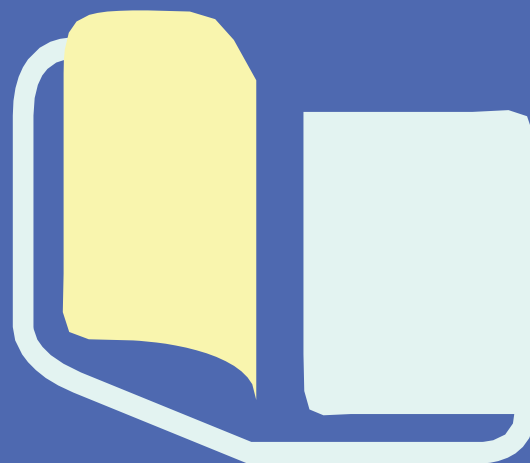




AMERICAN
PSYCHOLOGICAL
ASSOCIATION



COUNCIL OF REPRESENTATIVES HANDBOOK

© DRAFT MAY 7, 2025

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Checklist for New Members

In-Person Council Meetings

In-Person Council Meetings are the Legislative sessions of the Council of Representatives, that are scheduled twice a year. The Council Meetings are all preceded by a Plenary the evening before the Council Meetings start.

Before the Council Meeting

- You are encouraged to have reviewed materials provided to you through the Council Orientation Mentorship Program provided by Council Leadership Team to incoming Council Members.
 - You are strongly encouraged to book your air travel through an online booking tool called Deem and have it billed directly to APA. You will be able to search flight information and reserve your own ticket. Reservations are subject to approval by the APA's travel service, ATC. Detailed information with instructions on how to book is provided to members prior to the meeting.
- If you prefer to work directly with the ATC Travel, you can contact the office by phone (800) 458-9383 or e-mail (reservations@atcmeetings.com).
- Plan to arrive in time to attend the Orientation for New Council Members.
 - A Plenary session takes place the evening before the Council meetings, your plans should also be such that you are present for that.
 - Familiarize yourself with this handbook—the *Council Representative Handbook*—and Keesey's *Modern Parliamentary Procedure*, a summary of which is provided in Appendix C of this handbook.
 - Familiarize yourself with the caucuses of Council (see Appendix D of this handbook).
 - Contact the prior representative who served in your role before and ask the person what you should know about serving on Council.

- Respond to the invitations for requesting a mentor and attend the orientation sessions.
- Read the Council agenda “book” (files) and supporting materials. These materials will be available at least two weeks prior to the meeting.

During the Meeting

- Breakfast is available on the days that Council meets. Lunch is provided the days that Council meets.
- Be sure to arrive at the Council meeting on time each day that Council meets so that you do not miss the roll call.
- Plan to attend the orientation session and the plenary session.
- Business to business casual dress is typical during the meetings. However, dress on travel days can be more casual.

After the Council Meeting

Complete and sign your expense report and email it along with your scanned receipts to the Governance Office at governance@apa.org. Council members are reimbursed for transportation expenses, hotel charges, meals not already provided by APA, internet fees, and charges for use of the fitness room. For any expenses outside of those paid directly by APA, you will need to provide receipts in order to be reimbursed. See page 10 of this handbook for additional details about reimbursement.

Virtual Pre-Council Town Halls, Caucus Meetings, Orientation, etc.

In addition to Council Meetings, as a Council of Representatives are invited to and expected to attend relevant virtual sessions including but not limited to Town Halls and Orientation if a new member of Council.

Please be sure to attend virtual sessions offered prior to the Council meetings. If unable to attend virtual

sessions, recordings will be offered for some (e.g., Caucus meetings are not recorded). If unable to attend virtual sessions, the expectation is that Council members watch the recordings. The virtual sessions include critical information to your service and the issues coming before Council.

Introduction

The Council of Representatives (Council) is the American Psychological Association's (APA) legislative and oversight body. It speaks for APA's members and affiliates on matters advancing psychology as a science, as a profession, and as a means of promoting health, education, and human welfare as stated in the APA mission: *promote the advancement, communication, and application of psychological science and knowledge to benefit society and improve lives*. Council has full power and authority over the affairs and some budgetary items of the association within the limitations set by the certificate of incorporation and the Bylaws, including the power to review, upon its own initiative, the actions of any board, committee, division or affiliated organization.)
<https://www.apa.org/about/governance/council>

Any individual who is a member of the Council of Representatives has a primary "fiduciary duty" to APA. Fiduciary duty includes the duty of care and the duty of loyalty. The latter duty means that while a Council member is concerned about issues by the group that elected/appointed the member to Council, ultimately the individual must vote in the best interests of APA as a whole, after hearing all points of view and considering all information before Council.

This manual has been designed so that those who serve as Council representatives have a better understanding of Council's organization and operation (see also the APA Bylaws, Association Rules). Details on APA Bylaws and Rules are available at:
<https://www.apa.org/about/governance/bylaws>.

Composition

Council consists of 183 representatives from divisions, state/provincial/territorial associations, ethnic psychological associations and members of the Board of Directors, including the APA officers. The American Psychological Association of Graduate Students (APAGS) also has a representative that serves as a member of Council. Council representatives from divisions, state/provincial/territorial associations, ethnic psychological associations, and APAGS are required to be members of the division or associations they

represent as well as members of APA.

There is one seat allocated for an elected APAGS representative, and one seat allocated as available for each of the APA recognized national ethnic psychological associations. There are 162 seats allocated to Divisions and SPTAs; the number of seats allocated to a division or state/provincial/territorial association is based on an annual apportionment ballot. (See Appendix A, and for more information on apportionment, please see: <https://www.apa.org/about/division/digest/leader-resources/apportionment>)

Details about APA Governance, Council, and an online directory of Council of Representatives can be found on the governance websites [at https://www.apa.org/about/governance](https://www.apa.org/about/governance), <http://www.apa.org/about/governance/council> and <https://www.apa.org/about/governance/council/members> respectively.

Board of Directors

The Board of Directors serves as the administrative and executive committee of Council. Between Council business meetings, the Board of Directors has the authority to take actions necessary for the conduct of APA affairs. If an emergency is declared by a majority of the Board of Directors, the Board is empowered to take action as though the action was taken by Council. The Board must report such action to Council at its next meeting.

The Board of Directors consists of 16 members. Members include six APA officers—president, president-elect, past president, recording secretary, treasurer, and APA chief staff officer (APA CEO, without vote); six members at large elected by and from the general APA membership; the chair and chair-elect of the Council Leadership Team; the past chair of APAGS; and a public member. (All but the APA chief staff officer are voting members on Council).

The Board members also make up the governing

board of APA Services Inc. (APASI), a 501(c)6 companion organization.

Names and Email addresses of Board Members for Council's Current Legislative Year can be found at:
<http://www.apa.org/about/governance/board/index.aspx>

Council Leadership Team

The Council Leadership Team (CLT) manages the work of council, assists the process for council to select topics for strategic issue discussions and provides recommendations on agenda items that council considers.

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

CLT facilitates the work of Council, and in so doing has several different initiatives including developing the Council Orientation and Mentorship Program (COMP), Ombuds Program, and other groups/committees/workgroups as appropriate, e.g., RED (Racial, Ethnic, & Diversity) Consultation Task Force, Diversity Impact Statement Workgroup.

The CLT consists of eleven members, all of whom are current or former members of Council.

For more information on the Council Leadership Team, please see:

<https://www.apa.org/about/governance/bdcmte/counc>

il-leadership-team

Legislative Year Meetings Schedule

There are two business meetings of Council each year: a mid-winter meeting (typically held in February) and a meeting held at the time and place of the APA annual convention.

A special meeting of Council for a specific purpose may be called by the Board of Directors or by Council itself. If at least 15 percent of the members of Council prepare a written request for a special meeting, a mail poll of Council is taken. A special meeting is held if a majority of those voting (must constitute at least 40 percent of the membership of Council) agree to the request.

Town Halls, Webinars, Policy Forum – Virtual Sessions

Townhalls: The work of Council is facilitated through virtual information and Q/A sessions on upcoming legislation. They are scheduled and offered by APA.

Budget Webinars: The Finance Committee holds bi-annual webinars providing a budget update.

Policy Forum: In response to Council's request for additional time to discuss policy issues outside of usual Council Meetings and Townhalls, the Policy Forum Process and Form were developed. Council members are encouraged to make use of this avenue. Council members can request the scheduling of these Virtual sessions at which topics of interest to Council can be discussed. These Virtual sessions are scheduled and offered by CLT in conjunction with the APA President.

The following link directs you to the form and process:

<https://forms.office.com/Pages/ResponsePage.aspx?id=6rZzqzByAkKVbC4GT4pgm3JintjoYItDuD-O1Is9xkFUOFpVSEI3QUNFWUo2QklyMkQ4UIFaSEgxVY4u>

Council Website (members-only)

The Council website is a members-only website which includes documents, videos, and resources

relevant to the work of Council. To access the Council website, please go to:

<https://apa750.sharepoint.com/sites/ext-apacmpl>

Incoming Council members are provided access to the website in January at the beginning of their term. Council members are provided email instructions on how to access the website. Council members having difficulty accessing the website should contact APA Governance Staff.

Listserv

There are two separate listservs to which Council members are subscribed when they begin on Council. The listservs are designed to enhance the work of Council.

ANNOUNCE only listserv: CORAnnounce@lists.apa.org (notifications about agenda items, travel logistics, etc.) – Mostly what APA Governance Staff sends as key details for the Council meeting and follow up. Others who post to this listserv are the APA President and CLT Chair. This listserv is a NO REPLY list to provide important information to Council members and any discussion will be directed to the discussion listserv.

DISCUSSION only listserv: CORDISCUSS@LISTS.APA.ORG – This listserv is a vehicle for Council members to engage in conversation with COR colleagues in a respectful manner. If members feel that the conversation on this listserv is not helpful, respectful, and hurtful, members can **opt out** of this listserv without missing critical logistical emails. If a Council member chooses to opt out of this DISCUSSION only listserv, a Council member can choose to rejoin at any time. On its signature, this listserv includes links to listserv guidelines and the contact information for the Ombuds as resources.

Confidentiality – Listservs & Attending Executive and/or Privileged Sessions

Council listservs include many non-Council members, and that the confidentiality of any email communication is quite limited (as are many other digital communications). If you have any concerns about the confidentiality of a listserv post and whether that information can be shared with others including constituencies, please reach out to xxxxx.

It is typically rare that Council meets for executive or privileged sessions. However, there are a couple things to keep in mind:

Executive Sessions – According to the Parliamentary Procedures adopted by Council (Keesey, p 103-104), an executive session occurs “when an organization needs to present confidential information during a meeting.” The rationale for confidential meetings include protecting the privacy or reputation of individuals, as well as sensitive organizational matters (e.g., litigation, negotiations over major purchases, or review of staff performance). Members of the relevant body and specially invited guests/staff may remain in the room. Typically, only formal action (actions approved by vote) are reported out from these sessions, while the rest of the content and process should be kept confidential.

Privileged Sessions – Council asserts its attorney-client privilege when designating communication as such. To retain the attorney-client privilege (one of the highest forms of confidentiality), legal counsel must be present for the communication. Following official privileged Council sessions, it is important to remember that Council members risk losing attorney-client privileges if Council members continue to discuss the matter without legal counsel present.

Term and Conditions of Membership

Council representatives assume office on January 1 following the election in the summer of the previous year. Council members attend their first Council meeting of their official term at Council’s winter business meeting.

Representatives from a division or state/provincial/territorial association are elected for a term of 3 consecutive years and may serve for not more than two consecutive terms. A Council member who has served for 6 consecutive years is not eligible for election or appointment for a period of 1 year from any division or state/provincial/territorial association. A representative from an ethnic psychological association is appointed by their association. A representative, who is the Chair of APAGS serves for 1 year as a Council rep for APAGS (then usually has a subsequent year on Council as a member of the BOD).

A term of office can be terminated if the division or state/provincial/territorial association is allocated fewer seats as the result of the apportionment ballot.

A Council member who has been elected to the Board of Directors continues to be a member of Council until the expiration of his or her term as a member of the Board of Directors.

Conflict of Interest

Council's policy on duality and conflict of interest is as follows:

1. All members of the Council and all officers shall exercise the utmost good faith in all transactions touching upon their duties to the institution and its property. In their dealings with and on behalf of the institution, they shall be held to a strict rule of honest and fair dealing between themselves and the institution. They shall not use their position, or knowledge gained therefrom, so that a conflict might arise between the interests of the institution and that of the individual.
2. All acts of such persons shall be for the best interest of the institution.
3. Any duality of interest or possible conflict of interest on the part of any Council members should be disclosed to the APA Recording

Secretary and made a matter of record when the interest becomes a matter of action by Council, by a committee of Council, or by an operating board of the Association to which the Council member serves as liaison. Where, in the sole judgment of the individual Council member, the situation involves sensitive or confidential information, disclosure to the APA Recording Secretary should indicate that the information disclosed is confidential.

4. Any Council member having a duality of interest or possible conflict of interest on any matter should not vote or use his or her personal influence on the matter, and he/she should not be counted in determining the quorum for the Council, board, or committee meeting, even where permitted by law. The minutes of that meeting should reflect that a disclosure was made, the abstention from voting, and the quorum situation.
5. The foregoing requirements should not be construed as preventing the Council member from briefly stating his or her position in the matter, nor from answering pertinent questions of other Council, board, or committee members since his/ her knowledge may be of great assistance.

This five-point policy is to be reviewed annually for the information and guidance of Council members, and all new members are to be advised of the policy upon entering on the duties of their office.

No officer, director, or Council representative can be prevented from participating in the activities of the body to which he or she was elected without due process, as provided by APA parliamentary rules.

Attendance at Council Meetings and Alternates

Attendance at all APA Council meetings is an expectation of all Council members for fulfillment of their duties.

The APA Recording Secretary calls the roll at the

beginning of the first day of the Council meeting. If a Council member fails to attend a meeting of Council and does not arrange for an alternate, the Recording Secretary is required to inform that representative's voting unit of his or her failure to attend.

If a Council member cannot attend a Council meeting, Council will seat one APA member (that has been identified as the alternate by leadership in the Council members unit and arranged with APA) as an alternate representative for that meeting, provided that the APA member is an officer of, or has been designated in advance by, the unit to which the regular member belongs. An alternate representative shall be a member of the voting unit who is also a member of APA and shall not be a member who has served as a Council representative for the six consecutive years prior to the year in which they serve as an alternate or who has served twelve cumulative years on Council as a representative or an alternate.

To begin the process of designating an alternate representative, the Council member who needs to miss a meeting needs to ask their voting unit (Division, SPTA, EPA, or APAGS) officer/director to contact the APA Recording Secretary and APA Governance Staff (governancemeetings@apa.org) with the name and email address of the assigned ALTERNATE. (see <http://www.apa.org/about/governance/board/index.aspx> for the name and contact information for the current Recording Secretary)

The notification of the identification of a candidate alternate must be communicated promptly to APA Governance in order for that person to be seated as an official alternate and to receive necessary communication. The Council member who needs to miss the meeting should take all steps possible to forward any information to the alternate to prepare them for the upcoming Council meeting, as well as any related Townhalls, etc.

It is important to note that per the APA Association

Rules, the Recording Secretary must inform the voting unit when their Council Representative does not attend nor sends an alternate (AR 40-I.7).

Reimbursement Policy

As part of the ongoing efforts to reduce expenses, APA requires governance members to take advantage of the lowest possible airfares when traveling to APA meetings and encourages members to use APA's travel agency, ATC, to make transportation arrangements. Expense reimbursement forms are available at the Council meeting or may be requested from the Governance Office.

APA will cover the following expenses for Council members attending any official meeting of Council:

- Cost of round-trip airfare, train fare, or mileage and parking if travelling by car*
- Transportation to and from airports; local transportation
- Room charges required for members' attendance at the Council session or at additional Council related meetings
- Meals not already covered by APA
- Baggage fees
- Daily usage fee for the fitness center
- Daily usage fee for internet access in sleeping rooms
- Tips (e.g. maid, bellman)

* Reimbursement for mileage when travelling by car will not exceed the total cost of round-trip airfare.

This policy shall be consistent with APA Travel Guidelines for Members and any revisions to those Guidelines.

You are strongly encouraged to book your air travel through an online booking tool called Deem and have it billed directly to APA. You will be able to search flight information and reserve your own ticket. Reservations are subject to approval by APA's travel agency, ATC. Detailed information is provided to members prior to the meeting. If you prefer to work directly with ATC, you can contact the office by phone (800-458-9383) or e-mail (reservations@atcmeetings.com).

You will need to submit an expense report and

scanned receipts in order to be reimbursed for those expenses not charged directly to APA. Note that APA will not reimburse you for movies, or other incidentals. You should submit your expense report within 30 days of the meeting.

Travel Arrangements

It is the responsibility of Council members to make travel arrangements for both Council meetings.

Travel Insurance

Council members traveling on official Association business are automatically covered under a blanket travel accident policy. APA will not reimburse a member for additional travel insurance.

Accommodations

APA will make guaranteed hotel reservations for Council members in connection with Council's midwinter business meeting, prior to which Council members are sent a reservation form to complete and return. Council members make hotel reservations for Council's annual convention meeting through the normal annual convention registration process using the form in the *American Psychologist* or *APA Monitor* or on the APA Web site. It is important to send in the reservation form on a timely basis to ensure obtaining the first choice.

Decorum During Council Meetings

Council members are requested to refrain from congregating and talking in the meeting room when Council is in session. They are requested to step out of the meeting room instead.

Council members are asked to step up to the microphone and identify themselves and their affiliation when addressing Council. Council members are asked to make their comments brief and relevant.

Members should be aware that when the President notices that all speakers are speaking to the same side of an issue, they will ask to hear from members who wish to speak to the opposing issue.

Please note, because votes can be contentious even if a vast majority of Council votes in a particular direction, in general, Council members are asked not to clap after the outcome of a vote.

See the next section Tips for Speaking on the Floor of Council, and Appendix F for Council Dialogues Principles.

Tips for Speaking on the Floor of Council

Following are a number of tips for speaking on the floor of Council.

- Public speaking can provoke anxiety; do not let your anxiety prevent you from finding your voice on Council floor.
- Adjust the microphone so it is at the right height for you; you may need to lift it off the stand, depending on your height.
- Each time you go to the microphone, state your name and the division, state, province, or territory that you represent; if you represent a division, say the number and the title of the division; avoid abbreviations.
- Before you go to the microphone, make some bulleted notes about the major issues you wish to address; organize your thinking so that others will be able to follow your logic and rationale; prepare what you plan to say in advance so that you do not free associate; and whether you are making an additional material contribution to others.
- Do your homework; for example, reread the agenda item to see if your question is answered in the text or attachments, talk to the movers of the motion to see if they can answer your question in advance, and/or listen to those who have spoken before you to ensure your contributions will be unique and not repetitious.
- If you plan to propose different wording for the motion, it is highly encouraged for you prepare the wording in writing and provide it to APA Staff at the dais so that when you go to the microphone the wording can be immediately projected on the screen.
- If you are proposing a friendly amendment, check with the motion maker in advance to see if he/she views the amendment as friendly; this will save time at the microphone. Advance knowledge of the impending friendly amendment will allow the motion maker(s) time to reflect and will not require that they think on their feet in response to your question.
- If you do not know the proper parliamentary procedures for accomplishing what you wish, check with a member of the Board of Directors or a CLT member prior to going to the microphone; this will avoid needless discussion on the floor of Council as to the proper parliamentary strategy.

Please also see Appendix F, Council Dialogue Principles.

Tips for Communicating With Your Constituency

Communicating with your constituency is an important part of your role as a Council member.

Following each Council meeting, Council members will receive the list of Council New Business Items and the referral groups assigned to the items by the Agenda Planning Group. Council members are responsible for informing their various constituent groups of items that may be relevant, whether with regard to impact, expertise, or perspective. The constituent groups are responsible for contacting the referral group with feedback from their constituency regarding the new business item.

In addition, Council members will be given access to the cross-cutting agenda items when the items are presented to boards and committees so that divisions, states, provinces, and territories can have the opportunity to offer expertise, consider the impact, and/or share relevant perspectives with the appropriate groups.

The information provided in Appendix B, “*Key Tips for Communicating With Your Constituency*”, is based on the ideas and suggestions generated by Council at its February 2008 meeting. At that meeting, 2008 APA President Alan Kazdin charged Council with the task of generating ideas and strategies for more effectively communicating on the deliberations and actions of Council to the organizations that they represent. The suggestions generated by Council members at that meeting were aggregated by the now sunset Committee on the Structure and Function of Council into the following: (1) important principles, (2) nature of content of communications, and (3) communication strategies and techniques. The purpose of communication (e.g., reporting Council actions, identifying and explaining issues facing psychology, soliciting support for an APA Bylaws change, etc.) will affect the content, strategies, and techniques utilized.

Information Items & Budget

Council is provided information throughout the year on different items throughout the year. Of particular import is Budget information.

Budget

The Board approves the budget for the Association. Financial plans are made with the aim of insuring that only necessary expenses are in carrying out policies and programs approved by Council and that those expenses are consistent with the need to maintain a reasonable standard of performance. With respect to income, financial plans are to maximize income from all sources other than dues and support programs consistent with the basic objectives and professional standards of the APA. Membership dues are used essentially as a means for compensating for the difference between income and expenses resulting from Association programs. It is an annual goal each year to produce a net income in excess of expenses for the Association's operations as a whole in order to provide a basis for orderly expansion of operations and services in successive years and to provide a margin of safety against contingencies.

To achieve these goals, the chief staff officer is responsible for developing the Association's annual budgets submitted to the Board of Directors. These budgets are reviewed, modified, and approved first by the Finance Committee, then approved by the Board.

Information about the Budget is provided regularly to Council of Representatives by the Finance Committee through informational webinars. Budget information is provided separately for APA, APASI, and Real Estate.

New Business

New Business Items come before Council through different mechanisms. This includes legislation brought forward by Council Members, Boards and Committees, etc. There are different processes by which items come forward to Council. The following provides a general overview of the process by which Council of representatives may propose new legislation through the regular new business item mechanism.

Council representatives may propose new legislation through the new business mechanism. Forms for the introduction of new business are provided to Council members via email, and are available on the Council website, and upon request prior to and during Council meetings. (A sample form is available from APA Governance Staff.) Members wanting to develop/propose a new business item should refer to APA Association Rule 30-4. Council members should consult a staff person and/or a member of CLT for assistance with submitting a new business item.

At the discretion of Council, in consultation with the Parliamentarian, the presiding officer has the authority to decide whether a newly introduced resolution involves new business or can be considered in relation to old business. New business items are referred to appropriate boards or committees for review and recommendation to Council.

General Procedures

Following each Council meeting, new business items are provided to the Agenda Planning Group for referral to appropriate boards and committees. The Agenda Planning Group, which is chaired by the APA President and is composed of the chairs of the major APA boards and committees, determines which boards and committees will review and make recommendations on which new business items. New business addressed to documents revised on a periodic basis is referred to the revising body and is not carried as new business. Referral of new business is initially only within APA. Referees may, as appropriate, consult with outside groups.

New business shall be reviewed by the lead board or committee in a timely way that allows other referral groups to review it within 1 year of its submission.

New business that has not been brought back to Council for action within 18 months of its submission shall be included in the Council agenda at the third Council meeting subsequent to its submission under a section titled, "Business Pending." Council will be provided the opportunity to discuss the matter and act on the item if it so chooses by voting to suspend Association Rule 30-1.4. Action may include approval, rejection, referral, postponement, or withdrawal.

Council is informed about the status of all new business introduced and in progress in connection with each Council meeting.

Any member or previous member of Council who originated a new business item may request withdrawal of that item at any time before it is voted on. Withdrawal will be presented to Council in a consent agenda. Items can also be requested to be withdrawn on Council floor.

The consent agenda is comprised of items that are considered noncontroversial. Any Council member may remove an item from the consent agenda. Any items remaining on the consent agenda are not discussed on the Council floor before voting. Consent agenda items are approved as a set with a vote by Council.

On occasion, there will be an item that has not gone through General Procedures that is brought before council by Council members. In this instance, a 2/3 vote at the beginning of Council is required for the proposed item to be placed on the agenda.

Parliamentary Procedure

APA Council Meetings are conducted using parliamentary procedures following procedures outlined in Ray E. Keesey's *Modern Parliamentary Procedure*. This book is now published by APA and copies are provided to Council members upon request. Copies are also available through the APA Order Department (800-374-2721).

Parliamentarian

The President appoints the APA Parliamentarian, who may serve at the pleasure of succeeding Presidents.

Parliamentary Authority

Council has adopted Ray E. Keesey's *Modern Parliamentary Procedure* as its parliamentary authority. These parliamentary procedures govern the Association in all cases to which they are applicable and in which they are not inconsistent with the APA Bylaws, the Certificate of Incorporation, and any special rules of order Council adopts. Keesey is compatible with accepted parliamentary principles and is designed to facilitate members' participation in an orderly democratic matter.

Motions

Keesey uses three kinds of motions: (a) seven ordinary motions in ranked order of precedence (to adjourn, to recess, to close debate, to limit—or the limits of—debate, to postpone, to refer, and to amend); (b) a main motion; and (c) six special motions that have no rank ordering among themselves (to appeal, to reconsider, to rescind, to suspend, to withdraw, and point of order). Procedures for meetings, an overview of Keesey's *Modern Parliamentary Procedure*, and a summary table of motions are included in Appendix C.

Main motions. A main motion states simply the proposed action, idea, or resolution upon which Council votes. A main motion is said to carry if the vote is in favor and to fail if the vote is opposed.

Recommendations. A recommendation to Council is a considered suggestion, a guide as to what the group making the recommendation concludes is the best course of action to be taken with regard to the main motion, e.g., reject it, adopt it, amend it, consider a substitute, and the like. The recommendation may be thought of as the recommending group's figuratively "speaking to" the main motion, just as Council members rise to speak to the main motion on the floor of Council.

The recommendation has no formal standing on the floor of Council. Only motions may be moved. "To reject" or "to adopt" are considered neither primary nor secondary motions in parliamentary parlance. Nor may a recommendation "to adopt" or "to reject" be used as an amendment or substitute motion.

Amendments and substitute motions. Amendments or substitute motions may be presented for consideration while debating the main motion. In order to warrant consideration, proposed amendments or substitute motions should be germane to the issue.

They should not be used to change an affirmative main motion into a negative proposal not to take that action. This is another reason why a recommendation cannot be moved. If the recommendation is to reject a main motion, moving the recommendation would result in changing the affirmative statement into a negative one.

They also should not contradict the intent of the main motion. If the presiding officer is in doubt as to whether or not to accept a proposed amendment or substitute motion for consideration, he or she will ask Council whether or not there is any objection to doing so.

If the recommendation proposes an amendment or substitute motion from a standing board or committee, the CLT, or the Board of Directors, those proposed amendments or substitute motions are in order first, and if they fail, amendments or substitute motions by Council members are in order.

An amendment usually consists of proposed language changes or additions. Amendments are voted up or down prior to consideration of the original main motion. If the amendment is adopted, the amended original main motion is then on the floor for consideration. It is debated in the usual manner and it may be amended further before a final vote is taken. If the proposed amendment is rejected, the original main motion is back on the floor, open to debate, and for amendment. It is voted upon in the usual manner.

A substitute motion, if adopted, replaces the original main motion. Proposed substitute motions are taken up prior to voting on the original main motion. If the substitute motion is rejected, the main motion is back on the floor. If the substitute motion is adopted, the original main motion is no longer pending. The substitute motion becomes the new main motion, which may be amended and debated in the usual manner before being put to a vote (i.e., the initial adoption of a substitution motion puts it on the floor of Council as a main motion, which then is open to debate and voted upon in the usual manner).

Motions under consideration. Only one motion may be on the floor of Council at any given time. This covers the motions reviewed in this text—main motions, motions to amend, substitute motions—as well as all other procedural motions.

Quorum

A majority of members of Council constitutes a quorum. Unless otherwise specified in the APA Bylaws, decisions are made by a majority of those Council representatives voting.

Executive Session

In general, many executive sessions are scheduled in advance when necessary (e.g., CEO evaluation discussion, some budgetary discussions). In the course of business, Council may elect to go into executive session, which would require a majority vote of Council. The President determines who may

attend the session.

Executive session means that the content of the meeting is confidential and that content must not be communicated with others outside of those who were at the Executive session.

Association Rules

The Association Rules may be amended only by majority vote of Council.

APA Bylaws, Amendments, and Pro-Con Statements

By majority vote, Council may forward to the membership proposed amendments to the APA Bylaws. It takes a two-thirds affirmative vote of the membership to amend the bylaws.

Council also determines whether or not a pro and con statement will accompany a bylaws amendment mailing to the membership. Pro and con statements will accompany amendments unless two thirds of the representatives present and voting consider the statements to be unnecessary.

Council's Formal and Informal Support System

Central Office and the Board and Committee Infrastructure

In addition to the Board of Directors and CLT, Council has a board and committee infrastructure consisting of standing, continuing, and ad hoc groups. The Central Office supports Council and its Board of Directors and the board and committee infrastructure in developing and implementing sound policies and programs.

The Chief Executive Officer assigns staff to serve as liaisons to boards and committees. These staff members inform themselves about the work of the board or committee and support and serve as resources to the board or committee in the conduct of its business.

Standing boards and committees are authorized by the APA Bylaws. Continuing committees are authorized through rules adopted by Council. Standing boards and committees are required by the APA Bylaws to report annually in writing to the Board of Directors and Council. Continuing committees are encouraged to submit annual reports.

Ad hoc groups (ad hoc committees, subcommittees, task forces, and the like) are authorized by the board or committee through which they report.

Please visit <http://www.apa.org/governance> for a listing of board and committee members.

Coalitions and Caucuses of Council

Caucuses/Coalitions (hereafter referred to as caucuses) of Council are not formal APA bodies. Caucuses of members of Council represent groups of Council members with common interests. Some caucuses are open to membership outside of current Council members.

Some Council members affiliate with one or more caucuses; others affiliate with none. New members

are encouraged to join caucuses that are relevant to their Division/SPTA/EPA, and/or of professional/personal interest. Some caucuses have membership fees; members are encouraged to contact their Division/SPTA/EPA for assistance in covering the membership fees for caucus.

A summary of most of the caucuses and coalitions and their statements of purpose are provided as Appendix D. Announcements on how to join caucuses and attend caucus meetings are shared on the Council listserv. Council members may obtain additional information on the coalitions/ caucuses of Council from the chairs of these groups.

Elections

APA makes use of the Hare System of Counting in election processes. A summary of the Hare System of Counting is provided in Appendix E.

Boards and Committees

Council elects members of standing boards and committees and members of continuing committees reporting directly to the Board of Directors and Council. Nominations are solicited early in the year.

The Board of Directors prepares the final election ballot, which is mailed to Council members in October. The board and committee nominations/elections schedules are provided via email through the Council Announcements listserv. You can contact the APA Elections Office at any time. For detailed information on boards and committees see that APA website at <http://www.apa.org/about/governance/bdcmte/index.aspx>.

Board of Directors

Three new members of the Board of Directors are elected each year. This includes two members-at-large and the President-elect which are nominated by and from the general membership.

The Needs Assessment, Slating and Campaigns Committee (NASCC) is responsible for conducting an annual needs assessment and developing the slates for the member-at-large seats on the Board of Directors. NASCC also develops the slate for the public member of the Board to be appointed by the Board.

NASCC is composed of a total of seven members, three appointed by the APA president, president-elect and past president and four appointed by the Board for the Advancement of Psychology in the Public Interest, Board of Educational Affairs, Board of Professional Affairs and Board of Scientific Affairs.

Recording Secretary, Treasurer, and Chief Staff Officer

The Recording Secretary and Treasurer are elected by members of the previous year's Council. The Recording Secretary and Treasurer serve a term of 3 years; a ballot for these officers is mailed only in the appropriate years. The Board of Directors presents a member of APA to the current Council for confirmation as the Chief Staff Officer. Confirmation is by a two-thirds approval vote of those Council members voting. The term of office may not exceed 5 years, but they may be reconfirmed. Council receives a ballot for this office only as appropriate.

Council Leadership Team

The Chair-elect, members-at-large and Early Career Representative of the CLT are elected by the current Council and must have served at least one year on Council in order to be nominated. They cannot serve two consecutive three-year terms and are limited to two lifetime terms. The APA President, APA President-elect, APA Treasurer and the APAGS Chair-elect also serve on the CLT. The Chief Executive Officer serves on the CLT without vote.

Governance & Elections Offices

Governance Office

This office manages the flow of information among APA staff, Board of Directors, and Council of Representatives; serves as staff liaison to the Committee on the Structure and Function of Council; and prepares and disseminates agendas for the Board of Directors and Council of Representatives meetings. Staff writes the minutes of the Board of Directors and Council meetings and prepares the annual proceedings of the Association for the Recording Secretary's approval. Staff also is responsible for revising the APA Bylaws and Association Rules.

Governance office staff plan and implement consolidated meetings of boards and committees, compile the cross-cutting agenda books for those meetings, provide support to the Agenda Planning Group and the Coordinating Group on Governance Issues, provide support and training for staff liaisons and staff a variety of ad hoc working groups and task forces. Governance oversees the president's Web site (<http://www.apa.org/about/president>); presidential citations; and the APA Award for Outstanding Lifetime Contributions to Psychology.

Election Office

This office is responsible for conducting APA's major elections. The elections include the President-Elect nominations and elections, the Board of Directors nominations and elections, and board and committee nominations and elections. In addition, the office handles the Apportionment ballot, bylaws amendments, APAGS, CLT, officers elections, and the elections of division officers and Council representatives for divisions and state and provincial/territorial associations. The office also provides staff support to the Election Committee and the Board of Directors Subcommittee on Nominations.

Questions: Contact Information & Change of Address

You are encouraged to contact any of the Governance Office staff with any questions, comments, or concerns.

Maureen O'Brien
Deputy Chief, Governance and Volunteer Leadership
(202) 336-6077; mobrien@apa.org

Amber Roopan
Associate Chief, Governance and Volunteer Leadership
(202) 336-5557; aroopan@apa.org

Abby Green
Senior Advisor, Volunteer Leadership
(210) 383-8226; agreen@apa.org

Aliza Epstein
Director, Elections & Volunteer Leadership
(202) 336-6076; aepstein@apa.org

Deanne Ottaviano
General Counsel
(202) 336-6078; dottaviano@apa.org

Changing Your Address/Contact Information:

Council members are asked to notify GovernanceMeetings@apa.org of any changes in their mailing address, e-mail address, or phone number as soon as possible so there is no interruption in correspondence regarding Council-related materials.

Appendices

Appendix A

Apportionment Balloting for

Article 5, Section 7 of the APA Bylaws outlines the method used for allocating seats on Council of Representatives for Divisions and State/Provincial Territorial Associations:

The number of Representatives from Divisions and State/Provincial/Territorial Associations shall be 162. The 162 Representatives will be divided into two pools, one for State/Provincial/ Territorial Associations and one for Divisions. The percentage of the 162 seats for State/ Provincial/Territorial Associations shall correspond to the percentage of total apportionment votes allocated to State/ Provincial/Territorial Associations, and the percentage of the 162 seats for Divisions shall correspond to the percentage of total apportionment votes allocated to Divisions.

Each Division shall be allocated one seat from the Division Pool, and each State/Provincial/ Territorial Association shall be allocated one seat from the State/Provincial/Territorial Pool. The awarding of additional seats allocated to each pool shall be based on the percentage of allocated votes received by a Division or State/Provincial/ Territorial Association and calculated as follows:

1.5% to less than 2.5% 1 additional seat
 2.5% to less than 3.5% 2 additional seats
 3.5% to less than 4.5% 3 additional seats
 etc.

Additional seats will be allocated to those units in a pool entitled to additional seats in the following manner: The unit with the highest percentage in the pool will receive the first additional seat, and an additional seat will be assigned to other units entitled to one or more additional seats in descending order of their percentages. If, after all units in a pool entitled to one or more additional seats have received one additional seat, there remain

units that are entitled to two or more additional seats, and if the seats allocated to the pool have not been exhausted, the unit in the pool with the highest percentage will receive a second additional seat, and a second additional seat will be assigned to other units entitled to two or more additional seats in descending order of their percentages. This process shall be continued until either all additional seats allocated to the pool have been assigned or until all units in the pool entitled to additional seats have been assigned all of the seats to which their percentages of allocated votes entitle them.

If, after all units in a Pool have been assigned the additional seats to which they are entitled by virtue of their percentages, there remain seats allocated to a Pool which have not been assigned, those remaining seats shall be assigned to the units in the Pool in the order in which the units came closest to being awarded another seat as a result of the allocated votes.

Appendix B

Key Tips for Communicating With Your Constituency

Important Principles

Identify your audience: Depending on your constituency, you may be communicating with your own particular division or SPTA or you may be cutting across constituencies. Your target audience also may vary in terms of professional development, political sophistication, and/or level of involvement within the organization.

Engage your audience: Not all our colleagues know or yet share our passion about APA governance and Council activities. You can increase your audience's involvement by actions such as polling your constituency ahead of COR meetings.

Types of contact: Your contact may be direct or indirect. For example, depending on the issue, it may be useful to make presentations at SPTA and divisional meetings, among subsets in small group meetings, to make phone calls or develop phone trees of persons to be contacted.

Use APA resources: Make use of APA resources, such as databases, reports, press releases, advocacy alerts, and COR summaries, provided by the Public and Member Communications organs within APA. Learn about what other divisions and SPTAs are doing to effectively communicate with their constituencies.

Nature of Content of Communications

Provide a rationale and context: As the person who bridges between APA and your constituency, you are familiar with both.

Particularly with regard to controversial Council actions, if you offer both a rationale and the context, your constituency will feel informed about the organization, your role within it, and the particular action taken.

Clear and concise communications: The effectiveness of your communications will be

enhanced by being brief. People are more likely to read communications that use such methods as executive summary formats and bullet points.

Personalize communication: Your constituents will feel more interested and engaged if they understand your perspective with regard to issues or decisions. The style of your communication can also enhance the personal element in the communication.

Targeted marketing: Your communication needs to fit the particular audience you are trying to reach. What and how you communicate may vary depending on whether you are writing for the general membership of your constituency or its executive committee or board. Keep in mind the multiple levels that can be part of your target audience.

Communicate with your constituency about APA activities: As a Council member you are a liaison between APA and your constituency; communication can go in both directions. Your constituency is more likely to pay attention and see you as helpful if you communicate about various aspects of APA, rather than only supplying reports of Council actions.

Communication Strategies and Techniques

Timing of communications: Most likely times of communication will be before and after COR meetings, before a general membership vote, or with regard to a critical event.

Use multiple modalities: Depending on the group with whom you are communicating, you may wish to employ written text, Web site, podcast, or video broadcasting. For many constituents, it is useful to offer multiple modalities simultaneously and to have several reiterations of the communication.

Use 20th century formats: Sometimes the “old methods” can be the most powerful. Phone calls, phone trees, and handwritten notes, while time consuming, are the most direct way of reaching your constituency—and hearing back from them as well. These strategies can provide a personal touch.

Use 21st century formats and technologies: Make use of newer technologies, such as text messaging, blogging, discussion forums, and email blasts. More senior Council members who are less familiar with these formats and technologies will receive much support and encouragement from your colleagues on Council in developing the necessary skills to utilize them.

Appendix C

Part I: Procedures for Meetings

By Rachel T. Hare-Mustin, PhD and updated by Gerald P. Koocher, PhD

What Is Parliamentary Procedure?

Parliamentary procedure is a set of rules that a group uses to make decisions in an orderly and fair way. Our adopted parliamentary authority is Keesey's Modern Parliamentary Procedure, as updated in 2023.

What Is the Precedence of Rules for the Council?

A general hierarchy of rules guides us: First, are various federal, state, and local laws; next is the Association's Corporate Charter; then the APA Bylaws; then the formally adopted Rules of Order, which sometimes appears in the Bylaws and

APA Association Rules; and the rules of order in Keesey.

Why Not Informal, Open Discussion?

First, informal, open discussion is usually not democratic. Members who are more vocal will

dominate the discussion. The Chair may also dominate by (however, gently) moving the group in the directions the Chair thinks best. The principle of equal voice among members may get lost.

Second, decision making is often by impatience or exhaustion. Often in informal discussion, there will be frequent interruptions of speakers, frequent changes of subject, repetition of ideas, unrelated comments, and loss of focus on key points. Members become impatient and eager for closure from poor quality of debate.

The Chair must guard against the mistaken belief that informal discussion is a more democratic way to conduct business because it seems friendlier, rather than an unequal way.

What Are the Steps in Handling a Motion?

1. The Motion is made.
2. The Chair states the motion.
3. Discussion: The Chair asks for discussion. The member making the motion speaks first, then others. The Chair may seek to structure the debate fairly by alternating between proponents and opponents of the motion or by asking speakers to limit their time at the microphone.

End Debate: If no one is at the microphone waiting to speak, the Chair asks if there is further discussion and (if none) move to a vote. Members may also seek to end debate or extend debate.

Such motions are not debatable and require a 2/3rds vote.

5. Vote: The Chair then restates the motion and takes the vote, asking first for those in favor, then those opposed. The Chair does not ask for abstentions, but if a member wishes to have an abstention recorded for personal reasons, he or she may request it.
6. Result: The Chair announces the result of the vote. The Chair again states the motion as having been either passed or lost.
7. Restating the motion: Note that the Chair (1) states the motion before discussion, (2) states the motion before the vote, and (3) states the motion after the vote. Members should not be unsure about what business is before them.

Is There Always a Formal Vote?

No. When a Chair senses agreement on a motion, the use of general consensus is an expedient and desirable way to proceed. Following discussion, the Chair will state the motion and then say, "If there is no objection, we will ..." Members, of course, must be ready to prevent abuse of this procedure by saying, "I object," if they do so. The Chair must allow time for such an objection to be heard. A single objection forces a vote.

Voting is often seen as less desirable than consensus as a means to decide questions. One argument against voting is that it causes polarization within a group. An atmosphere of winning and losing limits cooperation within a group and discourages individuals from feeling personal responsibility for decisions.

Some organizations require formal votes only on fiscal matters and on elections.

Is a Unanimous Vote the Same as Consensus?

No. A unanimous vote means that all members present and eligible to vote did so, and all voted the same way. To say a member did not object, thus “standing aside” to allow the group to achieve consensus, is different from saying that he or she voted.

The term “by unanimous vote” should not be used carelessly. It may be hard for members to protest this misuse openly. The practice of declaring a large majority vote unanimous because it would look better on the record is never acceptable. Similarly, declaring a member who has been elected by a secret ballot “elected by unanimous vote” is not an acceptable practice.

The basic principle of equality of membership should guarantee that each member has the right to vote or abstain from voting without having to reveal which he or she did.

Sources

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Appendix C

Part II: An Overview of Keesey's Parliamentary Procedure & Summary of Motions

By Rachel T. Hare-Mustin, PhD, & Wilbert J. McKeachie, PhD

Simplifications (as compared with Robert's Rules of Order)

1. You don't need to second a motion.
2. You don't move to "table" a motion. You move to postpone.
3. You don't need to move to close nominations.

Motions That You Can Make

1. A main motion, e.g., to pass the budget, create a committee, etc.
2. An amendment to a motion or a substitute (which is a kind of amendment) for the main motion:

You can do this only if an amendment or substitute motion has not already been offered and is being debated. Only one at a time. If you think you have a better amendment, simply state during the debate that after the amendment on the floor is acted upon one way or another, you will propose an alternative amendment.

3. A motion to refer to a board, committee, or task force
4. A motion to postpone to a later time or date:

You can introduce this at any point in debate on a main motion when you feel that some other business is more urgent or that Council needs time to recess, caucus, or get additional information before voting.

5. A motion to close debate or limit debate to those waiting to speak or to a limited time:

You must go to the microphone to do so, and be recognized by the President, not sit in place and shout, "Call the question." You can do this whenever you feel everyone has had enough time to make their arguments, and further debate is not needed. You cannot close debate at the end of your own remarks. It takes a two-thirds vote to pass and is not debatable.

6. A motion to recess or adjourn—neither is debatable:

The motion to Adjourn is not customarily used at Council.

Special Motions You Can Make

To Withdraw

This motion may be made by any member of Council who feels that a motion should not be brought to a vote. Our rules eliminate "tabling" as a tactic for getting rid of a motion without voting on it, but they do leave "withdraw" as a method of avoiding a vote that might be embarrassing. The motion takes a majority and is not debatable.

Point of Order

You "rise to a point of order" when there has been some mistake in the proceedings or you have a question about the proceedings. This is not a motion but a way to call attention to some problem. The President will rule on the point. You can even interrupt a speaker if it is urgent.

To Appeal

You appeal when you disagree with a ruling by the President. You must do this immediately after the ruling. This is no more earth shattering than differing with a member in debate. The appeal will be debated and voted on by Council. A majority is needed to sustain the President's ruling.

To Suspend the Rules

This is to permit Council to change an agenda that has been adopted or change any other rule that stands in the way of needed action. It takes a two-thirds vote and is not debatable. (You cannot use it to act contrary to the APA Bylaws or alter voting methods.)

To Reconsider

This is to permit debate and a revote on something previously voted for at the same meeting

To Rescind

This is to nullify a decision or action taken at a previous meeting. You can't do this if an irreversible action has been taken

Remember: Parliamentary procedures are intended to help us get our work done in a fair way, not impede us. If you are not sure how to achieve your purpose, ask the President. The President will consult with the Parliamentarian.

SUMMARY TABLE OF MOTIONS

Motion	Is the Motion Debatable?	Is the Motion Amendable?	What Vote Is Required?	What May Be Applied to It?
Ordinary Motions				
* (presented in rank order)				
1. To Adjourn	No	No	Majority	To Withdraw
2. To Recess	No	Yes**	Majority	To Withdraw and Ordinary Motion 7
3. To Close Debate	No	No	Two Thirds	To Withdraw
4. To Limit (Extend the Limits of) Debate	No	Yes**	Two Thirds	To Withdraw and Ordinary Motion 7
5. To Postpone Motions 3, 4, and 7	Yes	Yes	Majority	To Withdraw and Ordinary
6. To Refer Motions 3, 4, and 7	Yes	Yes	Majority	To Withdraw and Ordinary
7. To Amend Motions 3 and 4	Yes	Yes	Majority	To Withdraw and Ordinary
Main Motion (lowest rank)	*Yes	Yes	Majority	To Withdraw, To Reconsider, To Rescind and Ordinary Motions 3, 4, 5, 6, and 7
Special Motions				
(these have no rank among themselves)				
A. Point of Order	No	No	None	None
B. To Appeal*	Yes	No	Majority	To Withdraw and Ordinary Motions 3 and 4
C. To Withdraw	No	No	Majority	None
D. To Suspend the Rules	No	No	Two Thirds	To Withdraw
E. To Reconsider*	Yes	No	Majority	To Withdraw and Ordinary Motions 3 and 4
F. To Rescind*	Yes	Yes	Majority	To Withdraw and Ordinary Motions 3, 4, 5, 6, and 7

* When ordinary motions are made with no main motion on the floor, they are treated like other main motions. They are debatable, amendable, and their consideration may be referred, postponed, etc. This applies to the special motions To Appeal, To Reconsider, and To Rescind within limitations.

** May be amended regarding time limitations only.

Appendix D

Summary of Caucuses/Coalitions and Statements of Purpose

As of May 2025, caucuses include the Association of Practicing Psychologists; the Caucus of State/Provincial/ Territorial Representatives; the Caucus for the Optimal Utilization of New Talent; the Child Adolescent, and Family Caucus; the Coalition for Academic, Scientific, and Applied Research Psychology; the Combined Caucus; the Education and Training Caucus; the Ethnic Minority Issues in Psychology Caucus; the General Applied Psychologists/Psychology; the Health Care/Health Science Caucus; the Public Interest Caucus; the Rural Health Interest Group and Caucus, and the Women's Caucus.

Caucuses can be a bit of an enigma when one starts on Council. A [Primer on APA Caucuses](#), prepared by one of the caucuses, COUNT [Caucus for the Optimal Utilization of New Talent] is available through the provided link. They also prepared a [Caucus Overview Sheet](#) [tinyurl.com/CORCaucuses] where you can learn about the many caucuses associated with council and how to get involved. Caucus chairs are prompted to update their listings at the end of the year so the information should be largely up-to-date.

Association of Practicing Psychologists (APP)

The purpose of APP is to promote the advancement of applied and professional psychology in all its aspects and the interests of practitioners by: 1) engaging in long range assessment and planning for the creative evolution of applied and professional psychology, in its broadest possible representations, through the formulation of policy proposals aimed at moving the profession's interests forward, introducing such policy proposals into the governance structure of the American Psychological Association (APA) and of its Divisions, and advocating for their adoption; 2) monitoring policy formulation as it takes place within the governance structure of APA, and advising APP members who hold offices within the APA governance structure

as to the most effective means of furthering the aims of applied and professional psychology and APA; 3) serving as a Caucus of the APA Council of Representatives with a purpose of affecting Council agenda; and 4) causing and attempting to cause the nomination and election of nominees to offices within the APA and Division governance who will be effective advocates for the interests of applied and professional psychology and APA and for the policies formulated, adopted and promulgated by APP.

Also, APP is a 501(c6) corporation, allowing the caucus to promote and advance the profession of psychology, making this caucus unique among the others.

To be a member, one must be a licensed psychologist and be involved in APA governance or state/provincial/territorial psychological association governance.

Caucus of State/Provincial/Territorial Representatives

The purpose of the Caucus of State, Provincial and Territorial Representatives (Caucus) shall be to advance the interests of APA affiliated State, Provincial and Territorial Psychological Associations within the governance of the American Psychological Association by: (1) providing a forum for state, provincial and territorial representatives to the APA Council of Representatives in order to increase their individual and combined effectiveness on Council; (2) promoting issues of concern to state, provincial and territorial psychological associations before the Council of Representatives; (3) improving the accountability of state, provincial and territorial elected representatives to their constituencies; (4) thereby, advancing the scientific, educational, public interest, and practice concerns of state, provincial and territorial psychological associations within the governance of the American Psychological Association. Membership is composed of Council representatives representing state, provincial, or territorial associations.

Caucus on Promoting Global and Global Human Rights Perspectives

The purpose of this caucus is to help APA fulfill its strategic plan goals of being a global partner and a human-rights engaged organization. Specific statements of this purpose in the APA Strategic Plan are the Operating Principle: “Embrace a Global Perspective: Advance psychology globally through international engagement, association efforts, and meaningful collaborations.”; and the Guiding Principle: “Respect and Promote Human Rights – Focus on human rights, fairness, and dignity for all segments of society.”

The goals of this cause are to: 1) Focus on ways to encourage APA and COR to adopt a global and global human rights lens as they/we implement APA’s 4 major strategic goals and objectives; 2) Encourage APA to implement the recommended actions in the APA Council Resolution on Adopting a Global Perspective (2017) and the APA Resolution on Human Rights (2021) in APA programs and initiatives.

Child, Adolescent and Family (CAF) Caucus

The purpose of the caucus shall be to advance the interests of children, adolescents and families through the advocacy of elected representatives of the APA Council and the members of boards and committees of the governance structure of the American Psychological Association by: (1) providing a forum for Caucus members to increase their individual and combined effectiveness on Council, (2) promoting the initiatives of members of the Caucus, and (3) promoting the election of new and diverse people to Council and to APA boards and committees who champion the interests of children, adolescents and families.

Coalition for Academic, Scientific, and Applied-Research Psychology (CASAP)

The purposes of the Coalition (“caucus”) are to serve as a forum for the discussion of issues coming before the APA Council of Representatives, to formulate positions on issues consistent with the interests of members, to assist in recruiting and electing individuals to positions in APA Governance, and, generally, to further the interests of academic, scientific, and applied-research psychology.

Council Empowerment Caucus

The purpose of this cause is: 1) To support and encourage Council members in their roles as the governing body of APA; 2) To facilitate members in understanding and implementing their roles on Council; 3) To advocate for governance structures that support Council members.

COUNT: Caucus for the Optimal Utilization of New Talent

COUNT’s mission as a caucus of Council is to advance the talents of elected representatives of the APA Council within the governance structure of the American Psychological Association by: (1) providing a forum for newly elected representatives to the APA Council of Representatives in order to increase their individual and combined effectiveness on Council, (2) promoting the initiatives of newly elected members of the Council of Representatives, (3) creating new mechanisms for increasing each Council member’s active involvement in each phase of the governance process, (4) promoting the election of new and diverse people to Council and to APA boards and committees, and (5) promoting diversity among new leaders in all areas and aspects of APA governance.

Culture, Ethnicity, & Justice Caucus (CEJC)

The mission of the CEJC is to serve as a forum for the discussion of issues of equity, diversity, inclusion, and social justice, and multicultural issues coming before the APA Council of Representatives; to formulate and further positions on issues consistent with the interests of its membership; to assist in recruiting and electing individuals with views and platforms consistent with those of the CEJC to positions in APA Governance; and, to further the interests of minoritized populations in academic, scientific, and professional psychology. Caucus membership is open to any individual with an interest in the ethnic minority community, including those whose interests stem from research, teaching, or provision of services.

Education and Training Caucus

The purpose of the Education and Training Caucus is to consider broadly issues pertinent to the application of psychology to education and psychology education and training at all levels including K-12, community college, undergraduate, graduate, internship, and postdoctoral training. In addition, the Education and Training Caucus will consider APA Council of Representatives agenda items related to education and training.

General Applied Psychology and Psychologists

The purpose of the General Applied Psychology and Psychologists (GAPP) Caucus is to promote applied psychology, as practiced outside of direct mental health care, in all its aspects – practice, education, and research. Our agenda focuses on long-term solutions and common interests. The core of the GAPP platform is built upon the following Six Priorities: Scope of Practice, Research, Advocacy, APA Governance, APA Service.

Health Care/Health Science Caucus

The mission of the Health Care/Health Science Caucus is to identify, advocate for, and promote the inclusion of issues surrounding health in the agenda of the American Psychological Association. Our caucus serves to bring together those individuals interested in the discussion of issues surrounding health care practice, the science of psychology in the health care arena in all its areas of study, and the integration of science and practice in health. All those interested in health care/ health science matters are welcome.

Public Interest Caucus

This caucus focuses on the advancement of psychology in the public interest and as a means of promoting human welfare. It develops and reviews policy and legislative initiatives with relevance for underrepresented groups within the Association and society as a whole. It serves as a forum to support issues of social justice and public interest through psychological knowledge. All members of Council and liaisons are welcome to attend its meetings.

Rural Health Interest Group and Caucus

The primary mission of the Caucus is to draw attention to rural health issues including equity issues, health disparities, and the unique experiences of rural psychologists. The goal of the Rural psychologists group is to improve communications and cooperation among the various individuals, committees, and groups concerned with the health of rural America. This group will bring together those interested in the discussion of issues affecting rural health care providers and consumers and for discussion of ways in which cooperation and communication among the groups concerned with these issues can be facilitated.

Women's Caucus

The purpose of the Caucus shall be: 1) To promote and advance women in APA leadership through the identification, recruitment, and support of women for APA governance positions; 2) To monitor proposed COR legislation that directly impacts women; 3) To develop COR legislative initiatives that advance the women's agenda and move those through APA governance to accomplishment; 4) To monitor and promote fair, balanced employment practices within APA particularly regarding the employment and advancement of women and minorities; and 5) To advance a commitment to diversity and the inclusion of historically underrepresented groups in psychology.

Appendix E

The Hare System of Preferential Balloting for Proportional Representation

The Hare System is intended to assure that each voter has maximal opportunity for their vote to be determinative in selecting an office holder. The manner in which this is accomplished will be apparent from a careful reading of the procedure presented below. The overall effect of the Hare System tends to be the selection of office holders that both broadly represent the largest group of votes and represent the largest number of constituencies.

Somewhat simplified, here is how the counting is conducted.

Suppose two individuals are to be elected and six candidates are on the slate. Voters are asked to rank order their choices. The ballot is counted for **one** of each voter's choices—the first one it will help.

This is how it is done. Suppose 100 votes are cast. With two to be elected, the winner must receive over one third of the total votes cast (or 33). This is called the **quota**. The quota is fixed so that no votes will be used on any candidate beyond what he/she needs. The quota is determined by dividing the number of valid ballots by one more than the number of members to be elected (or 3), then add one to the result, disregarding any fraction. In this case, the quota would be 34. It is the smallest number of ballots that could not be received separately by more than the number to be elected. The quota may only be determined **after** the poll

closes, because it in part depends on the number of votes cast.

The counting process begins by sorting ballots on the basis of the voters' first choice. As soon as any candidate reaches the quota with first choice

votes, he/she is declared elected. Once a candidate is declared elected, the ballots used in reaching his/her elective quota are no longer a factor in the election, that is, these ballots are not redistributed. Thus, each person's ballot can help elect only one person. After that, it is discarded. However, remaining surplus ballots over the quota, with the first winner as the first choice (randomly determined by the chance order of ballot counting) are transferred to the various second choices. Every ballot transferred is given to the candidates marked on it as next choice among the candidates not yet elected. Continuing with the example above, if

41 out of 100 voters ranked the winner as their first choice, 34 of these ballots (the quota) would not be used any longer and 9 ballots not needed beyond the quota would be redistributed to each voter's second choice.

At any stage (including the first stage, if necessary, if there was no winner in the first count), after all the surplus ballots have been transferred, all candidates with no ballots to their credit are declared defeated. Next, the candidate lowest on the poll is declared defeated, and their ballots are transferred to the candidate marked on it as next choice among the candidates not yet elected or defeated. After the defeated candidate's ballots have been transferred, the candidate then lowest on the poll is declared defeated and their ballots are transferred in the same way. This process is continued until the necessary candidates have been elected.

Appendix F

Council Dialogue Principles

Version: July 31, 2024, prepared by Council Leadership Team

Contextual Statement

As psychologists, we seek to embrace and practice the ethical principle of “respecting the dignity and worth of all people” and create a climate of respect and inclusion throughout the APA community. In 2017, Council adopted a Civility Statement, now referred to as Council Dialogue Principles, in response to challenges within APA during the time of deliberation over psychologists’ roles in torture during the Bush administration (Plante 2017). Although the goal was to facilitate productive dialogue during that time on Council, prioritizing civility as defined in the 2017 statement above other considerations may stifle critically important discussions. In addition, civility has historically been used to marginalize certain perspectives. As such, CLT recommends that the following principles be referred to as the “Council Dialogue Principles.” In addition, CLT recommends that Council members consult with the Ombudsperson to share observations and concerns and ensure that robust deliberation of issues can take place in contexts where perspectives may differ substantially.

Council Dialogue Principles

1. Take a moment to reflect before responding
2. Differentiate and articulate facts from opinions
3. Consider the broader impact of your comment; What is our goal?
4. Disagree with others respectfully
5. Be open to others’ feedback
6. Respect diverse views and groups
7. Be collegial
8. Offer constructive and balanced feedback to individuals who display demeaning, disrespectful, & discriminatory behavior
9. Maintain a respectful environment

10. Focus feedback on one’s best and most desirable behavior
11. Champion equity and inclusion
12. Acknowledge and address our own unconscious biases
13. Practice empathy and cultural sensitivity
14. Be mindful of power dynamics

Operational Definitions of Counterproductive Dialogue Behavior

1. Interrupting and talking over others who have the floor
2. Overgeneralizing and offering dispositional character criticisms and attributions
3. Using language that is perceived as being aggressive, condescending, or demeaning
4. Speaking too often or for too long
5. Engaging in disrespectful non-verbal behaviors (e.g., eye rolling, loud sighs)
6. Offering false praise or disingenuous comments (e.g., “With all due respect but...”)
7. Resisting change or new ideas without consideration
8. Perpetuating stereotypes
9. Failing to apologize or acknowledge mistakes
10. Displaying favoritism or exclusionary behavior

Selected References and Resources

- Plante, T. G. (2017). Making APA civil again: The efforts and outcomes of the civility working group. *Professional Psychology: Research and Practice*, 48(6), 401–404. <https://doi.org/10.1037/pro0000163>
- <https://www.npr.org/sections/codeswitch/2019/03/14/700897826/when-civility-is-used-as-a-cudgel-against-people-of-color>
- <https://delibdemjournal.org/article/976/gallery/4777/view/>
- <https://www.insidehighered.com/advice/2018/11/16/when-calls-civility-attempts-silence-messenger-opinion>

Appendix G?

Do we want this?

The groups/programs are continually changing.

Council Orientation and Mentorship Program –....

Council Liaison Program- This program is managed by the Council Liaison Oversight Committee works very closely with the liaisons and the Boards & Committees.

Council Liaison Oversight Committee (CLOC) - The Council Liaison Program was approved by Council as a pilot program and CLOC has begun the process of conducting a program evaluation obtaining information from the liaisons as well as the Boards & Committees. Our Council liaisons have been attending meetings for their assigned Boards/Committees (B/C). The Oversight Committee works together to provide a report of the liaison program to Council.

The Council Liaison Oversight Committee is a pilot program formed following a motion from Council to be more aware of policies being formulated at the Board and Committee level. As such, Council voted to have Council members act as liaisons to specific Boards and Committees which tend to generate policies. In its first-year liaisons were assigned and attended Board and Committee meetings. As the oversight group, CLOC evaluated the first year and found that the program may be more effective if the liaisons were Council members already serving on Boards and Committees. In March 2025, CLOC sent out to the identified Boards and Committees a memo delineating the amended plan and requesting feedback identifying the individuals who would serve as liaisons. More on this progress at our August Council Meeting.

DISC The Diversity Impact Statement Committee was formed following a motion from Council to strengthen the Diversity Impact Statements on the New Business Item (NBI) format. This Committee is in its third year of a process of identifying how and when and with what impact it would do its work. Before the NBI is submitted to the Agenda Planning Group for Board and Committee assignment review the item must be in final form, thus the plan was to have the Diversity Impact Statement Committee review the DIS. Based on their developed evaluation rubric provide the item movers with feedback on how to strengthen their Diversity Impact Statement. In addition, the Diversity Impact Statement Committee is to provide educational materials to Council to assist in writing the Diversity Impact Statements as part of the NBI. DISC has been working diligently with establishing their own rubric, and review process. There continues to be difficulties in the mechanism by which the Committee provides feedback to movers and provides the educational materials to Council. We are arranging a meeting among the CLT Chair Trio and DISC to further discuss these concerns.

Racial, Ethnic, & Diversity Task Force (RED-TF) – The RED-TF was formed to provide consultation specifically to Council Leadership Team, APA divisions, SPTAs, and Caucuses. The RED Task Force meets once a month to discuss pertinent issues that arise within COR related to the ethnic psychological associations (EPAs). RED is available to consult on behalf of our EPA constituencies so Divisions and SPTAs can align with racially marginalized populations' needs and goals as well. In particular, they are available for consultations on NBIs and resolutions that interface with the associations Council members represent. To that end they have a form that you can fill out <https://bit.ly/4aTXm7p> and submit so they can better serve their groups' needs and support more racially inclusive needs within Divisions and SPTAs. RED-TF can be reached as a group via this email: redtaskforce@lists.org

Appendix H?

Do we want the NBI Process Flow Chart as an appendix?