, and application of psychological knowledge to benefit society and improve people's lives

APA VISION STATEMENT


The American Psychological Association aspires to excel as a valuable, effective and influential organization advancing psychology as a science, serving as:

- ❖ **uniting force** for the discipline;
- ❖ **catalyst** for the stimulation, growth and dissemination of psychological science and practice;
- ❖ **resource** for psychologists;
- ❖ **innovator** in the education, development, and training of psychological scientists, practitioners and educators;
- ❖ **advocate** for psychological knowledge and practice informing policy makers and the public to improve public policy and daily living;
- ❖ **leader and global partner** promoting psychological knowledge and methods to facilitate the resolution of personal, societal and global challenges in diverse, multicultural and international contexts;
- ❖ **effective champion** of the application of psychology to promote human rights, health, well being and dignity




Draft Goals and Objectives for
the APA Strategic Plan


- ❖ **Goal 1: Maximize Organizational Effectiveness**
- ❖ **Goal 2: Expand Psychology's Role in Advancing Health**
- ❖ **Goal 3: Increase Recognition of Psychology as a Science**



**Next steps for the
APA planning process**



- ❖ The Council of Representatives will vote on those draft goals and objectives and core values in August;
- ❖ A plan will be developed to support the creation and funding of annual initiatives that will ultimately lead to the achievement our goals and objectives



Lessons learned from case studies in first time strategic planning



- ❖ First-time strategic planning is not for the faint of heart
- ❖ The *who* always comes before the *what* and the *how*
- ❖ Leadership has to drive the process (i.e., initiate it; keep it on track) from beginning to end
- ❖ Consultants and managers can make or break the process
- ❖ Buy-in from key stakeholders is critical
- ❖ Perseverance is essential
- ❖ Expect lots of questions and maybe some resistance as a natural part of the first time planning process



First Time Strategic Planning at APA



THANK YOU!

GRACIAS!