

STRATEGIC GOAL 1: INCREASE SCP MEMBERSHIP, FOCUSING ESPECIALLY ON PRACTITIONERS, INTERNATIONAL MEMBERS, AND STUDENTS TRANSITIONING TO ECP STATUS					
Objective	Action	Responsible Party	Resources Needed	Start Date	Due Date
1A) Assess membership benefits and modify as needed for more robust member recruitment, with particular focus on practitioners, international members, students, and ECPs	Assess current and potential membership benefits and implement changes and initiatives to increase value of SCP membership (including dues changes, allowing membership separate from APA, instituting voting privileges for all membership categories, and providing benefits such as free CE offerings, low-cost access to research databases, curriculum library, mentoring networks, etc.)	Membership Committee	Membership Committee, VP Communication, APA Member Services, Leadership Academy data	Feb 2019	Aug 2019, proposal to EB
	Establish mechanism for providing travel grants for practitioners, students, international members, and ECPs to attend APA convention and SCP-sponsored conferences	ECP Committee, VP Practice, VP International, SAS	Fund for travel grants	Feb 2019	Aug 2019 proposal to EB; implement for APA 2020
	Explore possibility of including Membership Chair as part of EB (perhaps as a VP) for increased visibility and support of membership issues	Cabinet, EB	AMC Source time	Feb 2019	Aug 2019, proposal to EB
1B) Create a sustainable member recruitment campaign that includes diverse personal and professional identities across the career lifespan	Create and implement a member recruitment plan with metrics and benchmarks, focusing on demographics, claimed identities, practice settings, career stage, and interests; develop methods for ongoing assessment and evaluation of membership levels and composition/diversity; provide EB with full report at SCP mid-year and annual meetings; refocus recruitment efforts yearly as needed	Dashboard/Database STG, Membership Committee, VP Communication	Resources for dashboard and database development, AMC Source time	Aug 2020	Aug 2021
	Explore possibility of SCP membership database separate from APA's database to allow more information about member interests and engagement	Dashboard/Database STG, Membership Committee, VP Communication	Resources for dashboard and database development, AMC Source time	April 2019	Aug 2019, proposal to EB
1C) Create a recruitment and onboarding process for new members	Develop dynamic, web-based platform to welcome new members that is "one-stop shop" for SCP information (e.g., social media links to relevant sections/committees, ability to sign up for alerts on messages they want to see, etc.)	Social Media/Web Committees and Interface Boards, Dashboard/Database STG	Funds to hire web designer with expertise in social media and contemporary communication modes, AMC Source time	Jan 2019	Aug 2019 launch, then ongoing development

	Send SCP welcome package to students via training directors at Year 1 and again at student-ECP transition	Membership Interface Board, SAS, ECP Committee, CCPTP	Funds for packet creation and mail out, AMC Source time	Jan 2020	Sept 2020 and yearly
	Hold informational Zoom meetings twice a year for new SCP and SAS members to promote SCP, offer ways to get involved; use SAS video; involve local SCP leaders	Membership Interface Board, Membership committee, SAS	Zoom Access, Website/Social Media/ Listserv Publication, APA Member Services	Jan 2021	March 2021 and Oct 2021, then ongoing
STRATEGIC GOAL 2: ENGAGE SCP MEMBERS IN ACTIVITIES THAT PROVIDE BENEFIT AND ENHANCE CONNECTION					
Objective	Action	Responsible Party	Resources Needed	Start Date	Due Date
2A) Create a sustainable member engagement plan that includes diverse personal and professional identities across the career lifespan, with particular attention to practitioners, international members, students, and ECPs	Create and implement a member engagement plan with metrics and benchmarks, focusing on demographics, claimed identities, practice settings, career stage, and interests; develop methods for ongoing assessment and evaluation of member engagement levels; provide EB with full report at SCP mid-year and annual meetings; refocus engagement efforts yearly as needed	Member Interface Board, Membership Committee	Online survey platform for data collection (e.g., Qualtrics), AMC Source personnel support to collect and analyze attendance and evaluation at SCP events (e.g., webinars, convention sessions, etc.)	Feb 2019	Aug 2019, Initial report to EB, then December 2019 for full plan
	Develop dynamic, web-based platform to support member engagement activities; create a virtual Hospitality Space as part of the SCP website; utilize Hospitality Space at APA Convention to build social media presence and link activities to web-based platform	VP Communication, Communications & Technology Board, Member Interface Board, Hospitality Co-Chairs	Platform developed by Dashboard/Database STG, hired web designer, time of AMC Source	Sept 2020	Aug 2121
	Incentivize each SCP member-based entity (e.g., committees, sections, SIGs) to offer one engagement opportunity annually that is not APA Convention-based (e.g., webinars, dialogues, podcasts, clinical discussions, research discussions, student networking, etc.)	Committees, Sections, and SIGs	Dashboard/Database platform noted above, AMC Source time, presenters/instructors	Jan 2020	Jan 2021 and ongoing reports at EB meeting
2B) Promote visibility of and connection among CPs by offering free webinars (with CEUs) on SCP's platform	Identify topics and CP presenters in areas of wide interest and novel material (e.g., advocacy strategies, grant writing, integrative medical settings, emerging clinical/counseling interventions, case conferences, research paradigms); prepare webinars with integrative approach (practice, research, advocacy, and education/training)	VPs (suggest one webinar per VP yearly), CE/webinar co-chairs	Time from VPs to initiate topics and get speakers, utilize engagement dashboard/database platform noted above, AMC Source time	Feb 2019	June 2019 and ongoing

	Create streamlined process to promote webinars, gain approval for CE units, and track attendance for evaluative purposes	Communications Board, CEU Coordinator	SCP communication tools	April 2019	June 2019 (1 st webinar)
2C) Create and implement a plan for engaging renewing members	Send emails monthly to renewing members to invite engagement in SCP; offer regularly scheduled online discussions for members to network/engage around specific topics	President, VP Communication, Member Interface Board	Platform noted above, SCP communication tools, AMC Source time	Jan 2021	Aug 2121 and ongoing
STRATEGIC GOAL 3: ELEVATE IMPACT OF COUNSELING PSYCHOLOGY					
Objective	Action	Responsible Party	Resources Needed	Start Date	Due Date
3A) Increase the visibility of unique, innovative, and high-impact work by CPs through marketing, social media, APA Communications, and nominations for awards and honors	Develop process and mechanism for identifying unique, innovative, and high-impact work by CPs	VPs, Section Chairs, Awards Committee, Interface Boards	Technology support, enhanced committees, AMC Source time	Jan 2020	Aug 2020, report to EB
	Use social media (e.g., FB, Twitter, Tumblr) and podcasts to promote unique, innovative, and high-impact work of CPs, including work presented at APA convention	Hospitality Co-Chairs, VPs, Program Co-Chairs, Member Interface Board	Technology support, Enhanced committees	Aug 2020	Jan 2021 and ongoing
	Develop a clear and centralized process of compiling SCP news and resources to share with APA Communications, and regularly disseminate SCP news to APA and beyond	VP Communication	Technology support	Aug 2020	Ongoing monthly
	Identify awards within and outside APA that may be a good fit with CPs' innovative, high-impact work, nominate CPs, and track and publicize CPs who win these awards	Awards Committee, Internal and External Interface Boards	AMC Source time	Aug 2020	Jan 2021 and ongoing
3B) Increase counseling psychologists' participation in positions in APA and other psychology-related associations	Conduct analysis of counseling psychologist representation in APA governance, and trends of CP representation over past 5 years on APA boards, state psychological associations, ethnic minority psychological associations, state psychology boards, and the American Board of Counseling Psychology	Coordinators for Elected and Appointed positions, External Interface Board	Access to APA and other databases with relevant data, AMC Source time	Feb 2019	Aug 2019, report to EB
	Expand the Coordinators of Elected and Appointed Positions to four-person committees each	Cabinet, Coordinators of Elected/Appointed positions, section Chairs	Volunteers (including from each section)	Aug 2019	Jan 2020

	Engage SCP past-presidents in writing letters to support nominees	SCP Past-President, Coordinators of Elected and Appointed positions	List of current and other past presidents with contact info, Past-presidents' listserv	Jan 2020	Aug 2020, report to EB; then each nominations call
3C) Promote counseling psychologists' involvement in civic organizations	Host a webinar with counseling psychologists with relevant experience to provide such training	CEC	Location to house webinar indefinitely (as member benefit), marketing to increase attendance	Aug 2019	Jan 2020
	Support enhancement of Community Engagement Committee in developing CEs for APA Convention community service day, tracking and evaluating their activities, and expanding to communities beyond the APA convention location (including virtual and virtually-organized activities)	CEC Chairs, section Chairs, VPs	AMC Source time, volunteer time, technology support	Aug 2020	Aug 2121, report to EB
STRATEGIC GOAL 4: IMPROVE OPERATIONAL EFFECTIVENESS OF SCP					
Objective	Action	Responsible Party	Resources Needed	Start Date	Due Date
4A) Have information about members readily available, including areas of expertise, leadership experiences (SCP and non-SCP), awards and honors achieved	Develop and maintain SCP member database that includes demographics, claimed identities, career stage, research areas, membership status, employment setting, practice areas, leadership roles in SCP and other orgs, past awards and honors	Membership Chair, AMC Source, Dashboard/Database STG, web manager, VP Communication, CSC	Development of comprehensive SCP Membership Database, AMC Source time	Feb 2019	Aug 2019, report to EB
4B) Improve internal and external communication	Create communication plans with clear, specific, and targeted communication strategies, as well as explicit attention to implementation and follow through	VP Communication	Communications and Technology Board, Web Manager (consider hiring)	Aug 2019	Jan 2020 and ongoing
4C) Maintain updated SCP website	Establish a platform and process for regularly collecting and compiling resources from SCP members for the SCP Website	VP Communication	Communications and Technology Board, Web manager	Aug 2019	Dec 2019, proposal to EB
	Continually review existing resources for inactive links or outdated content. Cue those responsible with ongoing deadlines for content (e.g. sections, SIGs, committees, others)	Web manager (suggested hire)	Web manager (suggested hire)	Feb 2019	Ongoing
4D) Develop central dashboard for recurring deadlines and tasks that is clear, succinct, and easy to use	Research dashboard/project management and data base platforms to determine which would be most effective for SCP	AMC Source, Dashboard/Database STG	AMC Source time, possible costs of demonstration models	March 2019	Aug 2019, report to EB

4E) Conduct cultural audit to determine extent to which SCP currently reflects commitment to equity, inclusion, and social justice at all levels of the organization	Review and revise all current forms, policies, and practices (e.g., award criteria, midyear/annual report format, position descriptions, handbooks) for infusion of equity, inclusion, and social justice	Past President, VPs, EB, Section and Committee Chairs, SAS Social Justice and Advocacy Co-Chairs, Leadership Academy	AMC Source time	Aug 2019	Jan 2020 and annually
	Review and revise SCP website and other aspects of social media and communication for infusion of equity, inclusion, and social justice	VP Communication, C&T Board, SAS Social Media Chair	Access to social media, web manager time	Jan 2021	Aug 2021 and ongoing
	Develop schedule and responsible party for ongoing organizational cultural audit to assess infusion of equity, inclusion, and social justice	Cabinet, EB	None	Jan 2020	Aug 2019 and ongoing
	Develop assessment tool to gather feedback from EB members and other leaders regarding infusion of equity, inclusion, and social justice (including climate)	VPs, Cabinet	Online survey platform (e.g., Qualtrics), AMC Source time to administer and analyze	Feb 2019	Aug 2019 and ongoing
	Examine five-year trends of who is nominated/selected for awards, grants, and leadership positions to assess infusion of equity, inclusion, and social justice	VPs, Award Co-Chairs, Coordinators of Elected/Appointed positions	Past records of nominations/selections; AMC source time	Jan 2020	Aug 2020 and ongoing
4F) Respond rapidly to emerging events consistent with expertise and values of counseling psychology	Review rapid response policy and procedures yearly to determine if they meet current needs; modify as needed	VP Communication	VP Communication, Cabinet	Jan and Aug 2019	Ongoing
STRATEGIC GOAL 5: FOSTER LEADERSHIP DEVELOPMENT, INVOLVEMENT, AND SUCCESS OF SCP MEMBERS					
Objective	Action	Responsible Party	Resources Needed	Start Date	Due Date
5A) Develop effective pathways for sharing information and education, opportunities for involvement, and support for current leadership activities, tailored to SCP members at various career stages (e.g., students, ECPs, Mid-career, late-career, retired)	Provide information and education about leadership, targeted to career stage, on website	Cabinet, Leadership STG Web manager	Time, technology, collaborators (e.g., CCPTP, SAS, practitioners)	Jan 2020	Aug 2020
	Provide opportunities for SCP leadership involvement, targeted to career stage, through webinars	Cabinet, Leadership STG	Time, technology, collaborators (e.g., CCPTP; SAS, practitioners)	Jan 2019	Jan 2020
	Provide mentoring and support for members' current leadership roles and activities, targeted to career stage and setting (e.g., practitioners, student TAs, academic administrators, state association officers, large practice managers, international orgs); collaborate with relevant organizations, including those focused on social justice issues	Cabinet, Leadership STG	Consultants/Trainers (e.g., retirees, leadership experts), stipends, travel, technology costs	Jan 2020	On-going

	Institute regular leadership development activities and opportunities for current SCP governance leaders, beginning with orientation, including online and in person	President, Leadership STG	AMC Source time	Aug 2019	Aug 2020
	Revisit Model Training Program to ensure that leadership is adequately addressed	VP E & T, Leadership STG		Jan 2021	Aug 2021
5B) Create and maintain a leadership pipeline within SCP that optimizes representation of diverse personal and professional identities across the career lifespan	Develop process (with metrics and benchmarks) for ongoing assessment and evaluation of SCP leadership composition across all governance entities to promote diversity (demographics, claimed identities, professional roles, career stage); re-focus annual leadership development and recruitment efforts to correct for under-representation as needed using membership database	Cabinet, Leadership STG, VPs, Section Chairs	Data base platform, AMC Source time, technology, collaborators, consultants/trainers, possible costs of stipends, travel	Aug 2020	Jan 2021
5C) Codify and strengthen the structure and processes of SCP governance to ensure continuity, adaptability, agility, and adherence to values and strategic directions	Create mechanism to review and evaluate SCP governance structure and processes annually for effectiveness, inclusivity, and impact; consider a new position of VP for Leadership, or add Governance Oversight to VP Communication portfolio	Cabinet, Leadership STG; suggest new VP position or expanded VP Communication portfolio	AMC Source time for on-going data collection and management, Dashboard/Database platform	Jan 2021	Aug 2021
	Institute co-leader/co-chair models to increase opportunities for involvement in leadership and viability of leadership participation	Cabinet	Time	Jan 2019	Ongoing
5D) Publicly model SCP leadership model that fosters integrative professional roles and identities, focusing especially on science-informed practice and practice-informed science	Promote collaborative programming at APA, NMCS, CP conference, and other venues	Program Chairs, CSC	Time, technology costs, possible travel stipends	Aug 2020	Dec 2020 and ongoing
	Promote internal collaborations among governance entities (e.g., between sections, between sections and SAS, between science and practice-related sections, etc.)	Program Chairs, CSC, SAS	Time, technology costs, possible travel stipends	Aug 2020	Dec 2020 and ongoing
STRATEGIC GOAL 6: SUPPORT COUNSELING PSYCHOLOGISTS' ADVOCACY TO PROMOTE CLIENT AND COMMUNITY WELL-BEING, EQUITY, AND JUSTICE					
Objective	Action	Responsible Party	Resources Needed	Start Date	Due Date
6A) Increase capacity to be an informational resource on equity, advocacy, and social justice issues	Enhance SCP website to include section/page on resources (including SCP "experts" and training materials) devoted to equity, advocacy, and social justice topics	Advocacy STG VP DPI VP Communication	Web manager time, materials to post	Jan 2020	Aug 2020 and ongoing

	Identify and collaborate with organizations and individuals outside SCP that promote change in social justice issues and include them in resources	Advocacy STG VP DPI VP Communication	Web manager time, material to post	Feb 2019	April 2019
6B) Create mechanisms to assist CP training programs wishing to build capacity in the Scientist-Practitioner-Advocate model of professionalism and training	Reach out to training programs and program-located SAS groups to identify needs and provide resources	VP for DPI VP E&T SAS	Technology costs, materials, consultants/trainers/expert, possible costs of travel stipends	Aug 2020	Aug 2021
6C) Develop an advocacy framework to articulate the “Advocate” component of the Scientist-Practitioner-Advocate model of professionalism and training, based on CP values, ranging from individual to systems levels of engagement, and integrative of multiple professional roles (e.g., practitioners, scholars, consultants, educators, policy makers)	Identify diverse group of stakeholders inside and outside of SCP to engage in virtual retreat to develop framework (including evaluation plan); review existing models; clarify advocacy definitions, issues, and spectrum of engagement across roles, with attention to context and applicability within both US and global communities; obtain feedback from larger psychology community; refine for presentation to EB	Advocacy STG, VPs	AMC Source time in organizing virtual retreat, access to online databases, technology costs	Feb 2019	Aug 2019, APA convention
	Identify and describe advocacy competencies emanating from the framework across levels of engagement (individual to systems) and multiple professional roles (scholars, practitioners, etc.); obtain feedback from larger psychology community; refine competencies for presentation to EB	Advocacy STG, VPs	Technology costs, AMC Source time	Feb 2019	Aug 2019, APA convention and 2020 CP conference; present to EB August 2020
	Develop communication plan for framework with competencies, including publications, presentations, and dissemination (e.g., to training directors and regional/state associations, community and international stakeholders, APA, etc.)	Advocacy STG, VPs	Technology and distribution costs, AMC Source time	April 2019	May 2019
	Explore the possibility of including the advocacy framework and competencies in program accreditation, licensing, and board certification requirements	VPs, especially VP E&T, Synarchy, APA CoA	Technology costs, possible travel costs	Sept 2019	Ongoing

6D) Foster CPs' increased engagement in advocacy activities	Formalize partnerships with organizations focused on addressing social justice issues (e.g. National Alliance on Mental Illness, National Latinx Psychological Association, Association of Black Psychologists, Asian American Psychological Association) and build opportunities for collaborative advocacy efforts	VP DPI, CEC	Possible travel costs, technology costs, support of CEC expansion of scope, AMC Source time	Feb 2019	Ongoing
	Provide training (with CE credit) and resources to support counseling psychologists engaging in advocacy activities, particularly in their communities; publicize involvements on the website advocacy page	VPs, CEC	Technology support, instructors/presenters, possible travel stipends, AMC Source time	March 2019	Ongoing