REPORT OF TPA STRATEGIC PLANNING TASK FORCE

Strategic Planning Task Force
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EXECUTIVE SUMMARY

This report and recommendations of the Strategic Planning Task Force (SPTF) is lengthy by necessity. The world of psychology is in upheaval everywhere and nowhere more so than in Texas. Changes are looming that will impact both the discipline and the profession: changes in the underlying science, developments in the service delivery systems, competition over scope of practice, and changes in the regulatory and legislative environment. TPA needs to anticipate these new challenges and to prepare our members to flourish in that future. Thus, TPA must become an organization that is nimble, responsive and, above all, forward-thinking. TPA will need to broaden its focus from representing primarily private practice clinical interests to become inclusive in terms of demographic and cultural diversity and in terms of the many emerging roles that psychologists will compete for in the coming years in healthcare, forensics, science, and policymaking. The Strategic Planning Task Force was created to help TPA address these problems.

Following this executive summary, the report includes a description of the process of the SPTF, a discussion of overarching themes relevant to the future of TPA that emerged from this process, and a list of specific recommendations. An extensive chart detailing operational objectives and timelines to implements these recommendations---the crux of the plan ---appears in Appendix A. Supporting documents appear in several additional appendices.

The SPTF members reviewed the results of an online survey of 3776 Texas psychologists (393 respondents) and over 60 individual interviews with psychologists and stakeholder groups whose interests overlap with TPA. A brief summary of the recommendations follows here:

1. The strong support for "protecting the doctoral standard" in the legislature and the courts needs to be expanded to a much broader mission of "differentiation of the profession" through public education and building alliances with allied groups, policymakers, and other stakeholders.

2. A crucial strategy to further differentiation is the promotion of the scientific basis of the profession and the discipline. Results here have been weak. TPA should form a Science Committee as a standing committee to (a) work with Membership, Public Education, and Convention committees to get academic psychologists more involved (b) develop content to promote science to the public and (c) review the science basis for any public interest advocacy.

3. Communication platforms within the membership and between TPA and the outside world are inadequate for the challenges of the future. TPA should hire a new staff member for Marketing/digital activities to bring TPA forward on all its initiatives

4. Membership issues are looming. TPA needs to do more to recruit and welcome psychologists across all spectrums of demographics, regions, workplace settings, etc. Extra efforts to serve the needs of ECPs is highly needed.

5. Member engagement needs to be fostered at every level. Communication between the association (e.g. the BoT) and its members, between committees and the BoT, and between the association and SIGs, Division, and Local Area Societies is inadequate. This is the view of ECPs, mid-career psychologists, and persons who have served in committee or BoT roles. Several suggestions throughout the recommendations involve specific action items to address this.

6. There are several recommendations for changes in staffing and/or governance processes.
   a. The BoT should hire a staff person with expertise in the digital world and in marketing
   b. The President should create a standing committee: Scientific Affairs
   c. The BoT should plan to re-evaluate the governance structure in the next 4 years.
   d. The BoT should facilitate the work of the Social Justice and Diversity Divisions, perhaps by appointment of committees to co-ordinate with the Public Education Committee and the Membership Committee, respectively.

7. In general, psychology and psychologists are well regarded by outside groups. However, there were several comments that some people outside the profession view psychologists as arrogant and entitled. We will need to change this perception as we seek to make common cause with legislators and allied groups. Furthermore, TPA has a serious visibility problem. Many members of the media, public agencies, and other key influencers expressed wishes for better involvement from psychologists and want to rely on psychological expertise. Visibility and access to our expertise must increase if TPA is going to "own the science" of psychology in Texas. Several recommendations throughout the report attempt to address this.

BACKGROUND

Psychology's activities and domains are increasingly fluid; if we are blinded by immediate worries we may lose sight of the undercurrents affecting us. There are at least four domains where we can expect substantial evolution over the next decade:

- In our underlying science we can, with confidence, predict that breakthrough developments from neuroscience, pharmacology, behavioral genetics, big data analytics, and the "Silicon Valley" will each shape not only what practitioners may do, but in fact may alter what psychology, as a discipline is all about.
- Most service delivery systems will change with integration of care. The solo or small group practice in psychology will be the exception rather than the rule as vertical integration of health care proceeds.
- The cost accountability of services will come under more precise scrutiny. What counts as "successful" outcomes will be better specified, taking into consideration diagnostic severity and the larger context of each patient (e.g. overall stressors, cultural context, health history, family history, etc.).
- Scope of practice challenges will intensify. Psychologists will retain the doctoral standard as the core to their professional identity, but other groups will apply psychological knowledge in a variety of roles. The more important question is: *How can psychologists differentiate ---how do we establish our distinct credibility?* This leads to regulatory issues. The short run trend is laissez faire, libertarian de-regulation. Historically, this will go on for a while until the pendulum reverses. When it does TPA can argue for competency-based credentialing

In 2017 TPA faced enormous challenges in the legislature and in the TSBEP. Those battles are ongoing and we may have hope for a better outcome in the coming year. No matter what happens

this year, it is clear that promoting the value of psychology will be an ongoing challenge in the future and psychologists will need to work more vigorously to differentiate their value. TPA must be planning ahead. In May, TPA President, Cheryl Hall, created a task force to develop a long-range strategic plan.

COMPOSITION of TASK FORCE

SELECTION: A call for volunteers was circulated to TPA members by email in June, 2018 (See Appendix B). Two selection matrices were developed and used in parallel to ensure that an appropriate breadth of perspectives would be represented. Efforts were made to have balance in the following domains: gender, region of the state, rural v urban, and career stage. Efforts were made to ensure inclusion of diverse perspectives: ethnicity, gender identity and orientation, work setting, and specialization in psychology. In those areas which were not represented (because no such volunteers had emerged), extra effort was made to capture those perspectives during data gathering.

WORKGROUPS: The task force members were assigned to four workgroups (Appendix C). The Survey group developed the online survey and handled summarizing the results. One group was focused on sampling the concerns of the ECPs---they carry the future of the profession. One group interviewed past presidents and mid-career psychologists (broadly defined). The final group tried to gather information from others with whom TPA may have important interests: legislators, media people, and state agency policymakers. The interview groups were instructed to identify individuals to contact, identify what issues to explore, and develop a semi-structured interview and/or questionnaire for those identified.

Throughout this process the intent was to elicit concerns, ideas, and suggestions that will lead to clear goals for TPA, goals that are
   (1) Achievable---aim at targets that you can hit, not at the moon
   (2) Specific---lofty, gauzy aspirations are lovely but often quickly forgotten.
   (3) Measurable--- Ok, "increase membership". By how much? How?
   (4) Within your control---Your teenager may not get straight "A"s, but doing all the homework is entirely within her power. The same is true for influencing policy. What can **we** do that will contribute to better outcomes?
   (5) Time defined: Double our Social Media hits…by Jan 1, 2022.

DATA GATHERING

ONLINE SURVEY: The survey was promoted by email to the 3776 licensees for whom TPA has an email address. This included members and nonmembers. There were 393 responses; a 10.3% response rate is considered good for this type of survey.

INTERVIEWS: A total of 60 interviews were conducted, primarily by telephone or Skype.

PRELIMINARY CONCLUSIONS

A meeting of the SPTF was held in Fort Worth on Oct 27-28. Prior to that, each working group was asked to prepare a two to four-page summary of their overall findings. Those reports were circulated to the TF prior to the Fort Worth meeting. (The group interviewing past presidents did not provide a written report but their verbal reports was delivered to the SPTF in full at the retreat.)

BROAD THEMES

Data from the survey and the three interview teams was highly convergent in many areas. Overall, the majority of respondents have a favorable opinion about the association and there is general agreement about some goals that have been central to TPA's activities (to be elaborated below). However, the data suggest that the goals and values of the association are opaque. TPA has not adequately answered the "so what?" challenge: as one of the more expensive state associations, TPA faces questions about whether individual members are getting enough return on their investment. In addition, there is very broad consensus that TPA has a significant problem with communication and with engagement.

MISSION and VALUES: While mission and organizational values statements often seem like perfunctory treacle, an association without a clear core will wander. The SPTF reviewed the mission/purpose material on the TPA website and found it to be outdated or unhelpful. A complete overhaul of the mission and values statements was beyond the scope of this project, but we did adopt a tentative set of statements to serve as guideposts for our deliberations and for future consideration. It appears in Appendix D, and should be treated as a provisional working document. It is recommended that TPA should review and revise its mission and values statements.

ENGAGEMENT: A frequent complaint is that psychologists feel distant or disengaged from TPA. We heard this from every group (ECP, Mid-career, veterans). People aren't really aware what TPA is doing for them, how decisions are made, or how they can be more involved (and many want to!). This was given as a reason for not joining or staying in the association.

Notably, a significant number of people who have served on the BoT or on committees voiced similar concerns. They feel uninformed and unprepared for their roles, that decisions come out of the blue, and that the BoT and/or the EC make decisions that lack continuity from year to year. As a result, many of these highly invested TPA members felt like outsiders or that there were not clear opportunities for them to be more involved. Being uninformed was identified as a barrier to engagement and involvement.

It is important to recruit people to serve on committees who are not on the BoT. A BoT member should typically chair every committee, but the work needs to be distributed. Recruitment of committee members may take effort, but it will build engagement and inculcate members with the value of the association.

COMMUNICATION: Within the association there were complaints that TPA is not communicating its value to member or nonmember psychologists. In addition, various groups (standing committees, SIGs, Divisions, LASs, etc.) don't feel connected to the BoT and wish for more reciprocal interactions.

When looking outside the association, there is feeling by the members that TPA needs to do better to communicate the value of psychology to the public. This observation is shared by members (especially

ECPs) and by the collateral stakeholders (media folks, legislators, etc.). Several outside stakeholders indicated that psychologists are perceived as arrogant, unavailable and somewhat entitled. Legislative, regulatory, and public agency groups view TPA as either a "no-show" or a poor collaborator. Media members wish for more outreach and would welcome psychologists as resource experts.

MEMBERSHIP: The major recommendations will be how to increase membership and how to attract more ECPs. New member services are needed to prepare ECPs to enter the workforce or the world of practice, new avenues for engagement and participation in TPA should be developed. Specifics are detailed in the recommendations section, below.

ACCOUNTABILITY: From many current and former members of TPA leadership we heard frustrations at lack of accountability, and many respondents from the general membership felt there is a lack of follow through or continuity. "What happens is too dependent on the personality of the President," captures the problem. Drilling down to the details, it seems that, in addition to the aforementioned problems with communication, TPA suffers from a diffusion of responsibility. Ideas are floated but no plan is made for implementation or planned actions are not tracked (outcomes not measured or not reported). Throughout the chart outlining the plan there are timelines and delegation of authority wherever possible. It is expected that this will receive further elaboration as future BoTs become more adept at delegation and follow-through. The President-Elect Designate could be charged with facilitating and monitoring internal accountability of organization groups, committees, task forces, liaisons etc., and keeping the BoT informed. This would facilitate the onboarding of the President-Elect Designate in preparation for their presidency.

- Recommendation: Increase continuity from year to year by more specific problem identification, more clear delegation of action, and better tracking of outcomes from year to year.

SPECIFIC AREAS of CONCERN

PROFESSIONAL SCOPE AND IDENTITY: This issue topped the concerns of all psychologists. As the task force discussed this, the concerns are more nuanced. While everybody is in favor of "the doctoral standard," there is a lot of concern about strategy and tactics. Many respondents are uneasy about where their money is going with lawsuits, etc. "Is that what TPA does, sue people?" said one ECP.

Feedback from outside allies suggests that most people in agencies, legislators, and the media have a vaguely positive view of psychology, but most are not aware or invested in our scope of practice issues. On the other hand, folks at ground zero (TSBEP, some legislative folks, some allied professional groups) have a very mistrustful (sometimes hostile) view of TPA.

There was consensus at the SPTF meeting that what is really at stake is how to differentiate psychology and psychologists in the public mind. It is not sufficient, and perhaps no longer very effective, to fight for our identity solely in the legislature. There was strong consensus that TPA needs to do a much better job of selling the public on the value of psychology and psychologists. What services do psychologists provide? How might the entire public access our services? Increasing public awareness of the broad and high quality of the SCIENCE that is the bedrock for the profession is imperative. To that end, it is important to convince administrators (hospitals, managed care, public agencies) of the incremental value of having psychologists on staff.

INDEPENDENT BOARD: This is number two on many respondents' list of concerns. It would appear that TPA has done a good job of informing psychologists about this issue and there is very good support for pursuing this (only 5% stated a preference that TPA not pursue). It is clear that if TPA does not prevail at Sunset it faces a major challenge in framing the setback to member and nonmember psychologists.

PRESCRIPTIVE AUTHORITY: The push for RxP is polarizing in the profession. The survey results suggest that the issue divides us down the middle. It is a reason for disenchantment and departure of some psychologists because they perceive "TPA has been hijacked into spending all its money on RxP," or that TPA has abandoned RxP advocacy. It is not our purpose to rehash the debate here, but only to note that this is a polarizing issue that may weaken support among some members.

SOCIAL JUSTICE: This can also be a divisive and polarizing issue. A minority of individuals feel that TPA should be a guild-protecting organization and not spend its resources on larger public interest concerns. However, most felt strongly that TPA should be active on public interest issues; this was especially true for the ECP interviews. Few people were aware that TPA has a process for taking public stances (e.g. the child separation issue); those who knew of the process think it works but is too cumbersome. A substantial majority of those who offered opinions stressed that it is important that social justice or public interest initiatives be presented in a non-partisan, objective/informative tone that emphasizes the underlying psychological science.

LEGISLATIVE ADVOCACY and POLICY ENGAGEMENT: TPA is not effectively placing psychology on the map because psychologists are not getting involved. Interviews with agency policymakers and legislative staff indicated that other groups are more readily available to serve as expert resources. Psychology is respected, but not sufficiently visible in the offices of decision makers. PAC contributions and in-person testimony are very important, but not sufficient.

<u>BIGGEST CHALLENGES IN THE FUTURE</u>

The SPTF concluded that many of the challenges from the past will remain, although the association's responses may need to change:

1. Scope of practice battles should morph into initiatives to sell psychology to the public. Demographic and market realities make it imperative that TPA make peace with the fact of master's level providers and seek to collaborate on common concerns.
2. Likewise, TPA's strongest potential ally should be physicians (i.e., another doctoral-level profession), with primary care and child specialty physicians becoming ever more significant. TPA needs to revisit the potential trade-offs between pursuing RxP versus collaborating with TMA on the many issues where there may be ready consensus.
3. Integrated care is coming, and psychology's place in these systems will depend on convincing allies and policy makers of psychology's added value.
4. Access to care is becoming more precarious for marginalized patients and underserved populations. Attention to the needs of ALL Texans is a moral challenge and ethical imperative that psychologists will face. Many of our ECPs are eager for avenues to take up these challenges.
5. The digital world presents challenges to individual psychologists and to the association. TPA needs integrated social media efforts that are proactive, pushing our message out to all relevant

target audiences on a continuous basis. Members need assistance with social media, electronic health records, and telehealth.

RECOMMENDATIONS

MARKETING and DIGITAL FACILITY

1. For many of these recommendations to get off the ground, it is imperative that TPA hire a staffer with expertise in website management, social media integration, and marketing. This person needs to be hired by Nov, 2019.
2. This person will work with all relevant committees to modernize TPAs use of the digital world to brings its message to members, nonmember psychologists, the public, the media, and policymakers. This person will present a budget proposal to the BoT by April, 2020.

MEMBERSHIP GROWTH:

1. Add 15% to doctoral members by Dec 31, 2024.
2. Staff to develop baseline for member retention by Aug 2019.
3. TPA BoT and Membership Committee will visit all Texas training programs by 12/31/2024
4. Membership committee will develop/promote a video on the value of psychology for undergraduate programs by 12/31/2019
5. Develop stronger "welcome" to new members: member welcome breakfast at convention 2019.
6. Appoint members of Membership and Diversity Committees to contact associations of psychologists that serve ethnic and other marginalized minorities, religious groups, etc. by Dec 31, 2019. Report back to BoT by Aug, 2020 with plan for addressing these groups' concerns.
7. Membership committee will work with TPA staff to revisit options for the costs and dues structure (this in response to concerns from some ECPs). Membership committee will develop talking points to be available on this issue by Dec, 2020.
8. Foster online communities using all social media platforms. Look for steady (5% per year) growth in media hits on all platforms. Work with Digital person. Staff report current baseline data to BoT in Feb, 2019. Digital Specialist report progress to BoT quarterly.

EDUCATION & MEMBER SERVICES

1. Develop content targeting ECPs on starting a practice, navigating integrated care, marketing, etc. Membership committee co-ordinate with other TPA committees and with APA Public Education Office. Convention presentations rolled out at 2019 convention. At least one online presentation for ECPs by Dec, 2020. Report to BoT Nov, 2021 regarding outcomes. Continue reporting to BoT quarterly thereafter.
2. Expand CE programs. Appoint a task force from outside BoT to work with the Digital/Marketing staffer. Task force should include members from Convention, PD approval, and Scientific Affairs.
    a. At least one convention presentation and one digital media presentation per year on topics of interest to convention attendees.
    b. PD committee, Scientific Affairs, Convention committees form a working group to establish credibility standards for evidence-based presentations. Standards in place by

       Feb 2020 and at least 1/3 of presentations in Nov, 2020 include data. Report results to BoT at Nov, 2020 meeting.

3. Collaborate with other groups for education and training. Public Education committee to present plan Aug, 2019 and initiate activities by Feb, 2020. Report quarterly to BoT.
4. Increase accountability of these efforts. A member of BoT should be tasked with gathering all reports from committees and relevant task forces two weeks prior to the BoT meeting.

PUBLIC EDUCATION

1. Public Education Committee will form two workgroups by April, 2019.
    a. Promote Psychology
    b. Promote Health Living
2. Committees formed largely from outside BoT.
3. Report activities to BoT and to members (website articles) quarterly.

COLLABORATION & EXPANSION

1. Develop plan for partnership with primary care organizations. Delegation from BoT to visit allied groups. Report by Aug, 2019 on at least one such visit and the visits that have been scheduled. Report quarterly.
2. Coffee hour for legislative aides at least four times per year. Legislative committee to organize these, report to BoT and post summary on the website.
3. Push briefings from the Science Committee to journalists. Science and Public Education committees produce fresh content monthly. Science Committee liaison to report to BoT quarterly on dates, attendees, and topics of these briefings.

PROMOTING SCIENCE

1. Promote student research based on solid science: Awards and Science Committees will retool calls for nominees in time for Fall 2019 awards.
2. Legislative and Science Committees co-ordinate to organize experts and provide updates to legislative and other policymakers regarding topics under debate.
3. Facilitate collaboration between academic programs in Texas. Science Committee will present ideas and a plan by Dec 2019.

SCOPE and PROFESSIONAL IDENTITY

1. Continue major push to fight for psychology's scope of practice in the legislature. Legislative committee to report quarterly to BoT with quarterly synopsis to members on the website.
2. To evaluate public education recommendations, the Public Education committee will conduct online survey of citizen awareness in Fall 2021. Results reported to BoT, Nov 2021.
3. Develop video and blog content for use by public and allied professional groups. See Public Education goals, above.

GOVERNANCE

1. Make BoT meetings more efficient and productive by providing more background materials to BoT at least a week prior to the meeting. Staff work with BoT person who is tasked with the job of gathering all the committee and task force reports in a timely manner. It is suggested that

this be a primary job of the president-elect-designate. Consider that the BoT's additional responsibilities, reports etc., may require more meeting time or phone conferences.

2. Re-evaluate governance structure and function. BoT should establish a task force in April, 2019 and make recommendations to changes in bylaws, with revisions voted on by members, Nov 2020.
3. Governance committee to develop more articulated definition of the expectations of BoT members by Aug 2019
4. To increase engagement, at least 50% of all committees shall be non-BoT members by Jan 2020.
5. Create the Science Committee by Aug, 2019.
6. Expand the action of Business of Practice and develop subcommittees to tackle different arenas: e.g. Medicaid, Insurance Board, Insurance Companies, the HR/benefits officers at larger employers, etc. This will take some time.

SOCIAL JUSTICE and PUBLIC INTEREST

1. Social Justice Committee will develop alliances with at least 4 allied groups to push for access issues for all Texans (e.g., Hogg foundation, NAMI, TMA, etc.) by Dec 2019 and report to BoT quarterly on meetings and initiatives.
2. Social Justice and Legislative committees will identify alliances that are worth pursuing in the legislature regarding access and deliver a plan of action to the BoT by April, 2020
3. Social Justice committee will present a plan to the BoT for expansion of public health and welfare initiatives by Aug, 2020.
4. Continue to use current process for making policy statements. Review process in 2021.
5. Develop mechanisms to help LASs collaborate locally to respond to local concerns.
6. BoT to appoint a GRANTS task force to work with Social Justice to help secure external funding for local projects, Jan 2020, report to BoT Nov 2021.

LEGISLATIVE ADVOCACY

1. Continue current efforts to promote/protect scope of practice. Outline next legislative agenda by Aug 2019 and Legislative Committee to make quarterly reports to BoT.
2. Build more good will with policymakers and allies by asking how we can help them, identifying common problems, and establishing regular meetings with policymakers.
3. BoT's Public Agencies committee should track vacancies on committees and task forces in state government and report monthly to central office staff to put out a call for volunteers. Staff to report to BoT every 6 months.
4. Strengthen Grassroots by requiring one contact per month with legislator, aide, or media person. Monthly calls between front line and regional coordinators who report to Grassroots coordinator (who reports to BoT quarterly). Increase grassroots activity by 20% from 2019 to 2020.

APPENDIX A. CHART of STRATEGIC OBJECTIVES

2018 TPA Strategic Plan

CATEGORY GOALS	STRATEGIC OBJECTIVES	TACTICS / ACTION ITEMS/ ACCOUNTABILITY	OUTCOME MEASURES/ DATES	CHALLENGES AND NEXT STEPS
MEMBERSHIP				
Increase numbers overall	Continue current methods to attract new members Assess new member retention Outreach into training programs	Staff Staff provide numbers, membership committee to provide analysis, strategies Delegation to visit Post Doc, internship, graduate programs. Member of BoT or membership committee. Develop talking points and support materials.	**Add 15% by Dec 31 2024.** Develop a good strategy for comprehensive analysis to **develop a baseline by May 2019**. Measure new member retention annually every January to look at retention. Compare baseline data showing the percentage of new members that did not renew immediately following their first year: (**Baseline data collected at the 2019 meeting.**) **In person visit to all post-baccalaureate training programs with student body greater than 4 by Dec. 31, 2024**	Progress on this will depend on having good data.
Increase ECP joiners and student involvement	Develop stronger "welcome" to new		**Membership committee will**	To maximize impact, begin with graduate training programs

			complete talking points by Dec 31, 2019	If funds not available, develop alternative meet and greet.
	members	Develop video on the value of psychology for undergraduate programs		
Increase diversity across many dimensions (demographi c, interest, opinions, etc.)	Recruit members from under-represented groups.		To be completed by Dec 31 2022	
		New member/first time attendee welcome breakfast at Annual Conference.	Convention Committee will implement in 2019	There is not much history of collaboration with some of these groups: APA (and TPA?) have not made these groups feel available. Be prepared to do a lot of listening.
REVISIT costs/benefits of being in TPA	Market the value of membership	Reach out to national and state associations of psychologists that serve ethnic and other marginalized minorities; religious groups and other non-dominant populations to recruit members	Membership committee will identify target groups and initiate contact by Dec 31, 2019. Committee will report back to BoT by AUG, 2020 on comprehensive plan to address concerns these groups have raised	These talking points will require a clearer sense of vision and mission. This is in response to concerns raised by ECPs and by academics
	Revisit tier dues, consider reduced dues for academics	Membership committee should collaborate w/Diversity division		
Increase member engagement	Create/foster online communities of SIGs and other groups	Membership committee to provide comparative figures with other associations. Committee will develop talking points that specifically address the value proposition	Talking points on this should be available by Dec 31, 2020	How do we develop greater interest in using the online community
	Drive TPA members to website to make them more aware of member benefits.		Report to BoT by Dec 31, 2019	Staff can probably get this started.
		Membership committee will investigate alternative dues	Will require upgrading help from TPA for digital infrastructure	Digital/marketing staffer can oversee implementation but Membership and Public
		May require prompts,		

		facilitation to get things rolling using current infrastructure.	Probably can be done now. Needs a monitor	Education committees will need to step up.
		Start "Weekly Question" forum for people to drop in, offer comments	<mark>Look for steady (5%/yr)</mark> growth in media hits on each platform	
		Integrate across all social media platforms (Fbook, Twit, etc.) Develop ongoing flow of content.	Refer to public education section below	
		Public Education committee should inventory content and gather monthly updates, purge outdated information		

EDUCATION/MEMBER SERVICES				
Target early career professionals	Develop content targeted at early-career professionals on how to start a practice, how to navigate integrated care, how to market themselves, etc	• ECP members to develop wish list of workshops • CE committee to work with speaker's bureau to develop content • Offer to larger LASs • Put at least one on per year at convention • At least one online video workshop for ECPs by Jan 1,	<mark>Presentations being rolled out at 2019 convention Update to be presented at November BoT meeting 2021 with data on hits or attendees.</mark> Then quarterly updates to BoT from Membership Committee.	Requires help from Digital/Marketing staffer to get online and to push out prompts about the availability of this resource
	Develop mentoring program			Utilize effective means of alerting people of resource availability (e.g.

Expansion of our CE programs	Develop a course for online "How to get licensed in Texas" course	2021 • Collaborate with APA PE Coordinator.	Roll out pilot program at 2019 convention Present metrics on enrollment at 2020 convention	bulletin, student newsletter, and online community)
	Develop video on how to use social media to enhance practice	Appoint task force from outside BoT to get this started.	Roll out 2020 convention	
	Vet and train members on electronic health record systems		Roll out in 2021	PD approval committee will identify programs, presenters.
	Promote ethics and diversity programming	Appoint task force from outside BoT to work with the Digital/Marketing staffer		
	Increase the scientific basis for convention programming	Same task force will undertake this after prior initiative completed	At least one convention presentation and one digital media presentation per year on each identified topic	Promote evidence based material
	Collaborate with other groups (e.g. law enforcement, Red cross on CE	Webinars on special topics in these areas (e.g. ethics, etc.)	Standards in place by Feb, 2020 and at least 1/3 of presentations at 2020 convention include data	Will require actively soliciting submissions.
	Provide CE credit for select journal articles			
	Web-based consultation service, e.g. Floyd's cafe	PD approval committee will work with Convention Committee to establish minimum credibility standards for evidence based presentations.	Public education committee to present plan in Aug, 2019	
	All these efforts should be data driven.		Roll out Jan 1 2020	
INCREASE ACCOUNTABILITY of these efforts		Explore ways to facilitate small and mid-size LASs to	Should promote the mechanisms by Jan 2021	

		develop this		
			Report to every BoT meeting beginning Nov, 2019.	
		Communications Committee to develop a plan		
		Involve Divisions on this: content should be member-driven, TPA facilitate infrastrucrue		
		Relevant committees to report numbers (hits, presentations, etc) to BoT via President-elect		

PUBLIC EDUCATION				
BEEF UP the RESOURCES for PUBLIC EDUCATION	Public education committee needs to establish at least two working groups to tackle the goals in this section	Public Education committee will name members to two workgroups and report to BoT by April, 2019 meeting: Promote Psychology & Promote Healthy Living Collaborate with APA/TPA PEC.	Public Education will report to BoT quarterly on the progress being made by these workgroups	
Secure and Promote the identity of Psychologists	Develop multi-pronged education program pushing awareness of the value of psychology, the kinds of things psychologists do, and how to access psychological consultation/servic es	The Public Education Committee will be spearheading this and coordinating the activities of a number of other groups and individuals: ---Legislative committee ---Public agencies	Requires input from Digital/Marketing specialist Aim to double media hits by 2022 Post data on the member website	BoT Communication Committee liaison will present baseline metrics on hits for each platform at Spring 2020 Meeting

PROMOTE HEALTHY LIVING	Develop public pages on website that highlight our science	committee ---All Divisions and Sigs Multi-pronged use of integrated media platforms to be developed by Digital/Marketing person and the Communications Committee	Will require input from Committee for Scientific Affairs, Communications Committee.	
	Develop materials to be pushed to special groups, e.g. MDs, attorneys, foundations, etc.		Requires input from Digital/marketing person <mark>Present first materials to BoT at Feb 2020 meeting</mark>.	
	Develop and continue to develop content for public consumption on our website and other social media platforms. Establish a "Dear Psychologist" advice column for our public website	Feature the efficacy of different treatment interventions, but include other content domains that highlight the intellectual capital that psychologists bring The Public Education committee will collaborate with Science, Business of Practice, and grassroots committees	Same committees and mechanisms as above. Could also send to TV outlets, etc Plan needs to ensure means to sustain this effort for at least 5 years	May present liability concerns/need for legal consultation.
		BoT will examine feasibility and <mark>make further recommendations by Aug, 2019.</mark>		
COLLABORATION & EXPANSION				
Develop a framework (process) for establishing formal affiliations and collaborations	Develop plan for partnership with primary care organizations and other healthcare organizations	Delegation from BoT to family medicine, nurse practitioner and relevant identified potential ally groups to explore common concerns	<mark>Report made to BoT by Aug, 2019</mark> about at least one face to face meeting with each group	

Expand TPA's identity as a leading authority in the field of human behavior	Coffee hour for legislative aides Push briefings from Science Committee to journalists	Legislative committee: At least four times during the off season (June 2019 through Sept 2020) Digital/Marketing staff member pushes content that has been developed by others. Science Committee responsible to keep content fresh, high quality and frequent.	<mark>Report on results to BoT at every meeting.</mark> Post data on member website Press briefers go out at least <mark>once per month</mark> Post on member website. BoT Science Committee liaison <mark>report to BoT quarterly.</mark>	

PROMOTING SCIENCE				
Emphasize student research efforts	Ensure that awards are based on solid evidence. Promote awards, scholarships etc to projects embracing good science.	Involves co=ordination between Convention/Awards and Science Committees.	Calls for nominees for student awards and grants will all be retooled in time for <mark>Fall 2019 nominations</mark>	How do we increase applications for student awards?
Update policymakers on science relevant to policy issues	In addition to legislative briefings, provide synopses of strong science relevant to issues of the day.	Legislative committee will work with Science Committee to identify topics that are central to TPA mission and to organize experts to provide scholarly commentary	This will occur on rolling basis but obviously more frequent immediately prior to legislative session. Legislative or Public Agency committee will report to BoT whenever such updates occur. Post data on member website	
Facilitate collaboration with and between Texas academicians	Science Committee will generate ideas.	For example, Pennsylvania conducts an all-day workshop every year for people who teach professional ethics.	<mark>Present ideas and a plan to BoT by Dec., 2019</mark>	

SCOPE and PROFESSIONAL IDENTITY

DEFEND our scope of practice against all threats	Legislative committee to monitor lawmaker activity and recommend which bills to fight or support	Use existing mechanisms	==Report 1/4ly to BoT with synopsis to members on website==	
MAJOR PUSH for increased public awareness of our identity	See Public Education, above. Collaboration with Communication Committee.	Public Ed. Committee ==to conduct public poll on how we are doing in Fall, 2021==	With help from Digital/Marketing person. ==Results presented at 2021== convention BoT meeting.	
DEVELOP video and blog content for use by the public and/or by our allied professionals in healthcare and law enforcement	E.g., Mindfulness for the Masses, Mental Health Well Being, Dealing with Vicarious Trauma	Public Education Committee to develop a slate of such programs targeting specific issues or audiences. Work with Science Committee.		

GOVERNANCE

RE-EVALUATE GOVERNANCE STRUCTURE AND FUNCTION	BoT establish task force to evaluate BoT in Aug, 2019 Incl. composition of BoT	Task Force will look at BoT/EC structure, standing committees, etc.	==Recommendations for changes to by laws put before the BoT by April, 2020 and voted by members in Nov, 2020.==	Should include revising mission and values statements
	Examine nomination process and election procedures	Task Force will include members from outside BoT with organizational consultation experience.		
INCREASE Accountability				
	Governance Comm. Define expectations of BoT members.	==Present to BoT in Aug, 2019, Implement in Jan 2020==	Presented to BoT and placed on members web page	
Increase member involvement				
	Governance comm. gathers reports from all SIGs and Divisions	Every six months, beginning Nov, 2019		This will help identify new leaders for TPA.
	All committees will have at least 50%	This should be a priority for the 2020 president.		

INVOLVE SCIENCE	non-BoT members, emphasizing ECPs, other underrepresented groups.			
RETOOL BUSINESS of PRACTICE	Create Science Committee by Feb., 2019. A standing committee.	Involve nonmember academics	Look at dues structure for academics, incentives to join	Get info from other SPTAs
	Expansion, succession plan	Expand contacts with Insurers, etc	Report progress to BoT 1/4ly	

SOCIAL JUSTICE and PUBLIC INTEREST				
Promote psychology in the public square in service of human welfare	Promote access to care as a fundamental human right, relying on data from behavioral health and mental health research to drive the case.	Join with other groups who push for access (TMA, Hogg foundation, etc.)	Social Justice Committee will <mark>develop alliances with 4 such groups by December, 2019</mark>. Social Justice Committee will have a Social Justice Division representative.	Need mechanism by which Soc Justice committee can have limited authority to proceed on behalf of TPA, but BoT retains final review.
Respond to opportunities that make TPA relevant outside of the psychology community	Work with public education committee to develop scientifically grounded papers, letters, and articles that have broad appeal for the public	Develop recommendations for alliances that our Legislative committee can pursue regarding access.	<mark>Legislative Committee will receive this by April, 2020</mark>	Involve past presidents in all these, both to generate content and to vet the material prior to posting.
Respond to controversial policy debates with information that is well grounded in strong science	Use current process for making public statements		Soc Justice committee will present plan for this expansion of <mark>public health and welfare initiatives</mark> by Aug, 2020	
FOSTER collaborative projects at the LAS level to respond to local concerns	TPA should be a catalyst, not doing the heavy lifting. Highlight and support local initiatives with help from communications and public education committees	Need to develop all digital outlets and media contacts to make this a steady push of content. May need to devise a procedure for vetting this content. LASs work with Social Justice and other committees to identify projects.	Social <mark>Justice Committee will identify two projects by Aug, 2021 BoT</mark>.	

Develop fundraising	Seek external funding support to build projects	BoT to identify a GRANTS task force to work with Social Justice Committee.	Task Force identified by Jan 1 2020, report to BoT in Nov, 2020.	

LEGISLATIVE RELATIONS & AGENCY LOBBYING

Continue to promote and protect scope of practice	Pursue in Sunset and other legislative initiatives	Legislative committee develop agenda, work with Grassroots and lobbying team	Begin outlining next legislative agenda in Aug, 2019. Report to BoT quarterly, beginning Nov 2019	
Build good will for TPA	Approach legislators, policymakers, and other allies with conciliatory, *collaborative stance*; suggest agreeing on the problems before discussing solutions, offer several options.	Applies to licensure board, agencies, etc. Develop regular communications and briefers for all these folks	Legislative committee and public education committee to make 1/4ly reports to BoT beginning Aug 2019	
Increase involvement of psychologists in policymaking	Get psychologists on advisory panels for health, mental health, insurance, etc. Psychologists could be public members of many regulatory boards	Identify a member of TPA to coordinate/track appointments. Report to central office monthly. to direct info about a vacancy to relevant TPA SIG, Div, etc	Staff to provide report to BoT about progress every 6 months	Involve past presidents in this, as well as former BoT and TPA committee members.
Strengthen Grassroots efforts	Increase communication within grassroots regions and between grassroots and Legislative Committee and BoT.	Train grassroots teams and assign each person to make one contact per month with legislators but also aides and media folks. Grassroots workers to have monthly phone calls to regional coordinators then to Legislative Comm. &BoT 1/4ly. Legislative Committee and BoT.	Digital person to set up communication links. Start gathering data on all these contacts by Nov, 2019 Increase grassroots activity by adding 20% more contacts by 2022	
Soft pedal adversarial positions and avoid antagonizing allies	Use current process for making public statements Identify the probability that an initiative will be a winner for us and weigh			

until we have more solid alliances	this against the probability that it will cost us alliances without sacrificing professional integrity and societal ethical responsibility.			
DIGITAL and MARKETING				
Develop state of the art digital platforms to implement the suggestions throughout these recommendations	Website needs clearly demarked PUBLIC page and Member page Integrate all social media and press (journalist, broadcaster) links Help Public education push out content weekly.	==Hire this person by Nov, 2019== Consider involving a marketing consultant and/or a team of marketing students. Work/coordinate with relevant task forces, committees.	Will also need budget for the technology. ==Make budget proposal by April, 2020==	Will need budget for this person, perhaps from savings after sunset lobbyist is finished.
Develop a multi pronged marketing strategy	Market TPA to psychologists, esp ECPs Market the value of psychologists to the public	See recommendations in Public Education, Science, and Member services, above	Market the scientific basis of psychological knowledge	Probably not useful until some of the other elements are in place (digital infrastructure, some content from Science, etc.).

APPENDIX B. Call for members of SPTF

CALL for STRATEGIC PLAN TASK FORCE

TPA is assembling a task force to develop a five-year strategic plan for the association. Do you have a vision for TPA? Would you be willing to participate in a task force to help shape the future of the organization? This is a great opportunity to be engaged in the future of your association and your profession.

Since its founding in 1947, TPA's mission is to represent and enhance the profession of psychology in Texas, while promoting human health and welfare through education, science, and practice. Those are big aspirations, but they are vague. As psychologists we know that goals work best when they are specific and operationalized. Absent a strategic vision for the future, our association is easily swamped in management by crisis. The Strategic Plan Task Force (SPTF) will be charged with developing a long-term strategic plan that guides the association proactively.

It is anticipated that the SPTF will take at least six months of collaborative work. During that time the group will
1. Elucidate TPAs mission and core values.

2. Survey psychology's stakeholders (member and nonmember psychologists, consumer groups, legislative/regulatory bodies, etc) to clarify what the public expects and understands about TPA's role(s).
3. Identify and clarify the challenges to both the profession and the discipline of psychology that are likely to confront TPA in the next five years.
4. Identify the external obstacles and internal resource limitations we face and the options for surmounting them.

This will be distilled into a vision for the aspirations of the association for the next five years. From this the SPTF will propose a Strategic Plan consisting of a *prioritized* list of *operationalized deliverables* in the areas of

-advocacy for the guild   -public education
- promotion of psychological science   -social justice advocacy
- services to members   -promotion of healthy communities

Task force members will be selected to ensure that diverse perspectives and stakeholder groups are all represented. It is expected that members will agree to devote four hours per week (???) for 6-8 months(???) to help the SPTF complete its work.

APPENDIX C. Roster of Members by Workgroups

Laurence	Abrams	Houston	Mid Career, Past Presidents
Barbara C.	Abrams	Houston	Mid Career, Past Presidents
Tyler	Bradstreet	Lubbock	ECP
Jim	Clopton	Lubbock	Survey
Fran	Douglas	Austin	Legislators, Agencies, Media
Emily	Fallis	Fort Worth	Mid Career, Past Presidents
Brittany	Gresl	Dallas	Survey
Darryl	Johnson	Conroe	ECP
Kari	Leavell	Grapevine	ECP
Alfonso	Mercado	Edinburgh	ECP
Gerald	Nissley	Marshall	Legislators, Agencies, Media
Aurelio	Prifitera	San Antonio	Survey
Stephanie	Robertson	Stephenville	ECP
Jennifer	Rockett	Bryan	Legislators, Agencies, Media
Ollie	Seay	Austin	Legislators, Agencies, Media
Cheryl	Hall	Lubbock	ex officioONLINE SURVEY
Rick	McGraw	San Angelo	co-chair
Brian	Stagner	College Station	co-chair

Appendix D: PROVISIONAL MISSION AND VALUES STATEMENTS

MISSION

- TPA supports our members' professional interests, promotes and protects the science and practice of psychology, and advocates for the health and welfare of all Texans.

VALUES

- Championing human rights and mental well- being for all Texans

- Modeling diversity and inclusiveness

- Striving to be a role model for high standards of ethical conduct

- Working in collaboration with other organizations and leaders

- Promoting understanding and respect for the science of psychology

GOALS

- TPA will work to increase awareness among all psychologists in Texas about the services TPA provides to advance members' professional interests.

- TPA will strive to increase public knowledge of the unique competencies psychologists offer, and of the depth of training and breadth of expertise that psychologists contribute to the betterment of society.

- TPA will be a persistent and active voice on behalf of psychologists in the state legislature, with regulators, and with other relevant stakeholders.

- TPA will embrace the ethical obligation of psychologists to address social policy issues by educating the public about relevant scientific evidence.

- TPA will work to promote access to care for all Texans.