

# Responding to Change in a Challenging Climate: 2015 Five-Year Report of the Policy and Planning Board

The American Psychological Association (APA) Bylaws Article XI.7 (<http://www.apa.org/about/governance/bylaws/article-11.aspx>) requires that the Policy and Planning Board report annually by publication to the membership and review the structure and function of the association as a whole every fifth year. This report details the board's 5-year review, including APA's challenges and achievements from 2011 through 2015 within the context of broader social and environmental changes. Recommended priorities for future change are offered.

*Supplemental materials:* <http://dx.doi.org/10.1037/amp0000016.suppl>

If you know your history, then you would know where you coming from, then you wouldn't have to ask me, who the 'eck do I think I am.

—Bob Marley

Successfully planning for the future depends on understanding the past. The American Psychological Association's (APA; also called "the association") Bylaws (Bylaws Article XI.7, <http://www.apa.org/about/governance/bylaws/article-11.aspx>) call for the Policy and Planning Board (P&P) to routinely review the association's well-being via an annual report to APA members and a comprehensive review every 5 years. This 5-year report examines APA's challenges and achievements from 2011 to 2015.

APA has made excellent progress in forwarding its mission of advancing the creation, communication, and application of psychological knowledge to benefit society and improve people's lives. However, in recent years, APA has encountered complex issues related to funding for psychological research; APA-accredited internship opportunities for health service psychology (HSP) students; U.S. Department of Labor (2010) the Patient Protection and Affordable Care Act's (ACA) expectations of integrated, team-based health care; membership retention and growth; and budgetary matters. The findings of, and reactions to, the Independent Review (IR) Relating to APA Ethics Guidelines, Na-

tional Security Interrogations, and Torture was one of APA's greatest challenges in decades. The IR catapulted the APA into the scrutiny of the public spotlight, questioning the ethics of our profession, the transparency with which we conduct our affairs, and the actions of a few psychologists that the IR concluded reflected badly on the field.

In this report, P&P aims to provide a balanced portrayal of the APA's work and functioning over the past 5 years. The report examines the activities of APA governance boards, committees, and leadership, noting key achievements from 2011 to 2015. APA staff prepared snapshots of the association's major accomplishments over the past 5 years (see online supplemental materials). The progress made and the challenges encountered are understood in the context of broader social and environmental changes.

## APA's Strategic Plan – A Map for Change

APA's Strategic Plan serves as the template to review the recent past and as the blueprint for APA's future. Key elements of the plan included providing a revised mission statement and a vision statement, articulating a set of core values, and identifying three primary goals to guide the work of APA over the next decade. The three goals were to (1) maximize organizational effectiveness, including ensuring that APA collects, maintains, and manages accessible member and professional data to allow for evidence-based decision making (added by Council of Representatives [hereafter, "Council"] in 2015); (2) expand psychology's role in advancing health; and (3) increase recognition of psychology as a science. From 2011 to 2013, the Council funded seven projects that derived from the three. Major work was initiated to maximize organizational effectiveness by studying and, if indicated, improving the APA governance system. These efforts, which took place from 2010 through 2014, were the Good Governance Project (GGP; APA, 2012a, 2014a) and a subsequent Implementation Work Group (IWG; APA, 2013a).

The 2015 Policy and Planning Board (P&P) of the American Psychological Association was chaired by Kristi S. Van Sickle, PsyD. Other members of the board included M. Lynne Cooper, PhD, Carol A. Dwyer, PhD, Armand R. Cerbone, PhD, Allen M. Omoto, PhD, Konjit V. Page, PhD, Richard E. Petty, PhD, Kenneth J. Sher, PhD, and John S. Westefeld, PhD. Susan H. McDaniel, PhD was the liaison for the Board of Directors.

The members of the Policy and Planning Board express their gratitude to 2016 P&P members Nadine J. Kaslow, PhD, Ronald H. Rozensky, PhD, and Lori C. Thomas, JD, PhD, for their substantial contributions to this report. P&P also acknowledges the invaluable coordination and support provided by the staff liaison Lucia Gutierrez, PhD, and the retired staff liaison, Sarah Jordan.

## Our Changing World and Changing Profession

APA's progress, challenges, and future directions must be understood in the context of significant changes in the larger world and the discipline of psychology. Examples of worldwide trends include environmental changes, especially global warming, advances in technology, increase in terrorism and global conflict, and economic challenges. Many of these trends can optimally be understood and addressed if a psychological perspective is brought to bear.

Our changing world impacts the discipline of psychology and APA's core mission. Psychology is affected by legislative and regulatory actions (e.g., The Health Insurance Portability and Accountability Act [HIPAA; U.S. Department of Labor, 2015], ACA, licensure mobility, reduced federal research funding), and, conversely, APA affects legislation and regulation (e.g., prescriptive authority legislation, Graduate Psychology Education [GPE] funding, and Medicare and Medicaid reimbursements). The practice of psychology is adapting to the ACA, a shifting health care marketplace, and changing health care delivery systems; psychologists must continue to provide effective, ethical care with APA's support. Our education and training strategies, scientific endeavors, practice patterns, and social justice efforts are changing rapidly to meet new realities such as integrated care, interprofessional education and practice, team science, and changing population demographics. These changes have the potential to impact and be impacted by APA. The imperative for APA is not just respond to change, but plan for change.

## The Challenge of Changes in Identity: What Is Psychology and Who Are Psychologists?

A major challenge facing the discipline and APA are how it answers the questions "What is psychology?" and "Who is a psychologist?" Answers to these questions have profound implications for the identity of the discipline, who identifies with the discipline, and how a professional organization serves its members. What we call ourselves, how we label our work settings, and how we describe what we do have implications for the future. Many individuals who previously identified as psychologists now identify with disciplines titled other than psychology (e.g., neuroscientist, cognitive scientist, behavioral economist, gerontologist, sleep medicine specialist, behavioral health provider).

At the institutional level, there is a similar "rebranding" phenomenon. Many academic departments housed in research universities have changed from Departments of Psychology to those that reflect expanded allegiances and changing identities (e.g., Department of Psychological Sciences, Department of Psychological and Brain Sciences). Some departments no longer contain the words "psychology" or "psychological" (e.g., Department of Cognitive Science, Department of Neuroscience and Behavior). In

practice settings, psychologists are often housed in departments of psychiatry and behavioral sciences, behavioral health, pediatrics, or family medicine. The field has been warned of the possible loss of academic freedom, role models for students, and jobs when psychologists are not in departments under the direction of psychologists (Rozen-sky, 2004). This is germane given the growing trends reflected in the changes in individual and institutional identities.

As the profession of psychology evolves, there has been an increase in specialization (Neimeyer, Taylor, & Rozen-sky, 2012; Roberts, 2006). APA recognizes 15 specialties in professional psychology (APA, 2016a). The diversity of psychological scientists who identify with other labels and departments lacking the word "psychology" represents a potential threat to APA because it could reduce the strength of affiliation with an umbrella organization. Professional organizations like those focused on neuroscience, pain, and assessment can draw away membership from the broader tent of APA. Failure to address these changes could lead to APA representing an increasingly smaller proportion of psychologists and psychology.

## Changes in the Psychology Labor Market

Per the U.S. Bureau of Labor Statistics (2015), the employment of psychologists is expected to increase by 19% from 2014 to 2024. To ensure that the Bureau utilizes definitions of psychology consistent with APA policy and terms utilized by the field, APA sent a document to the Bureau in 2014 that contained descriptors consistent with the field's definitions of psychologists and the occupational activities they engage in as health service providers, scientists, and educators; these recommendations are under review.

In 2015, the APA Center for Workforce Study (<http://www.apa.org/workforce/>) moved from the APA Science Directorate to the Education Directorate, with an open search for a new director. The predicted trend of increased employment opportunities for psychology will entail an increased need for training throughout the discipline, especially at the graduate level. Only if psychology can "bring forward comprehensive data" (Rozen-sky, Grus, Belar, Nelson, & Kohout, 2007, p. 246) based upon a thorough workforce analysis can the field know where new jobs will exist, what fields will need more psychologists, and what changes in the academic preparation of the next generation will be required to prepare that expanding workforce.

## Changes in Education

The Board of Educational Affairs (BEA) and its committees, and the Education Directorate staff, focus on "the advancement of education and training in psychology and

the application of psychology to education and training.” The following highlights major challenges addressed by the education and training communities within APA and psychology more broadly.

### Internship Imbalance

In 2012, Council allocated up to \$3 million over 3 years to expand the number of accredited internship positions and promote quality training for professional practice. As of the end of 2015, 123 programs had received funding. Of these, 32 programs had received APA-accredited status, creating 178 APA-accredited internship positions, and another 37 funded programs had applied for accreditation. The 2016 match reflected a significant change from prior years; the number of positions exceeded applicants by 75 and the match rate for the first phase match was 87%. Thus, the imbalance is decreasing. However, there remains a need to increase the number of accredited positions to match the number of applicants.

### Standards of Accreditation for Health Service Psychologists

A revised version of the Standards of Accreditation for Health Service Psychologists (SoA), approved by Council in 2015, is scheduled to take effect in 2017 (APA, 2015a). The SoA will replace APA’s Guidelines and Principles for Accreditation of Programs in Professional Psychology (G&P), adopted by the Commission on Accreditation (CoA) in 1995. Although periodic updates have been made, significant revisions were called for to reflect the articulation of profession-wide competencies, changing health service environment, and increasing call for evidence-based education, training, and practice. For many years, APA was the sole accrediting body for doctoral programs and internships in HSP. Recently, the Psychological Clinical Science Accreditation System (PCSAS) was established to accredit doctoral programs self-identified as clinical science focused. PCSAS is recognized as an accrediting body by the Council for Higher Education Accreditation (CHEA), but not by the U.S. Department of Education (CoA is recognized by both bodies). In 2014, the licensing boards of two states granted recognition to PCSAS accreditation in their licensing laws; however, the Association of State and Provincial Psychology Boards (ASPPB) has yet to recognize PCSAS. The ultimate impact of this alternative accrediting body is difficult to assess. P&P believes that APA should develop procedures to inform psychologists, students, and the public about the strength of the current APA accreditation system, engage in ongoing quality improvement of that system, and seek rapprochement with PCSAS to minimize confusion to students and policymakers.

### Education and Training Funding: Graduate Psychology Education Program (GPE)

The GPE program of the Bureau of Health Workforce in the Department of Health and Human Services funds, through competitive grants, the creation, operation, and maintenance of APA-accredited training programs that embrace an integrated approach to health care services and address access for underserved populations by training psychologists to work on interprofessional teams with underserved and diverse populations. Successful legislative advocacy efforts by APA’s Educational Advocacy Trust resulted in a \$7.9 million of FY 2015 funding for GPE. P&P encourages APA to continue its legislative efforts in this area and provide more guidance and infrastructure related to interprofessional education and training.

### Master’s-Level Education

Currently, licensed professional counselors and social workers comprise a large and growing part of the behavioral health workforce. This raises the question of whether or not APA should support master’s-level training and licensing of providers (perhaps with a limited scope of practice). A BEA task force is developing competencies for students trained at the master’s level that will undergo the APA review process to be approved as policy. P&P supports this effort and believes delineating competencies that could be effectively trained at the master’s level from those that require a higher level of training is needed to guide policy.

## Changes in Health Care

### Health Service Psychology

The Blueprint for Education and Training of Professional Psychology in Health Care Services (Health Service Psychology Education Collaborative, 2013) details the evolution to the *term health service psychology* (HSP) and lists competencies and recommendations for the education and training of all health service psychologists. The BEA has charged a work group to further delineate the competencies and behavioral benchmarks that all HSP education and training programs should meet to ensure their graduates can be scientifically minded as they implement evidence-based procedures.

In 2012, APA offered structured language to describe education and training programs in HSP (APA, 2012b) to help all constituency groups better understand the range of education and training received by health service psychologists (Rozenky et al., 2015). This is the first time a taxonomy of terms has been adopted by APA.

**Integrated care.** The major changes to the delivery and financing of health care detailed in the ACA (2010) have impacted the practice and education and training of health



service psychologists who increasingly will be required to practice in an interprofessional, team-based health care system. An APA Presidential initiative provided recommendations about educating students and practitioners about the knowledge, skills, and attitudes needed to function in our changing health care environment (McDaniel et al., 2014).

## Change in Leadership

Finally, in 2014, the Executive Director for Education for the prior 15 years, Cynthia Belar, PhD, ABPP, retired, and Jaime Diaz-Granados, PhD, was selected as the new Executive Director.

### The Increasing Importance of Psychologists' Roles in Integrated Teams

Psychologists increasingly are being called upon to function in teams: teams of health service providers, teams of scientists, and teams in business and industry.

## Health Care Teams

To help the psychology workforce develop the competencies needed to learn and practice in the ACA promoted interprofessional health care environment, the APA Center for Psychology and Health (<http://www.apa.org/health/index.aspx>) has promulgated information about integrated care and the role of psychologists on primary care teams. In 2014, there was a presidential initiative on psychologists' roles in Patient Centered Medical Homes (PCMHs), and in 2015, the APA Presidential Summit on global integrated health care examined enhanced collaboration across disciplines and best practice in health care around the world (APA, 2015b). APA's involvement in the Institute of Medicine's (IOM's) Global Forum on Innovations of Health Professions Education has increased the visibility of psychologists as members of the health care system, created access to other IOM activities related to health, and forged vital relationships with other health professions association leaders. APA was recently accepted as a member of the *Interprofessional Education Collaborative* (2016), whose goal is to create change such that all health professional education is more consistent and sets the stage for the health system of the future to deliver on the promise of interprofessional education and practice to improve health of individuals and populations and reduce health disparities.

## Team Science

Funding for scientific research from the National Institutes of Health increasingly has encouraged applications that "assemble an interdisciplinary, collaborative team of creative, independent, and funded investigators to address complex and important problems" (National Institutes of

Health, 2013). In response, the 2011 APA Educational Leadership Conference focused on developing interdisciplinary team science for psychologists, and the APA Board of Scientific Affairs (BSA) and BEA appointed a joint task force to develop recommendations for training psychologists for team science (Johnson, 2012). A report from the 2014 APA Presidential Initiative, "The Opening Doors Summit: Doctoral Education to First Job" offered recommendations to students and early career psychologists about learning opportunities and competencies needed to succeed in team science (Bangasser et al., in press). APA recognizes the value of seeking enhanced cooperation in all professional endeavors and should continue to develop and encourage its members and next generations to develop those competencies.

## Practice

The Practice Directorate along with the Board of Professional Affairs (BPA), the APA Practice Organization (APAPO), and the Committee for the Advancement of Professional Practice (CAPP) oversee the practice of professional psychology. BPA is responsible for the 501(c)(3) organization, APA; CAPP has responsibility for the 501(c)(6) organization, APAPO.

## Clinical Practice Guidelines

APA established an Advisory Steering Committee as a joint project of the Science and Practice Directorates to develop clinical practice guidelines in order to advance psychology's understanding and use of evidence-based treatments. This represents a major and timely initiative aligned with APA's Strategic Plan. Three Clinical Practice Guideline Development Panels have been formed to develop clinical treatment guidelines for depression, obesity, and posttraumatic stress disorder (APA, 2016b). Each panel of experts includes practitioners, researchers, consumer and patient advocates, biostatisticians, and methodologists.

## Revision of the International Classification of Diseases (ICD)

For the first time since it was originally published, psychologists are playing a key role in the revision of the World Health Organization's (WHO) International Classification of Diseases (ICD; World Health Organization, 2016). Psychologist Geoffrey M. Reed, PhD, is senior project officer in WHO's Department of Mental Health and Substance Abuse. Dr. Reed has coordinated the revisions for the ICD-11's section on mental and behavioral disorders with working groups of behavioral health professionals from around the world. Thus, the upcoming 11th ICD will take on even greater significance for mental and behavioral health care in the United States. This is a positive development for psy-

chology and its role as a health care partner with other professions.

### Prescriptive Authority (RxP)

In 2015, Illinois became the third state, in addition to the territory of Guam and three branches of the military, to authorize RxP for licensed psychologists with specialized postdoctoral training in psychopharmacology. Expansion to other jurisdictions remains an uphill struggle; extending scope of practice always meets with opposition from other professions. The Illinois law diverged from current APA policy on psychopharmacology education and training while addressing the collaborative practice between prescribing psychologists and physicians. Such policy deviations should be discussed by the education and training and practice communities. Initiatives in other states are gaining traction. Recognition of clinical psychopharmacology as a specialty of APA's Commission for the Recognition of Specialties and Proficiencies in Professional Psychology (CRSPPP) would provide broader quality assurance. For a description of RxP designation policies and procedures, see APA (2012c).

### Postdoctoral Requirements for Licensure

In 2010, Council approved the revised Model Act for State Licensure of Psychologists (APA, 2010), which required "the equivalent of two full-time years of sequential, organized, supervised professional experience prior to obtaining the license," which "may be completed prior to or subsequent to the granting of the doctoral degree." Eleven states have eliminated postdoctoral experience as a requirement for licensure, joining Alabama, which never had such a requirement (ASPPB, 2015). Until all states eliminate the postdoctoral requirement, APA and ASPPB recommend that graduates obtain postdoctoral experience for specialty training and ease of licensure mobility.

### Licensure Portability and Telehealth

To respond to advancements in information technology (IT) and the telehealth movement, and to respond to the fact that psychologists increasingly are providing services across state lines, APA, the ASPPB, and The Trust collaboratively published the *Guidelines for the Practice of Telepsychology* (APA, 2013b). In March, 2015, ASPPB introduced the Psychological Interjurisdictional Compact (PSYPACT) to facilitate telehealth and temporary in-person, face-to-face practice of psychology across jurisdictional boundaries. PSYPACT is an agreement between state legislatures to enact legislation and enter into a contract for a specific, limited purpose or address a specific policy issue (<http://www.psypact.org/>). PSYPACT becomes operational when seven states enact it, which is planned for the upcoming

2016 legislative sessions. Once operational, licensed psychologists will be able to obtain ASPPB certificates, which include the E-Passport to practice telepsychology and the Interjurisdictional Practice Certificate (IPC) to conduct temporary in-person, face-to-face practice in PSYPACT states.

## Science

The recognition of psychology as a science is the third goal in APA's strategic plan. Many efforts related to that goal fall within the Science Directorate and the BSA.

### Psychology as a STEM Discipline

APA's position is that psychology is best characterized as a STEM (science, technology, engineering, mathematics) discipline because of its reliance on scientific, quantitative, and technological methods of inquiry to understand cognition, emotion, and behavior and the fact that psychological knowledge is central to the optimal use of scientific and technological innovations. Recognizing psychology as a STEM discipline has important practical implications related to sources of funding available for psychological research, the degree to which psychology is a part of the K-12 curriculum, and the ability of scholars in psychology to obtain visas to work in the United States. To promote psychology as a STEM discipline among policymakers, scientists in other fields, and the general public, APA has engaged in a range of activities: (1) briefings to educate members of Congress and their staff about the contributions of psychological science; (2) organizing Science Leadership Conferences that teach academic scientists how to advocate for psychological science; (3) taking leadership roles in national interdisciplinary science coalitions (e.g., Consortium of Social Science Associations, Council of Scientific Society Presidents, Federation of Associations in Behavioral & Brain Sciences); (4) expanding APA's Public Education Campaign to include a focus on psychology as a science; (5) collaborating with the Boston Museum of Science in sponsoring exhibits on psychological research at the annual U.S.A. Science and Engineering festivals; and (6) producing a presidential task force report on psychology as a STEM discipline (APA, Task Force on the Future of Psychology as a STEM Discipline, 2010).

### Publication of Research Findings

Over the past 5 years, one of the most publicized challenges has involved proposed changes in how research results are published and disseminated (Nosek et al., 2015). Key contemporary issues involve transparency, replicability, data sharing, and preregistration of research studies. As one step in addressing these challenges, BSA, in conjunction with the Publication and Communication Board, issued a report on data sharing that can serve as a vital step in

modernizing the practice of psychological research (APA, 2015c). The document provides guiding principles, such as stipulating the length of time researchers can keep their data before it must be publicly shared. The next step is to flesh out these recommendations with greater specificity so they can be implemented.

## Interdisciplinary Research

Active attention has been paid to addressing issues raised by the increasingly interdisciplinary nature of psychology. In 2014, BSA developed a resource document on appointment, tenure, promotion, and merit review considerations for psychologists with joint faculty appointments and involvement in interdisciplinary/multidisciplinary research and scholarship (APA, 2014b). This document provides a model of the level of specificity that could also prove useful in dealing with other research challenges.

## Psychology in the Public Interest

The Public Interest Directorate and the Board for the Advancement of Public Interest (BAPPI) are charged with promoting psychology-rooted solutions to the fundamental problems of social justice and fairness. They address a myriad of issues affecting the health and welfare of marginalized people here and abroad. Attending to the needs of diverse populations through policy and practice guideline development, positions papers, social media posts, webinars, and more means that BAPPI oversees a number of governance committees and the programs and initiatives of each. Notably, these policies and positions provide foundations for APA Amicus Briefs [hyperlink will be added in production], which inform and influence public policy through the court system. With the support of the Public Interest Directorate staff, BAPPI maintains a number of successful and visionary programs, such as the federally funded Minority Fellowship Program that trains ethnic minority researchers and service providers; the Reducing Health Disparities Initiative; the Leadership Institute for Women in Psychology; an international conference on Work, Stress, and Health; and Adults and Children Acting Together Program (ACT) aimed at combating violence and its consequences internationally.

In November 2015, the Public Interest Directorate hosted its first Psychology in the Public Interest Leadership Conference that drew over 100 participants. The conference focused on increasing the use of psychological research among legislators, policymakers, and the media. Participants lobbied their congresspersons about access to mental and behavioral health care and funding for graduate education.

## APA Organizational Issues

### Diversity

The APA's code of ethics and core values mandate opposing discrimination and advocating for justice and human rights. P&P recognizes that APA has a history of advocating for historically marginalized and stigmatized groups, including through amicus briefs and legislative and public policy involvement.

At the same time, the matter of diversity issues *within* the organization has been an ongoing concern for over a decade. In 2005, for example, the Council of Representatives voted to adopt the Resolution on Enhancing Diversity in APA (APA, 2005a), and later received the report of the President's Task Force on Enhancing Diversity (APA, *Presidential Task Force on Enhancing Diversity*, 2005) that "enhancing diversity and increasing the sense of being welcome in APA by diverse groups are top priorities for APA." In implementing this resolution, the APA CEO worked on developing an initial plan that included immediate, medium-term, and long-range goals, as well as the intent to hire an APA Diversity Officer who would further develop and implement the plan. This position was never filled, and it is unclear whether other components of the plan have been implemented.

P&P recognizes and commends previous efforts addressing diversity within APA, but is concerned that these efforts have not been maintained and need to remain a high priority for the association. Given the stated importance and significance that the organization has placed on diversity, P&P believes that greater accountability is needed in carrying out recommendations that have previously been adopted and also in continually updating an association-wide diversity plan.

### Membership

APA has undergone membership changes throughout its history, but none as dramatic as the changes since 2008. In 2008, there were 92,322 members. By 2013, the number of members had dropped to 82,153 (Robiner, Fossum, & Hong, 2015). Ten divisions have had decreases in membership of over 25% since 2008. The membership is also aging. In 2013, 17 divisions had age-demographic profiles wherein greater than 80% of its members were over 50 years old (Robiner et al., 2015). Issues related to APA membership trends have been discussed in a variety of venues, such as at the Division Leadership Conference and through the Committee on Divisions/APA Relations (CODAPAR). Given the seriousness of the membership problem, in 2015 a new Executive Director position was created and Ian King, MBA became the first Executive Director for Member Recruitment and Engagement. The success of this position and



office will need to be evaluated over time. For this effort to be successful, membership must remain a focus of the APA President, Board, Council, and the Division Services Office.

### Early Career Psychologists in APA Governance

In 2014, the term Early Career Psychologist (ECP) was clarified to include individuals 10 years post degree. In 2015, Council adopted a policy of including an ECP on almost all APA boards and committees. This policy acknowledges the valuable input of ECPs; hopefully it will encourage their involvement, increase retention, and ensure that the needs of a broader demographic of APA members are addressed in policy initiatives and decisions, potentially mitigating the perception that APA is a “closed system.” Although relatively new, this policy, in P&P’s view, is already having a positive impact.

### The Structures of the 501(c)(3) and 501(c)(6) Organizations

APA, as a 501(c)(3) (i.e., a charitable organization) may not attempt to influence legislation as a substantial part of its activities and may not participate in any campaign activity for or against political candidates. The funds that APA can allocate to lobbying to protect or advance the profession are limited by law. Consequently, APA created a companion organization, APAPO, as a 501(c)(6) to allow for expenditures or activities denied to 501(c)(3) organizations, such as forming political action committees (PACs) and the Education Advocacy Trust that advocates for psychology. While a sister organization that shares its board of directors with APA, APAPO is a legally distinct organization.

To strengthen the APAPO, CAPP, a board-level committee of the APA, became a board-level committee of the APAPO, acquiring 501(c)(6) status in 2015 and holding its own elections for members in 2016. To bolster APAPO’s efforts to advocate on behalf of psychology, in May 2012, APAPO created a political action committee (APAPO-PAC). This led to a new chapter in organized psychology’s involvement in the political arena.

### The Practice Assessment Dispute and Settlement

APA cannot legally transfer or distribute its funds to the APAPO. Thus, APAPO has relied on the Practice Assessment dues and the contributions of psychologists. To raise the funds necessary to support APAPO and its activities on behalf of licensed practitioners, APA, in its annual dues statement distributed to all members, asked practitioners wishing to belong to APAPO to assess their contributions proportional to their level of the income derived from their practice activities. A dispute arose over whether the dues statement misled licensed practice members of the APA into thinking that payment of dues to APAPO was required for

membership in the APA. Litigation in a class action suit ensued. In 2014, APA and APAPO concluded that settling the dispute would allow all parties to return their full focus to advancing psychology and serving patients. Mediation determined a final settlement that established a \$9.02 million settlement fund to be used to pay claims. APA’s insurers committed to paying \$4.2 million plus administration costs of approximately \$200,000. Settlement checks were mailed to those filing claims according to the settlement agreement by January 13, 2016. Unfortunately, the negative impact of the settlement combined with other factors has made it challenging to fund the APAPO adequately, which is very concerning. The development of meaningful member benefits for membership in the APAPO will be critical for its continued survival.

### Good Governance Project (GGP)

The GGP was based on Goal One of APA Strategic Plan: maximizing organizational effectiveness by enhancing services and communications to increase member engagement and value, improving the fiscal health of APA, and optimizing governance structures and function. In 2010, a team of 15 APA members (GGP) was charged with providing recommendations to bring APA governance into alignment with the association’s strategic plan in order to improve communication across APA and determine optimal structures and functions of APA for accomplishing these goals (Clay, 2014). Over a 3-year period, GGP undertook a data-based approach to understanding how APA governance was viewed, actually worked, and could be improved. Based on data collected, in 2013, the GGP team brought specific proposals before Council for its consideration.

This resulted in Council approving the following changes: (1) Enhancing technology use to improve communications among members, governance, and staff; (2) Developing leadership training; (3) Creating a triage system to optimize the flow of items that require action through the governance process; (4) Refocusing Council’s work on major strategic issues for the discipline and APA, coordinated by a Council Leadership Team (CLT) elected by Council; (5) Separating fiduciary roles so that the Board would be responsible for management of the Association; and (6) Restructuring the Board so it is more representative of APA members and includes a public member. Implementation of these recommendations and a seventh goal, restructuring the size of Council itself, were then assigned to an IWG (APA, 2013a).

The guiding principles for IWG’s work included an expectation that it be consistent with APA’s strategic plan; be fair and engender trust; be transparent and timely; reflect diversity in voices and expertise; have relevance to and engage members at different career stages; include appropriate checks and balances; and allow for adaptation, evaluation, and revision. Council adopted several IWG imple-

mentation plans in 2014: (1) separating the duties of the Board and Council for a 3-year trial period, with the Board being delegated authority for internally focused policy development, finances, and the CEO evaluation; (2) establishing a Council Leadership Team to direct the work of Council and help it focus on policy issues that impact APA and the field of psychology; (3) better utilizing technology in governance; and (4) creating a system for triaging and speeding up APA governance work. Portions of these plans have begun to be implemented.

IWG offered recommendations related to the development of a leadership training program, but because of its substantial cost, Council referred this item to the Board. At the August 2013 Council meeting, there was considerable support and opposition for the proposal to restructure and reduce the size of Council. To date, none of the proposals for changing the structure, size, and membership composition of Council have been passed by Council.

P&P believes that it would be advantageous for APA to restructure and reduce the size of Council. The current size of Council, 173 representatives, is unwieldy for deliberations and decision making and is expensive to maintain. Change would allow APA members who are not members of a division or a STPA (about half of the APA membership) to end their disenfranchisement inherent in the current structure. It would allow representation to be based on paid membership rather than the apportionment system adopted years ago (APA, n.d.). It would allow Council structure to align better with strategic priorities of the Association and would allow broader, diverse representation of voices.

## Finances

APA's current operating budget is approximately \$115,000,000. Revenue streams derive from multiple sources, including publications, membership dues, real estate holdings, fees for designations such as the accreditation program, and its investment portfolio (approximately \$110,000,000 in 2014). APA enjoys a BBB+ bond rating by Standard & Poor's, a very sound rating for a not-for-profit organization. The Finance Committee (FC), chaired by the APA Treasurer, oversees APA's fiscal health, budgeting process, and assets; works collaboratively with the APA Chief Financial Officer (CFO) and his staff to ensure APA's fiscal stability and growth; and reports to Council and Board.

Related to an IWG proposal, Council delegated its financial decision-making authority exclusively to the Board for 3 years. The trial period ends in 2016. At its February 2017 meeting, Council will determine whether to continue the delegation; reclaim its financial authority and control; or recommend permanent transfer to the Board, which would require a bylaws amendment approved by the APA membership.

Publications are APA's strongest revenue stream. In the past 5 years, electronic subscriptions have outpaced print subscriptions. Each year has seen an increase in the rate of growth and the revenue realized from it. Yet publications, too, are subject to change due to electronic availability of scientific journals reducing individual subscriptions, strained institutional budgets that force libraries to be more judicious in their purchases, increased publication costs of publications, and growth in the number of competing publishing outlets. As a result, the Office of Publications and Databases reported a decline in the *rate* of growth in 2015, meaning that the high rate of returns experienced in recent years will decline but still realize strong revenues.

In 2015, APA faced two extraordinary expenditures: (1) settlement of a lawsuit concerning dues collection, and (2) the IR. APA met these expenses, \$4.2 million for the settlement and \$6 million for the IR, by drawing on its investment portfolio. While the long-range impact of these events is not clear, the fallout is not expected to jeopardize the general financial health of the organization. In the short-term, however, possible decreases in membership resulted in cutbacks in designations, both current and planned, and other cost-saving measures. Indications are that 2015 will finish with a small positive operating margin. The Membership Office is reporting that declines are not as steep as anticipated; membership loss is registering in the 5% to 7% range, a similar rate experienced over the past 5 years. However, a significant deficit of \$6 to \$8 million is projected for 2016, attributable, in part, to continued declines in membership dues. The Executive Management Group, FC, Board, CFO, and Council recognize that the projected deficit budget for 2016 is not sustainable and are considering cost-savings measures on an ongoing basis. Already the 2016 budget is recommending reconsideration of its current designations and severely limiting new ones. Implications for the 2017 budget bear close monitoring.

Despite these caveats, the financial health of the organization remains strong. In the wake of the recent sizable expenditures, changes in revenue streams, and the recognition that there will be other unforeseen expenditures, APA is likely to enter a period with much more conservative and vigilant management of its budget.

## APA's Involvement in National Security, Interrogations, and Torture: The Independent Review

APA first took a formal stance against torture in 1985 (APA, 1985). Issues of terrorism and torture became more prominent post-9/11, and even more so in 2004, when the prisoner abuses at Abu Ghraib were revealed. In response, APA's Board established the Task Force on Psychological Ethics and National Security (PENS Task Force), whose report, "Statements Concerning Psychologists' Ethical Ob-



ligations in National Security-Related Work,” was adopted by the APA Board in an emergency vote in June 2005 (APA, *Presidential Task Force on Psychological Ethics and National Security*, 2005). The PENS Task Force’s report ignited tremendous internal and external controversy from its inception. A useful timeline of related activities by APA, Council, and membership can be found at <http://www.apa.org/news/press/statements/interrogations.aspx>.

In 2014, James Risen of the *New York Times* wrote “Pay Any Price: Greed, Power, and Endless War” (Risen, 2014), which explored the role of what he termed the “homeland security industrial complex” in the war on terror, stressing an examination of who benefited financially from that war. Although his discussion of APA was brief, his indictment of APA was fierce, naming individual psychologists and echoing criticisms that had been leveled at APA since 2005.

In November 2014, the Board engaged attorney David Hoffman of Sidley Austin LLP to conduct an IR to determine if there was any factual support for the assertion that APA colluded with the Department of Defense (DoD) and the Central Intelligence Agency (CIA) to support torture. The IR report was submitted to APA in July 2015. One of the IR’s main conclusions was that although there was no evidence that APA colluded with the CIA, there was evidence of a small number of APA leaders’ colluding “with important DoD officials to have APA issue loose, high-level ethical guidelines that did not constrain DoD in any greater fashion than existing DoD interrogation guidelines.” Rather than APA being motivated by a support of torture, the IR concluded that APA’s principal motive was “to align APA and curry favor with DoD. There were two other important motives: to create a good public-relations response, and to keep the growth of psychology unrestrained in this area.” The IR findings also indicated that there were a lack of organizational checks and balances that allowed for these difficulties, organizational challenges related to conflict of interest, and a lack of a culture of civility in the interactions among the members. The conclusions of the report, reported by the *New York Times* and other media outlets, and via APA communication channels and forums, resonated loudly. Longtime senior APA staff members resigned, retired, or had their contracts terminated. Council reacted promptly at their August 2015 meeting by passing Resolution 23B (APA, 2015d), a policy that prohibits psychologists from participating in national security interrogations. Of note, Resolution 23B is in alignment with the U.N. Convention Against Torture and redefines “cruel, inhuman or degrading treatment or punishment” in APA policy in accordance with the U.N. Convention Against Torture to protect all persons, including foreign detainees held outside of the United States.

The reaction to this resolution, like the reaction to the IR itself, has been controversial. Both the DoD and the military psychology community, among others, have questioned

whether the resolution went too far and overly restricted the roles psychologists can play in national security settings. For example, at the time of this writing, psychologists are prohibited from working in any setting in which basic rights, such as “Miranda rights,” are not observed. Thus, psychologists cannot, for example, provide mental health services to detainees in such settings if they are to avoid ethics violations. On the other hand, others applaud the steps that have been taken, believing that APA had not gone far enough historically to take a stand against cruel, inhumane, or degrading punishment.

These data and conclusions of the IR face continuing challenges. Several psychologists named in the report have written extensive rebuttals, and others have questioned the process by which the investigation was conducted and conclusions that were drawn. On the other hand, other psychologists are concerned that the findings will not be taken seriously enough and that APA will not make the requisite organizational changes, nor take a sufficiently strong stand with regard to a revision of the Ethics Code.

Following up on other Council actions from its August 2015 meeting, in February 2016, APA named 17 psychologists and ethics experts to the Commission on Ethics Processes, a group that will evaluate APA’s ethics processes and procedures (APA, 2016c). It is likely that over the next few years, there will be continued debate about the process by which policy is set in this area, and about the appropriate role of psychologists in national security settings.

Regardless of one’s perspective on the IR report, it raises serious issues about APA and the manner in which it conducts itself related to sufficiency of transparency, disclosure of potential conflicts of interests, oversight of activities by APA governance, and how dissent and dissenters are handled to ensure that they are not silenced or marginalized. Council is developing proposals to address these and other issues. P&P hopes these proposals will produce items that can be acted upon in a timely and concrete manner.

## Conclusions

The task of making recommendations is formidable. APA is a large, complex organization that reflects the size and complexity of our discipline. Many of the issues raised in this report are longstanding ones on which variable levels of progress have been made in the past 5 years. However, various challenges experienced in the recent past can be viewed as opportunities for growth. It is in this spirit that we put forth our priorities for change.

1. *P&P recommends that APA initiate and complete in a timely fashion its next strategic plan.* This will require clarifying its core mission, values, vision, goals, objectives, and core initiatives. We recommend that this be completed within 2 years of hiring the permanent CEO and include gathering input from

the membership and relevant external constituency groups. Care should be taken to insure that all relevant groups, especially those who have been marginalized, are given voice and their perspectives given serious consideration.

2. *P&P recommends that APA address psychology's fragmented identities.* This acknowledges that some people trained as psychologists do not identify as such (e.g., neuroscientist, behavioral health specialist). Addressing the issues underlying this fragmentation is key for a successful strategic planning process and for building a strong future for psychology. We propose that APA take a two-pronged approach: (a) address the issue of changing identities, and (b) explore the association's future in light of the changing visions of the nature of psychology and society.
3. *P&P recommends that APA make a stronger commitment to determining its data collection needs and create efficient and adequately funded structures to meet these needs.* APA should establish a mechanism to review and coordinate its overall data collection and research needs. This will help eliminate duplicate efforts and support an overall data-based approach to APA's future. Accurate and real time information on member characteristics, satisfaction, and engagement with the Association, and perceived voice in its Governance, are needed to gauge the APA's effectiveness in reaching its strategic goals and meeting member needs, and also to inform future planning and prioritizing of new initiatives.
4. *P&P recommends that the APA Center for Workforce Study be adequately funded and resourced.* This will help in carrying out meaningful workforce analyses to understand where and how many psychologists will be needed across the diverse roles they play in the education, science, practice, and public interest sectors.
5. *P&P recommends that APA governance reaffirm the 2005 Resolution on Enhancing Diversity in APA and continue its charge of creating a "welcoming" environment within APA for historically marginalized groups.* This includes a regular status report on an Association-wide Diversity Plan that includes immediate, medium-term, and long-range goals. Further, P&P encourages APA to revisit the feasibility of creating and funding a position for an APA Diversity Officer and the support this office would require. Although P&P recognizes the need to consider the financial impact of new initiatives and positions, it nonetheless recommends that priority be given to

diversity concerns, and especially the actions that were previously adopted for implementation.

6. *P&P recommends that membership growth, engagement, and retention remain significant foci across the association.* P&P supports APA's ongoing enhancement of initiatives focused on membership.
7. *P&P recommends that APA work with APAPO to educate the membership about the substantive, structural, operational, legal, and governance complexities attributable to differences between the 501(c)(3) and 501(c)(6) organizations.* APA is not a professional guild and its ability to lobby and advocate for guild interests are limited by its 501(c)(3) status. In contrast, APAPO, as a 501(c)(6) organization, exists to represent issues related to the business of psychology practice.
8. *P&P recommends that APA Governance resolve the longstanding gridlock regarding the size, structure, and function of Council.* Any new Governance structure that is adopted should be as inclusive as possible and care should be taken to insure full participation of diverse constituencies. If Council continues to be unable to make meaningful changes to the structure, function, and size of governance, the overall health of the organization will suffer. APA's Bylaws empower P&P to directly engage the membership; there are three ways to send a motion or a by-laws change to the entire membership for a vote: (1) by a 2/3 vote of Council, (2) by a petition from 1% of the members, or (3) by an action of P&P. Therefore, in the absence of action by Council, P&P may consider taking direct action as part of its responsibility to the Association.
9. *P&P recommends that, given recent budget deficits and declining revenues, APA prioritize its current and future initiatives and activities to protect its fiscal health.* A judicious financial plan should prioritize initiatives and activities that are critical to and consistent with its core mission and values.
10. *P&P recommends that APA implement structural and process changes to increase transparency and accountability and develop a more coherent and effective system of checks and balances.* Improvements in these areas would help insure fairness, engender greater trust in the APA, and engage members. These themes were identified in the GGP and IWG and emerged in the IR.
11. *P&P recommends that processes and mechanisms be put into place for addressing the conflicting views and*

*perspectives and the multitude of feelings related to the findings in the IR.* Respectful disagreements and continued discussion about the IR and its implications are necessary to resolve these conflicts, improve decision-making processes, and restore trust. Furthermore, these processes and mechanisms need to proceed in parallel with the other business of the association so that forward progress is made on all fronts.

In closing, as APA moves forward and takes action on these recommendations, it is imperative that the association and all of psychology embrace a culture of respectful discourse in which participants feel safe, welcomed, and valued for their diverse views and perspectives and not attacked. Our community should walk side-by-side grounded in our shared identity, our shared successes, and our shared wish for the best future we can build for Psychology. Let us use our energy to build that future.

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