



APA Annual Convention | Division 31 Program

Solidifying Membership: Targeting Member Recruitment & Retention through Data Science



The Value of Professional Associations

1. Professional support and advocacy matters now more than ever
 - a. American Psychological Association (APA) - national
 - b. State, Provincial or Territorial Psychological Associations (SPTA's) - state
 - i. licensing regulations
 - ii. reimbursement policies
 - iii. other critical local practice issues
2. The Connecticut Psychological Association (CPA)
 - a. A “Small State” SPTA perspective
 - b. Data driven strategies apply broadly

Goals

1. Describe CPA's pre- and post-pandemic onset membership challenges
2. Present the data driven approach informing CPA's strategy to counter membership decline
3. Discuss CPA's action steps, outcomes, and broader opportunities for professional organizations to further engage, retain, and grow membership.

Presentation Overview

1. Jessica W. Guite, PhD, CPA Science Representative - “Clarifying CPA’s Benefits & Priorities before the COVID Crisis”
1. Mark Spellmann, PhD, CPA Treasurer - “From Key Findings to Strategy-based Action Steps”
1. Meghan Butler, PsyD, CPA Secretary - “Data Driven Action Steps & Membership Outcomes”
1. Jennifer M. Doran, PhD, CPA President - “Discussion: Conclusions”
1. Anne Klee, PhD, CPA Immediate Past President - “Discussion: Q & A”



Clarifying CPA's Benefits & Priorities before the COVID Crisis



Jessica W. Guite, PhD, CPA Science Representative

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Psychologist numbers are increasing ...

(<https://www.bls.gov/ooh/life-physical-and-social-science/psychologists.htm>)

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OCCUPATIONAL OUTLOOK HANDBOOK

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Occupational Outlook Handbook > Life, Physical, and Social Science >

Psychologists

[Summary](#) | [What They Do](#) | [Work Environment](#) | [How to Become One](#) | [Pay](#) | [Job Outlook](#) | [State & Area Data](#) | [Similar Occupations](#) | [More Info](#)

Summary

Quick Facts: Psychologists	
2020 Median Pay ?	\$82,180 per year \$39.51 per hour
Typical Entry-Level Education ?	See How to Become One
Work Experience in a Related Occupation ?	None
On-the-job Training ?	Internship/residency
Number of Jobs, 2019 ?	192,300
Job Outlook, 2019-29 ?	3% (As fast as average)
Employment Change, 2019-29 ?	5,700

What Psychologists Do

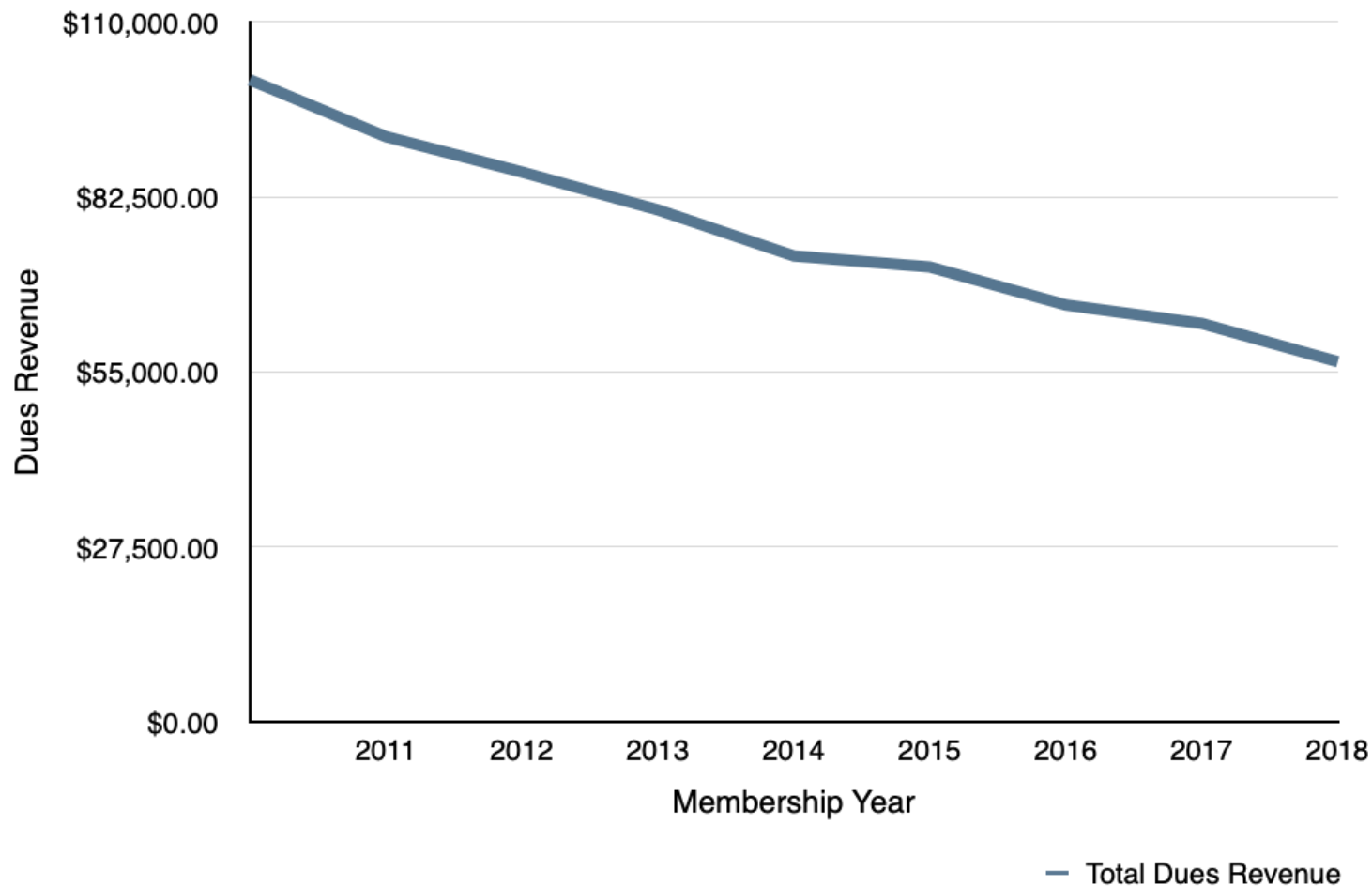
Psychologists study cognitive, emotional, and social processes and behavior by observing, interpreting, and recording how individuals relate to one another and to their environments.



CPA's Membership Problems

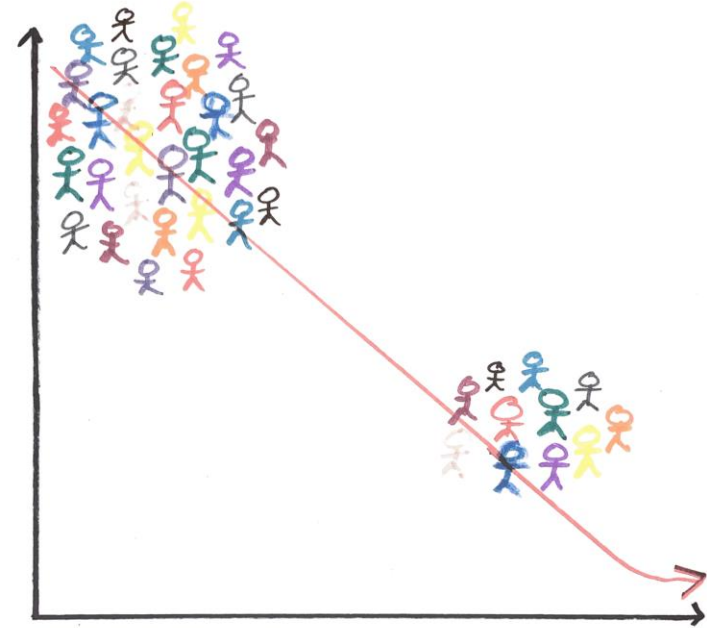
1. CPA's membership decline directly decreases the organization's budget
 - a. The numbers of CPA members relative to CT licensed psychologists
 - i. 1990's - 50% membership rate (700 : ~ 1,400)
 - ii. 2019 - 10% membership rate (200 : ~ 2000)
 - b. Impact on annual dues-based revenue:
 - i. 2010 = \$100,918
 - ii. **2018 = \$56,600 - lowest point**
2. A Small State SPTA
 - a. Primarily runs on volunteer time and effort
 - b. Only 3 PT Paid Staff roles: Executive Management Co., Lobbyist, Communications Manager
 - c. 2018 - could no longer support a Director of Public Affairs (DPA)

Membership Dues Revenue 2010-2018



CPA: Membership Numbers on the Decline

- ↔ 1990 50% membership rate for licensed CT Psychologists
- ↓ 2020 10% membership rate for licensed CT Psychologists
- ↓ Loss of members at 10% per year
- ↑ Average age of members is 59
- ↓ Early Career Psychologists (ECPs) join and stay for ~ 1-2 years



Steps to Solidify CPA's Membership

Membership Committee guiding principles:

- 1. Demonstrate value of organization:**

- a. Who is CPA and what services do we provide?
- b. Goal: Increase CPA's "presence" and personalized contact with state psychologists

- 2. Improve quality and quantity of communications:**

- a. How are CPA's services provided? How are they communicated?
How accessible is CPA?
- b. Goal: Improve organization infrastructure

- 3. Provide desired services to meet the needs of psychologists in the state:**

- a. Who are the psychologists in our state and is CPA meeting their professional needs?
- b. Goal: Collecting data and needs assessment

Clarifying CPA's Benefits and Priorities

- Winter, 2018 - Fall, 2019 (Pre-COVID)
- CPA Board discussions generated 6 categories of most valued membership benefits:
 1. Advocacy
 2. Networking
 3. Professional Assistance
 4. Educational Opportunities
 5. Marketing Opportunities
 6. Public Service
- Questions CPA most needed to know from members:
 - Type and frequency of media channels used
 - Biggest concerns for the profession
 - Top challenges for practice

Solidifying Membership: Data Needed

1. Discussion of CPA's benefits and priorities was valuable and a catalyst for action steps
2. Data needed from existing members and all CT licensed psychologists
 - a. A survey was created
 - b. Organizational “housekeeping” along the way
 - c. Survey aims:
 - counter membership decline
 - recruit new members
 - engage respondents in professional advocacy efforts

Survey Design

- Survey launched in September of 2019 (Pre-COVID)
- Standardized questions
 - Multiple choice, rank ordering and some open ended responses
- 56 items in total - number of items varied for respondents
 - Items tailored to membership status
 - CPA member vs. non-member
 - Categories: licensed psychologists, early career (ECP), student, and psychologists approaching retirement
- Electronic survey accessible via Weblink or QR code

Survey Participants

- N= 142 responded between October 1 and December 31, 2019
- 66% identified as female
- 84% identified as White (non-Hispanic)

Member categories:

- 64 current licensed members (44%)
- 27 who never joined CPA (20%)
- 24 former members (18%)
- 15 Early Career Psychologists (11%)
- 8 members moving toward retirement (6%)
- 4 student members (3%)

Professional activities included:

- 70% practicing psychotherapy
- 64% doing supervision
- 61% teaching
- 43% involved in research
- 41% providing testing and assessments
- 41% in organizational leadership and administrative roles

Guite, J.W., Spellmann, M., Butler, M. & Klee, A. (under review) What do Practicing Psychologists Want and Expect from their State Organization? The Connecticut Psychological Association (CPA) Perspective.



From Key Findings to Strategy-based Action Steps



Mark Spellmann, PhD, CPA Treasurer

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Survey Data: Membership

Key Findings:

- Members value Classic Professional Organization AND Social Justice
 - Strategy & Next Steps: Balance Professional and Social Justice Priorities
- Segments of Current Members and Prospects - Sliding Scale Dues
 - Strategy & Next Steps:
 - Create targeted dues-focused test cells
 - Explore CPA service for reduced dues

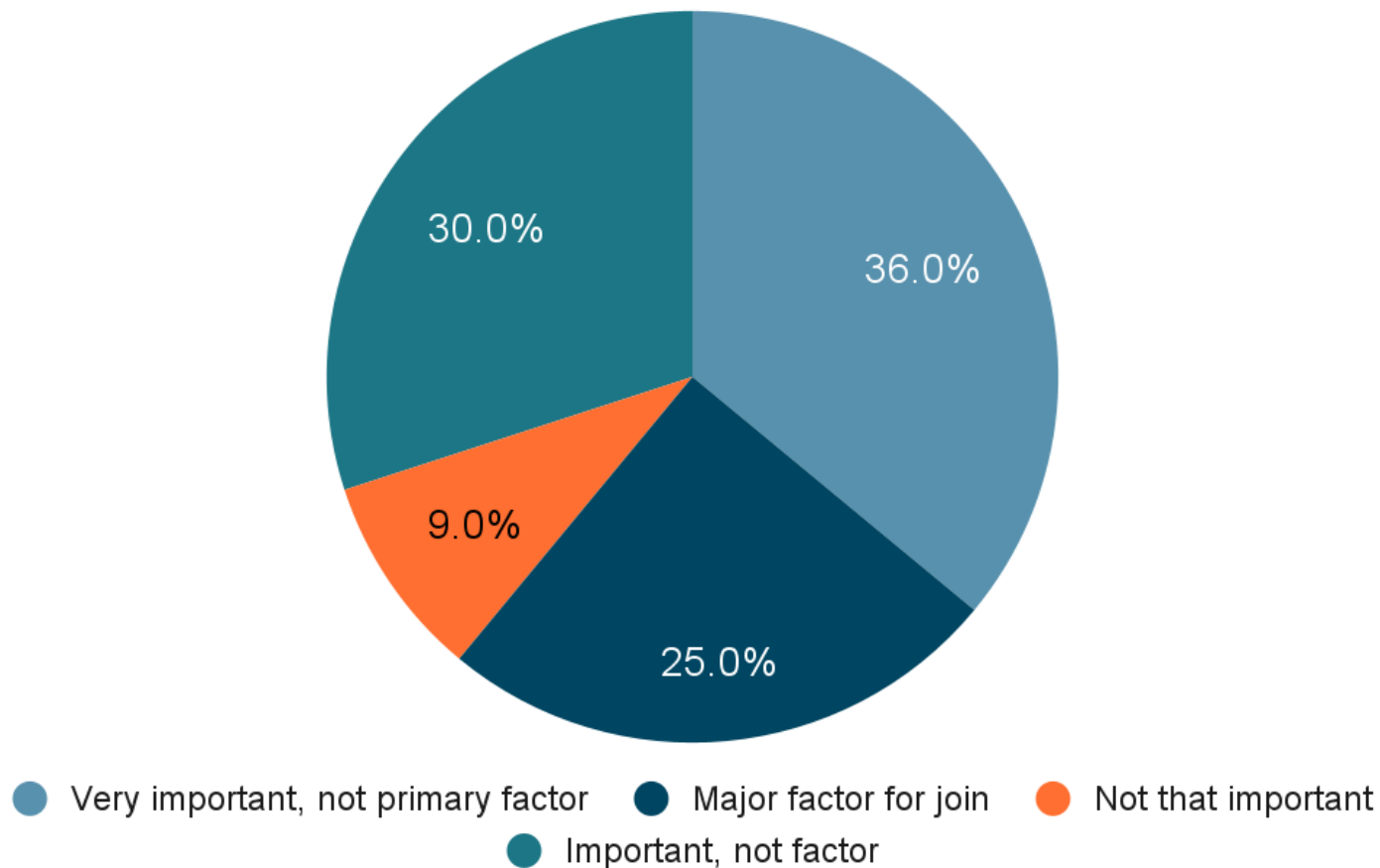
Key Finding: Members value Classic Professional Organization AND Social Justice

- Legislative Advocacy #1 valued service - 71%
- Insurance Advocacy highly valued by 67%, and Insurance Information highly valued by 62%(before COVID)
- Advocacy for Social Justice highly valued by 56% (before 2020)
- Social Justice work critical to membership decisions of 25%

Highly valued CPA services and programs

CPA Service	% Highly valuing
Lobbying at CT Legislature	71%
Professional assistance with practice issues	68%
Lobbying for better reimbursement	67%
<i>Leadership in healthcare reform</i>	64%
Insurance information	62%
<i>Healthcare Reform Taskforce</i>	57%
<i>Advocacy for social justice</i>	56%
Legal consultation plan	54%
CE credits at reduced rates	53%
<i>Ethnic Diversity Task Force (EDT)</i>	51%

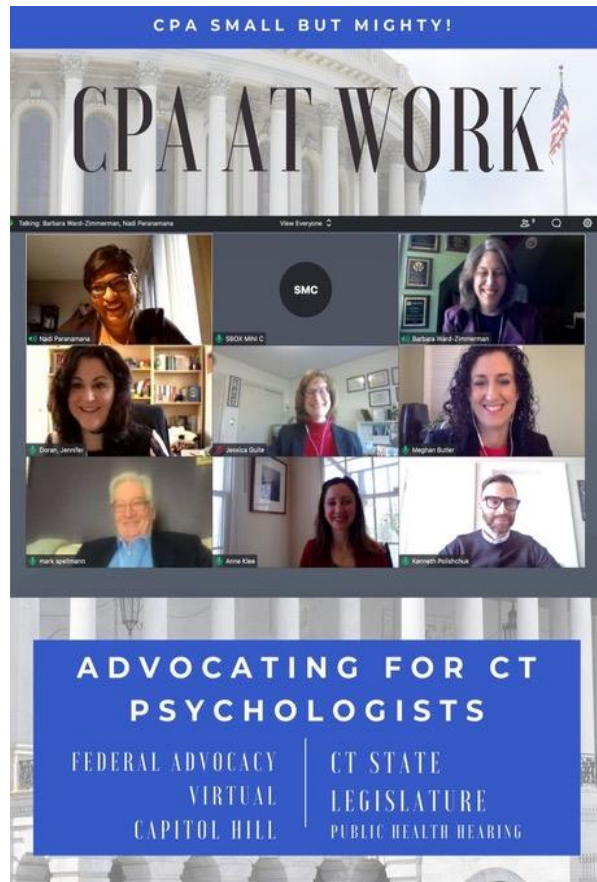
Social Justice Impact on Membership Decision



Strategy: Balance Professional and Social Justice Priorities

Action steps:

1. Maximized COVID practice rules updates in communications
 - Insurance reimbursement policies
 - Governor's emergency orders
2. Fielded Experiences with Insurance Companies during COVID survey-very strong response
3. Prioritized CPA's social justice leadership
 - Speaker series
 - President's messaging



4. Increased testifying at legislature on key CPA priority bills
 - Telehealth
 - PsyPACT
 - Domestic Violence
5. Featured legislative work in membership and prospect communications
6. Featured legislative work in social media
 - Created social media calendar with weekly updates to feed into social media messaging



Key Finding: Segments of Current Members and Prospects Want Sliding Scale Dues

- 60% of prospects said lower dues would affect joining
- 58% of ECPs need reduced dues plan

Prospects (n=51): Factors driving membership

Factors Affecting Prospects Joining	% Endorsing
Lower dues	61%
Knowing more about CPA efforts and accomplishments lobbying the legislature	35%

ECP's (n=15): Factors driving membership

ECP's Attitudes toward dues	% Endorsing
I can afford current dues	36%
I could afford \$50 in exchange for CPA service	29%
I need a plan that takes my student loans and income into account	29%

Strategy: Create targeted test cells - CPA service for reduces dues

Action steps:

1. Testing reduced fees for CPA service in targeted subgroups
 - Recruited mentors
 - Members approaching retirement
 - Members who have provided outstanding service to CPA
2. Follow retention test cells to determine if sliding scale promotes retention
3. Consider expanding sliding scale if successful in test cells



Data Driven Action Steps & Membership Outcomes



Meghan Butler, PsyD, CPA Secretary

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2020 Timeline

January & February	March COVID-19	April	May Phase 1 Re-Opening	June
Infrastructure: New website development Social Media Plan Shared Google Calendar Renewal Season Priorities Survey Results Legislative Updates	Communication: Professional Inquiries Resource Sharing Weekly eNews Legislative Advocacy Legislative Advocacy Executive Orders Updates Public Resources Professional Support 'How To' Webinars Open Zoom calls Meditation Free to Members All Virtual Meetings	Public Resources: Crisis Information How to Cope Community Partnerships Professional Support APA Townhalls How to Volunteer Legislative Advocacy Testing codes Reimbursement Issues Membership PostCard Campaign Social Media	Infrastructure: Website Launch Number tracking Members Only Resources Student Support Reduced fees Advocacy Leadership Development Program (SOC) Legislative Advocacy Licensure Jurisprudence Exam PsyPACT Re-Opening Phase I	Social Justice "Racism Pandemic" Public Statement Black Lives Matter Allyship Webinar Early Career Leadership Academy APAGS collaboration Student Open Space Membership Thank You Tag Line "Join Now" Lapsed Member outreach Expired members removed

2020 Timeline

July & August

Professional Inquiries

Professional Affairs
Committee
Direct impact on Membership

Infrastructure

Virtual Convention
Social Media planning

Social Justice

Speaker Series
Advocacy
Webinars

APA Convention

CPA Presentation Survey
Results

September

Membership:

Public Profiles - New Benefit
Failed programs

Public Support:

Back to School
Media Requests

Social Justice:

Support Diversity & Inclusion
Training in Federal Agencies

Legislative Advocacy:

Special Session
Extension of TMH

October & November Phase 2 Re-Opening

UnConvention 2020:

Virtual over 3 weeks
Access to recordings
Marketing & SM
Business Meeting & Awards
CPA Presentation of Survey
Results

Senior Career Psychologists

SCP Committee

CT Psych Foundation

Revived
Giving Tuesday Fundraising

December

Infrastructure

Public Health Committee
Calendar Updates 2021
Off Cycle Elections
Board Planning Survey

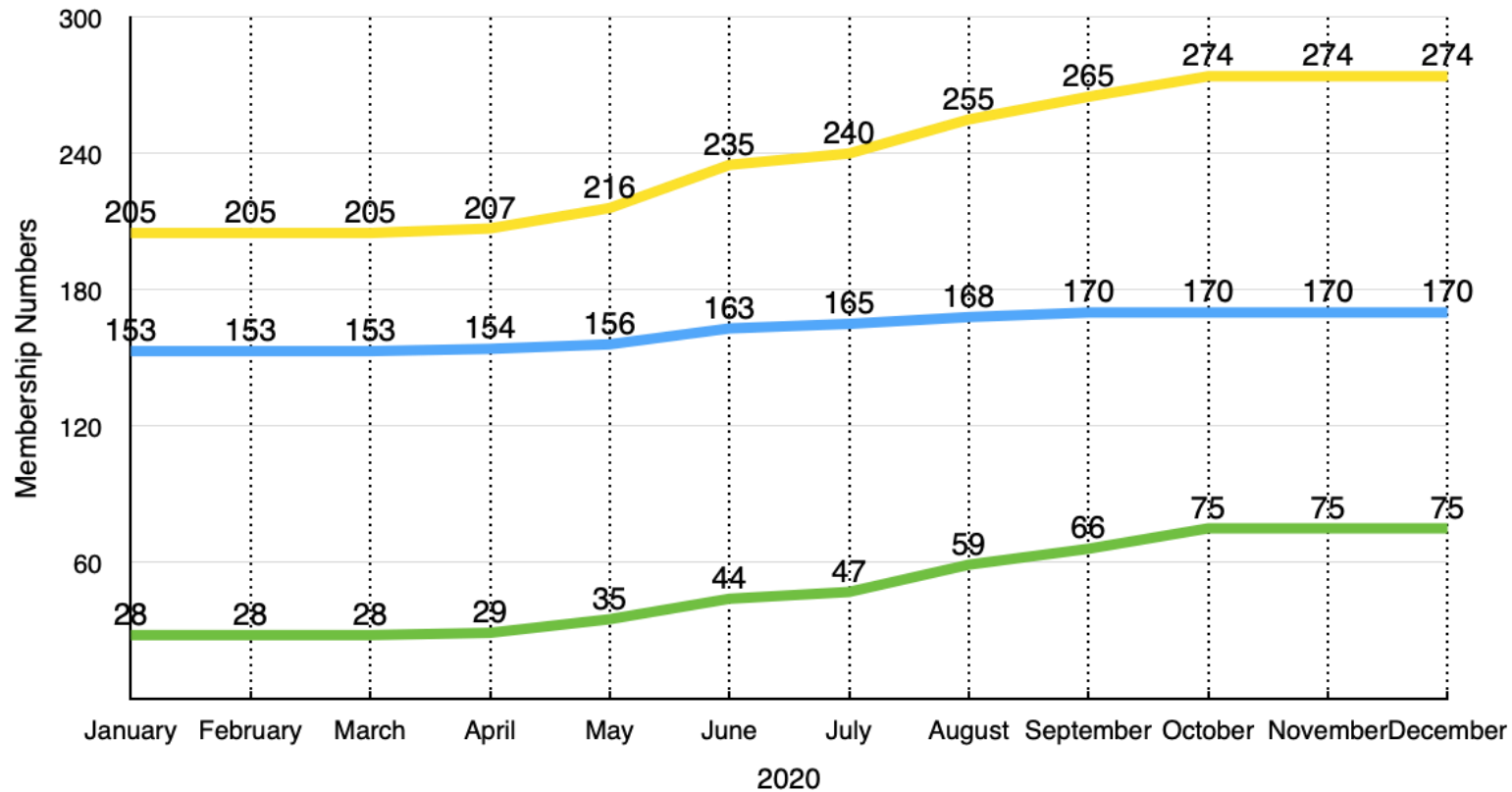
Legislative Advocacy

Vaccine for healthcare workers

Membership

Automated Renewal Reminders
Thank You Note Campaign
Renewal Letter

2020 Membership by Month



— Licensed Members

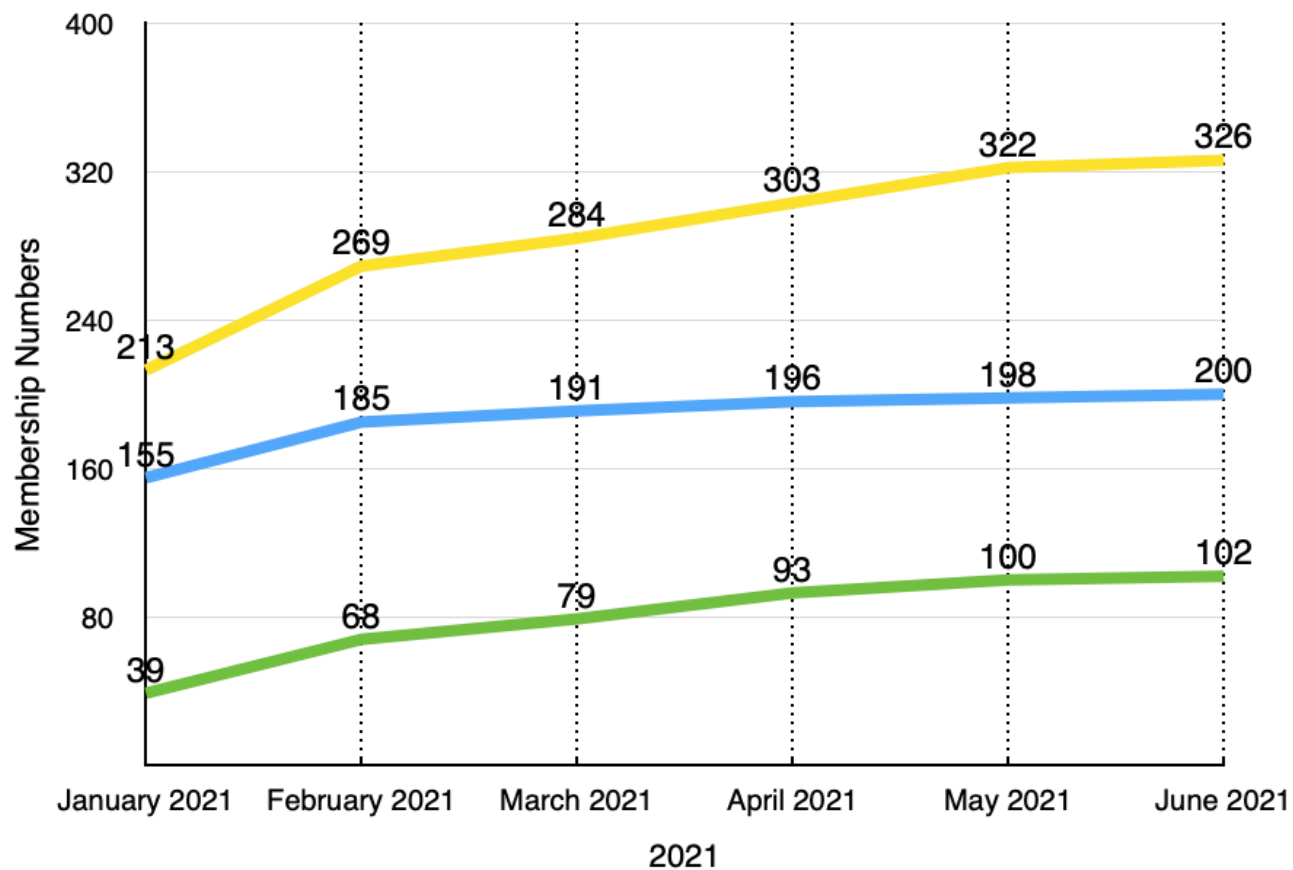
— Student & ECP

— Total Membership

2021 Timeline

January	February	March	April & May	June & July
Renewal Season Infrastructure: Website Glitches Automated Calendar Backend website tutorials Expanding Google Drive Professional Support Vaccine Roundtable Public Statement Attack on Capitol 1/6 Winter Board Retreat Procedural changes Strategic Planning Brainstorming Groups	Renewal Season Welcome Email New Members Personalize email to lapsed members Membership: Refer a Colleague Discount Program Expanded Social Media Legislative Advocacy TMH & insurance reimbursement issues Infrastructure Draft Operations Manual Email template non-member inquiries	Communication: DPH list of email addresses FOIA Request Expanded audience APA's Practice Leadership Conference Legislative Advocacy CE Requirements Social Justice: Antiracism resources AAPI community Infrastructure: Marketing and SM Coordinator Documents and procedures	Social Justice: Statement on racial violence Early Career Mentorship Program Communication: Member benefits Member Spotlight CPA radio segment Professional Support Insurance Provider Experience survey Legislative Advocacy Grassroots advocacy TMH Passess in CT!	Professional Support Workgroup on Insurance Reimbursement Problems Insurance Survey results Social Justice: Support removal of Indian Mascots in state Infrastructure: Fundraising and sponsorship workgroup Expanded revenue sources Merchandise Store Election & awards committee and planning 2021 APA Convention CPA Representation

2021 Membership by Month



— Licensed Members — Student & ECP — Total Membership

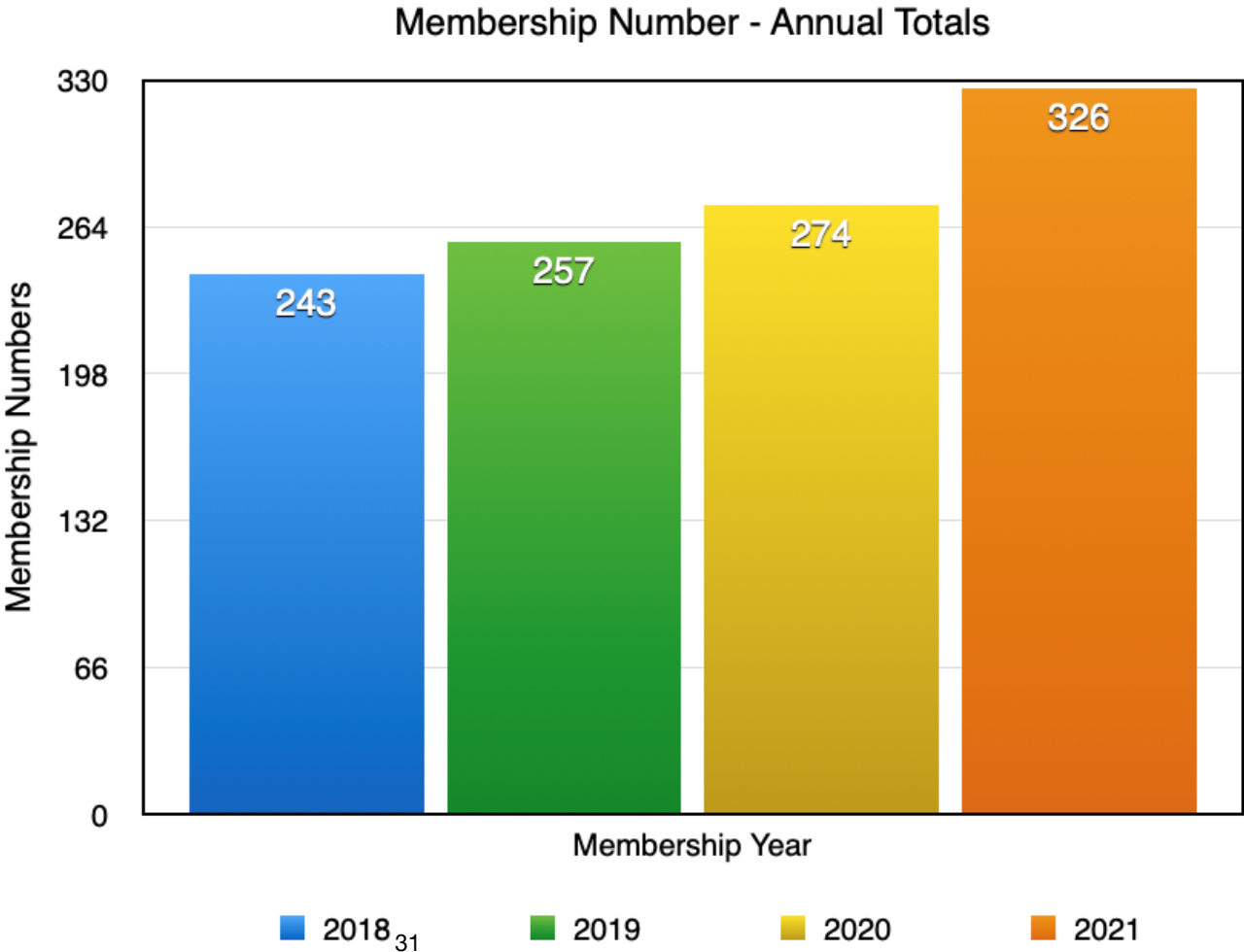
Increased growth:

2018 = 243

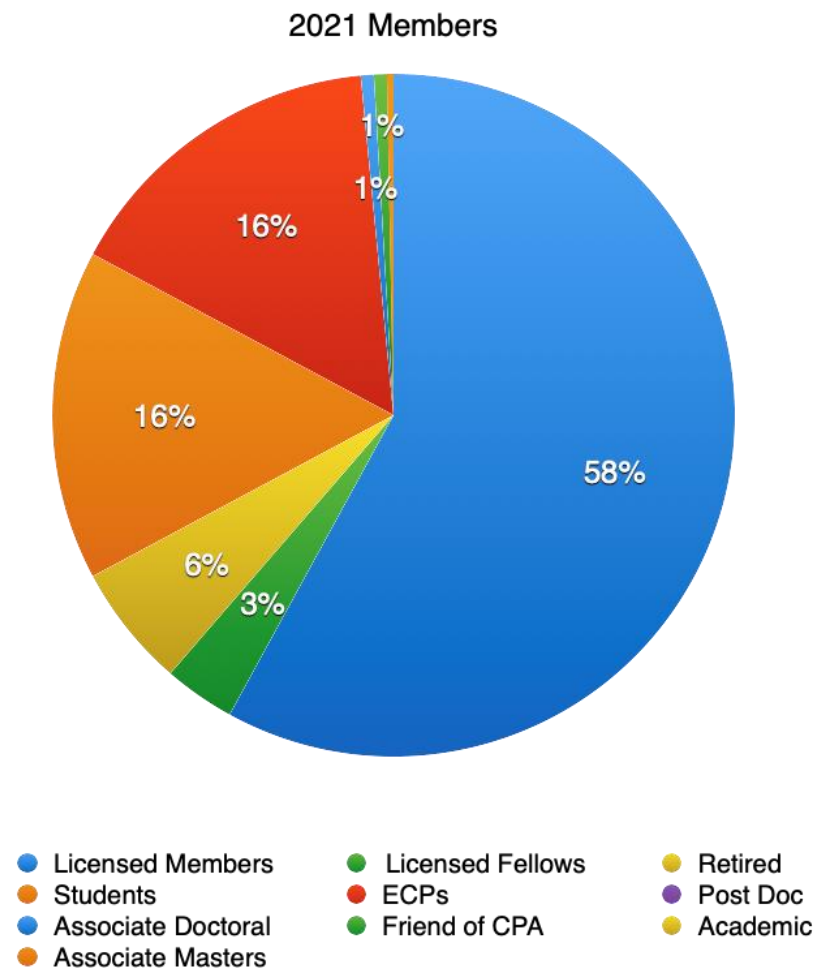
2019 = 257

2020 = 274

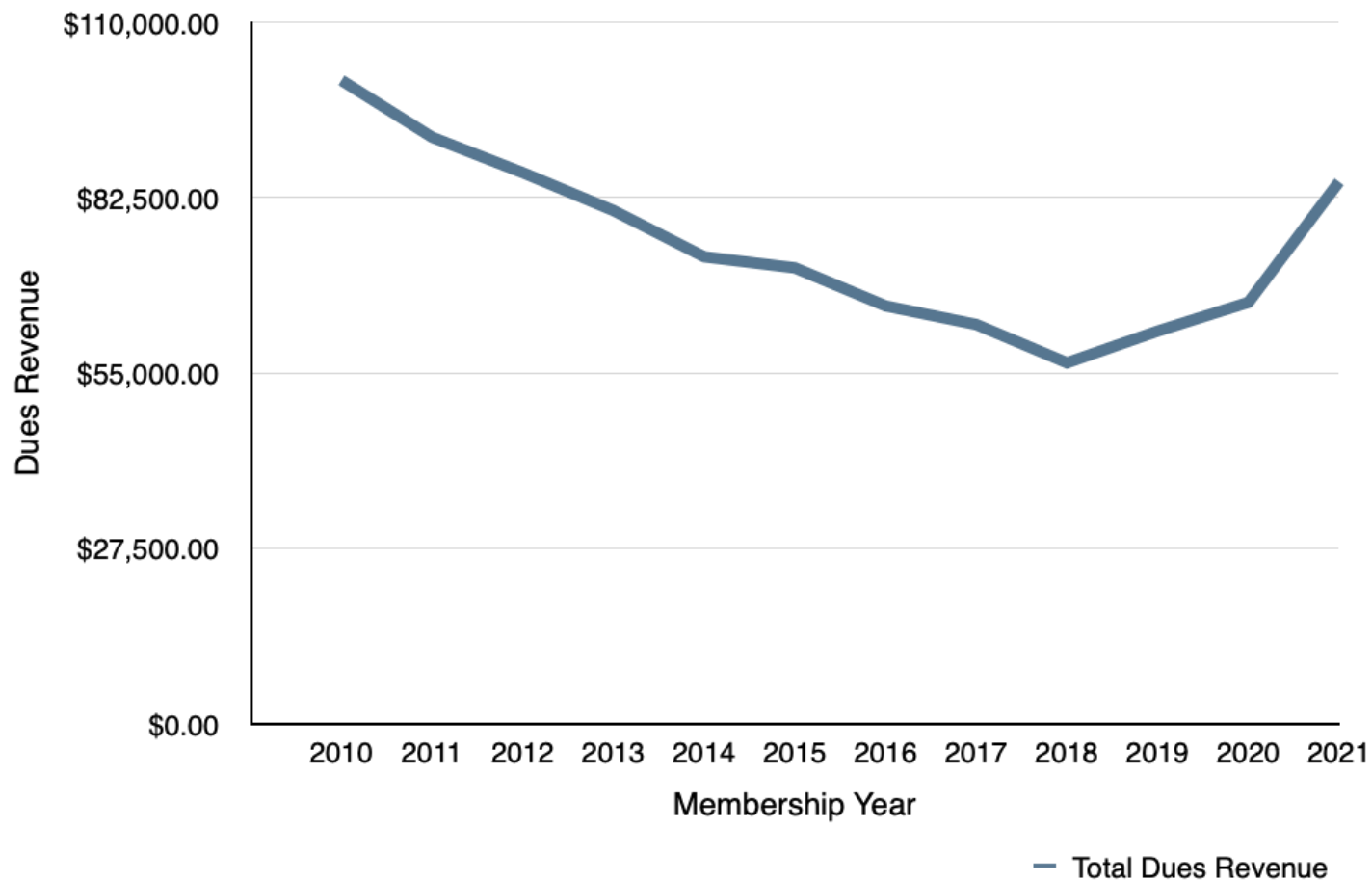
2021 = 326



<u>Membership Category</u>	<u>Fee</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Licensed Members	\$325.00	155	167	159	189
Licensed Fellows	\$325.00	14	14	11	11
Retired	\$50.00	19	22	22	19
Students	\$20.00	37	30	32	51
(ECP TOTAL)		16	18	34	51
ECP Fellows	\$0.00			9	8
PostDoc	\$35.00			0	2
Associate Doctoral (not licensed)	\$325.00	0	0	0	0
Association Masters (not licensed)	\$125.00	2	1	1	1
Association (Friend) of CPA	\$125.00	0	1	2	0
Academic	\$125.00	0	4	4	2
TOTAL MEMBERS		243	257	274	326



Membership Dues Revenue 2010-2021





Discussion: Conclusions



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Lessons Learned

Bidirectional Avenues for Communication ⇒ Important

Responsiveness to Questions & Concerns ⇒ Important

Communicating Benefits & Value ⇒ Important

Social Justice Orientation & Work ⇒ Important

Data-Based Strategic Planning ⇒ Important



TALK TO MEMBERS AND
NON-MEMBERS



TAKE A SCIENTIFIC APPROACH TO UNDERSTANDING
AND SOLVING MEMBERSHIP PROBLEMS

MARKETING $\Rightarrow$ MEMBERSHIP

- Need to communicate what an SPTA is (and is not!) and concretely show the benefits of membership
- Need to increase education about what SPTAs do and how they operate and support themselves (dues dependent)
- If you give it all away for free, there is no incentive to pay/join
- Membership marketing infused throughout every aspect of the work and communication



Pro-Membership Messaging

“Thank you for your email. Please note that we are receiving a high volume of email inquiries at this time and will be responding to all member inquiries first.”

“We are happy to provide that advice/information/consultation to all CPA members, and we would love to have you join us.” <link to join>

“Thank you for your CPA membership. Our operations are supported by your membership and we cannot do the important work we do without you.”

Responding to Current Needs & Concerns



1. We hear you
2. We are working on it
3. Here is how
4. For more information and updates....

Highlighting Social Justice Initiatives and Efforts



Member Benefit

Social Justice

1. COMMUNITY RESOURCE

CPA affirms its dedication to using our skills as psychologists to advance equity, diversity, & inclusion initiatives and address the racism pandemic to support our members and the communities we serve as a resource to address social justice challenges.

2. ETHNIC DIVERSITY TASK FORCE

Our Ethnic Diversity Task Force includes a group of diverse professionals committed to the mentorship of students of color, promoting mental health initiatives in communities of color, and advancing culturally competent practices within our profession.

3. SOCIAL JUSTICE SERIES SEMINARS

The SJSS are free, monthly events open to colleagues and the public with presentations from diverse speakers on the interconnection between diversity, social justice, and mental health.

YOUR CPA MEMBERSHIP GIVES YOU THESE BENEFITS AND MORE!

TARGETED MARKETING PLAN



Need to focus on students, ECPs and Senior Career Psychologists

Approach, efforts, incentives and communication tailored to each group

Data-based approach to each group's priorities and preferences

Conclusions



Data → Inform Plans and Priorities

Data → Tracking of Programs and Outcomes

Targeted Marketing Plan

Membership Engagement & Outreach as #1 Priority

LOOKING FORWARD...



Continuing to prioritize EDI and Social Justice initiatives

Continuing to communicate about legislative issues and action - Voter Voice Platform

Continuing to prioritize data-based planning & action

Continuing to increase social media presence and avenues for bidirectional communication



Discussion: Q & A



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Dr. Guite, you presented on the process of putting together the data survey, what did you learn on this journey? What were some surprises along the way?



Dr. Spellmann, among the data you presented, you shared that many ECPS and non-member psychologists think CPA's dues are too expensive. The data also explored other dues options. What are some models you'd like CPA to explore?



Dr. Butler, you shared many steps and actions CPA has taken over the past few years to increase membership. What are some of your insights gained?



Dr. Doran, you distilled many important lessons learned from CPA's Priorities Survey and membership committee efforts. What has surprised you most in your first year as CPA president?

THANK YOU!

For a copy of this presentation, please email jessica.guite@uconn.edu

For more information on CPA, please visit www.connpsych.org