

American Psychological Association
Council Leadership Team
Handbook

Preface

This Handbook is intended primarily as a resource for the members of the Council Leadership Team (CLT). It is posted on the CLT webpage for easy access so all who are interested can become familiar with the “Role and Function” of the CLT and the ways in which the group serves Council. We hope it is helpful to Council members who may be interested in serving on the CLT so they can make an informed choice about their service to Council as a member of the Team.

This handbook is meant to be a “living” document that is periodically updated in response to the continuing needs of the Council of Representatives (COR).

Respectfully submitted,

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First Edition was written by Joseph J Coyne, PhD, CLT Past-Chair (2019)

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The Establishment and Mission of the Council Leadership Team

The Council Leadership Team of the APA Council of Representatives was established in 2014 and began service in 2015 following the recommendation of the [Good Governance Project](#). It was thought that the Team would serve the following functions:

- Facilitate Council strategic issue discussions
- Provide a recommendation on the content of all motions brought before Council for its consideration
- Assist the APA President in determining the priorities for Council and the order of business for meetings of Council
- Conduct the orientation for new Council members

As a result, in 2014, Council created Rule 60 of the APA Association Rules relevant to Council as follows:

60-1.1. There shall be a Council Leadership Team (CLT) that shall: a) manage a procedure to select and oversee Council's strategic issue discussions; b) assist the Agenda Planning Group in prioritizing and determining the appropriate disposition of new items coming through the triage system; c) assist the President in determining the priorities for Council and the order of business for meetings of Council; d) initiate and oversee the work of any boards and committees reporting directly to Council; e) provide a recommendation to Council on all motions brought before Council for its consideration; f) regularly review the structure and function of Council (including orientation of new members) and handle complaints about Council functions and operations; and g) lead Council in reviewing and revising the strategic plan and ensure that APA policies are aligned with APA's mission and strategic plan.

60-1.2 CLT shall consist of twelve members, all of whom shall be current or former members of Council. CLT is comprised of a Chair; Chair-elect; Past Chair; the APA President; the APA President-elect; the APA Treasurer; the APAGS Chair, Chair-elect or other designee from the Executive Committee of APAGS; an Early Career Psychologist Representative; three members-at-large and the Chief Executive Officer (without vote).

Council members shall nominate current Council members who have served at least one year on Council for the positions of Chair-elect, Early Career Representative and member-at-large. CLT will conduct a needs assessment for upcoming CLT vacancies to be shared with Council prior to the nominations process. The Chair-elect, Early Career Representative and three members-at-large shall be elected by Council for three-year terms from slates of at least two candidates. Each year a Chair-elect and member-at-large are elected and every third year an Early Career Psychologist representative is elected. The candidate on each slate receiving the highest number of votes will be elected. The Chairs, members-at-large and the Early Career Psychologist representative cannot serve two consecutive terms in the same position and there is a lifetime limit of two elected terms on the Council Leadership Team (except when serving ex officio). The APA President, APA President-elect, APA Treasurer, APAGS Designee and Chief Executive Officer serve ex officio on CLT.

60-1.3 The Chair presides over CLT and is responsible for ensuring review and accuracy of the CLT minutes.

In the Fall of 2017, the Team adopted a “Role and Function” Statement that is its Mission. That document is attached as Exhibit A at the end of this Handbook.

CLT Charge and Activities

According to Association Rule 60-1.1 one of the main purposes of CLT is to “manage a procedure to select and oversee Council’s strategic issue discussions.” In this case, a “strategic issue” is primarily a challenge, problem, or question that needs to be addressed because not addressing it has implications for the efficacious functioning of Council as it seeks to achieve the APA’s mission and strategic plan. Facilitating “mega discussions” is critical to another CLT charge to “lead Council in reviewing and revising the strategic plan and ensure that APA policies are aligned with APA’s mission and strategic plan.”

“Assist the Agenda Planning Group (APG) in prioritizing and determining the appropriate disposition of new items coming through the triage system” is another charge of CLT. Among other mandates, the APG manages the referral and routing path (to boards and committees, for example) of Council’s New Business Items before these items return to Council for their consideration. The CLT Past-chair serves on APG. This charge is related to two others: “assist the President in determining the priorities for Council and the order of business for meetings of Council” and “initiate and oversee the work of any boards and committees reporting directly to Council.” Regarding the last mandate, specifically, CLT oversees the treatment the NBIs undergo by the boards and committees review to ensure that the items have had a reasonable vetting and that any concerns or issues that emerge are respectfully addressed by the originating group(s) prior to being set on the Council agenda.

As per the mandate “provide a recommendation to Council on all motions brought before Council for its consideration,” CLT reviews, discusses, and provides a recommendation (via a vote) on all motions before they are slated on Council’s agenda. A “vote” in favor of an item means that the CLT has reviewed both the content and the governance evaluation and response process and has found both the content and process sound and therefore recommends that Council also vote in favor of the item. Conversely, a vote in opposition of an item indicates that either or both the content or process is flawed and therefore CLT recommends that Council vote the item down or refer it back to relevant governance groups. Rarely, but occasionally, the CLT will decline to vote on an item because they desire the item to benefit from direct debate and disposition from the members of Council without CLT’s influence or opinion.

Finally, CLT is charged to “regularly review the structure and function of Council (including orientation of new members) and handle complaints about Council functions and operations.” One of the ways CLT reviews the structure and function of Council is to ensure that its members have the information necessary for their roles. We orient, mentor, and educate Council members not only on their roles and the functioning of Council (e.g., Keesey’s), but on the content as well. (New member orientation is presented more thoroughly below.) For example, CLT frequently facilitates webinar presentations on specific items that will be

appearing on Council's agenda, offers opportunities to discuss Council's structure and function via Town Hall conversations, and solicits and takes feedback (via "Culture Checks") on meeting processes, among many other activities.

CLT Role Description

The basic requirement for election is that the candidate must be a "current member of Council" and must have completed at least one-year of service on Council before taking office on CLT (January 1). Thus, Council Members in their second or third year in their Council seat (or COR members who have been re-elected) are eligible for nomination and election for either Member-at-large or Chair-elect. Current Members-at-large serving on CLT whose original term is expiring are eligible to be nominated for Chair-elect. Once elected, CLT Members serve a three-year term of office. The Chairs, Members-at-large and the Early Career Psychologist representative cannot serve two consecutive terms in the same position. Furthermore, a person first elected to serve on CLT as Chair-elect, is not eligible to be nominated to another CLT position.

Once elected, Council Leadership Team (CLT) Members are expected to attend and be prepared to participate in:

- 1) the biannual meetings of Council, arriving early (when meeting in person) to attend CLT and joint CLT/Board of Directors (BOD) meetings immediately prior to the opening of Council;
- 2) monthly CLT videoconference calls, currently scheduled on the 4th Tuesday of every month at 4 pm EST;
- 3) other videoconference calls as may be necessary (approximately 3-4 additional meetings annually);
- 4) CLT "retreats" remotely or in-person at APA headquarters in Washington DC. Held once or twice annually, these retreats are typically scheduled following the Council meetings. In the past, in-person retreat attendees were expected to arrive late on Thursday, with workdays Friday, Saturday, and until 12 noon on Sunday (Remote work Sunday meetings have been canceled of late.);
- 5) online conversations and presentations to COR (e.g., town halls, webinars, etc.); and
- 6) other duties "as assigned" such as workgroup membership, liaisons to other groups, etc.

The Concept of "Team"

During 2017 and 2018, the Team adopted a "team" model to facilitate its work. Since the Team is elected by Council (or the membership in the case of the APA President and President-Elect; or hired by the BOD in the case of the CEO) to facilitate its work, it was thought that all work performed by the Team is "on behalf of Council." The Team itself does not "initiate" work but rather attempts as best it can to make the work brought to, or forward by, Council easier and clearer, enacting its mandate of "facilitating the work of Council." With that in mind, the Team has focused on consensus building and cooperation among its members. All work products are viewed as "coming from the Team" as a whole and is communicated to Council as such.

Chair Roles

The Chair and Chair-Elect of CLT are “ex officio” members of the APA Board of Directors (BOD) of both APA and APA Services, Inc. Since APA Association Rules forbid a person from holding two voting positions simultaneously, upon election the new Chair-Elect must resign from their Council seat to become a voting member of the BOD. (This will, of course, create an opening from their SPTA, Division, or EPA which that organization will have to fill.)

In addition to the responsibilities as members of CLT (above), the Chair and Chair-Elect must fulfill all duties as members of the Board of Directors. These duties include attending all meetings of the BOD as well as other meetings at which the BOD is regularly in attendance. In the past, this included approximately 8-10 meetings, in addition to bi-monthly videoconference meetings that are currently set on the 1st and 3rd Tuesdays of every month (as well as the CLT Meeting on the 4th Tuesday) – again, all at 4pm EST. Members of the BOD including the CLT Chair and Chair-Elect are also members of Council and participate in Council activities as well as Board activities and Board workgroups. More information about the roles and responsibilities of the Board of Directors members is available through the [“Governance” tab on the APA website.](#)

Unique duties of the CLT Chair include presiding over CLT meetings, reviewing CLT meeting minutes, collaborating with the APA President and the Team to develop the draft order of business for Council meetings, and facilitating communications between CLT and Council members.

Further, the Chair, Chair-Elect and Past-Chair see themselves as a “Chair-Trio” and have monthly calls among themselves (at a time convenient to them and the governance staff appointed to work with the Team, at this time Amber Roopan) to explore ongoing matters and set agenda for Team meetings. Although it is not required, the Chair-Elect designate (who is elected in the last half of the year) has recently been invited to join these calls, making the group a “Chair-Quartet” the last part of the year.

Team Assignments and Liaisons to Other Groups

The Chair and Chair-elect serve on the BOD as ex officio members, and ex officio members of the BOD (President, President-elect, Treasurer, and CEO) and the APAGS designate (historically the Chair-elect) serve on CLT. Those assignments are fixed because of the language passed by Council in the Association Rules. Further, because of its mandate to assist the APG in its work, the Past-chair of CLT has a liaison assignment to that group. Ad hoc assignments to other groups are made depending on the nature of the groups’ work as it intersects with the structure and function of Council. Work groups or task forces that focus on the work of Council have recently been authorized by Council to include members of CLT either as members or

liaisons. Finally, two to three members of CLT conduct the New Member Orientation. Other roles are as assigned.

CLT New Council Member On-Boarding and the CLT Mentoring Guide

As noted above, one of CLT's responsibilities is to orient new Council members and it does so primarily by providing the "New Member Orientation," scheduled immediately prior to the first Council meeting of the year. The orientation includes presentations that assist Council members in understanding their roles as members of Council, inform them on the workings of Council (including a review of Keesey's Modern Parliamentary Procedure) and, provide opportunities to build connections with fellow Council members. CLT conducts a debriefing following the two Council meetings and collects feedback via "Culture Checks" at the end of each day of the meetings. A sample of the most current New Member Orientation schedule is attached as Exhibit B.

One of the greatest services Council members can provide to their Council colleagues is mentoring new members as they come into service. This mentoring can lead to the establishment of close working (and personal) connections between and among Council members as they fulfill their commitment of enacting the strategic priorities of the Association. CLT has created a Guide on Mentoring (Exhibit C) to inform those Council members who have volunteered for this role.

CLT Working Timetable

In 2018 the Team developed a "CLT Working Timetable" which is, essentially, a working calendar of reminders of tasks that the CLT needs to monitor throughout the year. Since the composition of the Team changes from year to year, new members might benefit from grounding their thinking and plan for recurring tasks in their roles when looking at the entire year's work. The Timetable is not meant to be fixed but rather it is meant to serve as a guide that is flexible as the situation requires. A copy of the current "Working Timetable" is attached as Exhibit D.

A Note on Communications

When you send emails to CLT or BOD listservs, be aware that these communications go to a much wider group. All CLT communications go, of course, to CLT members but also are automatically copied to the Executive Management Group (EMG) – Chiefs, Directors, and their senior staff, as well as the Office of the General Counsel (OGC).

The above is frequently true of videoconference calls as well. Do not be surprised to have 20 or more people on the Tuesday calls – including many of those listed above. Do not be hesitant to ask about the 'identity' of those who only appear as telephone numbers on the screen – it is important that you know who is involved in the call, even if they are only monitoring from their offices.

Whenever you communicate with a subgroup of the Team or people outside of the Team anything of consequence to or possible impact on the whole Team, please consider cc'ing both

the Chair and the Team's staff person, currently Amber Roopan, to the conversation. They are both valuable sources of knowledge on many of the issues facing the Team and likely will need to be kept in the loop on the content of the communication.

Issues We Continue to Explore

1. One of the main issues comes from Association Rules 60-1.1(e). As the Rule is stated, CLT provides recommendations (either in favor or against) on all motions before Council. This means that the Team reads a business item for both content and process. (Note: The BOD's vote on an item considers the "risk" (e.g., financial, legal, political, etc) to the Association if the item is or is not passed.)

CLT members have consistently questioned one of the salient roles that had been assigned to the Team, that of the evaluation of the *content* (and recommendation of a particular vote) of business items that are brought before Council. Because of the Team's key role as the *facilitator* of Council's work, there is a strong sense among Team members that evaluating the *content* of Council's business items places us in an *advocacy* position that can limit the *facilitator*/"*trusted*" *leadership* role of the Team. Therefore, the Mission Statement and the Association Rules may well need to be reviewed and updated. On-going discussion should be articulated with members of Council.

2. A second issue that has arisen more than once is the question of how much the Team should insert itself into Council discussion and deliberations. On one side of this question is the observation that the Team exists to 'facilitate' the work of Council. If Council is discussing something on the Listserv (or on the floor of Council), should the Team be a part of those discussions or should the Team leave Council to 'work through' the problem? (There have been Team members that observe that the Team's presence in these discussions could exert a 'steering effect' on such matters.) The other side of this question has been argued by Team members who have stated that the Council elected the Team 'to lead' and so, therefore, we should involve ourselves in these discussions as Council 'leaders.'
3. Another issue the Team has explored revolves around the sense that, because a member still holds a seat on Council, does it mean that individual gives up their voice because they are on CLT. From a practical perspective, however, CLT members—including those with seats on Council—should be circumspect about decisions to support or initiate NBIs. At the very least, if a team member with a vote on Council decided to initiate an NBI or sign on to one, that individual should consider recusing themselves from voting on it when CLT considers whether to recommend its passage. Additionally, when a CLT member with a vote on Council wishes to publicly opine on an issue being discussed on Council (e.g., during Council meetings or on the listserv), that member should take care to specify the role from which they are speaking. That is, it is acceptable for a voting member of Council who is also a member of CLT to speak on content when that individual does so from their role as a voting Council member and not as a CLT member.

This brings up another issue of how we should use our “voice.” Suppose an individual member of the Team disagrees with the majority vote on the Team’s recommendation on a certain business item. Can that member state their view publicly to Council or should the members of the Team speak with one voice? What goal is desirable and why?

Keeping Things Civil

The ‘Work Group to Develop Civility Principles and Procedures’ was established in February 2016 and was charged by the Council to create ‘civility principles’ to guide Council’s interactions on listservs and in online and in person meetings. Attached in Exhibit E are three documents the Team has developed toward that endeavor.

At the October 2021 meeting of the Council of Representatives, Council voted to amend the Association Rules to include this language:

***30-1.3** The CLT Chair, in consultation with CLT members, shall appoint one and up to three Organizational Ombuds (OO) for meetings of Council who may continue to serve at the pleasure of the CLT in succeeding years. An OO shall not also serve as a member of Council; an OO who is selected while serving as a member of Council, shall be replaced during their OO term by an alternate designated by the constituency from which the OO comes.*

The role of the Organizational Ombuds is to provide active listening and problem clarification, accurate information on Council policies/processes, identification of options for dispute resolution, private communication consultation, real-time feedback to Council leaders, possible maintenance of a confidential microaggressions repository, and systemic process observations. The OO will attend all Council meetings and provide consultation by request to COR membership throughout the year and will offer an independent channel for enhanced dialogue between the Council membership and the Council leadership.

EXHIBIT A – Role and Function Document

The Council Leadership Team Role and Function (Adopted - 10/24/17)

The Council Leadership Team was created as part of the changes proposed by the Good Governance Project (GGP). In the spirit of attempting to have Council (and APA) perform in a more “nimble” (timely) fashion in processing its work, the Council Leadership Team was charged with seven (7) tasks (see Rule 60-1.1):

- a) manage a procedure to select and oversee Council’s “mega-issue” discussions;
- b) prioritize and determine appropriate disposition of new items coming through the triage system;
- c) determine the priorities for Council and the order of business for meetings of Council;
- d) initiate and oversee the work of boards and committees reporting directly to Council;
- e) provide a recommendation to Council on all motions brought before Council for its consideration;
- f) regularly review the structure and function of Council (including orientation of new members) and handle complaints about Council functions and operations, and;
- g) lead Council in reviewing and revising the strategic plan and ensure that APA policies are aligned with APA’s mission and strategic plan.

The Council Leadership Team is currently in its third year of existence. As with many efforts which were begun in 2015, efforts to define the operating role and function of the Council Leadership Team ran afoul of the impact of the Independent Review, which was received prior to the Convention that year. This draft proposal of the role and function of the Council Leadership Team attempts to articulate the current structure and function of the CLT and envision the roles that the CLT should play going forward.

The Council Leadership Team is currently composed of 12 voting members, 7 of whom are elected from within Council: 3 Members-at-Large, a Chair, Chair-Elect, and Past Chair, as well as an ECP Member. All serve for a 3-year term with the Chair rotating through a “chair cycle”. Another 4 voting members serve ex-officio: the APA President, the APA President-Elect, the APA Treasurer, and the APAGS Chair. The 12th member is the APA CEO who serves without a vote. (It is noted, under the current Rules, that CLT members are elected from a “constituency”/“seat” on Council. For some members of CLT, this seat will “expire” during their term on CLT. In such cases, they will retain their vote on CLT but no longer have a vote on Council.)

Until this year, the CLT Chair and Chair-Elect attended meetings of the APA Board of Directors but without a vote. They were, then, not present for discussions of the BOD during Executive Session. At the beginning of 2017, due to a By-Laws change approved by the APA membership, the CLT Chair and Chair-Elect became voting members of the BOD and so are now present during all BOD discussions. Additionally, the Chair and Chair-Elect now receive stipends currently commensurate with those of the Members-at-Large of the BOD.

Roles and Functions

While there appears to be some organic emergence of the role of the Council Leadership Team, it is best to articulate what appears to be happening so that the Team can actively shape the future role as it emerges.

The Council Leadership Team is elected from within Council. Its primary “client”, therefore, is Council itself. Thus, the first role:

Role #1: The Council Leadership Team presents itself to its “client” (the members of Council) as “working for” them or as “assisting” or “serving” them.

Function: The Council Leadership Team was envisioned as a group assisting Council with its own workload and as working to facilitate work processes to that end. It was not intended, therefore, that the Council Leadership Team itself “initiate” any work from within the Team itself. Neither should CLT “steer” the decisions of Council with any compelling argument of its own making. Not unlike the professor who honors “academic freedom”, the CLT provides Council with the various sides of each issue so that Council can engage in robust discussion and come to informed decisions. Using established or emerging work pathways, the Team assists the Council in carrying out work they themselves bring forward. This is the “**central function**” of the Council Leadership Team.

If the Council Leadership Team is to function effectively, it must proactively promote its role within Council as well as within the greater organization. APA has many employees with valuable skill sets who have had, in some cases, decades of experience in dealing with many of the problems we have been and will be confronted with. Those of us who have been serving for a while are well aware of sensibilities of lack of cooperation, trust, transparency and openness regarding various interfacing parts of the Association. And it is no secret to any of us that such conditions have existed within the elected leadership of the Association as well.

Role #2: The Council Leadership Team works actively to promote trust and openness within the entire organization that is APA.

Function: The Council Leadership Team will assume a vision that always includes the thought of using the widest possible set of resources in service of its central function. This must start with using the resources closest at hand – caucuses, boards and committees, as well as the various Executive Directors and their staff.

This is accomplished by actively soliciting the assistance of and promoting trust within these various groups in service of the work of Council.

While certain members of the CLT have been assigned by the Chair to “liaison” with Council Workgroups, both the Chair and Chair-Elect have been approached independently by Council members seeking guidance/assistance with possible NBIs they are considering. In each of these situations, the Chair and Chair-Elect has been able to quickly assemble resources both within Council as well as within the organization itself to bring rapid feedback to bear on the question.

Role #3: The Council Leadership Team acts as a “rapid response team” assisting Council members in assembling resources relevant to proposed NBIs, remembering that Council

itself “owns” this work and CLT is acting as a facilitator. CLT thinks about being facilitators of “process”, “content”, or both.

Function: The CLT will make it known to Council that it is the premier resource for facilitating the work of Council in terms of action items (NBIs). When approached by individual Council members or groups, one (or more) CLT members will assist the member(s) in framing their problem, help identify resources that can be brought to bear to move the problem forward, remembering that we have reach to external resources (“subject matter experts”) as necessary, and provide continuing feedback to the member(s) as requested.

Recently, as a result of their attendance at the Consolidated Meetings, two things have become clear to both the Chair and Chair-Elect. First, we (Council) have a structure in place that we have been underutilizing in terms of work products – the Council Caucuses. These groups have arisen organically within Council around common interests and yet are infrequently and inefficiently used between meetings to forward any of the work of Council. Second, we have had several opportunities to work with members of Boards and Committees who have expressed interest in assisting us in our work beyond (or in addition to) the work they are doing on these groups.

Role #4: The Council Leadership Team helps identify Caucus members as well as members of Boards and Committees and encourages them to serve a role more involved with Council.

Function: The Council Leadership Team helps identify Caucuses leaders and/or members as well as members of Boards and Committees who are willing to work with the CLT and Council Members to facilitate the work between meetings, thus enabling the on-going work of Council between the two formal meetings each year.

Note: Item (d) in the charge of the Council Leadership Team (above) states that CLT “initiate(s) and oversee(s) the work of boards and committees reporting directly to Council”. (CLT should review, on an annual basis, which boards and committees may be included under this charge.)

The Council Leadership Team is expected to guide Council in developing a “procedure to select and oversee Council’s ‘mega-issue’ discussions”.

It is unclear at this point what such “mega-issues” may be going forward. (At this time, the “Master’s Issue” currently before Council may well be an example of a “mega-issue” in light of its possible impact on current APA policy.)

Role #5: The Council Leadership Team will encourage Council to initiate a self-survey to solicit Council’s ideas about such “mega-issues”.

Function: This will begin at the 2018 Spring CLT Retreat meeting when the Council Leadership Team will review the feedback recently received from the post-council survey.

In reviewing the charges given to the Council Leadership Team, we notice in item (f) (above) that one of the charges is to “regularly review the structure and function of Council”. One of the possible metrics for the “function” piece may very well be the “culture check” now performed regularly by the Civility Workgroup.

However, with the recent vote of Council to extend the Trial Delegation, the CLT must now begin the return to concerns over the very “structure” of Council itself. Fortunately, we have some previous work to serve as a beginning point. But three new “cohorts” of Council Members (the Cohorts of 2015, 2016, and now 2017) have joined Council, leading to a substantial number of seats changing hands. By the end of this year, assuming those whose terms are ending in 2017 do not get reelected, 80% (139/173) of the seats held in 2015 will have turned over. (Note: Eight individuals serving in 2015 are now members of BOD or CLT. They were all counted as having “lost” their Council seats even though they still serve on BOD/CLT.)

Role #6: If called upon by Council during its consideration of the Trial Delegation, the Council Leadership Team will advise Council of the various models of Council has previously considered before this work was set aside to deal with the Independent Report.

Function: If called upon by Council, the Council Leadership Team will present Council with historical/ background material on the various structural models Council had previously considered. This presentation should include the rationale for each model together with a SWOT analysis of each model to begin to encourage Council to think in a forward direction about this upcoming task.

Exhibit B

Summary of APA Council of Representatives New Member Orientation Program 2021

David Susman & Arlene Noriega
Members at Large, Council Leadership Team

Overview

The orientation of new members of the APA Council of Representatives (COR) is one of the defined roles of the APA Council Leadership Team (CLT) since its inception. The purpose of the New Member Orientation is to a) educate new Council members about their role and responsibilities in APA governance; b) introduce them to key APA leaders and staff; c) inform new members about APA's strategic priorities, budget, governance structure, and current Council business items; d) understand APA's commitment to equity, diversity and inclusion initiatives; e) provide an initial forum to begin building collegial relationship with other Council members.

2021 New Member Orientation – Planning and Schedule

Traditionally, New Member Orientation has been conducted in person over one full day (8 hours) the day before the February COR meeting. Clearly the most significant challenge in planning the 2021 New Member Orientation was how to effectively adapt the program to a virtual format. It was decided to alter the format of the 2021 program to conduct several shorter sessions across several weeks prior to the COR meeting. This decision was in recognition of the difficulty in attending long meetings given current professional and family responsibilities in light of ongoing COVID challenges. Also considered was the need to offer the various sessions at different times of day, to account for the multiple time zones of new members and the desire to offer times that would work well within the daily work and family schedules of participants. Ultimately, all sessions were offered at either 12:30 pm Eastern Time or 7:00 pm Eastern Time, and only one session (approximately 1.5 hours) was offered each week in the month prior to the February COR meeting.

This year also continued and further refined the current model of having several CLT members involved in coordinating and delivering the program. Dr. David Susman (a third-year Member at Large) and Dr. Arlene Noriega (a second-year Member at Large) coordinated the planning for the overall orientation program in consultation with Dr. Randy White (CLT Chair) and Amber Roopan (APA Governance). All CLT members contributed to the new member orientation program in some capacity and several CLT members attended and actively participated each session.

The final schedule for the 2021 New Member Orientation and a description of each session is as follows. The overall program reflects a total of 8.25 hours of programming.

1. Overview and Introduction to Council

Format: LIVE, interactive Zoom meeting (recorded for later viewing) – 1.5 hours

This program, led by several CLT members, provides a broad overview and introduction to the role and responsibilities of new Council members, links to supplemental resources, and practical tips for thriving as a Council representative. Small group breakouts to meet other new Council colleagues and to build community are offered.

Note: This session was largely a repeat of the 2020 introductory webinar offered to new Council members, but with some content modification to reflect the virtual COR meeting format and a more thorough introduction to the function of caucuses. Supplemental resources provided via Dropbox included: 1)

2. Introduction to Parliamentary Procedure – Keesey 101

Format: RECORDED PRESENTATION (can be viewed any time) – 45 minutes

This recorded webinar features several former APA Parliamentarians who provide an overview of Keesey parliamentary procedure, used in all APA governance meetings. The current Keesey text (*Modern Parliamentary Procedure*) is provided. The current and former Parliamentarians who contributed were Drs. Melba Vasquez, Joe Coyne, Gerald Koocher, and Sandra Shullman. CLT Member at Large Dr. Noelle Lefforge worked on this project as the liaison to CLT.

Note: This was an entirely new program, developed in response to feedback that new members needed a more thorough introduction to APA parliamentary procedures and the Keesey reference materials. In recent years, a briefer introduction to parliamentary procedure had been provided to the new members. The recorded program was also made available to all Council members through the Council Dropbox.

3. Diversity, Equity and Inclusion: Culture Change

Format: LIVE, interactive Zoom meeting (recorded for later viewing) – 1.5 hours

A brief introduction to APA's diversity efforts is provided by the APA Chief Diversity Officer and the Council Diversity Work Group, followed by an interactive seminar on equity and inclusion led by Kumea Shorter-Gooden, Ph.D.

Note: This session was largely the same as content provided in recent years in the live one-day new member orientation program.

4. APA Strategic Plan, Budget & Finance Overview and Legal Responsibilities of Council Members

Format: LIVE, interactive Zoom meeting (recorded for later viewing) – 1.5 hours

This program, provided by APA governance leadership and staff, introduces new Council members to the APA Strategic Plan, an overview of APA's budget and finances and the legal and fiduciary responsibilities of Council members.

Note: This session was largely the same as content provided in recent years in the live one-day new member orientation program.

5. Council Meeting Basics

Format: LIVE, interactive Zoom meeting (recorded for later viewing) – 1.5 hours

This program gets into the nuts and bolts of how a Council meeting is structured and conducted, with discussion and practical application of common parliamentary motions, virtual meeting and voting platforms and other Council meeting procedures.

Note: This session was largely comprised of new content, in response to feedback that new Council members needed more orientation to the Council meeting format and procedures. A significant portion of this program also provided instruction in navigating the new virtual meeting format and online voting procedures. The planning group for this session included XXXXX

6. Pre-Council Meeting Discussion

Format: LIVE, interactive Zoom meeting (will NOT be recorded) – 1 hour

This open session, on the eve of the February Council meeting, allows time for discussion about issues on the February Council meeting agenda and consolidation of material presented from the earlier orientation trainings.

Note: This informal discussion was a new addition to the new member orientation, designed to allow for time for open discussion and to respond to questions about all of the prior orientation sessions and reference materials.

7. Post-Council Meeting Debrief

Format: LIVE, interactive Zoom meeting (will NOT be recorded) – 1 hour

This informal discussion, occurring immediately following the close of the February Council meeting, is an opportunity to share feedback about the Council meeting and the overall orientation program.

Note: This session was largely the same in format and scope as prior post-Council debriefs which have been held after in-person meetings.

New Member Orientation Feedback Survey

Results Pending:

Number of respondents

Themes/feedback

(Suggestion by new members to get an earlier start in being given APA and COR materials to review after their election to Council)

Lessons Learned and Recommendations

- 1) **Value of Orientation:** The new Council member orientation program clearly has value, both for the new members and for APA more broadly. Providing new governance members with a broad introduction to their role and responsibilities increases their confidence and competence and can help increase engagement among APA volunteer leaders.

Recommendation: Further consideration should be given to implementing similar orientation programs for chairs and members of APA Boards, Committees, task forces, and work groups.

- 2) **Orientation Scheduling:** Breaking the orientation program into shorter weekly sessions seemed to work well in light of the challenges of the virtual format and to better accommodate members' work and family schedules. A full-day orientation would have been unwieldy and not feasible for many members. Recording sessions for later viewing was also very helpful.

Recommendation: With the eventual return to in-person meetings, careful thought and planning should be devoted to the future schedule and format of the new member orientation program. For example, a hybrid model could be employed with some combination of synchronous online sessions in the weeks prior to the February COR meeting, recorded asynchronous webinars prior to the meeting, and a live in-person (perhaps one half-day) session just prior to the COR meeting. It is important to continue to include a significant amount of time for open discussion and community building in large and small groups.

- 3) **Member Engagement:** An ongoing challenge with all virtual (not in-person) orientation programming is the variable attendance and engagement of new Council members. This year, most of the new members attended most of the online live sessions, but a few new members were consistently absent, and it is uncertain to what degree these members viewed the recorded sessions at a later time. Clearly, there is higher engagement with in-person orientation. This issue also extends to ongoing engagement among all Council members, not just new members. There has been variable participation in online town halls and webinars, but often less than half of all Council members participate.

Recommendation: Continue to keep Council member engagement front and center in CLT and CEWG discussions. Consider developing more specific expectations and guidelines for Council member engagement and participation in Council-related orientation and subsequent informational sessions.

- 4) **Orientation Content:** Adding the new content (Keesey 101 and Council Meeting Basics) also appeared to be worthwhile additions, to give new members a more comprehensive introduction to the Council meeting format and parliamentary procedures.

Recommendation: Ongoing consideration should be given to further new content development in response to future topics of relevance to new member orientation.

- 5) **Mentors for New Members:** Assigning veteran COR members as mentors for new members is clearly beneficial in many aspects, including giving new members a more personalized resource and support as they learn more about COR. However, not all new members initially request new members and sometimes they have regretted this choice. It has also proven difficult in some cases to find enough mentors.

Recommendation: It is suggested to more formally and systematically recruit a cadre of mentors in advance each year, provide them a brief synchronous or asynchronous webinar “mentor training” and to automatically assign all new members a mentor.

- 6) **CLT Members’ Role in Orientation:** The current model of having second and third-year CLT Members at Large coordinate the new member orientation program in consultation with the CLT Chair appears to be effective, along with involvement of new first-year Members at Large, the ECP Representative and the APAGS member in various supportive roles. These first-year members (except the APAGS member who rotates off each year) would then move up into the coordinating role in their second and third years on CLT. It is also valuable to engage all other CLT members in various roles as content presenters, facilitators and discussants during the various components of the orientation program.

Recommendation: It is recommended to continue this model and make further refinements and improvements as needed.

- 7) **Ongoing Training for All Council Members:** While considerable effort is devoted to the orientation program for new Council members, there is no systematic process to provide further updates to Council members as they progress through their three (or six, if re-elected) years as a Council member.

Recommendation: Consideration should be given to providing a brief annual update to all Council members to share new information (e.g., the Keesey 101 webinar, other updated Council member reference materials, etc.). Council members starting their second term should also be invited to attend the new member orientation program.

- 8) **Feedback Surveys:** There is clear value in the data received from the Council Culture Check Surveys (from all Council members after each COR meeting) and the survey feedback from new Council members regarding the New Member Orientation program. The recent comprehensive summary of the February 2021 Culture Check surveys by the CDWG (see that report for detail) shows how this information can be carefully analyzed to discern themes and areas for ongoing improvement in both Council meeting effectiveness and EDI culture issues.

Recommendation: Continue to systematically analyze and summarize feedback survey data each year and use feedback to implement ongoing improvements. Also, begin to provide Council with a brief update from CLT twice a year about the feedback received, themes identified, and next steps to respond to areas of concern, including which groups (CLT, CDWG, CEWG, etc.) will take the lead in working on the identified issues.

Exhibit C

Mentoring New Council Members Guidance from the Council Leadership Team Winter 2021

The CLT is grateful to those experienced Council members that volunteer to become Council Mentors. Volunteering for this role should be taken seriously and pursued dutifully since, only then, can the new Council Member benefit from the experience of the Mentor. Your colleagues who have preceded you in this role have also found that, often, the role turns into a lasting collegial relationship.

Experienced Council members take on mentoring for newly-elected Council members, providing their understanding, experience, and guidance in their new role. This resource guide is designed to assist Council mentors.

Preparation for Being a Mentor

- Review the [Council Handbook](#) so you can answer questions and encourage your mentee to do so as well.
- Review the [Council Bylaws and Rules](#)
- Be familiar with Keesey Parliamentary Procedure. For a refresher, the Keesey 101 video will be available in the Council Dropbox in January 2022.
- Reflect on your own experience as a new Council member and consider what would have been helpful mentorship to you at the time.
- Be prepared to review the Council Agenda and meeting materials as they are released in advance of the meeting.

Effective Mentoring

You will want to help your mentee fully process the content of the orientation activities. These activities are designed to help new Council members understand:

- The role of Council member
- How to organize/prioritize the barrage of information provided prior to meetings: Dropbox, emails, etc.
- The format and flow of the meetings, including the plenary, meals and other ancillary events
- The process and understand the agenda items, including any history and political dynamics that may be involved
- The role of caucuses and be prepared to pay dues
- Council's culture, importance of courtesy and respect for others (p. 13-14, Keesey)
- The role of the CLT, the Board, the parliamentarian, and the ombuds.

****While many of these items are covered in the New Council Members Orientation, one-on-one reinforcement and elaboration is very helpful for new Members.****

While the orientation activities will cover these topics in broad strokes, your mentorship can reinforce the concepts and specifically address individual questions and needs. It's helpful to check in on how your mentee is fairing with the following:

- Absorbing the agenda items
- Getting their airfare, hotel, etc. booked in a timely fashion if they are attending in-person
- Accessing the various links to materials and virtual events
- Making sure any needed accommodations have been expressed and responded to by APA
- Encouraging them to communicate with former and current Council members from their Division or SPTA

Mentor Tasks

- Cultivate a relationship:

As soon as mentoring assignments are made

- Contact your mentee, introduce yourself, give them your contact information, and start to build your relationship.
- Assess level of knowledge and understanding of Council member's role and respond accordingly
- Decide on the nuts and bolts of the mentoring relationship based on the format of the meeting; select effective methods for communication (e.g., text, email, virtual contact, in-person contact). Make sure you know how you will communicate during the actual meeting.

- Share Information with Mentee

- Talk about Council's culture, including meals and social events, as well as the importance of mutual respect and courtesy for fellow Council members. Provide some information on the historical context of Council. Provide bridging information from last year's meetings.
- Explain the politics and dynamics around agenda items, to the extent that you are able.
- Encourage them to review the list of Council Members in the front of the agenda and the photos on the APA website Council list to help them recognize colleagues.

- Promote Workflow of Meeting Preparation

- Alert them to the "timing" of work. That is, they will receive the Council Agenda at least two weeks in advance of Council. Encourage them to utilize materials provided during the orientation activity to learn how to tackle the Council Agenda effectively.
- Schedule a time to talk after they have received the Agenda so you can review the important items, noting those that are particularly complex or controversial. Provide the new member, whenever possible, with some type of "historical" framework in order to understand an Item. Make sure to present a "balanced" point of view, articulating arguments made by all sides with reference to an Item. This will assist them at arriving at their own opinions.

- Contact with Mentee During Council Meeting
 - Arrange to meet your mentee at the plenary, if not before, and, preferably, sit with them. During the post-plenary reception, meet up with them and help introduce them to other attendees you know.
 - Throughout activities, introduce them to other Council members and governance.
 - Offer assistance with navigating the Caucuses and encourage them to be actively engaged. Possibly nominate them for leadership roles.
 - Be available throughout the meeting for questions and concerns.
- Support Engagement
 - Ensure your mentee knows how to use the voting system
 - Encourage them to speak on the floor and remind them that all voices are important. Offer to accompany them to the microphone if that would be helpful to them. (It is also a public display of your connection with your Mentee, which can provide them with a strong sense of support.)
 - Remind them to give the name of their Division/SPTA/EPA when they speak. For Division representatives, have them say the name and not just the number. if they represent a Division.
 - Discourage clapping during the meeting and help them understand the effect on the meeting climate.
 - Encourage them to participate in webinars offered to Council members throughout the year. Important: Remind them that participation in webinars, surveys, etc. is part of their fiduciary responsibility to the Association and should not be considered optional.
- Understanding their role:
 - Emphasize the importance of duty to APA as a Council member; Council of Representatives is the highest governing body of the organization.
 - Try to help them understand the tension that always exists between being elected by a particular constituency and having to render faithful service to a national organization. Understand that some members may be under great pressure by their electorate to vote a certain way, but unlike political candidates, Council's primary role is their fiduciary responsibility to APA.
 - Explain the "Trial Delegation of Authority", the role of Council members in elections (Recording Secretary, Treasurer, CLT members, boards and some committees). Explain the role of NASCC in developing slates for the Board of Directors.
- Co-creating a Culture of Inclusion
 - Help engender in the new member a sense of "trust" in Council and a sense of deep respect for the many diverse opinions they may hear.
 - All Council Members have a responsibility to be mindful of the interpretative power we hold and understand the voices that are not in the room as we do our work

- Remind them that APA is committed to infusing the principles of equity, diversity, and inclusion (EDI) into all aspects of the work we do. Encourage them to understand how their interactions during Council work can promote alignment with this principle.
- Explain the role of the ombuds and encourage utilizing this resource as needed
- Continue the relationship
 - Stay in touch throughout the year
 - Be proactive in this regard by contacting them right after Council finishes, about two (2) months before the coming Council, and when the Agenda arrives.

The Council Leadership Team wishes to thank you, on behalf of all of Council and the entire APA, for your willingness to serve in this critically important role of service to the Association.

Useful Resources

Bylaws and Rules: <https://www.apa.org/about/governance/bylaws/index.aspx>

Council Handbook: <https://www.apa.org/about/governance/council/handbook.pdf>

Keesey, R. (2018). *Modern Parliamentary Procedure* (2nd ed.). Washington, DC: APA.

Exhibit D – CLT Working Timetable (2021)

J A N	<p>Chair-Trio invites members to accept Team roles (e.g., liaisons, monitors, orientation of new members) .</p> <p>Chair-Trio sets schedule for monthly calls with Amber.</p> <p>Chair-Trio explores dates for CLT Spring and/or Fall Retreats with Amber.</p> <p>Chair (and President) sends “welcome” message to COR on behalf of CLT.</p> <p>Team continues reviews of NBIs for Feb Council meeting.</p> <p>Team reviews and/or recommends pre-meeting educational material for Council.</p> <p>Team finalizes Council New Member Orientation Session.</p> <p>Team receives information on President & President-Elect Initiatives.</p> <p>Team receives update on budget lines as necessary (A). (CLT rationale for work that may require Budget allocations DUE SEPTEMBER 1.)</p> <p>Chair -Trio prep for CLT call with Amber.</p> <p>Team Call</p> <p>Chair/Chair-Elect attend Division Leadership Council.</p>
F E B	<p>Team discusses “floor” strategy for Feb Council meeting.</p> <p>Chair prepares “text loop” for Council floor communication.</p> <p>---- Omit President and CEO but advise them in advance, add Amber, Deanne Ottiviano, and Maureen O’Brien</p> <p>Team attends CLT Council prep meeting and joining CLT/BOD meeting</p> <p>Team attends Council meeting and New Member Debrief</p> <p>Chair -Trio call with Amber.</p> <p>Team Call</p>
M A R	<p>Team debriefs floor strategy from Feb Council.</p> <p>Team receives update on budget lines (A).</p> <p>Chair -Trio call with Amber.</p> <p>Team Call</p> <p>Chair/Chair-Elect attend PLC.</p> <p>Chair/Chair-Elect attend Spring-Consolidated meetings.</p> <p>CLT Spring Retreat (or April)</p>
A P R	<p>Chair sends “update” message to COR on behalf of CLT.</p> <p>Chair -Trio call with Amber.</p> <p>Team Call</p>
M A Y	<p>Chair -Trio call with Amber.</p> <p>Team Call</p>

J U N	<p>Team reviews NBIs for Aug Council.</p> <p>Team receives update on budget lines (A).</p> <p>Team reviews on-going work (policy/priority) that Council is addressing (or needs to address).</p> <p>Chair does initial review of “Call for Nominations” for CLT (A).</p> <p>---Team discusses CLT “pipeline.”</p> <p>Chair -Trio call with Amber.</p> <p>Team Call</p>
J U L	<p>Team reviews NBIs for Aug Council.</p> <p>Team develops floor strategy for Aug Council.</p> <p>Team reviews and/or recommends pre-meeting educational material for Council.</p> <p>Team receives updates on President & President-Elect Initiatives.</p> <p>Team thinks about CLT “needs assessment” for coming CLT election nominees. Team sends out CLT “Call for Nominations.”</p> <p>Chair -Trio call with Amber.</p> <p>Team Call</p> <p>Chair sends “update” message to COR on behalf of CLT.</p>
A U G	<p>Team attends Council Prep meeting and Joint CLT/BOD meeting</p> <p>Team attends Council Meeting and New Member Debrief.</p> <p>Team receives update on budget lines (A).</p> <p>---Team discusses sending liaisons to in-person meetings next year. If so, Team allocates/requests budget line.</p> <p>---CLT rationale for work that may require Budget allocations DUE SEPTEMBER 1.</p> <p>Chair -Trio call with Amber.</p> <p>Team Call</p>
S E P	<p>Team planning for Feb. Orientation session begins. (Special topics/presenters?)</p> <p>Chair -Trio call with Amber.</p> <p>Team Call</p>
O C T	<p>(Fall CLT Retreat as needed)</p> <p>Follow-up from August Council</p> <p>Team begins discussion of priorities for next year & transition plan</p> <p>Team begins planning New Member Orientation</p> <p>Team receives updates on President & President-Elect Initiatives.</p> <p>Chair -Trio call with Amber.</p> <p>Team Call</p>
N O V	<p>Team welcomes new CLT members (on-boarding.)</p> <p>Chair sends “update” message to COR on behalf of CLT.</p> <p>Chair -Trio call with Amber.</p> <p>Team Call</p>

D	Chair -Trio call with Amber.
E	Team Call (as needed)
C	

NOTES: A = Amber Roopan. C-T = Chair-Trio. T = Team

Exhibit E – Civility Documents and Resources

Item 1 - IMPLEMENTATION OF CIVILITY PRINCIPLES WORK GROUP REPORT - AUGUST 2017

As psychologists, we seek to embrace and practice the ethical principle of “respecting the dignity and worth of all people” and create a climate of civility, respect and inclusion throughout the APA community.

1. Each APA board or committee Chair (or assigned designee) will serve as the Civility Ambassador for the respective board or committee listserv,
2. The Council Leadership Team assigns a member of the CLT to serve as the Civility Ambassador for the Council listserv
3. The APA President assigns a member of the Board to serve as the Civility Ambassador for the Board listserv.

The Civility Ambassador is responsible for sending an annual statement to the Council, Board, or board/committee listserv regarding civility expectations and for providing corrective feedback to individual members when necessary. We encourage all APA associated listservs and committees to do likewise.

On an annual basis the Civility Ambassador should send the following statement to the board or committee listserv:

As psychologists, we seek to embrace and practice the ethical principle of “respecting the dignity and worth of all people” and create a climate of civility, respect and inclusion throughout the APA community. We strive to accomplish this goal by interacting and communicating with others in a spirit of mutual respect and an openness to listen as well as to consider all points of view. While we may disagree on important issues, we debate and express our ideas in a collegial, civilized and professional manner. Corrective feedback will be provided constructively, respectfully and compassionately whenever members don’t behave civilly in order to maintain a comfortable, safe and professional environment in which to conduct the work of the Association. Finally, we understand that individuals from different cultures and groups may have varying customs and beliefs about what constitutes civil or uncivil behavior. We expect all to be respectful and mindful of these differences and norms.

Civility Operational Definitions

1. Think carefully before speaking
2. Differentiate and articulate facts from opinions
3. Focus on the common good
4. Disagree with others respectfully
5. Be open to others without hostility
6. Respect diverse views and groups
7. Offer a spirit of collegiality

8. Offer productive and corrective feedback to those who behave in demeaning, insulting, disrespectful and discriminatory ways
9. Create a welcoming environment for all
10. Focus corrective feedback on one's best and most desirable behavior

Operational Definitions of Incivility

1. Interrupting and talking over others who have the floor
2. Overgeneralizing and offering dispositional character criticisms and attributions
3. Using language that is perceived as being aggressive, sarcastic, or demeaning
4. Speaking too often or for too long
5. Engaging in disrespectful non-verbal behaviors (e.g., eye rolling, loud sighs)
6. Offering false praise or disingenuous comments (e.g., "With all due respect but...")

Civility Work Group Members: Thomas Plante, PhD (Chair), Ester Cole, PhD, Eduardo Diaz, PhD, Janet Hibel, PhD, Caridad R. Moreno, PhD, Dianne Salter, PhD, JD, David T. Susman, PhD, Randy White, PhD (Council Leadership Team Consultant), Terri Strong, PhD (Council Leadership Team Consultant), Cassandra Kemp, MA (APA Staff Liaison).

Item 2 – Adopted by Council August 2017

American Psychological Association (APA) Civility Statement and Operational Definitions

As psychologists, we seek to embrace and practice the ethical principle of “respecting the dignity and worth of all people” and create a climate of civility, respect and inclusion throughout the APA community. We strive to accomplish this goal by interacting and communicating with others in a spirit of mutual respect and an openness to listen as well as to consider all points of view. While we may disagree on important issues, we debate and express our ideas in a collegial, civilized and professional manner. Corrective feedback will be provided constructively, respectfully and compassionately whenever members don't behave civilly in order to maintain a comfortable, safe and professional environment in which to conduct the work of the Association. Finally, we understand that individuals from different cultures and groups may have varying customs and beliefs about what constitutes civil or uncivil behavior. We expect all to be respectful and mindful of these differences and norms.

Civility Operational Definitions

1. Think carefully before speaking
2. Differentiate and articulate facts from opinions
3. Focus on the common good
4. Disagree with others respectfully
5. Be open to others without hostility
6. Respect diverse views and groups
7. Offer a spirit of collegiality

8. Offer productive and corrective feedback to those who behave in demeaning, insulting, disrespectful, and discriminatory ways
9. Create a welcoming environment for all
10. Focus corrective feedback on one's best and most desirable behavior

Operational Definitions of Incivility

1. Interrupting and talking over others who have the floor
2. Overgeneralizing and offering dispositional character criticisms and attributions
3. Using language that is perceived as being aggressive, sarcastic, or demeaning
4. Speaking too often or for too long
5. Engaging in disrespectful non-verbal behaviors (e.g., eye rolling, loud sighs)
6. Offering false praise or disingenuous comments (e.g., "With all due respect but...")

Approved by the APA Council of Representatives, August 2017

Item 3 – ‘Making APA Council Civil Again: The Efforts and Outcomes of the Civility Working Group’

Plante, T. (2017). Making APA Council Civil Again: The Efforts and Outcomes of the Civility Working Group. *Professional Psychology: Research and Practice*, 6, p. 401-404.
<http://dx.doi.org/10.1037/pro0000163>

The 2021 Council Leadership Team

Randall P. White, PhD
Chair (2021)
Board of Directors (2021)

Eric Butter, PhD
Chair-Elect (2021)
Board of Directors (2021-22)

Cynthia de las Fuentes, PhD
Past-Chair (2021)

Jean Carter, PhD
APA Treasurer (2020-22)

Arlene Noriega, PhD
Member-at-Large (2020-22)

LeOndra Clark Harvey, PhD
ECP Rep. (2021-23)

Noelle Lefforge, PhD
Member-at-Large (2021-23)

David Susman, PhD
Member-at-Large (2019-21)

Jennifer Kelly, PhD
APA President (2021)

Frank Worrell, PhD
APA President-Elect (2021)

Mary Fernandes, MA
APAGS Chair-Elect (2021)

Arthur C. Evans, PhD
CEO (ex-officio)

The 2020 Council Leadership Team

Cynthia de las Fuentes, PhD
Chair (2020)
Board of Directors (2020)

Randall P. White, PhD
Chair-Elect (2020)
Board of Directors (2020-21)

Beth Rom-Rymer, PhD
Past-Chair (2020)

Jean Carter, PhD
APA Treasurer (2020-22)

Arlene Noriega, PhD
Member-at-Large (2020-22)

Marta Miranda, PsyD
ECP Rep. (2018-20)

Thomas Plante, PhD
Member-at-Large (2018-20)

David Susman, PhD
Member-at-Large (2019-21)

Sandra Shullman, PhD
APA President (2020)

Jennifer Kelly, PhD
APA President-Elect (2020)

Blanka Angyal, PhD
APAGS Chair-Elect (2020)

Arthur C. Evans, PhD
CEO (ex-officio)

The 2019 Council Leadership Team

Beth Rom-Rymer, PhD
Chair (2019)
Board of Directors (2019)

Cynthia de las Fuentes, PhD
Chair-Elect (2019)
Board of Directors (2019-20)

Joseph J. Coyne, PhD
Past-Chair (2019)

Jean Carter, PhD
APA Treasurer (2017-19)

Randall P. White, PhD
Member-at-Large (2017-19)

Marta Miranda, PsyD
ECP Rep. (2018-20)

Thomas Plante, PhD
Member-at-Large (2018-20)

David Susman, PhD
Member-at-Large (2019-21)

Rosie Philips Davis, PhD
APA President (2019)

Sandra Shullman, PhD
APA President-Elect (2019)

Roseann Fish Getchell, PsyD
APAGS Chair-Elect (2018-19)

Arthur C. Evans, PhD
CEO (ex-officio)

The 2018 Council Leadership Team

Joseph J. Coyne, PhD
Chair (2018)
Board of Directors (2018)

Beth-Rom-Rymer, PhD
Chair-Elect (2018)
Board of Directors (2018-19)

Jean Lau Chin, EdD
Past Chair (2018)

Teri Strong, PhD
Member-at-Large (2016-18)

Randall P. White, PhD
Member-at-Large (2017-19)

Thomas Plante, PhD
Member-at-Large (2018-20)

Marta Miranda, PhD
ECP Rep. (2018-20)

Jessica Henderson Daniel, PhD
APA President (2017)

Rosie Philips Davis, PhD
APA President-Elect (2017)

Jean Carter, PhD
APA Treasurer (2017-2019)

Justin Karr, MSc
APAGS Chair-Elect (2017)

Arthur C. Evans, PhD
CEO (ex-officio)

The 2017 Council Leadership Team

Jean Lau Chin, EdD

Joseph J. Coyne, PhD

Chair (2017)
Board of Directors (2017)

Douglas C. Haldeman, PhD
Past Chair (2017)

Randall P. White, PhD
Member-at-Large (2017-19)

Ali M. Mattu, PhD
ECP Rep. (2015-17)

Jessica Henderson Daniel, PhD
APA President-Elect (2017)

Justin Karr, MSc
APAGS Chair-Elect (2017)

Chair-Elect (2017)
Board of Directors (2017-18)

Bonnie R. Strickland, PhD
Member-at-Large (2015-17)

Teri Strong, PhD
Member-at-Large (2016-18)

Antonio Puente, PhD
APA President (2017)

Jean Carter, PhD
APA Treasurer (2017-2019)

Arthur C. Evans, PhD
CEO (ex-officio)

The 2016 Council Leadership Team

Douglas C. Haldeman, PhD
Chair (2016)

Rodney L. Lowman, PhD
Past Chair (2016)

Randall P. White, PhD
Member-at-Large (2015-16)

Ali M. Mattu, PhD
ECP Rep. (2015-17)

Antonio Puente, PhD
APA President-Elect (2016)

Christine Jehu, MS
APAGS Chair-Elect (2016)

Jean Lau Chin, EdD
Chair-Elect (2016)

Bonnie R. Strickland, PhD
Member-at-Large (2015-17)

Teri Strong, PhD
Member-at-Large (2016-18)

Susan McDaniel, PhD
APA President (2016)

Bonnie Markham, PsyD, PhD
APA Treasurer (2014 -2016)

Cynthia Belar, PhD
Interim CEO (ex-officio)

The 2015 Council Leadership Team

Rodney L. Lowman, PhD
Chair (2015)

Douglas C. Haldeman, PhD
Chair-Elect (2015)

Jean Lau Chin, EdD
Past Chair (2015)

Bonnie R. Strickland, PhD
Member-at-Large (2015-17)

Randall P. White, PhD
Member-at-Large (2015-16)

Ellen W. Williams, PhD
Member-at-Large (2015)

Ali M. Mattu, PhD
ECP Rep. (2015-17)

Barry Anton, PhD
APA President (2015)

Susan McDaniel, PhD
APA President-Elect (2015)

Bonnie Markham, PsyD, PhD
APA Treasurer (2014 -2016)

Christine Jehu, MS
APAGS Chair-Elect

Norman Anderson, PhD
CEO (ex-officio)

(Note: This was the “Inaugural Team”. To establish the rotation of elected positions on the initial Team, in 2015 a “Past Chair” was elected and the Member-at-Large positions were ‘staged-in’: 1 one-year term, 1 two-year term, and 1 three-year term.)