



2014



ANNUAL REPORT *of the* AMERICAN PSYCHOLOGICAL ASSOCIATION



AMERICAN
PSYCHOLOGICAL
ASSOCIATION

A supplement to *American Psychologist*, July–August 2015, Volume 70, Number 5

ON THE COVER

Psychologists in action

From top

The “Science of Kids: Ask, Play, Learn!” exhibit sponsored by APA and the Living Laboratory® of the Boston Museum of Science attracted large crowds at the USA Science & Engineering Festival Expo, held in Washington, DC, on April 25–27, 2014. The exhibit featured interactive tasks used in cognitive development experiments with young children. Silas Burris of Howard University (*right*) and other graduate students staffed the exhibit, along with science educators from the Maryland Science Center. (© Nick Crettier)

APA President **Nadine J. Kaslow, PhD**, presented a presidential citation to Rep. John Lewis (D-GA) in September 2014 in recognition of his more than five decades “of courageous, trail-blazing leadership in the civil rights movement and for serving as a powerful voice for the disenfranchised.” In presenting the award, Dr. Kaslow noted that Lewis epitomizes the association’s value of striving for social justice, diversity, and inclusion. (© Nick Crettier)

Psychologist David Strayer, PhD, is a cognitive neuroscientist at the University of Utah who studies what causes driver distraction and how to keep people safe on the roads. Dr. Strayer is one of the psychologists highlighted in “Psychology: Science in Action” (www.psychscienceaction.org), part of APA’s public education campaign to demonstrate psychology’s contributions to society and its grounding in science. (© Amanda Kowalski)

Carmen Tanner, PhD, is a psychologist who specializes in banking and finance issues. After the 2008 financial crisis, she helped found the Center for Responsibility in Finance at the University of Zurich. The center, which Tanner directs, has four aims: researching what conditions hinder or facilitate responsible financial practices, developing ethics “toolkits” to promote good behavior at the individual and organizational levels, advising businesses on ethics, and promoting education in responsible finance and management. She is also a professor of business psychology at Zeppelin University in Friedrichshafen, Germany. (© Marc Latzel)

APA EDITORIAL AND DESIGN SERVICES

Deborah C. Farrell, Editor | Elizabeth F. Woodcock, Designer

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	www.apa.org/pubs/databases/psycinfo
Public Interest Directorate.....	202.336.6056
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Science Directorate.....	202.336.6000
	www.apa.org/science

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2014 BOARD OF DIRECTORS



Front row, from left: Donald N. Bersoff, PhD, JD; Nadine J. Kaslow, PhD; and Barry S. Anton, PhD, ABPP. *Back row, from left:* Jennifer F. Kelly, PhD; Louise A. Douce, PhD; Linda F. Campbell, PhD; Bonnie Markham, PhD, PsyD; Susan H. McDaniel, PhD; Norman B. Anderson, PhD; Josephine D. Johnson, PhD; William J. Strickland, PhD; Jennifer M. Doran, MA; and Diana L. Prescott, PhD.

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Jennifer M. Doran, MA
The New School for Social Research

YEAR IN REVIEW

It is my honor and privilege to welcome you to the 2014 Annual Report of the American Psychological Association.

During 2014, the association continued to advance and support psychological research, the provision of psychological services, the application of psychological knowledge to societal needs, the psychology education pipeline, and the public's understanding of psychology. You can read more about all of this work throughout the report. Highlights of the year include:

- Our efforts to provide critical psychological information to aid in improving police–community relations
- The 40th anniversary of the APA Congressional Fellowship Program
- APA and the APA Practice Organization's progress in ensuring the viability of psychological practice and Americans' access to quality mental health services
- A “Stand for Science” grassroots psychological science advocacy campaign

You may also want to read about APA's newest public education effort. Launched in March, the “Psychology: Science in Action” campaign is designed to educate the public about the science base of psychology and broaden the public's understanding of what psychologists do. This multimedia campaign profiles psychologists to show the variety of settings in which they work and to highlight some of their research into such diverse areas as how spending time in nature can enhance

our attitudes toward conservation, and the role early social and educational experiences play in cognitive function later in life.

This was also a pivotal year in two challenging areas: APA's declining membership and concerns about allegations that APA took actions that lent support to the CIA's use of torture during the war on terror. As was reported to the full membership last fall, in response to the latter allegations, the Board of Directors sought an independent review to determine if the allegations have merit. That review, conducted by outside attorney David Hoffman, is under way. Once the review is completed and the Board reviews it and determines what, if any, actions are appropriate in response, the entire report will be released to the full membership and the public.

On the issue of membership, the Board of Directors has authorized the creation of a new APA Office of Membership Recruitment and Engagement, to be led by an executive director—a new, senior position. That office will be charged with reinvigorating and, where necessary, reinventing how APA recruits, communicates with, and provides services to members. As technologies and the discipline change, so do members' needs and expectations. This new office will be at the forefront of the association, making use of new technologies and opportunities to meet members' needs.

In closing, let me reiterate our commitment to help, support, guide, and inspire members. As you continue to make important contributions in your communities, APA will continue



to ensure that its voice, products, and services are valuable, relevant, and responsive to your needs and those of the public. Thank you for your continued support of APA's mission through your membership. Together, we help preserve, grow, and apply the power of psychology to make the world a better place.

A handwritten signature in black ink, reading "Norman B. Anderson".

NORMAN B. ANDERSON, PHD
CHIEF EXECUTIVE OFFICER AND
EXECUTIVE VICE PRESIDENT



DIRECTORATES AND OFFICES

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Cynthia D. Belar, PhD
Executive Director



Steven Breckler, PhD
Executive Director



**Katherine C.
Nordal, PhD**
Executive Director



**Gwendolyn Puryear
Keita, PhD**
Executive Director



**Nancy Gordon
Moore, PhD, MBA**
Executive Director



**Gary R.
VandenBos, PhD**
Publisher

The Education Directorate advances the science and practice of psychology through educational institutions, programs, and initiatives. Our goals are to enhance the quality of teaching and learning outcomes, meet the demands of a diverse society through education and training, and increase financial and policy support for psychology education and training.

The Science Directorate works to communicate, facilitate, promote, and represent psychological science and scientists and seeks to expand recognition of psychology as a STEM discipline. It is responsible for consolidating and enhancing all association efforts on behalf of its scientific and academic members.

The American Psychological Association Practice Directorate promotes the practice of psychology and the accessibility and availability of mental and behavioral health services. The Practice Directorate supports both APA and its companion organization, the APA Practice Organization (APAPO).

The Public Interest Directorate fulfills APA's commitment to apply the science and practice of psychology to the fundamental problems of human welfare and social justice and the promotion of equitable and just treatment of all segments of society through education, training, and public policy.

The Governance Affairs Office addresses the needs of APA's governing and advisory bodies and staffs the office of the president, the Board of Directors, and the Council of Representatives. The office manages the consolidated meetings for advisory boards and committees and the Election, Division Services, Convention and Meeting Services, and Travel offices. The office also staffs the Council Leadership Team, the Policy and Planning Board, the Board of Convention Affairs, and the Committee on Division/APA Relations.

The APA Office of Publications and Databases broadly disseminates knowledge through journals, books, abstract services, databases, and the PsycNET platform. APA's high-quality publications and databases offer APA members and the public ongoing access to relevant scientific information on psychological theory, empirical research, and clinical practice.



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**Rhea K.
Farberman, APR**
Executive Director

The Office of Public and Member Communications (P&MC) oversees APA's outreach to the news media, manages the content and user experience of the APA website, and produces APA's *Monitor on Psychology* and *gradPSYCH* magazines. P&MC staffs the APA Customer Service Center, creates activities and materials that educate the public about psychology, and communicates with members and potential members about the value of belonging to APA.



**Nathalie
Gilfoyle, Esq.**
General Counsel

The Office of General Counsel (OGC) provides legal counseling to APA, advising the Council of Representatives, the Board of Directors, and all other APA governance bodies on a wide range of legal issues, such as tax and antitrust law, intellectual property rights, contracts, and employment benefits. In addition to providing legal advice to APA, the OGC continues to advance APA's interface between psychology and law.



**L. Michael
Honaker, PhD**
Deputy CEO,
Executive Director
for Staff Initiatives

The Executive Office is responsible for the implementation of APA policies and the management of the day-to-day functions of the association as well as several key programs: Ethics, International Affairs, APA Center for Psychology and Health, APA Center for Organizational Excellence, Staff Initiatives, and the American Psychological Association of Graduate Students. It also houses the CEO, Deputy CEO, and Senior Policy Advisor and oversees APA's affirmative action policies.



**Ellen G.
Garrison, PhD**
Senior Policy
Advisor

The Senior Policy Advisor facilitates the CEO's involvement in policy issues, government relations, and interorganizational affairs; coordinates associationwide policy initiatives in such areas as health care reform, violence prevention, and human rights; serves as the APA point person on policy matters; and coordinates initiatives of the APA Center for Psychology and Health.



Tony F. Habash, DSc
Chief Business
Integration Officer
and Chief
Information Officer

Information Technology Services (ITS) manages APA's technology applications and infrastructure and provides core business systems development and custom business applications development. Its new Business Integration Office seeks to modernize and streamline APA's operations. ITS is committed to enhancing the value of membership in APA, achieving APA's strategic priorities, facilitating publishing processes, and efficiently accomplishing operational objectives.



Archie L. Turner
Chief Financial
Officer

Finance and Administration's mission is to support the overall needs of the association and to oversee its financial operations. The office is responsible for Finance; Administrative Operations; Human Resources; and Real Estate/Property Management. It also serves as liaison to the Finance Committee and its Audit and Investment subcommittees.

Cynthia D. Belar, PhD
Executive Director
(January–August 2014)

Jaime “Jim” Diaz-Granados, PhD
Executive Director
(September 2014–present)

EDUCATION DIRECTORATE



Jim Diaz-Granados, PhD, executive director of the APA Education Directorate, Cathy Sandeen, PhD, MBA, vice president at the American Council on Education, and Cathi Grus, PhD, APA's deputy director for education, at the 2014 Education Leadership Conference.

The Education Directorate advances the science and practice of psychology through educational institutions, programs, and initiatives. Our goals are to enhance the quality of teaching and learning outcomes, meet the demands of a diverse society through education and training, and increase financial and policy support for education and training.

In August, Cynthia D. Belar, PhD, retired as executive director of the Education Directorate. In her 14 years at the helm, Dr. Belar's accomplishments helped promote the goals of APA and enhance quality in education and training. In September, Jaime “Jim” Diaz-Granados, PhD, became the new executive director.

A major event in 2014 was the Education Leadership Conference (ELC), the theme of which was **Learning in a Digital World**. Participants discussed applications of psychological science to learning in a digital environment and examined the use and impact of technology in education in psychology. As in years past, the

ELC also provided an opportunity for advocacy training and visits to Capitol Hill.

As part of a multifaceted effort across the discipline and within APA to address the significant imbalance in supply and demand for accredited internships, APA awarded \$687,529 in funding to 35 internship programs seeking APA accreditation. APA's Council of Representatives established the grant program, voting to allocate up to \$3 million over 3 years to create more accredited internship positions and to promote quality training for professional practice.

The directorate continues to support APA's strategic plan to expand psychology's role in advancing health. APA sponsored and participated in the development of a report released by the Patient-Centered Primary Care Collaborative (PCPCC), *Progress and Promise: Profiles in Interprofessional Health Training to Deliver Patient-Centered Primary Care*. Featured in the report are examples of high-quality interprofessional education and training programs, including those with psychology trainees, drawn from a larger online database of education and training programs created by PCPCC.

ADVOCACY AND GOVERNMENT RELATIONS

In December, President Obama signed the fiscal year 2015 Consolidated and Further Continuing Appropriations Act (also known as the Omnibus Resolution), which included a \$1 million increase to the Graduate Psychology Education (GPE) Program. Over the past 2 years, Congress has increased funding for the GPE by \$5 million—during a time of sequestration and severe budget constraints—thanks in large part to our members' ongoing engagement in education advocacy efforts.

Working with key APA advisors and colleagues from the Student Affairs Professionals in Higher Education and the American Council on Education, the Education Government Relations Office coordinated the development of an issue brief. The goal of the brief, which reviews current trends in college student mental health and highlights efforts that contribute to student well-being, is to advance the issue of college student mental health with college and university presidents and campus leaders. *A Strategic Primer on College Student Mental Health* has been distributed widely through media, publications, and newsletters by each partner organization. This year-long collaboration came about at the urging of Vice President Biden in advance of the National Dialogue on Mental Health held at the White House in June.

QUALITY ASSURANCE IN EDUCATION AND TRAINING

APA continues its quality assurance role in the areas of professional education and training and continuing education through its Commission on Accreditation and Continuing Education Committee. In 2014 there were

987 accredited programs in professional psychology: 384 doctoral programs, 496 internship training programs, and 107 postdoctoral residency training programs. In addition, there were 800 APA-approved CE sponsors.

ENHANCING EDUCATION IN PSYCHOLOGY

The directorate contributes to a wide range of groups in a continued effort to represent psychology in the education and training community. At the Intel International Science and Engineering Fair (ISEF), APA, as a “special award organization,” granted seven awards to the best projects representing psychological science. Over 1,400 students from approximately 70 countries, regions, and territories competed at the 65th ISEF. During 2 days of intense judging, a panel of psychologists selected the top projects.

Members of the Board of Educational Affairs representing Precollege and Undergraduate Education, Education Directorate staff, and the Center for Workforce Studies worked together to conduct the 2014 *APA Survey on Undergraduate Study in Psychology: Curricula and Outcomes*. A summary of the results was presented during a poster session at the APA convention.

The 10th annual APA/Clark University Workshop for High School Teachers was held at Clark University in Worcester, MA. Twenty-four high school teachers from around the country participated in 3 days of networking and lectures on new research and teaching strategies. Mary Kite, PhD, of Ball State University delivered the keynote address, “Developing Students’ Multicultural Competence: Practical Advice for Difficult Dialogues.” These workshops have been made possible through generous gifts from Lee Gurel, PhD, a Clark University



Education Leadership Conference attendees from Alabama and Arkansas meet with Sen. John Boozman (R-AR). Emphasizing the positive public health impact of the Graduate Psychology Education Program, they urged Congress to support increased funding for the program and provide \$8.9 million in fiscal year 2015. From left: Sen. Boozman; Remina Varghese, PhD; Elise Labbé-Coldsmith, PhD; and Amy Fineburg, PhD.



APA joined other special awards organizations in granting awards to projects focused on psychology and the behavioral and social sciences at the 2014 Intel International Science and Engineering Fair. Top row (left to right): Petra Grutzik, Colter Norick, Colin Norick, and Timothy Renier. Bottom row (left to right): Michelle Marquez, Leighton Braunstein, Chloe Sherry, Ashley Hamlin, and Maha Khalid (APA staff).

alumnus, APA member, and longtime donor to both Clark and the American Psychological Foundation (APF).

In its commitment to advancing quality in graduate education and training, APA approved as policy the *Guidelines for Clinical Supervision in Health Service Psychology*. This document outlines guidelines for supervision of students in health service psychology education and training programs. The goal was to capture optimal performance expectations for psychologists who supervise. The guidelines build on the robust literature on competency-based education and clinical supervision.

BRINGING PSYCHOLOGY TO TEACHING AND LEARNING

The directorate is committed to enhancing the quality of teaching and learning outcomes at all levels of education and training. In 2014, a coalition of five APA

divisions, funded by APF, examined the psychology of high performance to determine how high performance in youth is manifested, studied, measured, and discussed in academic and professional psychology; study how psychology contributes to high performance; and identify the generalizable psychological principles of high performance that can be applied across domains.

APA, with the support of the Council for the Accreditation of Educator Preparation, convened a task force tapped with assessing and evaluating teacher preparation programs. Their report, *Assessing and Evaluating Teacher Preparation Programs*, explores factors that support the development of high-quality teachers and teacher preparation. The report provides a list of short- and long-term recommendations that teacher preparation programs can implement in partnership with schools, districts, and state education departments. ■



Attendees at the APA—Clark University Workshop, July 2014. The workshop is one of the few that provide high school teachers the opportunity to sharpen their skills and learn about cutting-edge research. The idea for the workshop grew from the vision and generosity of Clark alumnus Lee Gurel, PhD (second from right in front row). The workshop is sponsored by the American Psychological Foundation, Clark University, and APA.

SCIENCE DIRECTORATE



2014 Summer Science Fellows visit the U.S. Capitol.

The Science Directorate works to communicate, facilitate, promote, and represent psychological science and scientists and seeks to expand recognition of psychology as a STEM discipline. It is responsible for consolidating and enhancing all association efforts on behalf of its scientific and academic members.

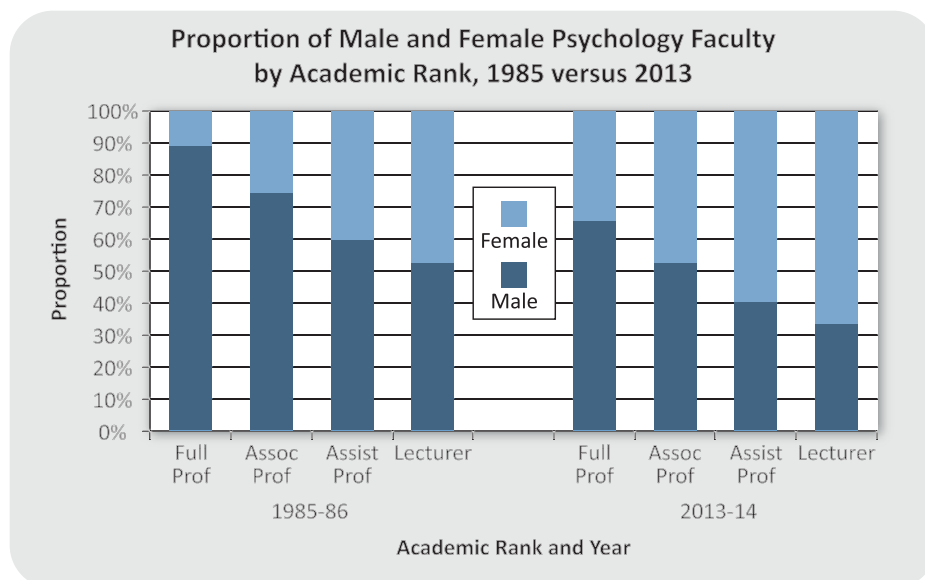
Highlights are described here, but the full range of the directorate's activities are reported through its two monthly electronic newsletters, *Psychological Science Agenda* and *APA Science Policy News*, and through Twitter (@APAScience).

SCIENCE ADVOCACY

The “Stand for Science” campaign, developed by the Science Directorate's Government Relations Office, came into full swing in 2014. Psychological scientists not only visited the district offices of their own members of Congress but welcomed the members and their staffs to their laboratories to show how research is conducted and why it is important. Further, advocacy



training materials were released online to prepare additional psychologists for science advocacy. These materials include the APA Science Advocacy blog, which gives inside information on how the complex federal budget and appropriations process affects psychological science. The government relations staff worked to inform congressional offices in Washington, organizing testi-



Data are from the 1985–1986 and 2013–2014 *Faculty Salaries in Graduate Departments of Psychology* surveys (<http://www.apa.org/workforce/publications/13-fac-sal/index.aspx>).

mony and briefings on such critical topics as veterans’ health, substance abuse and brain development, and dementia.

EDUCATION

The directorate has continued its popular Advanced Training Institutes program, offering 5-day summer workshops for faculty and advanced graduate students on cutting-edge research and statistical techniques. More than 1,500 psychological scientists have taken advantage of these workshops since 2001. For undergraduate students interested in psychological science, the directorate offers the Summer Science Fellowship program, which gives rising seniors the opportunity to work in research labs at George Mason University and to receive advice about graduate school, careers, and exposure to science policy. Hundreds of students have taken part in this fellowship and its predecessor pro-

grams since 1996. The directorate also partnered with the Boston Museum of Science to develop the “Science of Kids” exhibit at the USA Science and Engineering Festival Expo, which educated thousands of adults and children about cognitive development research.

GUIDANCE

Science Directorate staff work with APA’s governance groups to develop resources for the field. In 2014, the Board of Scientific Affairs issued a guide on appointment, tenure, and promotion for psychology faculty who have joint appointments and involvement in interdisciplinary research. The Committee on Human Research initiated a regular column in the *APA Monitor* on research ethics and the responsible conduct of research. In addition, directorate staff and the Committee on Psychological Tests and Assessment played major roles in the revision of the *Standards for Psychological*



Video still from the “Stand for Science” advocacy campaign.



"Russell the Robot," a humanoid robot designed to engage with and deliver interventions to children with autism spectrum disorder, appears at a Capitol Hill exhibit featuring research funded by the National Science Foundation.

and Educational Testing, which APA sponsors with two other professional organizations.

RECOGNITION AND FUNDING

One of APA's long-standing activities is recognition of distinguished contributions to psychological science. In 2014, APA honored 23 scientists with lifetime awards, early career awards, and special lectureships. In addition, APA provided more than 160 monetary awards to deserving graduate students for dissertation projects, for travel to the APA convention, and to reward excellence in research.

WORKFORCE ANALYSIS

The Center for Workforce Studies (CWS), located within the Science Directorate, is responsible for the collec-

tion, analysis, and dissemination of information about the psychology workforce and education system. In 2014, CWS prepared for the launch of the *APA Survey of Psychology Health Service Providers*, which will provide key information about the supply, distribution, and characteristics of psychologists who work in the health care sector. The center's staff members strengthened their analytic capabilities for working with federal data sources, such as the Census Bureau, in order to extract new information on the psychology workforce and pipeline. To communicate its findings in an accessible form, CWS launched the "Datapoint" feature in the *Monitor*; these one-page summaries present major findings on such topics as the gender pay gap, the number of new psychology doctorates, and the number and distribution of licensed U.S. psychologists. ■



The "Science of Kids: Ask, Play, Learn!" exhibit, sponsored by APA and the Living Laboratory® of the Boston Museum of Science, attracted large crowds at the USA Science & Engineering Festival Expo, held in Washington, DC, on April 25–27, 2014. The exhibit featured interactive tasks used in cognitive development experiments with young children. Laura Zimmermann of Georgetown University (facing camera) and other graduate students staffed the exhibit, along with science educators from the Maryland Science Center.

PRACTICE DIRECTORATE



2014 APA President Nadine Kaslow, PhD, presents a Presidential Citation to keynote speaker David H. Barlow, PhD, during the 31st annual State Leadership Conference in Washington, DC. From left: APA Executive Director for Professional Practice Katherine C. Nordal, PhD; David H. Barlow, PhD, founder and director emeritus of the Center for Anxiety and Related Disorders at Boston University; APA CEO Norman Anderson, PhD; Nadine Kaslow, PhD; and APA Associate Executive Director for State Advocacy Dan Abrahamson, PhD.

The American Psychological Association (APA) Practice Directorate promotes the practice of psychology and the accessibility and availability of mental and behavioral health services. The Practice Directorate supports both APA and its companion organization, the APA Practice Organization (APAPO).

SUPPORTING PRACTITIONERS AND THEIR PATIENTS

The APA Practice Directorate and APAPO engage in a variety of activities to support psychology. Here are some of the key efforts in 2014:

- In December 2014, APAPO launched a new service designed to help psychologists and other mental and behavioral health professionals report quality measures through Medicare's Physician Quality Reporting System (PQRS). The APAPO PQRS^{PRO} registry, available online at <http://apapo.pqrspro.com>, is the first to focus on PQRS measures used by mental and behavioral health providers.
- The Practice Directorate continues to help members position their practices in the changing health care system. Among activities in 2014, the Office of Legal & Regulatory Affairs consulted with outside legal experts and collaborated with entrepreneurial psychologists to help educate practitioners about viable alternative practice models. The directorate's regular member communications, including the *PracticeUpdate* e-newsletter and the award-winning *Good Practice* magazine from APAPO, featured related content.
- The directorate continues to collaborate with the Science Directorate on clinical practice guidelines development. The posttraumatic stress disorder guideline development panel met several times in 2014 to draft recommendations and hopes to post the first draft of the full guideline document for public comment in mid-2015. The two additional initial APA guidelines under development are for depression and obesity.
- In anticipation of transition on October 1, 2015, to the *ICD-10-CM* diagnostic coding system, APAPO—in collaboration with APA's Publications and Databases office and Information Technology Services—released a web-based application in December 2014 to help practitioners understand and navigate the

ICD system. APAPO members can access the application by logging in at my.apa.org and going to “Practice Tools.”

ADVOCATING FOR THE PROFESSION

Examples of additional advocacy and educational efforts in 2014 on behalf of professional psychology and consumers of psychological services include the following:

- Psychologists were subject to the first wave of “risk adjustment” audits resulting from the Affordable Care Act. APAPO worked with Anthem/Wellpoint to ensure that the insurer’s approach to these audits did not jeopardize psychologists’ compliance with the Health Insurance Portability and Accountability Act.
- Staff from APAPO and the APA Office of Health Care Financing met with top officials at the Centers for Medicare and Medicaid Services to continue challenging the Medicare payment formula that unfairly penalizes psychologists and to present concrete proposals for a remedy.
- The changing landscape of health care set the stage for the 31st annual State Leadership Conference (SLC) in March 2014, sponsored by APAPO and APA. The conference focused on creating roadmaps for psychologists navigating an evolving health care system. On the final day of the conference, SLC attendees took three key advocacy messages to approximately 300 meetings with members of Congress and staff:
 - Congress should halt plummeting Medicare payments to psychologists.

- Psychologists should be added to Medicare’s “physician” definition, thereby allowing them to practice without unnecessary physician supervision.
- Psychologists should be made eligible for federal incentive payments for adopting electronic health-record-keeping systems.
- Legislative and regulatory advocacy initiatives by state, provincial, and territorial psychological associations are vital for advancing and protecting the practice of psychology. Legislative grants from APAPO supported a number of state-level activities, including defending licensed psychologists’ scope of practice, pursuing practitioners’ participation in Medicaid programs, and ensuring appropriate professional roles for psychologists.

PUBLIC EDUCATION

The Practice Directorate spearheads APA’s Mind/Body Health campaign, which educates the public about the critical value of psychological and behavioral science and promotes psychologists as health care practitioners trained to help individuals adopt behavior changes that aid in disease prevention and management.

The Practice Directorate’s annual Stress in America survey was conducted online by Harris Interactive in August 2013, and the results were released during a live press webinar on February 11, 2014. Results from the survey—*Stress in America™: Are Teens Adopting Adults’ Stress Habits?*—suggest that unhealthy behaviors associated with stress may begin manifesting early in people’s lives. The survey results were featured in *USA Today*, *Los Angeles Times*, NBC, CBS Radio, and the Huffington



Georgia Psychological Association leaders meet with Sen. Johnny Isakson (R-GA) to talk about psychologists’ inclusion in Medicare.



Results from the 2013 survey *Stress in America™: Are Teens Adopting Adults' Stress Habits?* suggest that unhealthy behaviors associated with stress may begin manifesting early in people's lives. The results of the survey were released during a live press webinar on February 11, 2014.

Post. Detailed information is available on the Stress in America website (stressinamerica.org). With the survey, the Practice Directorate released a new video, *Stress in America—Conquering Your Stress*, that explains how a psychologist working with a primary care provider can help patients manage stress.

To mark Mental Health Awareness Month in May, APA launched a Mental Health Parity Awareness Initiative to educate Americans about insurance coverage for mental health services. APA developed free resources,

including a consumer guide and a video about mental health coverage under the federal parity law, available at the Psychology Help Center (www.apa.org). In addition, APA Executive Director for Professional Practice Katherine C. Nordal, PhD, participated in a radio media tour that reached more than 6.2 million listeners.

APA and the National Parent Teacher Association partnered to provide families with resources and tips on emotional and behavioral health issues, including a tip sheet and webinar on “How to Tell if Your Kid Is Struggling Emotionally.” APA also partnered with Dialysis Patient Citizens to develop a webinar series addressing specific psychological and behavioral health concerns among people on dialysis and their families.

APA's Disaster Response Network (DRN), a program where licensed psychologist volunteers help individuals and communities prepare for, respond to, and recover from disasters, was busy in 2014. Notable activities included creating a web-based workshop on ethics and disaster; supporting participants at the Boston Marathon and New York City's 9/11 Museum opening; responding to residential fires, mass shootings, and the Washington state mudslide; and promoting educational resources (e.g., managing fears related to Ebola) on the Psychology Help Center website. APA's DRN and the American Red Cross renewed their collaborative partnership in a memorandum of understanding.

The Practice Directorate engages in a wide and diverse array of initiatives that support practicing psychologists and consumers of psychological services. Additional information about legislative and other advocacy efforts is available on the APA Practice Organization website: www.apapracticecentral.org. ■



Presenters from the “Clinical Practice Guidelines as Used in Health Care” workshop (from left): Andrew Bertagnolli, PhD, principal consultant—Integrated, Behavioral Health Care Management Institute, Kaiser Permanente; Rhonda Robinson-Beale, MD, chief medical officer, external affairs, Optum, Behavioral Division; Raquel Halfond, PhD, project officer for the APA Practice Directorate's Practice Research and Policy Office; Arthur C. Evans Jr., PhD, Commissioner of Philadelphia's Department of Behavioral and Intellectual Disability Services; and Lynn Bufka, PhD, associate executive director for APA's Practice Research and Policy Office.

PUBLIC INTEREST DIRECTORATE



APA CEO Norman B. Anderson, PhD (*center, front*), and APA Executive Management Group #ISpeakUp “selfie” as part of the 2014 Speak Up for Kids Campaign.

Applying psychological science, benefiting society: The Public Interest (PI) Directorate fulfills APA’s commitment to apply the science and practice of psychology to the fundamental problems of human welfare and social justice and the promotion of equitable and just treatment of all segments of society through education, training, and public policy.

PUBLIC INTEREST EXECUTIVE OFFICE

www.apa.org/pi

PI, with the National Institute for Occupational Safety and Health and the Society for Occupational Health Psychology, continued development of the 11th international Work, Stress, and Health conference, “Sustainable Work, Sustainable Health, Sustainable Organizations” [held May 6–9, 2015, in Atlanta, GA], selecting over 80 symposia, paper sessions, and interactive panels, plus three sessions featuring nearly 150 poster presentations, eight preconference workshops, and six luncheon tutorials.

The PI executive office administered the APA Public Interest Awards, which were presented during the 2014 APA convention. The office also provides ongoing staff support to the Board for the Advancement of Psychology in the Public Interest (BAPPI).

Following the shooting of Michael Brown in Ferguson, MO, PI produced a blog series on race, racism, and law enforcement and, with Nadine Kaslow, PhD, Norman Anderson, PhD, and members of APA’s Public and Member Communications, developed an op-ed published by the *St. Louis Post-Dispatch*.

The PI Twitter account, @APAPublicInt, was named among the top 100 most influential Twitter accounts in psychology.

HUMAN RIGHTS

www.apa.org/topics/human-rights/index.aspx

In 2014, staff members represented APA at the AAAS Science and Human Rights Coalition and provided support for BAPPI’s Human Rights Initiative, including arranging a meeting at the APA convention, on the human right to benefit from science.

HEALTH DISPARITIES INITIATIVE

www.apa.org/topics/health-disparities/initiative.aspx

APA's Health Disparities Initiative (HDI) supports research, training, public education, and interventions that improve health and reduce health disparities among underserved and vulnerable populations. HDI continued development of the Best Practices Dissemination Network (funded by the Agency for Healthcare Research and Quality) and an app focusing on best practices in cessation and prevention of tobacco use in priority populations. Staff presented a symposium at the annual meeting of the American Public Health Association and launched the Health Equity Ambassadors program (funded by the Smoking Cessation Leadership Center). The HDI Health Disparities in Boys and Men working group held a Twitter chat with the Robert Wood Johnson Foundation's Finding Answers program.

PUBLIC INTEREST GOVERNMENT RELATIONS OFFICE (PI-GRO)

www.apa.org/about/gr/pi
<http://advocate.apa.org>

PI-GRO works to inform federal policy by promoting psychology in the public interest and engaging with Congress, the administration, and executive branch agencies on a wide range of issues. Key 2014 PI-GRO accomplishments include advocating successfully for expansion of the Minority Fellowship Program (MFP); passage of child care and welfare legislation; continued funding for a previously eliminated poverty research program; and legislation to end sex trafficking of foster youth, ultimately signed into law as part of a larger anti-trafficking bill.

PI-GRO trained nearly 200 psychologists and graduate students to advocate on behalf of priority issues for the field (e.g., HIV/AIDS, postpartum depression, paid family medical leave, health disparities). PI-GRO also secured testimony slots for psychologists at congressional hearings on suicide, Indian Health Service appropriations, mental health system reform, and the needs of parents with disabilities and sponsored congressional briefings on dementia prevention, discrimination against the unemployed, and police–community relations. This year also marked the 40th anniversary of APA's Congressional Fellowship Program.

The office continued to advocate for passage of legislation in the House to protect LGBT worker rights and submitted comments to improve National Institutes of Health (NIH) research on and digital health's capacity to foster LGBT health. The office also disseminated to Congress findings from APA's efforts on preventing gun violence and supported the introduction of a bill to fund federal firearm prevention research.

OFFICE ON AGING

www.apa.org/pi/aging

The Office on Aging promotes the application of psychological science and practice to issues affecting the health and well-being of older adults and advocates for the inclusion of psychologists in national aging efforts. In 2014, the office distributed a tip sheet, *Resources for Psychological Practice With Older Adults and Their Caregivers*, to state licensing boards and state, provincial, and territorial psychological associations and updated the expansive APA Family Caregivers Briefcase. The office also provides ongoing staff support

From left: Tom Tyler, PhD, Lorraine W. Greene, PhD, ABPP, Ellen Scrivner, PhD, ABPP, and APA CEO Norman B. Anderson, PhD, at APA's November 12, 2014, congressional briefing on community–law enforcement relations.



Nick Cretter



APA provided testimony at a September 18, 2014, congressional hearing on suicide prevention and treatment. Joel Dvoskin, PhD (right), represented APA on a distinguished panel of witnesses, including (from left) acting U.S. Surgeon General Rear Admiral Boris Lushniak, MD; David A. Brent, MD; and Christine Moutier, MD.

to the Committee on Aging and the National Coalition on Mental Health and Aging.

OFFICE ON AIDS

www.apa.org/pi/aids

The Office on AIDS provides information, training, and technical assistance on a wide range of topics related to HIV/AIDS. The HIV Office for Psychology Education conducted 26 trainings for 548 attendees and maintained two online courses. It is superseded by the Office on AIDS Professional Development Program providing distance training. With the Committee on Psychology and AIDS, the office contributed to a special issue of *Behavioral Medicine* on HIV and aging. The office also sponsored a tribute at the convention to Ellen Stover, PhD, a pioneer in establishing NIH funding for HIV-related social science research. The office provides ongoing staff support to the Committee on Psychology and AIDS.

CHILDREN, YOUTH, AND FAMILIES OFFICE

www.apa.org/pi/families

The Children, Youth, and Families Office (CYFO) coordinates APA's public interest, health, human welfare, and social responsibility activities regarding children, youth, and families. In May, CYFO coordinated APA's participation in Speak Up for Kids, a children's mental health public education campaign. In addition, APA and the American Bar Association sponsored the "Confronting Family and Community Violence: The Intersection of Law and Psychology" conference in May. With the APA Center on Psychology and Health and the Education Directorate, CYFO hosted the Pediatric

Outreach meeting to build grassroots support for integrating psychologists into pediatric primary care settings. The office provides ongoing staff support to the Committee on Children, Youth, and Families.

DISABILITY ISSUES IN PSYCHOLOGY OFFICE

www.apa.org/pi/disability

The Disability Issues in Psychology Office works to eliminate bias against and promote equal opportunity for persons with disabilities in psychology education and training, research, and professional practice. The office recently updated its DisABILITY Resources Toolbox, a centralized repository of information and tools psychology training directors and faculty can use to better support students with disabilities. The office provides ongoing staff support to the Committee on Disability Issues in Psychology.

OFFICE OF ETHNIC MINORITY AFFAIRS

www.apa.org/pi/oema

The Office of Ethnic Minority Affairs (OEMA) works to increase scientific understanding of how psychology pertains to race/ethnicity and culture. In 2014, to commemorate the 50th anniversary of the 1964 Civil Rights Act, OEMA hosted Terrence James Roberts, PhD, one of the Little Rock Nine, as keynote speaker during the Committee on Ethnic Minority Affairs' breakfast meeting at the APA convention. With CEMRRAT2 (Commission on Ethnic Minority Recruitment, Retention, and Training in Psychology Task Force), OEMA disbursed CEMRRAT Implementation Grants to 10 projects and four partnership development initiatives. OEMA also selected three fellows for its

ProDIGs program for early career faculty at minority-serving institutions and helped select 12 Cyber Mentors protégés. The office provides ongoing staff support to the Committee on Ethnic Minority Affairs.

LESBIAN, GAY, BISEXUAL, AND TRANSGENDER CONCERNS OFFICE

www.apa.org/pi/lgbt

The LGBTC Office works to advance the creation, communication, and application of psychological knowledge on gender identity and sexual orientation to benefit society and improve the lives of lesbian, gay, bisexual, and transgender people. The Safe and Supportive Schools Project, funded by a 5-year, \$1.25 million cooperative agreement with the Centers for Disease Control and Prevention, engages families and communities in establishing safe and supportive schools as an approach to HIV/STD prevention. The International Psychology Network for LGBTI Issues, with a \$300,000, 3-year grant from the Arcus Foundation, promotes LGBTI programming and supported LGBTI rights work by the Psychological Association of the Philippines and the Psychological Society of South Africa. The office provides ongoing staff support to the Committee on LGBT Concerns.

MINORITY FELLOWSHIP PROGRAM

www.apa.org/pi/mfp

Launched in 1974, MFP is a highly successful federally funded training program for ethnic and racial minority researchers and service providers. In 2014, MFP supported 30 fellows, arranged professional development symposia and events at the APA convention, and hosted 40 individuals at the Psychology Summer Institute. The Substance Abuse and Mental Health Services Administration awarded MFP \$2.1 million over 4 years to support 192 students in terminal master's psychology programs who will provide mental health services to ethnic minority transition-age youth and their families via the Services for Transition Age Youth fellowship. Also, the Recovery to Practice initiative launched a free 15-module curriculum.

OFFICE ON SOCIOECONOMIC STATUS

www.apa.org/pi/ses

The Office on Socioeconomic Status (OSES) promotes the scientific understanding of the roles of SES and poverty in health, education, and human welfare. In 2014, OSES commemorated the 50th anniversary of

the War on Poverty with a blog series on poverty and inequality; convention programming on psychology's contribution to poverty; a webinar, with the Violence Prevention Office, on the effects of poverty on children and families; a "Resilience Booster" parent tip tool with CYFO; and *Examining the Complexities Between Health Disparities and Poverty*, an annotated bibliography. The office provides ongoing staff support to the Committee on Socioeconomic Status.

VIOLENCE PREVENTION OFFICE

www.apa.org/pi/prevent-violence
actagainstviolence.apa.org

The Violence Prevention Office applies and disseminates research-based knowledge and information on violence and injury prevention. Psychologists and other professionals trained by ACT Raising Safe Kids offered the program to thousands of parents and caregivers in almost 100 U.S. communities and in Brazil, Colombia, Puerto Rico, Ecuador, Greece, Peru, and Japan. Memorandums of agreement were signed, and the ACT program is now starting in Turkey and Bosnia. With new funding from the U.S. Department of Justice's Office for Victims of Crime, the office is creating a curriculum and materials to train child welfare professionals and increase their knowledge of evidence-based, trauma-focused assessment tools and therapy models to treat children victimized by violence.

WOMEN'S PROGRAMS OFFICE

www.apa.org/pi/women

The Women's Programs Office (WPO) works to improve the status, health, and well-being of women as psychologists and as consumers of psychological services. WPO staffed the 7th annual APA Leadership Institute for Women in Psychology. The WPO, the Committee on Women in Psychology, and the Center for Workforce Studies worked with a visiting scholar to review current research on gender in the psychology workforce. WPO also released the *Report of the Task Force on Trafficking of Women and Girls*; developed a consumer brochure on the abuse of women with disabilities; and disseminated resources on postpartum depression, mental health and abortion, and the sexualization of girls. The office provides ongoing staff support to the Committee on Women in Psychology. ■

GOVERNANCE AFFAIRS



At the opening session of the 2014 APA convention in Washington, DC, APA President Nadine J. Kaslow, PhD, presented Spelman College President Beverly Daniel Tatum, PhD (*right*), with its highest honor, the Award for Outstanding Lifetime Contribution to Psychology, recognizing her path-breaking work in race relations and leadership in higher education.

The Governance Affairs Office primarily addresses the needs of APA's governing and advisory bodies and staffs the office of the president, the Board of Directors, and the Council of Representatives. In addition, the office manages the consolidated meetings for advisory boards and committees and the Election, Division Services, Convention and Meeting Services, and Travel offices. Governance staffs the Council Leadership Team, the Policy and Planning Board, the Board of Convention Affairs, and the Committee on Division/APA Relations.

GOVERNANCE OFFICE

The primary focus of the Governance Office has been the implementation of the changes adopted by Council following the work of the Good Governance Project. To date, Council has delegated specific duties to the Board of Directors, including financial and budget matters and evaluation of the CEO for a 3-year trial period. With that delegation has been a division of labor, with the

Board assuming the primary role for oversight of the running of the organization and Council taking on the policy work related to the content of psychology. To assist Council with that work, a Council Leadership Team (CLT) was created, and the first election was held at the end of 2014. The CLT helps to develop strategic issue discussions for Council's deliberations, makes recommendations on items coming before Council, and works with the president to set the agenda for the meeting.

Council also passed a bylaws amendment that will reconfigure the Board of Directors, opening up representation to the full membership. To take effect, the bylaws change must first be approved by the membership, probably in fall 2015. Under the current system, only members of Council can run and vote for member-at-large seats. The new member-at-large seats will be elected from and by the general membership. In addition, early career psychologists are given a permanent voting seat, and a public member is added to ensure the Board will have access to the knowledge needed to do its work. Additionally, a process will be put in place for an annual needs assessment and slate development for the member-at-large seats to ensure a balanced Board and that the appropriate skill sets are present on the Board.

CONVENTION AND MEETING SERVICES OFFICE

There were 12,818 attendees at the 2014 APA convention in Washington, DC, the highest attendance in 5 years. This marked the first year in which collaborative programs (high-quality, cross-cutting programs along central themes) were scheduled. With the involvement of two or more divisions for each collaborative program, 15% of the sessions drew between 80 and 270 people. Planning for the 2015 convention in Toronto, Canada, the Central Programming Group selected 80 collaborative proposals out of the 173 submitted by various divisions, for a total of 125 program hours.

DIVISION SERVICES OFFICE

APA divisions are organized around psychological specialties and interest areas of APA's members. APA recognizes the personal and professional growth that being active in one or more of the 54 divisions can bring, and it channels support for its divisions through the Division Services Office. The office offers an array of services and resources to divisions, such as help with accepting and tracking membership, assistance with division publications, and support in managing meetings and conferences. Staff members look for ways to encourage participation in divisions and share information about the valuable work that divisions are doing through APA publications and the Division Services booth at the convention.

Division Services is the liaison to the Committee on Division/APA Relations (CODAPAR), which represents division interests within APA's governance structure. The committee is responsible for creating an annual

orientation meeting—the Division Leadership Conference—for presidents-elect to prepare them to take on the role of division president. CODAPAR also works to encourage division collaboration through joint conferences, programming at the APA convention, and the Interdivisional Grant Program. Six grant projects were funded in 2014: (a) A Web-Based Concussion Toolkit: A Collaborative Resource for Clinical, Research, and Legislative Efforts; (b) Exercise and Mental Health: Resources for Psychologists, Consumers, and the Public; (c) Establishment of the Mental Health Mobile Phone Application Review Database; (d) Improving School Climate for LGBT Youth: Resources and Interventions; (e) Promoting Brief, Evidence-Based Assessment and Intervention in Interdisciplinary Health Care Settings: An Online Educational Tool Kit and Conference Event for Students; and (f) Psychological Science & Innovative Care Strategies: Informing Health Care Redesign & Improving Care for Youths.

Another governance group staffed by Division Services is the Policy and Planning Board (P&P). In 2014, P&P continued its review of the value and use of APA-approved guidelines and conducted a survey in the summer on members' use of guidelines. An interesting report on the board's findings (*APA Guidelines Awareness and Utilization: A First Look: 2014 Report of the Policy and Planning Board*) is included in the July–August 2015 issue of *American Psychologist*. ■



Members expressed their appreciation for their divisions at the Division Services booth at the APA convention.

PUBLICATIONS AND DATABASES



From left: APA Journal's Educational Publishing Foundation launched *Translational Issues in Psychological Science*, cosponsored by APAGS. This innovative journal presents interdisciplinary approaches to special topics and involves psychologists-in-training at each step of the editorial process. APA Books released *The Neuroscience of Risky Decision Making*, the second title in the Bronfenbrenner Series on the Ecology of Human Development. APA Book's Magination Press imprint published *This Day in June*, an age-appropriate guide to celebrating LGBT acceptance and pride, which has won multiple awards, including the American Library Association's Stonewall Book Award. *Archives of Scientific Psychology*, APA's open-access, open-methods, and collaborative data-sharing journal, spans the entire field of psychology.

The APA Office of Publications and Databases broadly disseminates knowledge through journals, books, abstract services, databases, and the PsycNET platform. APA's high-quality publications and databases offer APA members and the public ongoing access to relevant scientific information on psychological theory, empirical research, and clinical practice.

APA JOURNALS

www.apa.org/pubs/journals

The scholarly and professional journals published by APA's Journals Program are among the most often read, frequently cited, and widely circulated publications in the behavioral and social sciences. Researchers, practitioners, and students rely on APA journals as essential resources in their field. The journals are integral to APA's mission to improve people's lives by advancing psychological science and practice.

The number of articles published by APA in 2014 grew 18% to more than 5,000. Articles appeared in 390 issues across 82 journals. PsycARTICLES added six new titles and more than 7,600 articles. By the end of 2014, the database contained over 185,000 article records, dating back to 1894.

Over the course of 2014, APA Journals published more than 60 special issues and sections, including a special issue of *American Psychologist* on primary care and psychology, a special section in *Developmental Psychology* on moral development, and a special issue of *Neuropsychology* on aging and its comorbidities.

APA BOOKS

www.apa.org/pubs/books

The sixth edition of the *Publication Manual of the American Psychological Association* maintained strong sales in 2014. The manual's frequent appearance on Amazon's "top 100" list since its publication highlights its reputation as an invaluable resource for students in psychology and related fields.

In 2014, APA Books released 36 new titles, as well as 39 books in Kindle editions. The Reference division of

APA Books published the *APA Handbook of Personality and Social Psychology* (4-vol. set), the *APA Handbook of Career Interventions* (2-vol. set), and the *APA Handbook of Forensic Psychology* (2-vol. set).

APA's popular self-help imprint, LifeTools, published *Coping With Infertility, Miscarriage, and Neonatal Loss: Finding Perspective and Creating Meaning*; *Parenting Children With ADHD: 10 Lessons That Medicine Cannot Teach*; and *Taking Control of Anxiety: Simple Steps for Getting the Best of Worry, Stress, and Fear*.

Magination Press, APA's acclaimed children's book imprint, released 13 new titles in 2014, including *Some Bunny to Talk to: A Story About Going to Therapy*; *My Sister Beth's Pink Birthday: A Story About Sibling Relationships*; and *Woolfred Cannot Eat Dandelions: A Tale of Being True to Your Tummy*.

The sixth edition of the *Publication Manual of the American Psychological Association* maintained strong sales in 2014. The manual's frequent appearance on Amazon's "top 100" list since its publication highlights its reputation as an invaluable resource for students in psychology and related fields.

Several Magination Press titles won awards in the past year. *This Day in June*, an age-appropriate guide to celebrating LGBT acceptance and pride, won multiple awards, including the American Library Association's Stonewall Book Award and the Notable Books for a Global Society Award. Three titles received the Young Voices Foundation IMMY Gold Award: *Some Days Are Lonely*; *I Can't Do Anything*; and *How Do You Doodle? Drawing My Feelings and Emotions*. Also recognized for excellence, *Oh No, School!* won a Gold Nautilus Award and *Visiting Feelings* received a Silver Nautilus Award.

The Video division of APA Books continued apace, releasing 11 new titles in 2014. Video titles included *Adult ADHD*; *Functional Family Therapy for High-Risk Adolescents*; *Attachment-Based Psychotherapy in Practice*; and *Working With Caregivers of Those With Dementia*.

By the end of the year, PsycBOOKS contained more than 4,000 books and over 60,000 chapters.

PSYCINFO

www.apa.org/pubs/databases/psycinfo

In 2014, over 213,600 new records were added to the PsycINFO database, an increase of more than 10% compared with the preceding year. By year-end, the database contained more than 3.7 million records from over 2,500 journals.

APA PsycNET introduced a new "trending" feature in 2014 that highlights the five most popular search terms, updated on a weekly basis.

In 2014, the PsycTESTS database grew by over 7,800 records to a total of 27,486. Two thirds of the entries are full-text tests, offering psychologists access to valuable measurement instruments. This database has grown over 12-fold in the 3 years since its introduction.

SALES, LICENSING, MARKETING, AND EXHIBITIONS

In 2014, APA finalized an agreement with ProQuest business ebrary to make more than 250 titles published since 2009 available electronically on the ebrary platform. For the first time, individual scholarly, professional, and reference titles, select APA LifeTools® trade titles, and other ebooks were made available to libraries for individual purchase under Perpetual Archive, Demand-Driven Acquisition, and Short-Term Loans models.

By the end of 2014, the marketing programs for journals, books, and electronic products contributed to a range of sales efforts. Collectively, these ventures resulted in nearly 120 direct mail campaigns, another 120 email campaigns, 7 print catalogs, almost 300 paid advertisements, and 1,290 book publicity mailings. The widespread marketing efforts of APA Publications and Databases included booth displays at on-site exhibitions and product displays by outside vendors at various conferences. These combined efforts resulted in more than 15 million promotional exposures for the year.

In 2014, the Exhibitions Marketing program organized booth displays at 55 U.S. and international conferences, with a combined attendance of 1.4 million. Outside vendors at another 50 conferences promoted APA books and journals in diverse venues. ■

PUBLIC AND MEMBER COMMUNICATIONS



Public and Member Communications launched **Psychology: Science in Action** in 2014, part of APA's public education campaign to demonstrate psychology's contributions to society and its grounding in science. The campaign highlights the varied settings in which psychologists work. Shown here is Susan Clayton, PhD, a conservation environmental psychologist who observes people at zoos and how they connect with animals and nature. She has found that signs describing the exhibits can affect the way people respond to the animals, often in a way that makes them more receptive to conservation messages.

The Office of Public and Member Communications (P&MC) oversees APA's outreach to the news media, manages the content and user experience of the APA website, and produces APA's *Monitor on Psychology* and *gradPSYCH* magazines. P&MC staffs the Customer Service Center, creates activities and materials that educate the public about the value of psychology, and communicates with members and potential members about the value of belonging to APA.

OFFICE OF PUBLIC AFFAIRS

www.apa.org/news/press

NEWS MEDIA

Public Affairs responded to more than 765 inquiries from broadcast, print, and online news media seeking psychologists as sources for stories during 2014. Using APA's media referral service, staff made more than 3,000 referrals of APA member psychologists to comment on scores of issues, ranging from police shootings to conversion therapy to distracted driving.

The office researched, wrote, and distributed 93 press communiqués, including news releases, advisories, and question-and-answer features, many of which focused on new research published in APA journals. These releases were covered in major national news outlets, including *USA Today*, *Los Angeles Times*, *Huffington Post*, *Time*, *U.S. News & World Report*, *NBCNews.com*, *National Public Radio*, *CBS Evening News*, *ABC World News*, and *Fox News*. APA also received significant coverage in leading science and health news outlets, including *Science Daily*, *(e) Science News*, *Medical News Today*, *Health News Digest*, and *PsychCentral.com*.

Public Affairs worked with APA President Nadine J. Kaslow, PhD, CEO Norman B. Anderson, PhD, and Public Interest staff to place an opinion piece on the shooting in Ferguson, MO, in the *St. Louis Post-Dispatch*. The office also placed an op-ed, "Memo to Congress: Stop Fighting Scientific Research," in *Roll Call*, a newspaper that covers Capitol Hill. The piece was cowritten by Patricia Klem Kobor, APA's senior science policy analyst, and Angela L. Sharpe, deputy director of the Consortium of Social Science Associations. They are coauthors of the *Coalition to Promote Research*.

For APA's 2014 convention in Washington, DC, the news media kit included three advisories and nine news

releases on research presented and resulted in more than 315 placements in top national and international news outlets.

APA launched “Psychology: Science in Action” (www.apa.org/action), a new component of APA’s ongoing public education program designed to increase people’s understanding of psychology as a science and the work of psychologists in research and other work settings. The campaign addresses APA’s strategic plan objective to increase the public’s recognition of psychology as a science and a STEM discipline. Through a series of psychologist profiles, the campaign demonstrates how psychologists use empirical research to ask and answer important questions.

The campaign won several awards in 2014: a Gold eHealthcare Leadership Award for Best Overall Internet Site and a Silver W3 Award from the Academy of Interactive and Visual Arts, honoring creative excellence on the web.

SOCIAL MEDIA

APA’s social media reach continued to expand during 2014. APA’s flagship Facebook page received 192,158 new “likes,” a 241% increase over 2013, growing at an average of almost 10% per month, to bring the total to nearly 275,000 likes at the end of the year. During that time, posts to APA’s page were each viewed on average by 58,325 individuals. APA’s organizationwide Twitter account gained nearly 17,000 followers, growing at an average rate of about 5% per month, rising to 35,506 by year’s end. APA’s LinkedIn page grew by 43%, gaining 31,169 followers, for a total of 66,115. APA’s YouTube channel gained 1,763 subscribers, offering more than 200 videos that visitors watched more than 163,000 times.

Public Affairs’ monthly audio podcast, *Speaking of Psychology*, earned several awards in 2014: a Gold Excel Award from Association Media & Publishing, a Bronze Web Health Award from the Health Information Resource Center, and a Silver W3 Award from the Academy of Interactive and Visual Arts. The podcast series attracted an average of more than 1,700 subscribers each month, with listeners downloading the 18 episodes more than 66,062 times, a 412% increase over 2013.

Tapping into Google’s nonprofit advertising grant program, APA ran display ads on Google search results to promote its Psychologist Locator, the PsycCareers platform, and its Psychology: Science in Action campaign and to recruit new members. The ads were displayed approximately 9.1 million times in 2014,

generating more than 106,353 click-throughs to APA’s website, at an in-kind value of more than \$101,000.

MEMBER COMMUNICATIONS

Each issue of APA’s all-member email newsletter, *APA Access*, was delivered to an average of more than 111,000 individuals (85% of all members and affiliates). An average of 24% of recipients opened each issue (20% is the industry standard) and clicked on links within the emails an average of 2,121 times

WEB STRATEGY AND CONTENT OFFICE

APA websites drew almost 49 million visitor sessions in 2014, an increase of 21% over 2013. The main website, apa.org, accounted for nearly 25 million sessions, an increase of 17% over the previous year.

More than one in five visitors to APA’s sites viewed them on mobile devices in 2014: 9.94 million sessions accounted for 20.4% of total traffic. Smartphones accounted for 15% of total sessions, while tablets generated 5%, compared to 2013 totals of 7% and 3%, respectively. Sixty-one percent of all sessions in 2014 started from an external search engine, such as Google, Bing, or Yahoo; this was up from 58% in 2013.

Social media also continued to grow as a traffic generator. Sites such as Facebook, Twitter, Reddit, and Pinterest generated more than 859,000 sessions in 2014, 1.7% of total sessions on the sites. Links from Facebook alone produced 575,517 sessions in 2014, more than double its total contributions from 2013.

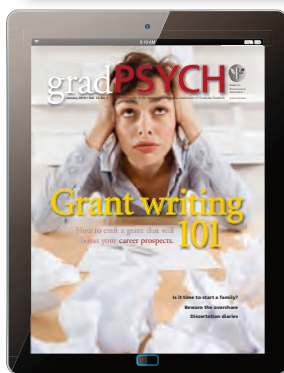
The Web Strategy and Content Office completed more than 5,600 projects in 2014. Major projects included:

- Redesigned and recoded three major sections of the website—www.apapracticecentral.org, www.edat.org, and www.apa.org/convention—to be “responsive” (i.e., they can now be viewed on a monitor, tablet, or smartphone without any loss of readability or functionality).
- Reorganized numerous site sections in anticipation of their becoming responsive in 2015. Sections retooled in 2014 included Accreditation, PsycCareers, and the Center for Psychology and Health.
- Migrated three more division websites to apadivisions.org. The total number of division websites hosted by APA at the end of 2014 was 25.
- Launched Psychology: Science in Action (www.apa.org/action), a new microsite to educate the public in general and students and teachers in particular



about the scientific basis of psychology, the breadth of the field, and its usefulness in any career path.

- Increased by 50% the number of times each week the home page carousel is updated to provide more timely responses to news.
- Upgraded APA's content management system in partnership with APA's Information Technology Services (ITS).
- Continued improving templates on the site, including those for newsletters, reports, and CE products.
- Redesigned the **SupportPsychologyPAC.org** website in conjunction with Practice staff.
- Improved the e-commerce experience, including updating CE product pages and promoting of free shipping.
- Partnered with ITS to launch a member data portal, enabling members to create useful reports from APA's member database.



APA MAGAZINES

www.apa.org/monitor

www.apa.org/gradpsych

The office also publishes two magazines: the *Monitor on Psychology*, sent to all members 11 times a year; and *gradPSYCH*, sent to student members four times a year. Both magazines also come in a digital format, accessible via apps and on any computer. The digital version of the magazines offer additional content, including videos, slide shows, and more. Visit the *Monitor*'s digital edition at www.apamonitor-digital.org/apamonitor and *gradPSYCH*'s at www.gradpsych-digital.org/gradpsych.

EDITORIAL AND DESIGN SERVICES

The office's Editorial and Design Services (EDS) continues to provide in-house editing, design, and production services to APA directorates, offices, and governance groups. These services save APA

money and provide high-quality publications and other media projects for members and the public. In 2014, EDS coordinated the production of over 450 projects, including the *APA Annual Report*; the *APA Convention Program*; task force reports; electronic and print newsletters, conference programs, logos, public information brochures, promotional materials, and electronic broadcast messages.

MEMBERSHIP AND CONVENTION MARKETING

www.apa.org/membership

The current membership total is 122,572, including 79,796 full members and 42,776 affiliates. Within the full-member category, there are 21,581 early career members and associates (within 10 years' receipt of their doctorate); within the affiliate categories, there are 26,035 graduate students. Overall membership declined 5.4%. The life status category increased by 6.8% (1,080 members moved from the full-member to the life status category).

In 2014, integrated marketing efforts focused on targeting and recruiting new members, upgrading students to full membership, and engaging members. The fall 2014 recruitment campaign went to thousands of nonmembers in targeted groups (early and mid-career psychologists, graduate students, teachers, nonmember convention attendees, former members, and unconfirmed members). By year's end, 16,587 new members or affiliates had joined APA. Over 1,200 graduate students upgraded to full membership in 2014.

The 2014 convention marketing campaign consisted of an integrated multimedia approach involving direct mail, advertising, email, targeted web pages, social media, QR (quick response) codes, and personalized URLs (uniform resource locators), which helped maintain a strong advance registration rate (88% of total registration). Total registration for the 2014 convention was 12,818.

The membership marketing team also provides support to the Membership Board, Fellows Committee, and Committee on Early Career Psychologists (CECP). In 2014, the Membership Board met with other boards and committees to discuss membership strategies. CECP had two new business items approved by the APA Board of Directors and Council of Representatives: (a) An asterisk can be placed by candidate names in the election process to highlight candidates who are early career and/or new to APA governance, and (b) early career seats will be included on APA boards and committees (where appro-

priate) by 2017. CCEP developed a webinar focused on leadership tips for early career members interested in getting involved in APA governance.

The APA Council of Representatives approved 120 members as new APA fellows in 2014. Over 30,000 members actively participated in the Discounts Program in 2014, which offers discounts on business, financial, travel, and consumer products.

MEMBERSHIP AND CUSTOMER SERVICE CENTER

The Service Center Operations unit is responsible for maintaining the member, subscription, and customer database records and processing new member and affiliate applications, dues and subscription payments, and book orders. The Circulation staff of the unit handle the postal filings for APA journals and the BPA Worldwide audits for the *Monitor on Psychology*.

After staff's review of the applications, APA elected 5,386 new members, reinstated 1,170 members, and processed applications for about 8,600 student affiliates, 860 teacher affiliates, and 480 international affiliates in 2014. Staff handled more than 40,000 faxes, letters, and emails and processed thousands of dues and subscription payments; approximately 57% of the renewal payments were received electronically.

Service Center Communications staff handled over 72,000 direct calls in 2014. Approximately 32% of those calls were member related, 48% required directory assistance, and 18% were from members and the general public placing a book or subscription order or requesting other information. The remaining 2% were techni-

cal calls pertaining to online products and services. In addition, staff dealt with over 30,000 faxes, letters, and emails. In 2014, in an effort to centralize order processing, the department began receiving calls and processing requests for the Science in Action campaign and for Division 40 (Clinical Neuropsychology) brochures.

ADVERTISING AND EXHIBIT SALES

www.apa.org/ads

www.apa.org/convention/exhibitors

www.psycareers.com

The APA Advertising and Exhibit Sales Department continues to work with companies to meet their strategic marketing needs through an integrated approach across all APA and APAPO media. The department continued to see a strong interest from advertisers in electronic media, particularly *APA Access*, *PracticeUpdate*, the APA website, the digital edition of the *Monitor on Psychology*, and the APA convention app.

In 2014, the department also debuted at the APA convention the new PsycCareers LIVE Career Fair and Employer Booths, a career fair hub within the APA exhibit hall. This area was designed for psychology professionals in all stages of career development and to increase the return on investment for participating employers. The most popular career management topics addressed at the career fair included the use of social media (LinkedIn) and networking in a career search, building career resilience, writing an effective CV, salary negotiation for women, finding a federal job, managing conflict competently, and tips for the 50+ job seeker. ■



In 2014, APA completely revamped the PsycCareers LIVE and employer booths at the convention by creating a Career Fair hub within the exhibit hall. Career management activities took place in the PsycCareers LIVE Career Fair central theater, surrounded by employer booths.

OFFICE OF GENERAL COUNSEL



The Office of General Counsel (OGC) is responsible for all aspects of legal counsel and representation of APA, as well as for selection and supervision of outside legal counsel. OGC staff members include (from left) Jesse Raben, associate general counsel; Nathalie P. Gilfoyle, general counsel; Ann D. Springer, associate general counsel; Theresa A. McGregor, manager, legal research/administration; and Susan M. McKinney, administrative assistant.

The Office of General Counsel (OGC) provides legal counseling to APA, advising the Council of Representatives, the Board of Directors, and all other APA governance bodies on a wide range of legal issues, such as tax and antitrust law, intellectual property rights, contracts, and employment benefits. In addition to providing legal advice to APA, the OGC continues to advance APA's interface between psychology and law in a number of ways.

AMICUS INVOLVEMENT

The OGC worked closely with the Committee on Legal Issues (COLI), APA directorates, relevant governance bodies, psychological experts, and outside legal counsel on the review, development, and filing of 11 amicus curiae briefs in 2014 to ensure courts consider psychological research when reviewing issues of marriage equality, eyewitness identification, and abortion.

MARRIAGE EQUALITY

- Consistent with prior marriage equality briefs filed by APA, nine briefs filed by APA in 2014 present an accurate summary of the current state of scientific and professional knowledge concerning sexual orientation and families relevant to these cases—including that homosexuality is a normal expression of human sexuality and is resistant to change and that factors affecting the adjustment of children are not dependent on parental gender or sexual orientation. APA's briefs further state that there is no scientific basis for concluding that same-sex couples are any less fit as parents or less psychologically healthy than heterosexual couples and that denying the status of marriage to same-sex couples stigmatizes them. APA's briefs were cited in multiple federal court decisions regarding marriage equality.

EYEWITNESS IDENTIFICATION

- *Commonwealth v. Gomes* and *Commonwealth v. Johnson* (Massachusetts Supreme Judicial Court)—The Massachusetts Supreme Judicial Court sponsored an expert report on eyewitness testimony and issued a call for amicus briefs in

three separate eyewitness identification cases. APA filed one consolidated brief in two of those cases in August. The certified questions were as follows:

- Whether the judge erred in refusing to instruct the jury, as requested by the defendant, in essence that (a) a witness's prior viewing of a suspect in an identification procedure, without making a positive identification, reduces the reliability of the witness's later identification of the same suspect; (b) human memory is not like a video recording; and (c) witnesses who are highly confident of their identifications are not therefore necessarily reliable.
- When a victim of a crime has failed to identify the defendant in an identification procedure such as a police lineup, whether the defendant is entitled to a modified identification instruction that informs the jury they may consider that the victim failed to identify the defendant as the perpetrator.

ABORTION

- *MKB Management, Inc. v. Burdick* (U.S. Court of Appeals for the 8th Circuit)—This case challenges North Dakota's law that would prohibit abortion as early as 6 weeks into a pregnancy. The 2008 *Report of the APA Task Force on Mental Health and Abortion* has been cited by those opposing the restrictions as well as criticized by those supporting the restrictions. The report reviews and evaluates empirical studies relating to the mental health of women who have had abortions in the United States and finds that, based on the best research, among women who have a single, legal, first-trimester abortion of an unplanned pregnancy, there is no greater risk of mental health repercussions than among those who deliver an unplanned pregnancy.

FACILITATING APA/ABA RELATIONS

The most prominent APA/ABA collaborative effort of 2014 was the ABA/APA-sponsored national continuing education conference, "Confronting Family and Community Violence: The Intersection of Law and Psychology." The conference included plenary and invited sessions addressing a broad range of issues related to the exposure of children, youth, and families to violence in and around the home, community, and society.

The keynote address by Robert L. Listenbee Jr., JD, administrator of the Department of Justice's Office

of Juvenile Justice and Delinquency Prevention, and the presentation by plenary keynote speaker Robert D. Macy on the subject of trauma were well attended. Also popular was the opening plenary, "Gun Violence Prevention: A Need for Community, Public Health and Legal Collaboration," featuring psychologists who contributed to APA's recent report on gun violence prediction as well as lawyers from ABA's Standing Committee on Gun Violence.

COMMITTEE ON LEGAL ISSUES

The Committee on Legal Issues, staffed by OGC, continues to review and provide recommendations to proposed guidelines, policies, reports, and other proposed action by APA to identify potential legal issues. The committee also takes other action to educate APA and psychologists about psycholegal issues and promotes the field of psychology as it interfaces with the law. COLI continues to implement a judicial outreach initiative that provides forums for building more effective relationships between the psychological and judicial communities.

During the 2014 APA convention in Washington, DC, COLI cosponsored the following continuing education programs:

- The Aging of America: Legal and Ethical Implications for Psychologists—COLI members A. Steven Frankel, PhD, JD, and Michele Galietta, PhD, explored legal and ethical implications of aging for psychologists, examined issues related to providing care, and addressed how state regulatory boards balance the need to protect the public and treat impaired psychologists.
- Custody Matters, Subpoenas, and Therapists Testifying in Court: A Primer—This program, which was jointly sponsored by the APA Ethics Committee and COLI, addressed the relationship between the APA Ethics Code and the recently revised *Specialty Guidelines for Forensic Psychologists* as well as the differing enforceability of the documents. The program offered practical guidance regarding ethical and legal aspects of forensic psychology, an area of practice that represents heightened exposure to legal and ethical liability.

Additionally, COLI, in conjunction with the APA Ethics Office and the APA Continuing Education Program, continues to work on developing a CE video primer addressing the issue of how to respond to a subpoena. ■

EXECUTIVE OFFICE

Lloyd Wolf



Left: Armand R. Cerbone, PhD, 2014 Ethics Committee chair, and Ethics Committee member Dorothy E. Holmes, PhD, at the Ethics Committee–Early Career Psychologist Breakfast at the 2014 APA convention. *Right:* Lauren Kois, MA (John Jay College, City University of New York), was awarded the 2014 Graduate Student Ethics Prize at the convention. To her left is Stephen Behnke, JD, PhD, director of the APA Ethics Office.

The Executive Office is responsible for the implementation of APA policies and the management of the day-to-day functions of the association as well as several key programs: Ethics, International Affairs, APA Center for Psychology and Health, APA Center for Organizational Excellence, Staff Initiatives, and the American Psychological Association of Graduate Students. It also houses the CEO, Deputy CEO, and Senior Policy Advisor and oversees APA's affirmative action policies.

AFFIRMATIVE ACTION POLICY

The Human Resources Office compiles data on equal employment opportunity (EEO)/affirmative action at APA and provides the Personnel and Compensation Committee of the Board of Directors with data on the representation of women and racial/ethnic minorities in APA's Central Office. As of December 31, 2014, APA's workforce was 66% female and 46% ethnic/racial minority ($N = 561$ full-time and part-time regular employees). The percentage of racial/ethnic minority women

was 31%. A standard deviation analysis conducted to compare the representation of women and racial/ethnic minorities in APA's Central Office indicated that only one EEO job group (Administrative–Hispanic) was statistically underutilized.

Two employee groups oversee and plan activities related to diversity, EEO, and affirmative action in APA's Central Office: the Equal Employment Advisory Committee, which oversees EEO and affirmative action policies, and the Diversity Activities Planning Group, which plans staff activities related to diversity.

ETHICS OFFICE

www.apa.org/ethics

The Ethics Office offers educational workshops, provides ethics consultations, supports the Ethics Committee in adjudicating ethics matters, and assists APA and its membership in exploring a broad range of ethical challenges that arise for psychologists. Education is a central focus of the Ethics Office.

As part of its educative efforts, the Ethics Office has developed an extensive agenda of ethics presentations. In 2014, the office offered or participated in 40 ethics talks, workshops, and panel discussions throughout the

country and internationally. The office gives priority to requests from state, provincial, and territorial psychological associations (SPTAs), which offer continuing education (CE) credit and raise funds for the SPTAs. In 2014, the office collaborated with SPTAs to offer 10 CE programs in eight venues, including British Columbia, Delaware, Hawaii, Manitoba, Maryland, North Carolina, Vermont, and Utah. The Ethics Office also participates in educational programming with both the Association of State and Provincial Psychology Boards and local licensing boards in conjunction with SPTAs.

The deputy director of the Ethics Office continued her educative focus on ethical issues in reproductive medicine, including cross-border reproductive care, as a faculty panelist, roundtable facilitator, and session cochair at the annual meeting of the American Society for Reproductive Medicine; a panelist at the 28th International Congress of Applied Psychology; and a keynote speaker for the New York Mental Health Professional Group of the American Society of Reproductive Medicine.

In 2014, the winner of the 13th Annual Graduate Student Ethics Writing Prize, from among 26 contestants, was Lauren Kois, MA, of John Jay College City University of New York, for her paper “Cultural Competence of Forensic Mental Health Evaluators: An Empirical Investigation.” A joint Ethics Committee and APAGS judging committee selected the winning paper.

At the APA convention, the Ethics Office extended an invitation to early career psychologists to a first meet-and-greet breakfast to discuss ways in which the Ethics Office can work collaboratively to meet their needs. Other convention activities included a luncheon with the Council of Executives for State and Provincial Psychological Associations and an evening reception at the new APA Capitol View Conference Center, where John D. Gavazzi, PsyD, received the sixth annual Ethics Educator Award. The committee awarded the first lifetime achievement recognition in ethics education to Sam J. Knapp, EdD, from the Pennsylvania Psychological Association.

The Ethics Office and Committee have an active, ongoing initiative with the four ethnic minority psychological associations (EMPAs) to explore how the APA Ethics Code addresses diversity from their perspectives. At the 2014 convention, the Ethics Committee and representatives from the Asian American Psychological Association, the Latina/o Psychological Association, the Society of Indian Psychologists, and the Association of Black Psychologists presented “Raising Our Voices—

Updates From Ethnic Minority Psychological Associations on the APA Ethics Code.”

In 2014, the Society of Indian Psychologists (SIP) completed a commentary on the APA Ethics Code, which the society had written with consultation from the APA Ethics Committee. At its November meeting, the committee held a video conference with SIP members to discuss diversity issues related to the APA Ethics Code and the SIP commentary. Also at its November meeting, the committee held a video conference with members of the National Latina/o Psychological Association (NLPA) who are organizing NLPA’s commentary on the Ethics Code.

In 2014, participation in international programs continued to be an important part of the Ethics Office educative and consultative outreach. In January, the Ethics Office director conducted a graduate course on professional ethics at the City University of Hong Kong/Alliant International University, School of Continuing and Professional Education, in Hong Kong, China. In July, the director and deputy director participated in several symposia at the 28th International Congress of Applied Psychology in Paris. In August, the director conducted graduate-level courses on ethics and ethical dilemmas in the practice of psychology at the City University of Hong Kong and led a workshop at the Alliant Hong Kong campus on the ethical guidelines for psychologists interacting with the media.

OFFICE OF INTERNATIONAL AFFAIRS

www.apa.org/international

APA’s 2014 international activities fostered expanded opportunities for exchange and collaboration with organizations of psychology, across institutions, and among individuals.

During 2014, APA expanded its organizational partnerships by signing memoranda of understanding (MOUs) with the national psychology associations of France, Israel, and Turkey, bringing the number of MOU partners to 16. The purpose of the MOUs is to enhance organization-to-organization exchange and set the stage for increasing collaboration and exchange with psychologists in the MOU countries. During 2014, APA and MOU partners held a symposium at the International Congress of Applied Psychology to initiate a forum for discussion of leadership issues in psychology.

APA’s president, president-elect, past president, Board members, and senior staff were active participants in a number of international meetings, including the

International Congress for Applied Psychology as well as other meetings in Argentina, Australia, the Bahamas, Brazil, China, Cuba, El Salvador, France, Germany, Haiti, Italy, Portugal, Romania, Spain, and Suriname. At many of these meetings, APA leaders met with the boards or executive committees of fellow psychology organizations to discuss joint activities and initiatives. As part of its APA International Learning Partner Program, APA hosted a third visit to Cuba, where APA members attended a Cuban-organized health psychology conference, PsicoSalud, with the goal of fostering research and scholarly collaboration. At home, APA hosted meetings with a delegation from the Chinese Psychological Association (counseling section) and a delegation from the German Professional Psychologists' Association.

APA's support for international outreach included registration grants to 27 U.S. psychologists to attend international conferences in nine countries; awards to support 31 international attendees from 11 countries at the APA convention; grants to help support international scientific meetings in Argentina, Suriname, and Israel; a grant to the newly chartered Psychology Association of Zambia to support its official launch; and a grant to a cross-division group to help fund production of a diversity training video to be used internationally. In addition, APA and the International Union of Psychological Science (IUPsyS) launched the APA-IUPsyS Global Mental Health Fellowship to allow a psychology researcher to work on the WHO Mental Health Action plan at the World Health Organization in Geneva, Switzerland. APA continues to support the posting of a psychologist at WHO to manage the development of the *ICD-11* chapter on mental health and substance abuse.

APA's representatives to the United Nations (UN) joined representatives from other psychology organizations to plan and host the 7th Psychology Day at the UN on "Psychology's Contributions to Sustainable Development: Challenges and Solutions for the Global Agenda." In addition, APA sponsored a briefing at the UN Department of Public Information on global violence, the first time there was an all-psychologist panel at this high-level briefing. APA's Committee on International Relations in Psychology completed a brochure on international research collaboration (second in a series on "Psychology Going Global") and reached out to APA divisions to learn about and encourage international sections and initiatives.

APA CENTER FOR ORGANIZATIONAL EXCELLENCE

www.apaexcellence.org

The Center for Organizational Excellence incorporates the long-standing Psychologically Healthy Workplace Program (PHWP) with a broader scope of promoting employee well-being and enhancing organizational performance, both at APA and for the general public. By using industry best practices and taking a comprehensive approach to creating a healthy, high-performing organization, APA is demonstrating its commitment to creating a psychologically healthy workplace and serving as a model for other organizations.

As part of its public focus, the center houses the PHWP and builds on its efforts to engage key stakeholders in the business community, demonstrate the value of psychology, and position APA as an expert resource for employers and the psychologists who work with them.

Heather McQueen



In its third trip to Cuba, APA's International Learning Partner Program brought 12 APA members to Havana for PsicoSalud 2014, the seventh international conference on health psychology. The trip helped to develop long-term collaborations between American and Cuban psychologists and provided an opportunity for the visitors to learn about the structure and outcomes of Cuba's integrated, primary health care system.

The PHWP includes APA's Psychologically Healthy Workplace Awards and support of local programs currently implemented by 56 SPTAs.

In an effort to identify emerging issues and trends in the U.S. workforce, the center conducted two national surveys in 2014. In April, the center released the results of its *2014 Work and Well-Being Survey*, which explored such topics as job stress, work flexibility, and disparities faced by women in the workplace. The release was picked up by more than 320 media outlets, including Reuters, Bloomberg News, the *Boston Globe*, and the Business Journals family of publications. Additional media coverage included *Harvard Business Review*, Inc. magazine, the Society for Human Resource Management, and an early exclusive by *The Wall Street Journal*. Before Labor Day, the center released findings from another survey that linked employee recognition to satisfaction, motivation, and work effort.

To promote psychologically healthy workplaces and help employers identify, prevent, and address negative workplace behaviors, the center launched a new resource page on workplace bullying in 2014. The page includes a short video about workplace bullying to help human resources staff and managers address the topic, as well as a collection of workplace bullying resources.

Supplementing the resources available through its website, e-newsletter, blog, and social media channels, the center conducted two Work & Well-Being events in 2014, with topics including workplace health promotion, work-life balance, workplace bullying, and employment-related legislative and regulatory issues. The center's director also presented a variety of CE workshops and other trainings in 2014 at events including the inaugural

Training Forum for the Centers for Disease Control and Prevention, Office of the Chief Operating Officer; the Society for Industrial and Organizational Psychology Annual Conference; and the HR Executive Health and Benefits Leadership Conference.

Relationship building is critical to the work of the center to promote and support various subdisciplines of psychology and connect the knowledge bases of industrial-organizational, consulting, clinical, counseling, and health psychology with those of other disciplines, such as public health, management, health promotion, and human resources. In 2014, the center continued strengthening ties with the Society of Consulting Psychology, the Society for Psychologists in Management, the Health Enhancement Research Organization, and the *American Journal of Health Promotion*. The center will continue to build collaborative relationships in 2015 and explore opportunities to pursue shared goals.

APA CENTER FOR PSYCHOLOGY AND HEALTH

www.apa.org/health

The APA Center for Psychology and Health coordinates activities across the association and with the affiliated APA Practice Organization (APAPO) to expand psychology's role in advancing health. In keeping with the current focus of health care reform, the center promotes the contributions of psychologists as members of integrated, interprofessional teams of service providers in primary and specialty care settings. The center's work covers the following five broad domains:

- **Education and training** to expand opportunities for graduate education and professional development.



APA CEO Norman Anderson, PhD (right), and 2014 APA President Nadine Kaslow, PhD, presented a 2014 Psychologically Healthy Workplace Award to John Gaspari, executive director of the University of Southern California's Center for Work and Family Life. These awards are presented annually and recognize employers who have made outstanding efforts to promote employee well-being and performance. The award was presented at a ceremony held in conjunction with the Practice Directorate's annual State Leadership Conference.

- **Science** to increase support for psychological research, team science, and the adoption of evidence-based approaches to health care.
- **Advocacy** to urge policymakers to promote access to quality health care in part by striving to increase reimbursement rates (through the work of APAPO).
- **Public education and outreach** highlighting the critical importance of psychology and psychologists to health promotion and disease prevention.
- **Member communications** to keep APA members informed of our efforts and aware of avenues to get involved.

Highlights of the center's second-year accomplishments include the following:

- Hiring psychologist W. Douglas Tynan, PhD, ABPP, to serve in the newly created position as the center's associate director, as well as director of Integrated Health Care.
- Finalizing an initial set of 12 health care briefing sheets, in collaboration with the Interdivisional Healthcare Committee, to increase understanding of how psychological interventions can promote health in integrated and primary care, as well as in the prevention and treatment of specific health conditions.
- Developing a set of briefing sheets in collaboration with the American Academy of Pediatrics addressing behavioral factors in the treatment of obesity.
- Convening a meeting of pediatric psychologists to explore ways to advance pediatric psychology training in integrated care and to conduct grassroots outreach to pediatricians to support psychologists' involvement in integrated care settings.
- Creating the first brief behavioral screening code reimbursable under Medicare in partnership with the American Academy of Pediatrics. This was accomplished through APAPO's working with the American Medical Association and the federal Centers for Medicare and Medicaid Services.
- Developing and presenting webinars with Deloitte to managed care executives on the value of psychologists' services in health care settings.
- Strengthening strategic partnerships with APA's Interdivisional Healthcare Committee and specific divisions, as well as with the Patient-Centered Primary Care Collaborative and primary care medical societies, among others. These alliances help raise psychologists' visibility in the health system and increase opportunities in integrated care.

- Educating APA members and the international community about the work of the center through presentations at the APA convention and at the International Congress of Applied Psychology.

APA's CEO, with the active involvement of a Health Leadership Team composed of senior executive staff, provides overall direction for the center and its activities. The center houses the Office of Health Care Financing, which aims to ensure that psychologists are part of new, emerging health delivery systems, including integrated systems of care, and are fairly compensated for their services.

STAFF INITIATIVES OFFICE

The Staff Initiatives (SI) Office develops and implements programs and policies that enhance the overall work experience of the Central Office staff and creates an environment supporting employee motivation, recognition, wellness, and engagement. The office is proud that APA was recognized by the Washington Post as one of the "Top Workplaces" in 2014.

APA's Celebration Day, inaugurated in 2014, recognizes employees' anniversaries and office milestones. The office continued its health and wellness initiatives, including the "Bring a Buck" program, more than 10 weekly fitness classes, Active Week, stairwell "ambushes," and healthy hours.

To benefit the APA community, the office partners with staff committees. At the recommendation of the Neighborhood Opportunities for Volunteer Activities (NOVA) Committee, the Executive Management Group approved 3.75 hours per year of paid volunteer leave for each employee to use to help charitable organizations in the DC area. The SI office and NOVA cosponsored seven "Go Casual for Charity Days," raising \$11,643 for DC-area organizations. Through additional food or item drives, bake sales, and monetary donations, the office continued its efforts to help APA support local charities.

The office also organized a brown bag lunch for staff featuring the APA president; planned staff lunches with the CEO; hosted an All Hands Meeting and holiday party; organized an APA-wide Customer Service Week and Recognition Day; and produced the employee newsletter. The office oversees APA's reward and recognition program, through which many APA staff members were awarded Core Value or Service All Star awards. Clinton Anderson and Emily Leary Chesnes were recognized as 2013 Raymond D. Fowler Award recipients. ■

APA SERVICES FOR STUDENTS



APAGS members, former APAGS governance members, and APA staff gather at the APAGS social at the 2014 APA convention in Washington, DC. *From left:* Laura Reid Marks, MAE; Donald Knight, PhD; Erlanger Turner, PhD; Heather Dade, Jasmin Llamas, PhD; Daniel Reimer, MA; Christine Jehu, MS; and Nabil El-Ghoroury, PhD.

The American Psychological Association of Graduate Students (APAGS), established in 1988, is one of the largest constituency groups of APA, with approximately 30,000 members. Its mission is to promote graduate student development in research, teaching, and practice; provide leadership opportunities for graduate students; and develop resources tailored to students' needs. APAGS aspires to achieve the highest quality graduate training experience for the next generation of scientific innovators, expert practitioners, and visionary leaders in psychology. Here are some highlights of our activities in 2014:

SCIENCE

- APAGS awarded \$24,000 in grants to support graduate student research. These grants include the Basic Psychological Science Research Grant, the Junior Scientist Fellowship Grant, the Scott Mesh Honorary Grant for Research in Psychology; the El-

lin Block Pierre Ritchie Diversity Dissertation Grant, the LGBT Dissertation Grant, and the Forest-Honaker Master's Grant for Research in Psychology.

- The first edition of the APAGS journal, *Translational Issues in Psychological Science*, will be sent to students in March 2015. This journal serves as a unique model that provides graduate students with experience in reviewing and editing journal articles.

INTERNSHIP

- APAGS collaborated with the APA Education Directorate and the APA Practice Directorate on a session at the Education Leadership Conference on Medicaid reimbursement. APAGS also worked with these groups to develop an online toolkit for state leaders to increase reimbursement for intern and postdoctoral services, a measure that would address workforce and quality-of-care issues.
- The APAGS committee and staff wrote, edited, and appeared in a professionally produced video focusing on the internship crisis—the shortage of APA-accredited internships.
- The APAGS chair-elect formed three think tank working groups to generate ideas for President

Kaslow's convention program on solutions to the internship crisis.

- APAGS developed resources for students regarding internships, including convention programs and “webisodes” on internship applications for students who could not attend the convention.

DIVERSITY

- APAGS awarded training grants on diversity topics to the following students: Rebecca L. Fix, Elizabeth TenBrook, and Jessica A. Joseph.
- APAGS allocated \$3,000 to begin funding a subset of the Basic Psychological Science Research Grant applications, which have an explicit and core focus on diversity.
- APAGS formed the Diversity Inclusion Working Group to develop a member survey that would determine students' diversity needs and how APAGS can better serve diverse students.
- The APAGS Committee for the Advancement of Racial and Ethnic Diversity (CARED) changed its name from the Committee on Ethnic Minority Affairs (CEMA). In 2014, the group edited and produced short videos to prepare students of color for academic careers and produced several live webinars—later made into publicly available podcasts.
- The APAGS Committee on Sexual Orientation and Gender Diversity, formerly the Committee for LGBT Concerns (CLGBTC), ended one cycle of an LGBT student mentoring program and began another; each cycle had over 55 pairs working together during the year. The committee also produced three training videos, now available on the committee's website, for LGBT graduate students and began to overhaul the *Resource Guide for LGBT Graduate Students*, last published in 2006.

ADVOCACY

- APAGS sent 16 delegates to the APA State Leadership Conference in March. APAGS also organized and hosted a preconference workshop with several leaders from state, provincial, and territorial psychological associations (SPTAs).
- APAGS sent six delegates to the Education Leadership Conference and seven representatives to advocate on the Hill for the Minority Fellowship Program.

- The journal *Training and Education in Professional Psychology* published an article about APAGS's response to the internship crisis.
- The APAGS committee approved an exhaustive set of comments to the Commission on Accreditation related to the revised *Standards of Accreditation*.
- The APAGS Advocacy Coordinating Team (ACT) chair led an effort with SPTA leaders to increase the relevance of advocacy as a competency in revisions to the Commission on Accreditation's guiding documents. ACT also produced a survey of state psychological associations about challenges and opportunities to engage students and take on student-focused issues and distributed awards to several students for excellence in ACT's campus representative network.
- APAGS disseminated more than two dozen information alerts through APAGS-ACT. It also disseminated action alerts from each of APA's four directorates and distributed and collected more than 1,200 responses on a survey about graduate and early career debt and financial practices.

CONVENTION ACTIVITIES

- The APAGS Convention Committee developed programs for psychology graduate students at the 2014 APA convention and hosted social activities, including a social event at the Center for Strategic and International Studies and a “Flying Solo” social for students attending the convention alone.
- Andel V. Nicasio, MEd, won the APAGS Tentoni Award for developing an outstanding professional development program at the convention, “Diverse Doctoral Students: Bridging the Gap Between Culture and Psychology.”

AWARDS

- APAGS granted various awards in 2014, including SPTA of the Year, Division of the Year Award, the Raymond D. Fowler Award for Outstanding Contribution to the Professional Development of Graduate Students, the Kenneth and Mamie Clark Award, the Carol Williams-Nickelson Award for Women's Leadership and Scholarship in Women's Issues, and the Teaching Excellence in Psychological Science Award.

INFORMATION TECHNOLOGY SERVICES

APA embarked on a project to make its web properties user friendly on all types of devices. ITS laid the groundwork for the transition to responsive web design, which will allow for better integration of social media, video/audio, and other new technologies. The website for the APA Practice Organization is one of several that were converted to responsive design in 2014.



Information Technology Services (ITS) manages APA's technology applications and infrastructure and provides core business systems development and custom business applications development. Its new Business Integration Office seeks to modernize and streamline APA's operations. ITS is committed to enhancing the value of membership in APA, achieving APA's strategic priorities, facilitating publishing processes, and efficiently accomplishing operational objectives.

BUSINESS INTEGRATION OFFICE

APA's new Business Integration Office seeks opportunities to modernize key business processes aimed at increasing efficiency, strengthening the effectiveness of business operations, and streamlining the experience of staff, members, and customers as they interact with APA's various technologies. The office guides, integrates, and manages APA data to inform decision mak-

ing and stimulate data-based experimentation in order to enhance service to members and customers and help APA achieve its digital potential.

DATA IN SERVICE OF APA AND ITS MEMBERS

A "data warehouse" was established in 2014 that provides analyses and reports in service of the APA membership, the discipline of psychology, and the business of the association. ITS loaded an initial set of data sources containing aggregate reports on member and demographic information to the data warehouse and made a new member data portal available to APA members and affiliates. New data sources are integrated regularly to further facilitate data-based business decisions and support the APA strategic plan.

The reporting from the data warehouse meshes well with APA's new financial systems, which brought organizational efficiencies that allowed staff in all departments to spend more time on their core duties. Working with business partners in Finance and Human Resources, ITS performed an extensive search and selection process, and a new integrated system for human resources information management, including payroll, timekeeping,

benefits, and recruitment, will be implemented in 2015. This system will enable APA to maintain continued compliance with all federal regulations and will serve as a staff recruitment and retention tool.

Automations have supported the database team in reaching an important milestone: a landmark achievement of 20,000 tests and measures in the PsycTESTS database.

Data in service of the association was also evident in APA's publishing production systems in 2014, with new processes to streamline the path of electronic feeds of journal data to PsycINFO; improved reporting systems for Office of Publications and Databases teams handling book, journal, and database production; and new automations to help identify hard-to-find tests and measures. These automations have supported the database team in reaching an important milestone: a landmark achievement of 20,000 tests and measures in the PsycTESTS database.

APA TECHNOLOGY INFRASTRUCTURE AND APPLICATIONS

The core of all ITS services is the infrastructure that supports and facilitates APA's applications and offerings. In 2014, ITS continued to strengthen APA's infrastructure by introducing improvements to key applications and services and to increase efficiency and service availability through the use of cloud services. ITS has also taken several steps to provide collaboration tools—for example, videoconferencing, group decision support system technology, and online discussions, meetings, and town halls—to improve APA's ability to serve its members, customers, and governance boards and committees.

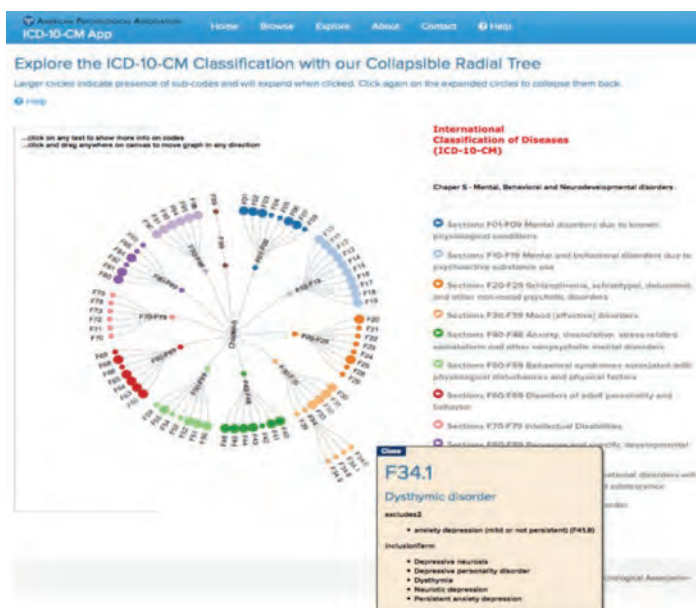
The more “visible” portion of services provided by ITS also improved in 2014. With the ever-increasing use of mobile devices, APA has embarked on a project to make its web properties user friendly on all types of devices. This is done through responsive web design, which facilitates automatic resizing, panning, and scrolling across all sizes and shapes of screens—from

desktops and laptops to tablets and mobile phones. The websites for the APA convention, APA Practice Organization (APAPO), and Education Advocacy Trust have already been converted; the rest will be converted in 2015.

ITS provided APAPO assessment payers with a tool that will help them navigate the *ICD-10-CM* coding system via an application that can be used to search, browse, and explore the *ICD-10-CM* chapter on mental and behavioral disorders. The app also shows the corresponding *ICD-9* codes.

PUBLISHING TECHNOLOGY PLATFORM

APA continues to focus on enhancing PsycNET as a delivery platform of all its electronic databases. In 2014, ITS reached “beyond the platform” to offer widgets that libraries can include on their websites, branded and tailored to their own institutions, that would allow their patrons to search PsycNET databases directly from the widget. Several “trending” features were introduced to make use of data about the download and search choices of APA's user community to encourage users to explore the data. New research alert options were also added, allowing members and others to request notification of new information of interest to them. ■



ITS, in collaboration with the APA Practice Organization (APAPO) and APA Publications and Databases, created a web-based application available free of charge for APAPO members that will help practitioners navigate the *ICD-10-CM* coding system. This new web-based application features diagnostic codes for Chapter 5 (Mental, Behavioral, and Neurodevelopmental Disorders) of the *ICD-10-CM*. Users are able to access and navigate content by searching for key words, browsing a list of diagnoses, or exploring several graphical interfaces.

PRESIDENT'S REPORT

Lloyd Wolf



It was an honor to serve as the 2014 president of APA, provide leadership on issues facing the discipline, and facilitate our progress toward uniting psychology for the future. It was one of the most memorable and gratifying years of my life. I am proud of the work of the association and my fellow psychologists.

CHALLENGES IN 2014

This was a challenging year for APA, internally and externally. Organizational change is a complex process, one without right or wrong answers. Thus, it is not surprising that the Council of Representatives grappled with ways to make changes so that APA runs more effectively. We ultimately made major decisions that have the potential to result in more inclusive, efficient governance. While no solutions are perfect, new approaches deserve a fair try and a thorough evaluation.

In October, in his book *Pay Any Price: Greed, Power, and Endless War*, *New York Times* reporter and author James Risen alleged that APA colluded with the Bush

administration to support enhanced interrogation techniques that constituted torture. This allegation is very serious. In response, the Board of Directors called for a definitive and independent review, which is being conducted by David Hoffman of the law firm Sidley Austin. Mr. Hoffman is tasked with examining all relevant information regardless of where it may lead.

The December release of the summary of the Senate Intelligence Committee's report on the CIA's interrogation program revealed new information showing the extensive involvement of two psychologists in the torture of detainees. This was a horrifying revelation for psychology and for me personally. The *New York Times* and *Los Angeles Times* published my letter to the editor expressing my outrage and stating that the psychologists involved in the CIA torture program should be held accountable for violations of U.S. and international law.

The Board of Directors is committed to transparency and a full review of all of APA's actions concerning the war on terror and detainee treatment. To the extent the organization should have acted differently with regard to interrogations issues, we must identify what went wrong, take appropriate actions, and learn from the experience.

MY TOP 10 LIST FOR 2014

In spite of the tensions and struggles encountered during the year, I found this to be an overwhelmingly wonderful experience, one I will always treasure. It is my pleasure to share my top 10 list.

Interacted with a large and diverse array of APA members

Attending/presenting at state psychological association meetings, training council meetings, and academic institutions enabled me to talk with many people and get my finger on the pulses within psychology. I enjoyed honoring psychologists with presidential citations for their remarkable contributions.

Prioritized enhancing the quality of life for students

My major initiative was the Opening Doors Summit: Doctoral Education to First Job, held in September 2014 and cochaired by Debra Bangasser, PhD, and Stephen McCutcheon, PhD. This summit, which used innovative technology, brought participants from diverse backgrounds, work settings, and career stages to discuss barriers that make entering the profession and advancing one's career difficult. Conversations addressed effective approaches for improving the pipeline from doctoral degree to first job for health service psychologists and general applied psychologists. Articles related to the summit are being prepared for publication, and the Board of Educational Affairs approved a plan to develop and disseminate relevant products. In addition, I included students in each of my task forces and in my other work groups and partnered with the APAGS leadership to highlight strategies for ending the internship crisis.

Emphasized linkages between psychology and our multiple publics regarding psychological science

A task force focused on translating psychological science to the public, cochaired by Dawn Foster, PhD, and Roxane Silver, PhD, was charged with assisting APA staff in identifying and planning strategies and initiatives to translate psychological science for the general public. They delineated near-, mid-, and long-term projects to help APA enhance its science communications activities. The proposals included expanded use of podcasts, more special issues of APA journals focused on the "state of the science" on topical issues, author-produced translational abstracts for all journal articles, search engine optimization for APA web content, and web-based trainings on translating science to news reporters. Exciting efforts are under way to improve our social media presence for translating the science from our journals to the public. I had the good fortune to give plenary addresses and workshops on this topic nationally and internationally, which is also the focus of my *American Psychologist* presidential address. In addition, I engaged actively with the media to communicate significant psychological findings.

Expanded psychology's role in health

My task force on patient-centered medical homes (PCMHs) reviewed data demonstrating the extent to which psychologists in PCMHs add value by enhancing patient and family behavioral and physical health outcomes, improving patient and family satisfaction with care, ensuring more cost-effective services, improving quality of life, reducing health disparities, and increasing job satisfaction for health professionals. Cochaired by Kimberly E. Hiroto, PhD, and Anne E. Kazak, PhD,



From left: APA President Nadine J. Kaslow, PhD, former APA president and CEO Raymond D. Fowler, PhD, and APA CEO and executive vice president Norman B. Anderson, PhD, at the convention's opening reception in August 2014.

this task force prepared a series of articles and media outreach efforts and has provided an online continuing education program.

Highlighted early career psychologists (ECPs)

In addition to holding the Opening Doors Summit, I supported the passage of major agenda items at the Council of Representatives related to defining ECPs and requiring ECPs on APA boards and committees. An ECP cochaired each of my presidential initiatives, and 25% of my presidential citations went to ECPs.

Participated in the Alliance of National Psychological Associations for Racial and Ethnic Equity (Alliance)

I served as one of APA's two representatives to the Alliance, an interorganizational group committed to promoting communication, collaboration, critical consciousness, and strategic actions and projects that maintains a commitment to social justice, racial equity, and cultural diversity. Alliance members presented at the National Latina/o Psychological Association meeting. I helped create a group internal to APA to consult with APA's representatives to the Alliance.

Engaged with psychologists internationally

Meeting with colleagues internationally was exciting and informative. I had the good fortune to travel to the World Health Organization for the rollout of the World Mental Health Action Plan; sign memoranda of understanding (MOU) with our colleagues in France, Turkey, and Israel; help foster our more meaningful engagement with our existing MOU partners; and gain a more global perspective on our discipline on my wonderful travels to France, Spain, Portugal, the Bahamas, Argentina, and Australia.

Integrated the arts and psychology

Given my passion for the arts, I partnered with the National Endowment for the Arts; showcased the artistic (visual arts, music, movement, drama, literary) contributions of psychologists at all APA-related meetings, including the convention; featured ballet dancers at the convention's opening session; sponsored a community art event at the convention; and featured the arts and psychology in the *Monitor*. I hope APA will continue this integration; it was powerful, empowering, and uplifting.

Enjoyed the APA convention

The APA convention was the highlight of my year. The opening session afforded me an amazing platform to honor the arts, individuals who have shared their stories of living with mental illness to reduce stigma (Jane Pauley, Elyn Saks, JD), and innovative and bold women leaders (Beverly Tatum, PhD). As a family psychologist, I prioritized families by interviewing, with my mother (Florence Kaslow, PhD), the Lifetime Achievement Award winner (Dr. Tatum) and her family; holding a family event at a zoo; and encouraging family members to participate in the community arts event.

Enhanced my competence and confidence as a leader

I strove to be a collaborative, transformational, and courageous leader in many ways, including helping APA make changes to enhance its organizational effectiveness, underscoring how psychology can help communities heal, and expressing my horror related to psychologists' involvement in torture. I learned from my mistakes and made changes as a result. I became more comfortable in bringing a more personal, open, and self-disclosive approach to leadership.



The 2014 convention showcased the theme of "Art and Psychology," a focus of Nadine J. Kaslow, PhD, during her presidential year. At the opening session, professional dancers Abigail Simon and Yosvani Ramos performed a piece from the ballet *Romeo and Juliet*.

Lloyd Wolf



At the 2014 Education Leadership Conference, APA President Nadine Kaslow, PhD, poses with Mary Brabeck, PhD (*left*), one of the two winners of the Cynthia D. Belar Education Advocacy Distinguished Service Award.

IN CLOSING

I would like to express my heartfelt gratitude to the amazing members of my “village,” who partnered with me in countless ways and provided incredible support, guidance, empathy, innovative ideas, and friendship. Special thanks to my family and close friends, my colleagues at Emory University, the APA Board of Directors, APA’s Executive Management Group, my presidential cabinet, the members of my task forces, my Presidential Citations Committee and Arts and Psychology Committee, and my two coaches.

I appreciate everyone who helped make the year meaningful and productive. I thank each of you for your commitment to advancing psychology as a science; providing innovative, state-of-the-art psychology education

and training; developing, implementing, and advocating for effective and culturally relevant psychological practice; championing the application of psychology for resolving personal, societal, and global challenges in diverse contexts; and promoting and advocating for human rights, health, well-being, and dignity.

I look forward to continuing to interact and collaborate with each of you as we make progress toward uniting psychology for the future and doing our best to benefit society and improve people’s lives. ■



Leaders participating in the launch of the World Health Organization’s Mental Health Action Plan included (*from left*) Pierre Ritchie, PhD; Nadine J. Kaslow, PhD; Shekhar Saxena, MD; and Geoffrey Reed, PhD. The plan is a call to action that will help guide countries as they strive to ensure that all citizens with mental disorders receive the treatment they need.



TREASURER'S REPORT



APA's 2014 financial report represents the success, innovations, and hard work of many governance and community volunteers, audit and investment consultants, and, of course, APA staff. The association has also handled challenges with financial impact during this year.

A good place to start is with our growth and stability. APA is in a very strong position financially. APA's print and electronic publishing business, which delivers psychology to a worldwide audience, has grown. APA's stability has been assured through a sound stock market investment program and real estate ownership—our headquarters building and an investment building in a prime DC location. Diversified resources have been key to our increasingly strong financial position.

In 2014, substantial changes were made to APA's governance structure and processes that required flexibility in the midst of change. Council delegated, as of April 1, 2014, financial responsibilities to the Board of Directors, including approval of the annual budget and supervision of the internal workings of the organization. The Finance Committee, as specified in Council's delegation motion, has been tasked with evaluating the 3-year trial period and reporting to Council, in both August 2015 and August 2016. In 2014, the Council formed a Council Leadership Team to manage Council's agenda and facilitate its commitment to and focus on the priorities for the discipline of psychology.

The Finance Committee has also examined its role and methods. We have begun using task-focused

subgroups with members of the Finance Committee, Board liaisons, audit and investment committee members, and staff to lay the groundwork for specific projects, such as the delegation evaluation. Our work has been significantly enhanced by these collaborative efforts.

APA's financial security allows for innovation. In 2014, the Finance Committee, with the help of our investment advisor and subcommittee, took an in-depth look at models of utilizing income from our long-term investment portfolio. The committee explored this source of funds to enhance mission-related activities while continuing to grow the portfolio to meet or exceed inflation. After extensive consideration, the Finance Committee proposed, and the Board of Directors approved, allocating up to 3% of the total value of our portfolio averaged over the past 3 years to fund new projects that promote APA's mission or extend existing projects that would otherwise have been limited in their scope. The committee's proposal includes regular assessment of the particular projects funded in terms of their value, impact, and effectiveness and an overall evaluation of this use of our resources.

Membership in APA has been decreasing despite new approaches to communicating what the organization can offer members and potential members. In 2014 the Board approved creating the Office of Membership Recruitment and Engagement, to be funded from The Trust designation (established by Council in 2013) in the amount of \$3.8 million, to be expended over 5 years. One measure of success of the project is that the office would become self-supporting. While membership dues represent only a small part of the overall operating budget, having a robust membership increases the value of the organization to the public, to decision makers, and to the discipline.

Two ongoing challenges for APA came to a head in 2014. One, a lawsuit brought against APA and the American Psychological Association Practice Organization (APAPO), has been settled (see Legal Settlement Reserve section for an explanation). The second issue concerns a book about the Bush administration that was released in 2014 and alleged that APA colluded with the Bush administration and supported the development or implementation of “enhanced” interrogation techniques. Similar reports in the media followed. The Board of Directors, in consideration of the seriousness of the charges, decided to engage in a thorough and fully independent review. David Hoffman, of the law firm Sidley Austin, was identified as an attorney with experience in this area and an impeccable reputation. Mr. Hoffman was hired to conduct the review and follow all leads, pursue all information, and review all documents he deemed necessary regardless of whether the information reflects positively or negatively on APA.

Payment for the costs of both the legal settlement and the independent review come from net assets. As a consequence, both in 2014 and in 2015 we will see a resulting decrease in net assets overall. Despite these substantial expenses, APA remains in a strong financial position.

OPERATING ACTIVITY

Income. Electronic licensing revenues, the largest contributor to overall revenue growth, increased 5.8% in 2014 compared to 2013. This continued growth is a direct result of the “Investment in APA,” a special project implemented in 2011 that funded the creation of new publication products and enhanced IT support to facilitate their delivery. Other major revenue categories saw a decline from 2013 to 2014, including publication sales (1.9%), member dues (2.8%), and journal subscriptions (6%). The decline in dues revenue is related both to an increase in the number of members moving to life status and a decrease in the number of members renewing their annual membership. The decline in publication sales and journal subscriptions reflects the movement of readers from print to electronic products.

Expenses. Following an operating deficit in 2012, management implemented expense savings measures in spring 2013 to achieve a positive operating margin for both 2013 and 2014.

OPPORTUNITIES: THE USE OF DESIGNATIONS

One way to support innovation is to use funds generated from prior-year operations and investment growth. *Designation* is the term used when a decision is made to fund fixed-term, high-priority activities outside of the operating budget. Designations appear as a loss because they are not supported by revenue from the current-year operating activity (see Table 1, p. S45). In 2014, examples of designations include:

- **Accreditation stabilization**—established to moderate fees charged for accreditation over time.
- **Convention**—established to enhance programming to improve the convention experience.
- **Investment in APA Plan 1.0 & 2.0**—IAPA 1.0 was established in 2010 to fund the creation of new publication products, enhance IT support to facilitate the delivery of these products, and expand marketing efforts. This 5-year (2011–2015), \$13.5 million investment to increase publication revenues has resulted in electronic licensing growth of 8–10% over the past 4 years. IAPA 2.0, which will enhance and expand the innovations begun with IAPA 1.0, was approved for up to \$12 million over a 5-year period (2015–2019).
- **Strategic Plan Initiatives**—established in 2012, this 3-year designation was created to maximize organizational effectiveness, expand psychology’s role in advancing health, and increase recognition of psychology as a science.
- **Internship Stimulus Plan**—established in September 2012, this is a 3-year, \$3 million commitment to increase the number of APA-accredited internship programs and address the critical internship shortage.

NONOPERATING ACTIVITY

These activities, which include the long-term investment portfolio, real estate, income tax expense, and other nonoperating expenses, had a net gain of \$2.9 million in 2014. Investment gains, net of investment management fees, were \$2.3 million; gains from real estate activities were \$6 million; and income tax expense and other nonoperating expenses were \$5.4 million.

LEGAL SETTLEMENT RESERVE

APA and four plaintiffs have reached an agreement to settle a dispute about the APAPO assessment. The dispute was about whether the APA dues statement could mislead Practice members concerning the annual Practice assessment, which is an amount paid annually by those APA members who are licensed and who wish to belong to APAPO in addition to their APA membership. Joining APAPO has never been required for membership in APA. APA and APAPO determined, after many years of litigation, that resolving the dispute would allow all parties to return their full focus to advancing psychology and serving patients. The plaintiffs and APA agreed to mediation that resulted in a final settlement, which establishes a \$9.02 million settlement fund to be used to pay claims. APA's insurers are committed to paying at least \$5 million of the settlement fund; thus, a reserve has been recorded for the remaining \$4.02 million plus administrative costs of approximately \$200,000.

BALANCE SHEET

During 2014, APA's net assets decreased \$5.7 million (see Table 3). Net assets are crucial for meeting debt covenants, supporting overall financial health, establishing credit agency ratings, and maintaining flexibility in addressing our mission. This net asset decrease was the result of \$2.9 million in gains from nonoperating activity (see Table 3), an \$8.7 million loss from APA operations, and a \$0.07 million gain from APAPO. The gains from nonoperating activity were the result of gains from APA's long-term investment portfolio and real estate activity and losses from interest rate swaps associated with the building loans. (An interest rate swap agreement is designed to exchange a variable interest rate for a fixed rate for a term loan.) The value of the long-term investment portfolio increased 2.7%, to end the year with a market value of \$91 million (see graph and chart on p. S47).

BUILDING OPERATIONS

In the "NoMa" (North of Massachusetts Avenue) district where APA's buildings are located, the year-end vacancy rate was 12.9%, which reflects the broader DC market. This competitive market is fueling higher tenant concession packages (high tenant improvement allowances and free rent offers). Fortunately, demand for space in APA's buildings remains strong. In 2014, approximately 30% of the rentable square footage of both buildings was renewed, resulting in less than a 1% vacancy rate for our properties. Two of the three

largest tenants in the portfolio, World Resources Institute and the National Association of Social Workers, entered into new long-term leases with maturities of January 2028 and January 2027, respectively. Although these two lease renewals occurred sooner than expected, the building reserves were sufficient to pay the necessary concession packages.

The APA Capitol View Conference Center opened in June 2014. This facility provides much needed meeting space for APA staff and governance. Over 60 APA-related meetings were held in the facility in fall 2014. The conference center will be available for rent by tenants and outside organizations in mid-2015.

APA's headquarters building at 750 First Street and its 10 G Street building produced net profits in 2014 of \$4.4 million and \$3.1 million, respectively.

APA'S PUBLIC CREDIT RATING

In May 2014, Standard & Poor's affirmed APA's BBB+ rating with a stable outlook.

ACKNOWLEDGMENTS

The APA finance community is small, dedicated, and very committed to providing sound financial advice to all parts of the association. We have asked much of our governance volunteers, community experts, investment professionals, and superb finance staff. A special acknowledgment goes to Jean Carter, PhD, who has served as vice chair of the Finance Committee for the past 2 years and who continues to offer her experience and wise counsel as we work on defining new roles and functions for the committee and for APA governance.

2014 FINANCE COMMITTEE MEMBERS

Bonnie Markham, PhD, PsyD, Chair
Jean A. Carter, PhD, Vice Chair
Rosie Phillips Bingham, PhD
Jessica H. Daniel, PhD
Lisa R. Grossman, JD, PhD
Robert E. McGrath, PhD
Beth N. Rom-Rymer, PhD

OUTSIDE EXPERT MEMBERS

Investment Subcommittee

Stephen C. Howell, John J. McCormack Jr.,
Peter M. Ramsey, and Sheila T. Roberts

Audit Subcommittee

Stephen C. Howell, Gregory L. Mitchell, and
Steven F. Stanton

TABLE 1 APA REVENUE AND EXPENSES

OPERATING ACTIVITY	2012	2013	2014
REVENUE			
Dues and fees	\$11,189	\$10,803	\$10,451
Journal subscriptions	12,350	12,111	11,633
Licensing	55,389	61,061	64,515
Publication sales	13,672	14,317	13,662
Other	13,181	12,442	12,146
Total Revenue	\$105,781	\$110,733	\$112,407
EXPENSES ^a			
Salaries and benefits	\$57,627	\$60,212	\$62,300
Publication production costs	17,411	16,359	17,129
Space costs	8,331	8,254	8,254
Boards/committees/other meetings	3,355	4,309	4,756
Consulting/contractual/temporary	11,059	9,823	10,027
Printing/postage/office	4,339	3,332	3,752
Equipment/maintenance/depreciation	2,900	1,860	1,931
Stipends/tuition/grants/honoraria/contributions	4,175	4,654	4,940
Other	8,571	7,699	7,972
Total Expenses	\$117,768	\$116,503	\$121,061
Net Loss From Operations	\$(11,987)	\$(5,769)	\$(8,654)
<i>Composition of Net From APA Operations:</i>			
(Loss)/gain from undesignated activities	\$(3,209)	\$3,240	\$279
Cash flow from buildings used for operations	(3,500)	(3,500)	(3,500)
Cash flow from buildings used for designations	-	(500)	(500)
Loss from designated activities	(5,278)	(5,010)	(4,933)
Net Loss From Total APA Operations	\$(11,987)	\$(5,769)	\$(8,654)
NONOPERATING ACTIVITY	2012	2013	2014
LONG-TERM INVESTMENT ACTIVITY			
Realized gain/(loss) on sale of long-term investments	\$4,626	\$1,726	\$9,594
Investment management fees	(463)	(389)	(614)
Unrealized gains/(losses)	5,339	14,198	(6,665)
Net Long-Term Investment Activity	\$9,502	\$15,535	\$2,315
REAL ESTATE ACTIVITY			
Ten G Street operations	\$3,075	\$3,092	\$3,113
750 First Street operations	6,097	5,677	5,597
Unrealized gain/(loss) on interest rate swap (LLC)	316	4,293	(1,207)
Unrealized gain/(loss) on interest rate swap (APA)	126	2,454	(802)
Interest on 750 First Street term loan (Bank of America)	(1,248)	(1,210)	(1,171)
Deferred rent	466	466	458
Net Real Estate Activity	\$8,832	\$14,773	\$5,989
OTHER NONOPERATING ACTIVITY			
Other income	-	\$6,250	-
Loss on disposal of property and equipment	-	-	(308)
Legal settlement reserve	-	-	(4,215)
Income tax expense/provision	(781)	(1,371)	(909)
Net Other Nonoperating Activity	\$(781)	\$4,879	\$(5,432)
Total Nonoperating Activity	\$17,553	\$35,186	\$2,872

Note. All figures shown in thousands.

^a Expense data in 2011 and 2012 have been restated for comparison purposes.

TABLE 2 BALANCE SHEET (CONSOLIDATED)

	2012	2013	2014
ASSETS			
Cash and short-term Investments	\$59,297	\$53,554	\$46,646
Long-term investment portfolio	73,380	88,981	91,290
Real estate/equipment	69,171	78,113	80,862
Other	37,150	41,076	46,687
Total Assets	\$238,998	\$261,724	\$265,485
LIABILITIES			
Divisions/other groups	\$9,075	\$9,470	\$10,312
Long-term debt/swap liability	120,562	110,156	107,673
Accounts payable/accrued expenses/other	19,176	21,145	31,627
Deferred revenues	52,269	53,734	54,369
Total Liabilities	\$201,082	\$194,505	\$203,981
Net Assets	37,916	67,219	61,504
Total Liabilities and Net Assets	\$238,998	\$261,724	\$265,485

Note. All figures shown in thousands.

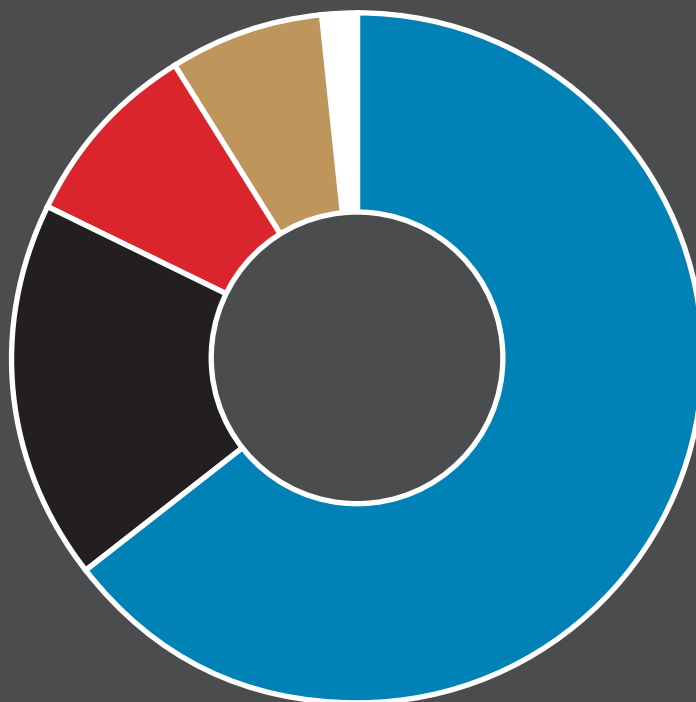
TABLE 3 NET ASSETS SUMMARY (CONSOLIDATED)

	2012	2013	2014
NET ASSETS BEGINNING BALANCE (CONSOLIDATED)	\$32,577	\$37,916	\$67,219
APA operations (see also Table 1)	(11,987)	(5,769)	(8,654)
APA nonoperating activity (see also Table 1)	17,553	35,186	2,872
APAPO operations	(271)	(86)	(45)
APAPO nonoperating activity	44	(28)	112
Total Change in Net Assets	\$5,339	\$29,303	\$(5,715)
Net Assets Ending Balance (Consolidated)	\$37,916	\$67,219	\$61,504
COMPOSITION OF ENDING UNRESTRICTED NET ASSETS			
APA unrestricted/undesignated net assets	\$21,543	\$44,673	\$39,244
APAPO net assets	1,869	1,756	1,823
APA designated activities			
Investment in APA	9,733	7,476	5,656
The Trust business agreement	-	6,250	6,144
Investment in APA 2.0	-	-	2,400
Special Purpose Fund (drawn from long-term portfolio)	-	-	2,002
Strategic Plan Initiatives	3,206	3,894	1,965
Internship Stimulus Plan	-	1,775	1,167
Accreditation	499	647	636
Convention	452	367	207
APA Centralized Application Service for Grad. Ed. in Psychology	-	325	260
GGP Implementation Workgroup	-	259	-
Web relaunch	2	-	-
Publications and Databases R&D	612	(203)	-
Ending Unrestricted Net Assets	\$37,916	\$67,219	\$61,504

Note. All figures shown in thousands. APAPO = APA Practice Organization; GGP = Good Governance Project; R&D = research and development.

2014 LONG-TERM PORTFOLIO COMPOSITION

	Large Cap Equity	64.7%
	Small/Mid Cap Equity	17.7%
	Developed Non-US	8.9%
	Emerging Markets	7.2%
	Real Assets/Commodities	1.5%



PERFORMANCE RETURNS/MARKET VALUE

2014 Long-Term Investment Portfolio		Market Value ^a	% of	2014 YTD
		12/31/14	Market Value	Returns (%) ^b
Southeastern Asset Management	Large Cap Equity	\$40.7	44.6	4.2
Osterweis Fund	Large Cap Equity	5.3	5.9	5.8
Schafer Cullen	Large Cap Equity	6.5	7.1	11.5
Bahl & Gaynor	Large Cap Equity	6.5	7.1	12.7
Advisory Research	Small/Mid Cap Equity	5.4	5.9	-2.5
HSBC Opportunity Fund	Small Cap Equity	10.7	11.8	7.3
First Eagle Overseas	Developed Non-US	4.0	4.4	-0.8
Longleaf International Fund	Developed Non-US	4.1	4.5	-14.8
Aberdeen EM Fund	Emerging Markets	3.2	3.5	-2.5
Laudus Mondrian Instl EM Fund	Emerging Markets	3.4	3.7	-1.1
Jennison Natural Resources Fund	Real Assets/Commodities	1.4	1.5	-19.7
		\$91.2	100.0%	
2014 Annual Return				2.7%
Return Since Inception				10.9%

Note. EM = emerging markets.

^a In millions. ^b Returns are net of fees.



AMERICAN PSYCHOLOGICAL FOUNDATION



SUPPORTING PSYCHOLOGY'S RISING STARS

Thanks to donors, the American Psychological Foundation (APF) was able to support 93 of the over 700 applicants seeking funding in 2014. APF's grantees include many of the country's most innovative graduate students and psychologists as they work to find solutions to some of society's most pressing needs.

Because APF must turn down so many of the talented individuals who apply each year, the Foundation launched the Campaign to Transform the Future in 2012. In 2014, APF added over \$1.5 million toward the \$6.5 million campaign goal.

This campaign will increase APF's ability to fund innovative projects and research on critical issues, such as preventing violence, linking behavior to health, stopping stigma and prejudice, and helping with the long-term effects of disaster and trauma.

Donors speak about the power of giving, and grantees describe how a grant or scholarship has launched their careers:

"APF is transformative in jump-starting the careers of talented graduate students and early-career psychologists. . . . It provides scholarships to students when funding is so scarce otherwise."

—Florence L. Denmark, PhD, APF donor

"This grant was the tipping point for my career. Thanks to the support of APF, I was able to begin this new phase in my career as an active, researching academic."

—Melissa Gebbia, PhD, APF Visionary grantee

YOU CAN TRANSFORM THE FUTURE: You can ensure that psychologists and psychology will improve lives around the globe for generations to come. To help secure the future of psychology through a gift to APF and to learn more about the innovative grantees supported by the Foundation, visit www.apa.org/apf. ■



AMERICAN PSYCHOLOGICAL ASSOCIATION

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