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**STRATEGIC PLAN**

**January 2020 – December 2022**

*The Society for the Study of Peace, Conflict, and Violence* (Division 48: Peace Psychology) increases and applies psychological knowledge in the pursuit of peace. Founded in 1990, Division 48 fosters communication among practitioners, researchers, and policy makers working on peace-related issues. A committee of seven peace scholars developed this strategic plan by first reviewing our [society’s purpose and mission Appendix I)](#Appendix_II_Purposes_of_Society); considering our [past accomplishments (Appendix II)](#Appendix_III_Division_Accomplishments); reflecting on our [unfulfilled goals and unresolved problems Appendix III)](#Appendix_IIV_Areas_4_Improvement); and receiving [membership input (Appendix IV)](#Appendix_IV_Member_Input) through an online survey. The strategic plan committee then developed various iterations of the plan through brainstorming and consultation with the Executive Committee. Our [**Division 48 Strategic Plan**](#Division_48_Strategic_Plan) outlines our goals for three years. We will **(a)** [**enhance our leadership**](#Strategy_A_Improve_ExComm_Functioning)**; (b)** [**build organizational diversity**](#Strategy_B_Increase_Diversity)**; (c)** [**better promote the development of peace psychology;**](#Strategy_C_Promote_Peace_Psychology) **(d)** [**engage our membership**](#Strategy_D_Increase_Member_Engagement)**;** and **(e)** [**grow our services for members**](#Strategy_E_Mentoring_Member_Services).

The Division 48 Strategic Planning Committee developed this document during the fall of 2018 though July 2019. The members of the Strategic Planning Committee were Brad Bushman, Serdar M. Değirmencioğlu, Julie Meranze Levitt, John M. McConnell, Scott Moeschberger, Robin Lynn Treptow, and Linden Nelson (chairperson).

**Strategic Plan Background**

**I.** [**Purpose and Mission (Appendix I)**](#Appendix_II_Purposes_of_Society)

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**Division 48 Strategic Plan**

**Strategic Goals and Recommended Actions**

[**[Expanded Version in Appendices A-E]**](#Appendix_A_Improve_ExComm_Functioning)

[***A. Improve the Functioning of the Executive Committee***](#Appendix_A_Improve_ExComm_Functioning)

***1. Update the Division 48 Handbook***

1. Update the 2012 draft of the Division 48 Handbook.
2. Distribute the Division 48 Handbook to potential candidates for office, newly elected officers, and other members of the Executive Committee.
3. Make the Division 48 Handbook available on the Division website.

***2. Appoint Standing Committees Annually***

1. Appoint a publications committee annually to function per the bylaws.
2. Appoint a membership committee annually to function per the bylaws.
3. Create a standing committee on diversity and inclusion, and appoint the committee annually.
4. Create a standing committee on peace psychology ethics to develop (and annually refine and revise as needed) a statement on peace psychology ethics.

***3. Clarify Expected Qualifications and Responsibilities of Executive Committee***

 ***Members***

1. Expect members-at-large to take on a specific role or project for the division each year, not just during their second year.
2. Require that candidates for Executive Committee elected positions include in their candidate statement: (1) a description of any of their previous activities in the division and (2) their ideas for initiatives they would like to pursue in the position for which they are a candidate.

***4. Consider Greater Use of Conference Calls in Place of Mid-Year Meetings***

1. Hold only one Executive Committee meeting per year (at the APA convention).
2. Consider holding the meeting over two days before or after the convention.

***5. Clarify the Strategic Planning Process***

a) Change the section of the bylaws on strategic planning so as to emphasize the importance of annual monitoring and review of the strategic plan by the Strategic Planning Committee without requiring development of a new strategic plan every year.

b) Include in the bylaws a timeline for actions by the Strategic Planning Committee.

***[B. Increase the Diversity of the Division’s Membership and Leadership](#Appendix_B_Increase_Diversity)***

***1. Increase the Diversity of the Division’s Membership***

1. Recruit diverse people, including them at every level (e.g., decision-making, program planning, website development).
2. Develop relationships and partnerships with APA divisions that focus on multiculturalism, social justice, and inclusion.
3. Encourage members to genuinely seek out multicultural inclusion.
4. Create a diversity and inclusion sub-committee on all program-planning committees.

***2. Increase the Diversity of the Division’s Leadership***

1. Proactively seek candidates from early career and underrepresented groups for the division’s leadership positions.
2. Change the bylaws to establish a term limit of six consecutive years for elected (i.e., voting) members of the Executive Committee, but allowing persons to be candidates for elective Executive Committee positions after three years of not serving as an elected member. In the case that the Elections and Appointments Committee is unable to find at least two willing candidates for an elected position on the Executive Committee other than members who have served for six consecutive years, and provides documentation to the Executive Committee of efforts to find eligible candidates, the six-year term limit may be waived. Also change the bylaws to establish a rule that a person completing two consecutive terms as an elected member of the Executive Committee cannot be appointed in the following three years to a role that allows them to have an ex-officio position on the Executive Committee.
3. Search out and implement places or ways for interested, active members to contribute in new and novel ways.
4. Consider creating a new standing committee to address diversity and inclusion issues.

[***C. Promote the Development of Peace Psychology***](#Appendix_C_Promote_Peace_Identity)

1. ***Increase Membership in the Division***
2. Identify new students and psychologists to recruit.
3. Recruit new students and psychologists.

***2. Annually Conduct and Evaluate the Small Grants Program***

1. Following the granting of awards each year, evaluate the program’s success.
2. Depending on its success and on budget, gradually increase funding yearly.
3. Establish a Small Grants Program Fund to which members (others) may donate.
4. ***Host Peace Psychology Conferences***
5. Host a peace psychology conference every other year to contribute to the development of peace psychology theory, research, and practice, and to help increase membership and membership diversity.
6. Conferences should be held in various areas of the United States, and occasionally in other countries.

***4. Increase Submissions to Peace and Conflict: Journal of Peace Psychology***

1. Work with the Editor of *Peace and Conflict* to identify “special issue” topics.
2. Negotiate with the *Peace and Conflict* Editor for a “Student Submission” section.
3. Explore partnering with APAGS and *Translational Psychology* (the APAGS-related journal) related to point (b) above.
4. Use funds earmarked for supporting the journal to develop projects in other parts of the world with articles from such research considered for PAC publication.
5. ***Increase Academic/Educational Opportunities in Peace Psychology***
6. Draft and publish peace psychology competencies, practice guidelines, and training standards.
7. Foster undergraduate peace psychology.
8. Produce units on peace psychology that could be incorporated into broader courses, in addition to whole classes.
9. Pursue CE approval for courses on peace psychology to attract clinicians.
10. Develop online peace psychology courses advertised or hosted on our website.
11. Identify and promote graduate level programs in peace psychology.
12. Promote post-doctoral peace psychology experiences.

***6. Endorse a Peace Psychologist Identity as a Credible and Valuable Career Option***

1. Develop materials, trainings, and media presentations to promote peace psychology as a credible career option.
2. Support research/scholarship to identify the career path of peace psychologists, including mentorship.

***7. Open Partnerships with Other APA Divisions and Peace-Making Organizations***

1. Define the type(s) and variety of partners who can help us in our work.
2. Make Division 48 a “home” for developing cooperative peace research and practice.
3. Offer grant awards in partnership with other APA Divisions.
4. Set up a standing committee on international peace-related partnerships.

***8. Create a Committee to Recommend Public Policy Statements***

1. Consistent with the bylaws Article VI, Section 4, create a standing committee to recommend public policy endorsements to the Executive Committee.
2. The new committee should address threats to peace posed by nuclear weapons, climate change, militarism, and nationalism as well as other issues related to creating and supporting sustainable environments and peaceful communities and societies.

***9. Develop Community Resources for Violence Reduction and Peacemaking***

1. Form a committee to investigate existing peacemaking community resources.
2. Create peacemaking tools that could be linked from the Division website.
3. Survey members to see what resources they (1) have developed; or (2) want to partner in creating.
4. Put resources on the Division 48 website.

***[D. Increase the Engagement of Members in Division Activities](#B_Increase_Member_Engagement)***

***1. Engage More Actively With New Members***

1. Membership committee should personally phone and email new members.
2. Membership committee should engage in conversation about interests in peace psychology, ways the division might be helpful, and possibilities for contributing to the division’s work.
3. Answer questions about the division and foster further contact or involvement.

***2. Create and Maintain a Database of Information about Division Members***

1. Would be used to identify and contact professors to assist in inviting new student members.
2. Include information about members’ interests in peace psychology.
3. Include interests in working group membership and executive committee work.
4. Link to members’ published work, websites, and students with whom worked.
5. Consider a searchable database on the website with confidentially appropriately addressed (e.g., log-in required).

***3. Improve Communications Between the Executive Committee and the Membership and Among Members***

1. Use multiple ways of communicating with members over the coming three years. Communicate important information frequently to members using mailed letters and flyers, newsletters (e-mailed and posted on the website, and/or sent via USPS), and the “announce” and “discussion” listservs.
2. Develop online Google hangouts for members and executive committee members (e.g., quarterly social hangouts, biyearly online “town meetings”).
3. Provide user-friendly instructions, consultants, and/or training for members who have little knowledge of electronic methods of communication or need assistance using our website or other online resources.
4. Create means for members to participate at some level in leadership, routine activities, and/or work towards its mission. Announce to the membership any openings on the Executive Committee and in other leadership positions and committees before appointments are made.
5. Identify communication challenges via a survey or online/video focus groups.
6. Gather data on reasons the general membership are not more active and involved.

***4. Improve the Online Newsletter and Publish It Regularly***

1. Reinstate a readable, accessible newsletter tailored to meeting members’ needs.
2. Consider use of *Mail Chimp* to prepare newsletters.
3. Consider recorded video announcements sent via email or posted on the webpage.

***5. Establish New Working Groups Based on Members’ Interests***

1. Organize new working groups that serve the special interests of our members.
2. Keep leadership active in monitoring and nurturing the working groups.
3. Explore and understand reasons working groups have stagnated.

***[E. Provide Mentoring and Additional Services for Members](#Appendix_E_Increase_Mentoring)***

***1. Establish a Mentoring Program for Students and Early Career Members***

1. Add a “new partnering” category of small grants for two or more members plus a “senior peace psychologist mentor.”
2. Offer “student reviewer” opportunities for *PAC* articles.
3. Hold a mentor lunch event at the APA and/or Division 48 Peace conference.
4. Create student “clusters,” e.g., based on location, research or practice interests.
5. Identify students and early career professionals who have leadership potential.

***2. Improve the Division’s Website***

1. Create a repository on the website for important records (e.g., financial), some of which would be available to members only.
2. More content that invites prospective members to engage with the division.
3. A Student and Early Career link on the website.
4. Update the “Teach Peace” section and make the website more user friendly.

**Implementation Mechanisms**

1. The strategic plan should appear in the Division Handbook, and on the Division 48 website, and be used by committee and working group chairs, division officers, the Executive Committee, and all Division 48 members.

2. Candidates for division offices should be given a copy of the strategic plan.

3. The strategic plan should be a required agenda item for all Executive Committee meetings and the annual Business Meeting at the APA Convention to assure the ongoing articulation of the plan with the operations of the division.

**Appendix I**

***The Purpose and Mission of Division 48***

*[Return to Strategic Plan Introduction Letter (link)](#Intro_Division_48_Strategic_Plan)*

*The purposes of this Society* (from Div. 48 Bylaws) shall be:

1. To encourage psychological research, education, and training on

Issues concerning peace, nonviolent conflict resolution, reconciliation, and the causes, consequences and prevention of war and other forms of destructive conflict;

1. To provide an organization that fosters communication among researchers, teachers and practitioners who are working on these issues; and
2. To apply the knowledge and the methods of psychology in the advancement of peace, nonviolent conflict resolution, reconciliation, and the prevention of war and other forms of destructive conflict.

*Mission Statement* (from 2006 Long-Range Plan for 2006-2010):

The purpose of Division 48 is to increase and apply psychological knowledge in the pursuit of peace, where peace is defined broadly to include both the absence of destructive conflict and the creation of positive social conditions that minimize destructiveness and promote human well being for all. The Division fosters communication among practitioners, researchers, and policymakers worldwide who are working on issues concerning peace, nonviolent conflict resolution, social justice, reconciliation, and the causes, consequences, and prevention of all forms of violence and destructive conflict. We invite the membership of all psychologists in these peace-related activities at individual, interpersonal, group, national and international levels.

*Concise Mission Statement* (adopted by Executive Committee on June 24, 2018)

“Psychologists pursuing sustainable peace through scholarship and action.”

Return to [**Strategic Plan Background (link)**](#Strategic_Plan_Background)**.**

**Appendix II**

**Division Accomplishments Since Last Strategic Plan**

*[Return to Strategic Plan Introduction Letter (link)](#Intro_Appendix_III)*

***A. Creation of Small Grants Program.*** A small grants program was initiated in 2012 and four cycles have been completed (2012, 2014, 2015, and 2018). The purpose of the grants program is to foster the development of the field of peace psychology through research, education, and the application of peace psychology in community projects. At least half of the grants must go to student or early career applicants. Over the four cycles a total of 133 applications were received, and 24 grants varying from $500 to $1680 were awarded for a total of $27,000. On 2/4/17 the Executive Committee adopted the updated “Policies and Procedures for Div. 48 Small Grants,” which provides guidelines for continuity of the program and specifies the responsibilities of the small grants committee chairperson.

***B. Improved Website.***In order to improve its attractiveness and user friendliness, the Division 48 website was upgraded several years ago. New materials are added frequently to give users current information about division activities, e.g., conferences, small grants program, and convention program information. A “Teach Peace” section was part of the upgrade, and it offers information (e.g., sample syllabi, lecture outlines, class activities) useful to anyone wanting to develop courses and/or lectures on peace psychology. There is also a section for blogs and the division’s newsletter, including past issues. In addition, information about current officers, the history of the division, and bylaws are available on the site.

***C. Advances in, and Dissemination of, Peace Psychology Scholarship****.* Publication of peace psychology scholarship since 2006 has helped establish peace psychology as a legitimate domain of scholarship and practice in psychology. In addition to Division 48’s flagship journal, *Peace and Conflict: Journal of Peace Psychology*, other journals have also published articles (and some special issues) on peace psychology. *The Journal of Social Issues* had a special issue in 2006, andthe *American Psychologist* special issue was published in 2013. As well, numerous books on peace psychology topics have now been published. The *Peace Psychology Book Series*, edited by Daniel J. Christie and published by Springer, includes 32 volumes published since 2008. *The Encyclopedia of Peace Psychology,* alsoedited by Daniel J. Christie, was published in three volumes by Wiley-Blackwell in 2012. Although these varied publications were not sponsored by Division 48, our members played central roles as editors and authors.

**D. Influence on the APA Council of Representatives to Adopt Ethical Policies.**Within the past two decades, the American Psychological Association (APA) faced an ethical crisis regarding collusion with the U.S. Department of Defense for the purpose of allowing psychologists to participate in interrogation, and sometimes torture, of persons suspected of involvement in terrorism. Between 2006 and 2013, many Division 48 members, including the division’s council representatives, played important roles in influencing the APA Council of Representatives to adopt ethical policies that prohibit psychologists from working in settings operating outside or in violation of international law.

***E. Annual APA Convention programs and Hospitality Suite Activities.*** The division has continued to plan and present outstanding sessions (e.g., symposia, invited speakers, poster sessions, social hours) within the APA convention program each year. In addition, our program committees have planned several days of hospitality suite programs and meetings that have generally been well attended and appreciated by attendees. In recent years we have held a “Student and Early Career” social hour in the hospitality suite where students, early career psychologists, and members of Division 48 meet and converse about professional interests.

***F. National Violence Summit in November 2016.***In November 2016 in Washington, DC, the division sponsored a three-day meeting of 20 well-known experts on violence (i.e., law enforcement leaders, academics and researchers, psychotherapists, and domestic violence experts). The meeting was recorded and is available for viewing using the following links:

* Session #1: <https://youtu.be/YsCuNslVXf0>
* Session #2: <https://youtu.be/lNJucdgiwM8>
* Session #3: <https://youtu.be/R00UQd1-I8U>

Link #1 covers mostly police/community issues; Link #2 covers youth violence among other topics; Link #3 covers primarily early intervention, prevention, and schooling, among other topics.  There were two National Violence Summit follow-up sessions at the August 3-6, 2017 APA Convention in Washington, DC. One was a Town Hall Meeting, and the other focused on police/community issues.

***G. Improved Journal Distribution and Royalties.***The division’s journal, *Peace and Conflict: Journal of Peace Psychology* (*PAC*)*,* is a major and influential journal on peace psychology. Institutional access to *PAC* through PsycARTICLES® subscriptions has increased from 3,400 (in 2013) to 4,092 institutions based in 72 different countries in 2017. Full-text access that is free or low-cost is granted to health professionals in more than 100 developing regions through the World Health Organization’s HINARI program. Currently, *PAC* is indexed in 27 databases. Although individual subscription revenue has declined in recent years, that has been more than offset by an increase in both institutional and electronic licensing revenue. The authors at APA of the 2017 annual report for PAC congratulated Editor Fathali Moghaddam for “another year of publishing high quality content in a timely manner.” *PAC* is now an important source of revenue for Div. 48 ($24,996.50 in 2017). In addition, Div. 48 members receive the journal free of charge.

***H. Bylaws Changes.***In 2017, important changes to the bylaws were proposed by the Executive Committee and approved in a vote by the membership. One change clarifies policies for hoc committees and working groups, including requirements for establishing such groups, annual reporting of activities, and sun setting of groups. Another bylaw change describes procedures by which the division may develop and endorse public policy recommendations concerning peace, conflict, and violence. A third change requires annual revision of a strategic plan and describes formation of the committee for that purpose.

***I. Psychology and Peace Conference, March 9 – 11, 2018.***The division’s first conference (separate from APA conventions) was held at the University of Notre Dame under co-sponsorship of the Kroc Institute. The conference featured five invited speakers, an invited panel, five master lectures, five workshops, five symposia, and paper and poster sessions. Videos of six sessions were taken for use on the division’s website. There were 96 registered participants including 20 individuals who joined the division as part of registration. Evaluations completed by participants and assessments by the Executive Committee were highly favorable. In August 2018, the Executive Committee decided to plan another psychology and peace conference for 2020.

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**Appendix III**

**Unfulfilled Goals and Unresolved Problems**

[*Return to Strategic Plan Introduction Letter (link)*](#Intro_Appendix_IV)

***A. Membership Growth Has Been Stagnant*.** While our total paid membership has been relatively consistent over the past five years (i.e., 394, 380, 340, 364, and 379 from 2014 to 2018), these numbers are much lower than in the 1990s (i.e., around 850).  The pattern appears much the same when free memberships [mostly life status members who did not pay for the journal] are included in the totals (i.e., totals from 2014 to 2018: 577, 480, 442, 459, and 482). These disappointing membership numbers suggest that there may be only a small group of people working to achieve the goals of our organization. Our efforts to create and disseminate knowledge about peace and to influence other psychologists, students, clients, and the public toward more peaceful attitudes and behaviors are therefore significantly limited. Division leaders have noted difficulties in soliciting volunteers for committee work and candidates for leadership roles in the division. The pool of members willing and able to do the work of the division is simply too small for us to become an optimally functioning society.

The problem of stagnant growth is compounded by a generational transition occurring in our membership. We are saddened to note that many of the founders and developers of the division have died since 2006. Among those we have lost are the following pioneers of peace psychology: Ed Cairns, Morton Deutsch, Thomas Milburn, Doris K. Miller, Milton Schwebel, M. Brewster Smith, Ethel Tobach, and Ralph K. White. Many other members in the cohort that created and developed the division in its first two decades have retired from employment and are no longer able and/or willing to be active in the work of the division. According to APA records, nearly half (48.6%) of the 352 Division 48 members who belong to APA are 70 years old or older. Less than one in ten (9.1%) members are under 50 years of age. These facts make clear that the highest priority in our strategic planning must be to attract, inspire, and engage members, particularly young diverse members, in the division’s work.

***B. Online Newsletters Have Not Successfully Replaced Previously Mailed Newsletters****.*

The Executive Committee decided in 2014 to replace mailed newsletters with online newsletters. Prior to that time, newsletters had been an important way to communicate with members and for members to publish material that was not appropriate for publication in *PAC*. Newsletters had typically been biannual and around 30-35 pages in length. After the change, the newsletter has been published less often and with less content. The newsletter was not published in 2018.

***C. Communications Between the Executive Committee and the Membership and Among Members Need Improvement.***In past years division leaders had communicated with division members by writing articles in the newsletter, by mailing letters 2-3 times a year, and through messages on the “announce” listserv. In more recent years, such communication has been limited largely to listserv announcements and postings on the website. It seems likely that members might feel more engaged with the division’s work if all available means of communication were frequently utilized. Members have occasionally reported difficulty in finding partners for research and other activities, feeling “not heard,” and finding a “place” in the division. As a result they are sometimes disengaged from communication and consultation with other members.

***D. Division Handbook Needs Updating.***The need for a handbook about the division’s policies and procedures has long been recognized and a first draft of the handbook was written in 2002. A 2012 (August) draft of the handbook is in use by the Executive Committee, but it needs updating. The introduction to the handbook notes “Although interpersonal dialogue enables much continuity, there is need for printed resources to facilitate the work of incoming leaders and to enable them to benefit from the accumulated experience of the Division.” The handbook informs officers and members of the Executive Committee about what they are expected to do and about timelines for various actions.

***E. Working Groups Have Been Relatively Inactive.*** Other than sometimes serving as interest groups for members to share ideas and to occasionally organize APA convention program proposals, the working groups have rarely in recent years engaged members in projects that might promote the development and practice of peace psychology.

***F. Some Standing Committees Have Not Been Appointed.*** Although the bylaws require publications and membership committees, these have not been appointed in recent years.

***G. Mentoring Programs Are Needed for Students and Early Career Members.***The Executive Committee has at various times addressed the need for a mentoring program for students and early career members. Several years ago a program was designed to help students and early career persons connect with more experienced peace psychologists who could mentor them in research and other projects (e.g., by reviewing first drafts of manuscripts). The mechanisms for this were put in place and announced, but no one made use of the program. Other mentoring activities and programs should be considered.

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**Appendix IV**

**Membership Input on Priorities from Strategic Planning Membership Survey**

[*Return to Strategic Plan Introduction Letter (link)*](#Intro_Appendix_III)

The strategic planning committee distributed an electronic survey to Division 48 members in the fall of 2018 using the Division Announce list. Items generated for the survey were based upon comments of attendees at an open forum about the future of Division 48 held at the March 2017 Psychology and Peace Conference at the University of Notre Dame. In total, 64 people completed the entire survey, and 10 people responded to a portion of it.

Responders rated the following priorities as “very important” or “essential” for the division: (a) increase diversity of membership, (b) increase diversity of leadership, (c) develop mentoring programs, (d) develop community resources for violence reduction and peacemaking, and (e) host peace psychology conferences.

Respondents also viewed the following as “important:” (a) improve member services/benefits, (b) develop international partnerships, (c) create a larger variety of working groups, (d) develop peace psychology competencies and practice guidelines, (e) increase executive committee-approved public statements on current events, (f) increase funding for the small grants program, (g) develop an online peace professional network database, (h) develop online peace courses, and (i) provide training and job opportunity announcements.

Based on these results and on our analysis of unfulfilled goals and unresolved problems, the strategic planning committee recommended strategic goals and specific actions for the January 2020—December 2022 strategic plan. All the aforementioned “important,” “very important,” and “essential” goals are addressed in the strategic goals and recommend actions.

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**Appendix A**

***Improve the Functioning of the Executive Committee***

[*Return to Strategic Plan Introduction Letter (link)*](#Intro_Division_48_Strategic_Plan)

[*Return to Strategies and Recommendations (link)*](#Strategic_Goals_and_Recommended_Actions)*.*

***1. Update the Division 48 Handbook***

The 2012 draft of the handbook should be updated, completed, and distributed to potential candidates for office, newly elected officers, and other members of the Executive Committee. As well, it should be made available on the Division website (as a downloadable copy) for reading by the general membership.

***2. Appoint Standing Committees Annually***

1. A publications committee and a membership committee should be appointed every year, and they should function as described in the bylaws. The oversight responsibilities of a publications committee are important; and given the high priority for increasing membership, an active membership committee would be useful. A diversity and inclusion committee will be essential in growing and making our division a true reflection of our aspiration to have a peaceful multicultural society. A standing committee on peace psychology ethics should be established to develop (and annually refine and revise as needed) a statement on peace psychology ethics. These committees could be good places where a cross-section of members can create and experience mentoring, partnering, and innovation as they evolve through relationship.

***3. Clarify Expected Qualifications and Responsibilities of Executive Committee***

 ***Members***

1. Expect members-at-large to take on a specific role or project for the division each year, not just during their second year.
2. Require that candidates for Executive Committee elected positions include in their candidate statement: (1) a description of any of their previous activities in the division and (2) their ideas for initiatives they would like to pursue in the position for which they are a candidate.

***4. Consider Greater Use of Conference Calls in Place of Mid-Year Meetings***

In order to fully fund travel expenses for Executive Committee members and in consideration of demands on the budget, hold only one Executive Committee meeting per year (at the APA annual convention). Also consider holding the meeting over two days before or after the convention.

5. ***Clarify the Strategic Planning Process***

a) Change the section of the bylaws on strategic planning so as to emphasize the importance of annual monitoring and review of the strategic plan by the Strategic Planning Committee without requiring development of a new strategic plan every year.

b) Include in the bylaws a timeline for actions by the Strategic Planning Committee.

**Appendix B**

 ***Increase the Diversity of the Division’s Membership and Leadership***

[*Return to Strategic Plan Introduction Letter (link)*](#Intro_Division_48_Strategic_Plan)

[*Return to Strategies and Recommendations (link)*](#Strategic_Goals_and_Recommended_Actions)*.*

***1. Increase the Diversity of the Division’s Membership***

Recruit and be intentionally inclusive of diverse people at every level of decision-making, program planning, website development, etc. Developing relationships and partnerships with APA divisions that already focus on multiculturalism, social justice, and inclusion are likely to be fruitful in expanding our cultural diversity. Every member should be encouraged to genuinely seek out multicultural inclusion, and every Division 48 program planning committee should have a designated committee member or subcommittee responsible for actively seeking diversity and inclusion in the division’s planning and activities in order to ensure we are being as optimally inclusive as possible.

***2. Increase the Diversity of the Division’s Leadership***

1. The Elections and Appointments Committee should proactively seek candidates from early career and underrepresented groups for the division’s leadership positions. Change the bylaws to establish a term limit of six consecutive years for elected (i.e., voting) members of the Executive Committee, but allowing persons to be candidates for elective Executive Committee positions after three years of not serving as an elected member. In the case that the Elections and Appointments Committee is unable to find at least two willing candidates for an elected position on the Executive Committee other than members who have served for six consecutive years and provides documentation to the Executive Committee of efforts to find eligible candidates, the six-year term limit may be waived. Also change the bylaws to establish a rule that a person completing two consecutive terms as an elected member of the Executive Committee cannot be appointed in the following three years to a role that allows them to have an ex-officio position on the Executive Committee.
2. The leadership should search out and implement places or ways for interested, active members to contribute in new and novel ways to the Division’s mission, vision, and purpose. The Executive Committee should consider creating a new committee for addressing issues related to diversity and inclusion.

**Appendix C**

***Promote the Development of Peace Psychology***

[*Return to Strategic Plan Introduction Letter (link)*](#Intro_Division_48_Strategic_Plan)

[*Return to Strategies and Recommendations (link)*](#Strategic_Goals_and_Recommended_Actions)*.*

**1. *Increase Membership in the Division***

While membership recruitment is an essential activity for increasing membership, it is equally important to offer activities, programs, and resources that have value for current and prospective members. Suggestions for membership recruitment are given under this heading and suggestions for offering and improving activities, programs, and resources are given in subsequent sections.

1. Identify new students and psychologists to recruit.
	1. Identify students who have completed dissertations on topics related to peace psychology and once identified, invite such students to join the division, if they are not already members.
	2. Identify psychologists from other relevant divisions (e.g. 8, 9, 17, 34, 35, 44, 45, 52) and from the population of APA members without divisional affiliation who have completed research on topics related to the psychology of peace, conflict, violence, and social justice.
	3. Identify psychologists and peace researchers from professional organizations other than APA who have completed research on topics related to the psychology of peace, conflict, violence, and social justice.
	4. Identify international psychologists and international peace researchers who have completed research on topics related to the psychology of peace, conflict, violence, and social justice.
2. Recruit new students and psychologists.
	1. Contact prospective members from the groups mentioned in the preceding points by using e-mail and/or postal addresses given in articles appearing in *Peace and Conflict: Journal of Peace Psychology,* articles on peace psychology topics in other journals such as *Journal of Personality and Social Psychology, Personality and Social Psychology Bulletin, Social Psychological & Personality Science, Political Psychology,* and *Journal of Conflict Resolution,* books in the Peace Psychology Book Series, and entries in *The Encyclopedia of Peace Psychology.*  Also contact prospective members by writing to presenters in the division’s APA convention program and to presenters in other relevant sessions at the APA convention and at other conferences.
	2. Have a collection of Division 48 members attend other APA division conferences, other APA division socials, and other APA division events to build rapport with students and psychologists who may have a peace psychology identity. Provide Division 48 flyers, pins, or handouts to them, tell them about the division, and intentionally recruit them overtime through various means (e.g., inviting them to join our scholarship teams, invite them to conferences, develop a personal relationship with them).
	3. In recruitment efforts, help clarify how many students and psychologists are likely doing something related to peace psychology in some way. Help them to understand how their current work, or desired work, is related to peace psychology. Appeal to potential members by explaining how their peace identity could be cultivated in Division 48.
	4. Use peace psychology conferences to increase membership by offering reduced registration prices for registrants who join the society as part of the registration process. Consider offering “shared accommodations” options for groups of 3-4 students who attend the conference to foster informal settings where shared research and practice interests might be nurtured, and in general introduce a “humanity” aspect into the division’s larger work.
	5. Contact division members who are professors and encourage them to: (1) inform their students about the division, about benefits of membership, and about the low cost of membership fees for students; and (2) assign class projects that involve using the division’s journal and website.

**2*. Annually Conduct and Evaluate the Small Grants Program***

Following the granting of awards each year, evaluate the program’s success in fulfilling its purpose “to foster the development of the field of peace psychology through research, education, and the application of peace psychology in community projects.” Depending on evidence for the program’s success and on budgetary considerations, gradually increase funding from year to year. Consider establishing a Small Grants Program Fund to which members and other interested parties may donate.

**3. *Host Peace Psychology Conferences***

1. Host a peace psychology conference every other year to contribute to the development of peace psychology theory, research, and practice, and to help increase membership and membership diversity.
2. Conferences should be held in various areas of the United States and occasionally in other countries.

**4. *Increase Submissions to Peace and Conflict: Journal of Peace Psychology.***

A potentially problematic trend that should be monitored closely in future years is the recent decline in the number of submissions to the journal (from 169 in 2014 to 111 in 2017). The rejection rate also declined from 54% to 35% in that time period. It will be important in the next few years to strategize new outreach initiatives with APA (publisher of *PAC*) to ensure we are reaching relevant author groups. The 2017 APA Publications Report elaborates on outreach goals for *PAC* and on strategies for achieving those goals (see pages 10-12 in the report).

1. Work with the Editor of *Peace and Conflict* to identify “special issue” topics that could recruit from a wider band-width of manuscript submission, e.g., “Peace and Health: Growing Trends Across Human Society;” or “Grass-Roots Peace Efforts: Factors That Contribute to Local, Regional, National, or International Peace-making Trends.”
2. Consider negotiating with the *Peace and Conflict* Editor for a “Student Submission” section to engage aspiring peace psychologists to prepare and submit manuscripts in the field for review. Pair each student with a mentor from the *Peace and Conflict* Editorial Board so that the skills gained are of high quality, and so that the professionalism can be passed to the next generation of peace psychologist as well.
3. Explore partnering with APAGS and Translational Psychology (the APAGS-related journal) related to point (b) above.
4. Use funds that have been earmarked and reserved for supporting the journal to develop projects and support potential contributors to the journal in other parts of the world. Articles from such research would be submitted to the journal.

**5. *Increase Academic/Educational Opportunities in Peace Psychology***

1. Develop a set of peace psychology competencies and practice guidelines to be published by APA in the American Psychologist. Additionally, develop a set of training standards for a pathway to a “peace psychologist” career identity to be published in PAC, including matriculation and graduation through various interdisciplinary and/or psychology tracks at the undergraduate, graduate, and postgraduate level. Special attention could be placed on borrowing from divisions that have board certification as many of these have such training models (e.g., Division 40 Neuropsychology, Pikes Peak Model of Geropsychology).
2. Identify and promote undergraduate psychology education in the study of peace, conflict and violence. Encourage programs to have peace psychology concentrations or certificate programs.
3. Produce units on peace psychology that could be incorporated into broader courses, in addition to whole classes.
4. Pursue CE approval for courses on peace psychology to attract clinicians.
5. Develop online peace psychology courses that could be advertised or hosted on the Division 48 website.
6. Identify and promote an increase in the number of graduate level programs in peace psychology, including research focused or clinically focused programs that have emphases or integration of peace psychology. Consider how we may have programs that grant degrees in peace psychology that still allow for clinical psychology licensure.
7. Identify and promote an increase in the number of post-doctoral experiences in the study of peace, conflict and violence. Work with existing peace organizations and graduate/undergraduate programs in peace psychology to develop hands-on research, clinical, and service-focused internships and postdocs in peace psychology (e.g., at the United Nations, with varied NGO groups, among those serving refugees). Confer with scholars/researchers who are now doing this type of work to see how Division 48 might serve as an umbrella for students to seek “peace psychology internship or postdoc” opportunities that are research or clinically focused with license eligibility and APA accreditation.

***6. Promote a Peace Psychologist Identity as a Credible and Valuable Career Option***

1. Develop materials, trainings, and media presentations that promote peace psychology as a credible career option, similar to that for clinical, counseling, consulting, health, school, or pediatric psychology tracks. Consider appointing a committee who could research how these other psychology programs gain students’ interest in their work. Consider using some of the same language, and the same tactics, that these groups use to create a sense of identity among their cohort. Similarly, explore strategies for making peace psychology a household word in terms of what is needed for a just and viable society. Special attention could be focused on Division 17 (Counseling Psychology) as they have a long history professional identity formation scholarship and training as well as a strong emphasis on social justice.
2. Support research/scholarship that identifies the career path of peace psychologists, including mentorship on how to get started, support provided from senior peace psychologists to early-career professions in publication/editing of manuscripts, and how to build a grant-funded research line.

**7. *Open partnering opportunities with Other APA Divisions and Peace-Making Organizations****.*

To take steps toward reaching Division 48 vision, mission and purpose over the next several years it will be important to define the type(s) and variety of partners who can help us in our work. Some groups are more apparent such as health professionals (e.g., Physicians for Human Rights), and others may be less obvious (e.g., preschool teachers). Making Division 48 a “home” for partnering in peace research and practice might begin with identifying one person in five APA Divisions or external peace organizations who would be willing to partner with Division 48 on a project. This might be a “community” extension of the small grants program where awardees come together for a certain number of face-to-face meetings (i.e., once at the biannual peace conference, and once each at the APA conferences just prior to and after the peace conference). Applications would be accepted for a specified number of openings and awardees would present a suite (or conference) program on their work. Such awards might be offered in conjunction with APA’s Division 52 (International Psychology), the Society for Cross Cultural Research, or other known international organizations committed to research and practice. Additionally, intentional effort should be made to develop international partnerships with peace-related organizations, perhaps by developing a standing committee on internationalization.

**8. *Create a Committee to Recommend Public Policy Statements***

The bylaws state in Article VI, Section 4 that “The Society may develop and endorse public policy recommendations concerning peace, conflict, and violence.” The Executive Committee should create a standing committee to recommend development of public policy endorsements to the Executive Committee. The new committee should address threats to peace posed by nuclear weapons, climate change, militarism, and nationalism as well as other issues related to creating and supporting sustainable environments and peaceful communities and societies.

The procedures described in the bylaws should be followed. This would lead to greater public awareness of Division 48 and of peace psychology as a resource for information and problem solving concerning important public issues.

***9. Develop Community Resources for Violence Reduction and Peacemaking***

Form a committee to investigate the types of violence reduction and peacemaking community resources available on hospital, health psychology, consulting psychology, school or university, etc. websites. For example, there is an excellent resource on youth violence at <http://u.osu.edu/bushman.20/report-of-the-youth-violence-commission/>. Also, videos of the division’s violence summit may be useful (see [*National Violence Summit in November 2016* in Appendix II](#Appendix_II_F_National_Violence_Summit)). Using this general overview, create categories of violence reduction and/or peacemaking tools that could be linked from the Division website. It would be important to think about the resources across several spectra—ages of target audience, setting where the tool might be used, resources needed to distribute or implement the tool, trainings that might help the tools be used most effectively, a checklist website visitors might use to prioritize which tools might meet their needs. Similarly, we could do a brief Survey Monkey questionnaire to see what types of resources members might (1) already have developed; or (2) want to partner in creating. Once new resources are created, have them on the Division 48 website.

**Appendix** **D**

***Increase the Engagement of Members in Division Activities***

[*Return to Strategic Plan Introduction Letter (link)*](#Intro_Division_48_Strategic_Plan)

[*Return to Strategies and Recommendations (link)*](#Strategic_Goals_and_Recommended_Actions)*.*

***1. Engage More Actively With New Members***

In addition to sending new members a letter of welcome, the membership committee should make personal contact with new members by phone (perhaps following an e-mail message to set up the phone conversation). The membership committee member would engage the new member in conversation about the new members’ interests in peace psychology, ways the division might be helpful, and possibilities for making a contribution to the work of the division. This would also be an opportunity to answer any questions the new member may have about the division. New members would be encouraged to make further contacts with the membership committee member as questions arise or in order to pursue interests in division activities.

***2. Create and Maintain a Database of Information about Division Members***

Such a database would include information about members’ place of employment that would allow the membership committee to identify and contact professors to assist in inviting new student members. It would also include information about members’ particular interests in peace psychology and in service to the division that would allow division officers to identify prospective working group members and candidates for office. Potentially, this database could include links to Division 48 members’ published work, personal websites, and names of students with whom they have worked on peace-related research or practice. Consider having a searchable database on the Division 48 website with confidentially appropriately addressed (e.g., log-in required).

***3. Increase Communications Between the Executive Committee and the Membership and Among Members***

Given that different members may attend to different kinds of communication, there is reason to utilize multiple ways of communicating with members over the coming three years. Also, communications are more likely to be noticed if they are sent through various modalities. Therefore, information about actions of the leadership, conferences and conventions, calls for papers, requests for nominations, solicitations for volunteers to participate on committees, inspirational thoughts, requests for input from members, etc., should be communicated frequently to members using mailed letters and flyers, newsletters (e-mailed and posted on the website, if not sent via the USPS), and the “announce” and “discussion” listserves. Consider developing online Google hangouts for members and executive committee members (e.g., quarterly social hangouts, biyearly online “town meetings”). Also, provide user-friendly instructions, consultants, and/or training for members who have little knowledge of electronic methods of communication or need assistance using our website or other online resources.

Create means for each member of Division 48 to participate at some level in its leadership, its routine activities, and in its work towards its mission. Announce to the membership any openings on the Executive Committee and in other leadership positions and committees before appointments are made.

Distribute a survey or create online/video focus groups to identify and discuss communication challenges within the Division (e.g., ease of knowing how to submit an article to *PAC*, opportunity to chat with Div. 48 leaders, knowing the process to find a partner for research, “not feeling heard,” how to find a place to belong in the Division, etc.) Gather data on reasons the general membership are not more active and involved.

***4. Improve the Online Newsletter and Publish It Regularly***

It will be important in the coming three years to reinstate a readable, accessible newsletter tailored to meeting members’ needs in the service of promoting peace. In addition to online newsletter access, the Executive Committee has discussed the possibility of using the “mailchimp” program to prepare newsletters that would look good and be sent by email to members (as well as placed on the website). Consider also recorded video announcements that could be sent out via email or posted on the webpage.

***5. Establish New Working Groups Based on Members’ Interests***

There is a need to organize new working groups that would serve the special interests of our members as well as the goals of Division 48, and the leadership needs to be more active in monitoring and nurturing the working groups. Reasons that various working groups have stagnated need to be explored and understood. For example, do members fall away because of a dominating leader, current members’ reluctance to explore tangents to the group’s original mission or focus, an absence of “tasks” where group members could contribute and/or partner, and so forth.

**Appendix E**

***Provide Mentoring and Additional Services for Members***

[*Return to Strategic Plan Introduction Letter (link)*](#Intro_Division_48_Strategic_Plan)

[*Return to Strategies and Recommendations (link)*](#Strategic_Goals_and_Recommended_Actions)*.*

***1. Establish a Mentoring Program for Students and Early Career Members***

1. Consider adding a new category of small grants tied specifically to a “new partnership” between two or more Division 48 members plus a designated “senior peace psychologist mentor.” Recruit members to apply for these grants by promoting them as an opportunity to work under XYZ faculty.
2. Offer students opportunities to be “student reviewers” for *PAC* articles, pairing them with senior reviewers who will (1) go over good quality reviewing protocols; and (2) ensure that the review meets journal quality.
3. An approach used by another organization (ISPP) that seems promising involved holding a lunch event at a conference where each student was paired with a “mentor” for the purpose of discussing issues that the student had previously identified (e.g., What are the job opportunities in this field and how can one prepare for them? How does one select a research proposal?).
4. Create “clusters” of students based on common geographic locations, research or practice interests, or current or anticipated partnerships.
5. Identify students and early career professionals who have leadership potential. Explicitly design a tailored leadership pathway for such students and early career professionals that is co-developed with a senior executive-committee mentor, endorsed by the executive committee, and cultivated and changed over time as needed.

***2. Improve the Division’s Website***

Additional features for the website have been under development for some time and should be completed. A repository (some of which might be limited to members) on the website for financial and membership records, reports of various kinds, minutes of Executive Committee meetings, the Division 48 Handbook, etc. would be useful. More content is needed that invites prospective members to engage with the work of the division. Videos could be used to provide a more personal welcome to the site and to the division. A Student and Early Career link on the website might describe (1) the small grants program (perhaps with videos of interviews with small grant winners), (2) publishing opportunities in peace psychology, (3) mentoring programs (e.g., mentors willing to spend 1-2 hours a week with promising students or early-career professionals), (4) ways of getting involved in division activities, (5) and so forth. The “Teach Peace” section needs updating, and there may be ways to make the website more user friendly.