

IUPsyS Strategic Plan 2012-2016

Introduction

IUPsyS began an active process of strategic planning in the previous quadrennium. The 2004 Assembly endorsed the original Strategic Plan. It also adopted a Policy Directive that the Union will function on the basis of a Strategic Plan (SP) and that strategic planning will be a fundamental principle for the Union's governance and management. It also adopted a Procedural Directive that at each bi-annual meeting of the Assembly will receive a progress report on the Strategic Plan as well as any proposed revisions.

The 2012-16 SP is based on the same general framework as the previous quadrennium, the outcomes of which are reported separately. In particular, the new SP takes account of these outcomes and the strategic reviews conducted in the last four years.

Preamble

The IUPsyS Rules of Procedure (Section VI, 2) requires a Strategic Plan for the International Union of Psychological Science for each quadrennium. As part of the planning process for the current SP, the previous (2004-08 and 2008-12) Officers, Executive Committee and Assembly engaged in an increasingly focused set of discussions about the Union's mission, priorities, and goals in the context of promoting a broad view of psychology as a central contributor to science, society, and human welfare. In the immediately previous quadrennium, the SP served as the organizing framework for most of the work of the Officers, EC & Assembly. This included a consultation on strategic priorities with the Assembly in Melbourne as well as several focal strategic reviews.

Since the Union began articulating its strategic goals, it found itself significantly better poised to gather the financial resources to implement programs and activities in the service of its strategic goals. The Union ended the prior quadrennium and began the current one with a cohesive SP and new funding to better enable the plan to come to fruition. This dual development provided a unique opportunity to articulate a menu of priority actions based on the Statutes and Mission of the Union and to provide the necessary infrastructure to allow the strategic goals to be realized. While funding increased substantially in 2008-12, much of this is related to specific activities. Hence, a continuing challenge is to achieve further core funding as well as additional funding for current or new strategically driven priorities.

The strategic plan articulated below is derived from consultations with the Assembly in 2006, 2008 and 2010, from EC strategic deliberations at each of its yearly meetings, from the results of priority setting exercises and targeted strategic reviews, and from targets of opportunity. It begins with general framing statements about the structure, goals, purview, and roles of the Union. These are largely similar to the previous SP as the latter was an entirely new endeavor for the Union. Nonetheless, the 2012-16 SP is further guided by several complimentary elements:

1. Priorities and related activities are maintained where there were indicators of progress and sustainability.
2. There are a limited number of new priorities and activities to preclude overload and dilution of energy and effort with careful consideration of ensuring adequate resources for any specific activity.

3. The priorities of Capacity-building and Development of the Discipline are accorded particular attention.
4. Enhancing the Union's reputation as a valued partner remains an overarching goal that is essential to further achievements both inside & outside the discipline as well as to improving internal capacity.

Framing Statements

- **How is the Union unique?**

1. The Union represents more than 75 national psychology organizations and, thus, more than a half million psychologists from every region of the world.
2. The Union's structure and membership makes it unique among psychology organizations.
 - IUPsyS is the only organization that can represent the whole of Psychology, basic and applied, in global science, professional and policy venues,
 - IUPsyS is the only organization that can represent the whole of Psychology in fostering the development of national member associations,
 - IUPsyS is the only organization that can develop and promulgate policy frameworks for psychology as a science and profession at the global level.
 - IUPsyS is best positioned by its encompassing scope and global mandate to recognize especially noteworthy achievements (e.g. through its Awards).

NMs will remain the core organizational unit of the Union. It is the only international body that links and gives voice to national psychological organizations. Recent admission of new Affiliates confirms the attractiveness of the unique role played by the Union as the unitary international voice of psychology. Yet, little consideration has been given to understanding how the complimentary relationship of the Union and its Affiliates can operate to the mutual advantage of both. This merits further attention and is the object of a specific action in the articulation (below) of special activities for this quadrennium.

- **Core Operating Principles to guide Mission driven activities**

1. The Union's core goals are to serve the science and the profession at the global level and to serve its National Members.
2. Depending on their history and the development of psychology within their country, National Members vary in their specific developmental and policy needs.
3. The Union's capacity building efforts focus on both the organizational and individual levels.
4. The Union's representational and policy activities focus on international overarching organizations rather than at the regional level (e.g., World Health Organization (WHO) rather than Pan American Health Organization; International Council for Science (ICSU) rather than regional science organizations), although it can cooperate with such regional organizations to serve the core objectives.
5. Monitoring and evaluation of Union activities, initiatives and outcomes is a necessary vehicle for both accountability and strategic planning.

- **Basic Principles and Decision Rules used in choosing priorities**

- Activities support continuous engagement with National Members.
- Activities support continuous engagement in international representation.
- Activities are important for development of the discipline and of organized psychology.
- The Union is uniquely or ideally positioned to carry out the activity (“But for the Union...”).
- There are negative consequences for the discipline of not doing the activity.

For all these principles and decision rules, innovation, timeliness, achievability, and sustainability are cross-cutting criteria for making decisions about specific activities.

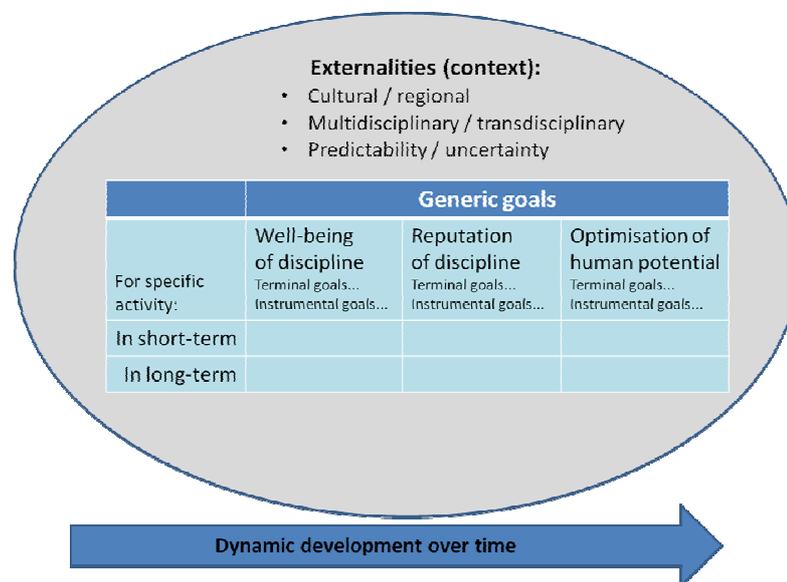
Strategic Priorities and Strategic Activities (listed alphabetically)

- **Capacity Building**

As adopted at the Strategic Planning meeting on Capacity-building and endorsed by the Officers & EC, the following definition will guide the Union’s capacity-building:

Capacity building is a conceptual approach to development which focuses on understanding a) the obstacles that inhibit people or organizations from realising their developmental goals and b) the enablers that allow them to achieve measurable and sustainable progress towards their goals. Individual capacity building refers to strengthening the skills, competencies or abilities of individuals, whilst organizational capacity building refers to the process of enhancing an organization’s ability to perform specific activities to achieve its goals.

Defining capacity-building goals: Proposed framework



The complete recommendations of the strategic review on capacity-building, which were endorsed by the Officers and EC, are found in Annex 1 of the Strategic Plan 2008-2012 Progress Report, prepared for the 2012 Assembly. The following recommendations of the Strategic Planning meeting on capacity-building will particularly drive the Union’s capacity-building internal development and focal capacity-building activities in the 2012-16 quadrennium:

1. The structure of goals for specific capacity-building activities will be clearly stated, related to one or more of the high-level goals of the Union, and characterised in terms of the terminal/instrumental and short-term/long-term dimensions.
2. When planning capacity-building activities, careful consideration will be given to externalities and contextual factors, in particular factors relating to culture, multidisciplinary, and uncertainty.
3. The framework will be used to help generate action plans for capacity-building activities.
4. Continued assessment of the timescale for specific priorities will be articulated for each focal activity or related set of activities.
5. The scope of capacity building will be widened to include interdisciplinary, multidisciplinary or transdisciplinary aspects including collaboration with ICSU, other Unions or similar bodies.
6. Priority will be given to capacity building which supports applying or developing frameworks for education, training and practice.
7. Capacity building will be targeted at individuals or organizations most likely to maximise sustainable change.
8. Collaborative approaches to capacity building will be favoured over passive transmission-based approaches, and consideration should be given to models which engage more participants, including some online activities.
9. A capacity-building activity should be planned to achieve maximum impact and sustainability for the minimum use of Union resources; planning will consider whether the Union should act alone, in partnership, as a broker, or not at all.
10. Capacity building both for individual development and for organizational development will be continued, with decisions on specific activities based on priorities and targets of opportunity.
11. ARTS will be maintained with the addition of explicit pre-workshop and post-workshop activities that enhance collaboration and sustainability.
12. National capacity building will be maintained, and opportunities for collaboration with other organizations and for regional brokerage should be sought.
13. The Caucasus initiative will be maintained.
14. The Union will maintain an evaluative component for Capacity Building activities, and further develop or refine approaches and tools to do so.
15. Seeking external funding for capacity building will remain a high priority. The possibilities for strategic alliances in seeking funding will be explored.
16. The possibility of the Union appointing a person to provide dedicated support for identifying opportunities and preparing bids for external funding will be considered.

- **International Representation**

The Union's international representation activities will support one or both of two overriding objectives: (i) Contributing expertise (e.g. major social issues of concern to society & society relative to mandates of various organizations); (ii) Promotion and

advancement of Psychology (e.g., enhancing of the legitimacy of Psychology; the reputation of IUPsyS.

To achieve this overarching goal, the Union will:

1. Maintain or develop inter-organizational relationships / partnerships that maximize complementarity:
 - ICSU (Disasters and Health)
 - ISSC (contribute to World Social Science Forum (WSSF) and to the World Social Science Report (WSSR))
 - WHO (maintain the International Classification of Diseases – ICD - project/ provide scientific support to new mhGAP programme)
 - UN Economic and Social Council/Department of Public Information (ECOSOC/DPI) (implement Strategic Review recommendations – see Annex 3 of the Strategic Plan 2008-2012 Progress Report)
 - HealthNet (implement Strategic Review recommendations – see Annex 2 of the Strategic Plan 2008-2012 Progress Report)

2. Consider emerging relationships (e.g, World Bank) the Union will undertake a strategic review to evaluate what the Union has been doing in terms of international representation. The aim is for the Union to have a dual role (at least with regard to the institutions identified above) in that it can offer expertise while also engaging in representation of the discipline. Part of the evaluation, therefore, will be an analysis of major issues currently under debate to see where our expertise can best contribute.

There is also a need to explicitly consider the mandates and focus of the international organizations with which the Union interacts. For example, WHO has a single focus on health, whereas ICSU encompasses multiple elements of Science & Society, such as inter-science communication, and the core issues of society, such as the effects of natural and man-made disasters. The selection of where we want to contribute expertise will be guided by current major social issues of concern for science and society – that is, global issues of concern across the world - and by the terms of reference of the organizations working on them. In particular, the Union's aim is to strengthen the scientific base of such organizations and to increase the scientific insights society needs to find real solutions, and to maximize complementarity between the Union and partner organizations.

Based on the recommendations of the Union's Strategic Review of the Union's Representation at the United Nations Secretariat in New York, the Union will maintain representation at the UN Secretariat in New York. Engagement with the UN Secretariat will occur in a coordinated and well-planned manner, with the focus on policies that are aligned with the Union's goals and strategic priorities. A circumscribed policy area (that could include multiple components) will initially be identified that is aligned with the Union's strategic priorities. The success of endeavors related to this area of focus will be evaluated before expanding to additional policy objectives.

- **Service to National Members**

The Union in its role as a service organization to its National Members provides focal support linked to broader strategic priorities, shares the outcomes of activities and projects, collects and disseminates information and provides a clearing house function.

In the 2012-16 quadrennium, the Union will:

1. Undertake a strategic review of how it engages in policy development and related policy-driven activities. There is a current lack of clarity about the Union's policy role. The Union needs a framework to better understand which policies to adopt that support the development of psychology as a science and profession which are consistent with the aims and objectives of the Union.
2. Provide a clearinghouse for information of value to National Members' scientists and practitioners and other professionals.
3. The recently established Psychology Resources around the World web portal will be maintained and enhanced to enable on line access to a wide range of resources in the unions strategic commitment to capacity building and to the development of the discipline
4. Maintain the Newsletter and Bulletin

- **Service to the Discipline: Development of the Discipline's Common Core**

In its service to the discipline, the Union is concentrating on standards and discipline-wide guidelines. While the following discrete components are at different stages of development, they encompass the scope envisioned for the 2012-16 quadrennium:

- Education and training (including curriculum development)
- Ethics
- Responsible conduct of research (including support for innovation)
- Professional Practice (including promotion of the Union's policy on the recognition of psychologists)

1. Education and Training: In the previous strategic plan (2008-2012), the development of international standards and/or guidelines for Psychology Education and Training (PET) was established as a strategic priority. The initial work was anchored in the Work Group on Education for Psychologists, followed by the successful Dornburg PET Conference held in May 2012. For details of the Conference and its findings, see Annex 4 of the [Strategic Plan 2008-2012 Progress Report](#).

A survey initiated by the workgroup served as trigger to demonstrate that the many commonalities in PET around the world actually mask some important distinctions in the role of world views and the necessity to respond to national needs. The Dornburg discussion revealed that further work is required with the aim to develop a broad framework of the essentials of a psychology curriculum, sensitive to cultural tradition and national needs. This necessitates a balance between commonalities of psychological concepts and insights across cultures, and the delineation of the specificities of particular cultures. This endeavor will also contribute to more equal opportunities for psychological research and teaching across the globe. An agreed upon psychology curriculum is the necessary basis for establishing a framework that could eventually lead to international standards for PET. Similarly, this is a prerequisite to being able to develop and implement a system of formal assessment of the

quality of PET around the globe. Each of these components has the potential to improve mobility among scientists and practitioners, and increase recognition for the discipline.

The specific actions to be undertaken in this quadrennium are:

1. A work group on PET curriculum with a mandate to address content and outcomes (e.g., competencies) will be established and complete its work in 2012- 2013. The proposed model curriculum and other recommendations will be submitted to the 2014 Assembly.
2. A work group to develop a global PET framework will be established and complete its work in 2013-2015. The proposed global PET framework and other recommendations will be submitted to the 2014 Assembly.

Quality mechanisms will be addressed by the work group on the global PET framework. However, in the interim, focal quality mechanisms related in part to education and training (e.g., national and regional registers) will continue or be developed concurrent with the Union's work on PET.

Whether international PET standards are achievable in the foreseeable future will depend on the outcomes of the Curriculum and Framework exercises. Of necessity therefore, this stage will only occur, if at all, in the following quadrennium.

2. Curriculum development: First results of the survey revealed a dramatic under-development of curricula, totally under-funded institutions, with out-dated equipment and technology. In particular, we found that countries with the highest needs for intervention, typically due to a prevalence of such things as natural and man-made disasters, persistent poverty, civil unrest, and armed conflicts, still seem to persist with the curricula of the past.

3. Ethics: Support adoption of the Universal Declaration of Ethical Principles for Psychologists, which was adopted by the Union in 2008.

In addition to these substantive areas, the Union will serve the discipline through two further activities in the 2012-2016 quadrennium:

1. Awards: Maintain and refine the criteria and procedures related to the awards now offered by the union at its ICP:

Fondation Mattei Dogan Prize: Recognizes a contribution that represents a major advancement in psychology by a scholar or team of scholars of high international reputation.

Young Investigator Awards: Recognizes two young post-doctoral scientists (one in basic and one in applied science) who have already made a significant contribution to psychological science.

Achievement Against the Odds Award: Honors a researcher or team of researchers who succeeded in conducting research under extremely difficult circumstances.

Lifetime Career Award: Honors distinguished and enduring lifetime contributions to international cooperation and advancement of knowledge in the field of psychological science.

2. Archives: Implement the agreement signed with University of Würzburg 2011 to establish the Union's archives, including creation of policies and procedures related to and concerning addressing access maintenance and updating. A focal activity will be the creation of a sub archive of information acquired and retained in electronic media.

- **Communications and Dissemination**

The overarching goal is to establish the Union as the primary "go-to" place for information on the discipline from an international perspective. The following activities will be maintained:

- International Congress of Psychology (ICP): The Congress remains the Union's flagship vehicle for scientific exchange
- International Journal of Psychology (IJP): IJP is a primary vehicle for the synthesis of new knowledge. Given its unique global position, there will be a shift toward review-based and broadly analytic articles as central to a new strategic publishing program.
- Psychology Resources Around the World: (see above)
- Website: The website will serve as the central vehicle for information dissemination and access to information resources about the Union.
- Newsletter: The Newsletter will continue to provide information on a limited number of topics per issue.
- Bulletin: The Bulletin will continue to be circulated monthly and will provide update and new information in a timely manner.

Enablers

Achieving the strategic goals and ambitious set of associated activities outlined above is a formidable task for a largely volunteer organization. They required acting beyond the *status quo*. They required operating in new ways with new resources. The goal for the 2012-16 quadrennium is to build on the substantial progress made in the previous 4 years to enhance the Union's financial and human resources. Further growth is needed to maintain success in the multidimensional organizational space that IUPsyS occupies. In 2004, the Assembly already recognized the need for this shift when it instructed the EC to move towards a more professional management model. It required substantial financial resources beyond the revenue generated by dues. It compelled a reorganization of the Union's administration as well as securing new human resources. The Union's budget has grown five-fold, largely through greater publications revenue and external grants for projects. This made possible the creation of the Executive Officer who now largely manages the Union's core administrative activities.

Financial resources:

In the 2012-16 quadrennium, the Union will:

1. Fully Implement the new membership categories and dues structure
2. Review current publications arrangements through a Request for Proposals with the aim of ensuring that the contractual obligations with a publisher provide the Union with reasonable revenue while serving the substantive objectives for the Union's Communications and Publications program.

3. Pursue external grants for capacity-building and activities that support the development of the discipline.

Human Resources:

The Union's programs have historically been carried out by successive generations of EC members and Officers acting on a wholly volunteer basis with modest stipends to cover expenses incurred necessary to meeting their responsibilities. With the new revenue stream in place, it has been possible to begin to shift some of this responsibility to professional management of the Union.

Implementation of the SP calls for two kinds of administrative activities: (1) representational, strategic planning, activity monitoring, and policy oversight by Officers and (2) sustained focal actions for the regular activities of the Union, proactive management of Union activities and future programs, maintaining dissemination and communication activities, as well as representational and policy development activities

In 2009, the Union hired its first Executive Officer to serve with the Officers in structuring and managing the Union's affairs.

For the 2012-16 quadrennium, the goals are to:

- (i) Further increase the current contracted Executive Officer .6 Full-Time Equivalent (FTE) of the Executive Officer; this will be reviewed on an annual basis.
- (ii) Further increase support staff required by the Executive Officer to handle expanded operational responsibilities efficiently; this will be reviewed annually.
- (iii) Provide appropriate support for discrete program activities that are part of the Union's core functions, each related to one or more strategic goals (ex: ICD Project Officer, Editors of IJP and PRATW, Archivist).

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