

**ANNUAL REPORT**  
**of the**  
**INTERNATIONAL UNION OF PSYCHOLOGICAL SCIENCE (IUPsyS)**

submitted by  
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Secretary-General

This report covers the period January to December 2006.

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**INTRODUCTION**

The International Union of Psychological Science is an organization composed of National Member organizations (national societies / associations / committees of scientific psychology, national academies of science, or similar organizations), comprising not more than one National Member per country. Eleven charter Members founded IUPsyS in 1951. At December 31, 2006 the number of National Members was 70. As a Union, IUPsyS holds membership both in the International Council for Science (ICSU) and in the International Social Science Council (ISSC), Special Consultative status with the United Nations Economic and Social Council (ECOSOC) and Consultative status with the United Nations Department of Public Information (DPI) as well as Official Relations with the World Health Organization.

**MEMBERSHIP**

Countries with National Membership in IUPsyS in 2006 were: Albania; Argentina; Australia; Austria; Bangladesh; Belgium; Bulgaria; Canada; Chile; China; Colombia; Croatia; Cuba; Czech Republic; Denmark; Dominican Republic; Egypt; Estonia; Finland; France; Georgia; Germany; Greece; Hong Kong; Hungary; India; Indonesia; Iran; Ireland; Israel; Italy; Japan; Jordan; Korea; Lithuania; Malta; Mexico; Mongolia; Morocco; Netherlands; New Zealand; Nicaragua; Nigeria; Norway; Pakistan; Panama; Peru; Philippines; Poland; Portugal; Romania; Russia; Singapore; Slovakia; Slovenia; South Africa; Spain; Sudan; Sweden; Switzerland; Turkey; Uganda; Ukraine; United Kingdom; United States of America; Uruguay; Venezuela; Vietnam; Yemen; and Zimbabwe. At the end of the year, several potential applications were at varying stages of preparation.

Thirteen organizations are now affiliated with IUPsyS. The complete list of Affiliates is: Association de Psychologie Scientifique de Langue Française (APSLF); European Association of Experimental Social Psychologists (EAESP); European Association of Personality Assessment (EAPA) European

Association of Personality Psychology (EAPP); European Association of Work and Organizational Psychology (EAWOP); European Society for Cognitive Psychology (ESCP), Interamerican Society of Psychology/Sociedad Interamericana de Psicología (SIP); International Association of Applied Psychology (IAAP); International Association for Cross-Cultural Psychology (IACCP); International Council of Psychologists (ICP); International Neuropsychological Society (INS); International Society for the Study of Behavioral Development (ISSBD); International Society of Comparative Psychology (ISCP). In addition, special liaison relationships have been established with the European Federation of Psychologists Associations (EFPA) and the International Test Commission (ITC).

**VITAL STATISTICS**

Number of National Members:	70
Number of Affiliated Organizations:	13
Number of Publications:	2

*International Journal of Psychology*

*Psychology Global Resource*

Number of Scientific Meetings	2
1	quadrennial International Congress
1	biennial Regional Conference

**ORGANIZATIONAL MATTERS**

Highlights of 2006 included publication of Psychological Concepts: An International Historical Perspective (K. Pawlik & G. D'Ydewalle, Editors), completion of the transition to a new Editor of the *International Journal of Psychology* and continued success of the journal, research activities and special projects reported below, in particular the latest Advanced Research Training seminars, further enhancements of the *Psychology Resource File*, and adoption of amendments to the Statutes and Rules of Procedure related to the administration, management and structure of the Union. Sustained special emphasis

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was given to implementation of the strategic planning framework adopted by the Assembly in 2004.

### Assembly and Executive Committee Meetings

The Assembly met in Athens, Greece in July, 2006 in conjunction with the International Congress of Applied Psychology. In his report to the Assembly, Union President, Professor Bruce Overmier, described the Union's present focus on fulfilling its mission to advance psychology as an applied and basic science by serving as the voice for psychology on an international level, fostering the development of the discipline, engaging policy makers, and contributing to new initiatives to science, applications; and the advancement of human welfare.

President Overmier elaborated on some of these elements in the context of developing the Strategic Plan:

1. Serving as the voice for psychology on an international level includes interfacing with other sciences through the International Council of Science, and the International Social Sciences Council as well as interacting with global organizations such as the UN system, WHO, and other global organizations.
2. Fostering development of the discipline includes increasing international capacity for psychology and psychology's contributions. A current strategic priority is establishing and maintaining standards in education, training and research.
3. Engaging policy makers includes increasing understanding and visibility on a public level.

Overmier noted that these goals give rise to important activities that come on top of the activities that the Union traditionally has done. This raises serious issues of matching functions and available human resources to carry out the Union's activities, many of which go on behind the scenes.

The President noted that the charge from the 2004 Assembly to the Executive Committee (EC) was to develop a strategic plan. The information brought to the present meeting is an interim development in that strategic plan. As the EC began to undertake strategic planning it was clear that the current Union committee structures were not optimally suited to the new activities and goals of the Union. It was necessary to first undertake an effort to evaluate and form a committee structure that could better respond to the Union's strategic priorities. Thus, one outcome brought to the Assembly was the new structural organization of the Union's committees and workgroups, along with their terms of reference in furthering the Union's priorities. Another action was

the revised and streamlined Statutes and Rules of Procedure.

The Assembly also acted on another action proposed by the EC for a policy statement endorsing specific national recognition for psychology in those countries where it is not recognized as an autonomous profession. The Assembly adopted the following policy:

The International Union of Psychological Science supports legislative recognition, or the equivalent, of Psychology as an autonomous profession, based on established standards of education and training anchored in scientific psychology.

Consistent with the Strategic Planning emphasis, the President initiated a new method to solicit direct Assembly participation in the process of strategic planning. The Assembly broke into three discussion groups with the task of developing in each group a vision for IUPsyS, and to identify one specific goal, and one means of achieving that goal. The results of the discussion groups were then reported to the Assembly.

Professor Rahmat Ismail (Indonesia) reported for Group 1:

*Vision:* The Union is home to all psychologists in the world.

*Goal:* Facilitate the technical and scientific capability of psychologists to address the specific issues in their society.

*Means:* Create a data bank of updated information, procedures and technologies in psychology.

Dr. Ann Watts (South Africa) reported for Group 2:

*Vision:* Psychology is a vibrant science whose relevance is recognized by policy makers, other sciences and the public.

*Goal:* International dissemination of scientific knowledge making it relevant through translation to practice.

*Means:* Establishing international communication through networks, such as a 'psynet' (with HealthNet as a model).

Professor Rainer Silbereisen (Germany) reported for Group 3:

*Vision:* Psychology addresses real world issues and concerns associated with rapid change that influence humans, such as globalization, individualization, social change, peace and war, poverty and health.

*Goal:* Accumulate evidence and research based on the best contemporary standards and emphasizing interdisciplinarity.

*Means:* Research syntheses (e.g., Cochrane-type reports).

Group 3 also produced a *Procedural vision*: Promote inclusiveness in the work of National Members, generally and in particular, promote mechanisms to involve new and emerging psychologists in organizational activities nationally and internationally; enhance communications capacity.

In plenary session, the Assembly encouraged the EC to develop additional communications channels with Assembly delegates. The overall evaluation of this initial exercise was very positive.

The Executive Committee met in Athens both before and after the Assembly. The pre-Assembly meeting was devoted to final preparations for the Assembly. The post-Assembly EC meeting was devoted to routine business as well as substantial discussion on the outcomes of the Assembly's deliberations. It was agreed that strategic planning and creating the means to achieve strategic priorities will remain at the center of the work of the EC and of the Officers for the remainder of the current quadrennium.

The EC charged the Standing Committee on Communications and Publications, chaired by Union Past-President, Professor Michel Denis, to prepare a comprehensive review of the Union's publications programme, including various contractual arrangements. Professor Denis also presented an update on a potential new series of publication that will focus on topics of interest to other disciplines. As noted above, the 'Psychological Concepts' book was published in 2006.

The EC also received progress reports on initiatives begun in this quadrennium. The International Psychology Development Fund (IPDF), originally proposed by Union President Overmier has begun fund-raising. Under the leadership of EC member Professor Rainer Silbereisen, Chair of the Work Group on Awards, the Union concluded an agreement with the Dogan Foundation to establish a quadrennial award to be granted at each International Congress of Psychology. The first award will be made at the Berlin Congress in 2008. The EC also received progress reports from the Work Groups on (i) Education for Psychologists, chaired by EC member Professor James Georgas, that included a symposium at the International Congress of Applied Psychology in Athens, and (ii) Psychological Science Informing Educational Practice, chaired by EC member,

Professor Patrick Lemaire, that also sponsored a symposium at the Athens Congress.

The EC also received a detailed progress report on the scientific programme as well as on the organization and planning of the XXIX (Berlin 2008) and the XXX (Cape Town 2012) International Congresses of Psychology. Planning is also actively underway for the Second Middle East and North Africa Regional Conference of Psychology to be held in Amman, Jordan in April 2007. Preliminary discussions have occurred with the International Association of Applied Psychology (IAAP) and the International Association for Cross-Cultural Psychology (IACCP) on the venue for the 2009 Regional Conference.

The EC received a progress report from Assembly delegate, Professor J. Gauthier, on a joint IUPsyS-IAAP initiative (in which IACCP is also participating) on the development a universal declaration of ethical principles for psychologists.

The EC also continued to carefully monitor the current UNESCO Framework Agreement. As noted in recent annual reports, the Union remains very concerned about the implications for research and special project of possible changes in funding received from UNESCO via ICSU and ISSC.

The Standing Committee on Capacity Building, chaired by Union Vice-President, Professor Ingrid Lunt, encompasses a number of focal work groups and activities. The priority accorded to capacity-building and to regional development continued in 2006, including the anticipated 2007 Regional Conference and the 2006 Advanced Research Training Seminars. Under the chair of EC member Dr. Elizabeth Nair, the Work Group on the Development of National the National Organizations completed follow-up activities focused on psychologists in the countries most severely affected by the Tsunami disaster of late 2005. The objective was to develop and facilitate training programs for evidence-based psychosocial intervention, paying heed to maintaining high standards in ethical practices, applying a "best practices" approach in service delivery, utilizing program evaluation and feedback, and incorporating local cultural perspectives and approaches. The main activity, *Building Psychosocial Interventions in the Tsunami Aftermath*, held in Singapore in May 2005 was reported in detail in the 2005 Annual Report. Sri Lanka, and Thailand. In 2006, among other activities, a symposium was held at the International Congress of Applied Psychology held in Athens and at the First Asian Regional Union of Psychological Science Congress held in Jakarta. The EC is continuing to review implications for future capacity-building activities. Dr. Nair also represented the Union at the

founding meeting of the Asean Regional Union of Psychological Societies.

In the realm of Capacity Building, the EC also received progress reports from the Work Groups on (I) Education for Psychologists, chaired by EC member Professor James Georgas, that included a symposium at the International Congress of Applied Psychology in Athens, and (ii) Psychological Science Informing Educational Practice, chaired by EC member, Professor Patrick Lemaire, that also sponsored a symposium at the Athens Congress.

The Executive Committee reviewed activities of the Union's several international research networks and projects. Activities of the past year are reported below in the highlights of specific projects. The emphasis in 2006 was completion of the tsunami project as well as on the water project (see below). Activities for 2007-08 are under active consideration. Longer-term planning of special projects is now contingent on the directions and priorities to be set in the course of strategic planning.

The Executive Committee for the current quadrennium (2004-2008) is:

President, Prof. Bruce Overmier (USA); Secretary-General, Prof. Pierre Ritchie (Canada); Past-President, Prof. Michel Denis (France); Treasurer, Prof. Michel Sabourin (Canada); Vice-Presidents, Profs. Saths Cooper (South Africa) and Ingrid Lunt (United Kingdom); Deputy Secretary-General, Dr. Merry Bullock (USA); Members: Profs. Helio Carpintero (Spain); James Georgas (Greece); Hassan Kassim Khan (Yemen); Sonoko Kuwano (Japan); Patrick Lemaire (France), Elizabeth Nair (Singapore), Juan José Sanchez Sosa (Mexico), Rainer Silbereisen (Germany), Barbara Tversky (USA), and Kan Zhang (China).

The Officers are the President, Secretary-General, Treasurer, Vice-Presidents, Past-President, and Deputy Secretary-General.

#### Finances

Detailed financial statements, independently audited, have been completed and submitted to the ICSU and ISSC Secretariats or other organizations where required as part of reporting on the use of external grant funds.

The Treasurer, Professor Michel Sabourin, presented a comprehensive report to the Executive Committee. While the financial base of the Union remains sound, in recent years, the Treasurer reports increasing concern about the prospect of deficits in future years, an experience that already occurred in the past quadrennium. Current operational finances remain

very tight and provide little margin for new initiatives. As noted previously, the budgets of some National Members continues to affect their capacity to render timely dues payments; this is typically due to economic and currency problems in their respective countries. The 2004 Assembly approved a dues increase, being implemented in two steps, US\$20 in 2005 and a further US\$10 in 2006, except that National Members in Category A are exempted from the increase. It is recognized that this is modest step toward stabilizing the Union's finances. As noted above, a strategic priority is to increase the Union non-dues based revenues. The establishment of the International Psychology Development Fund to build an endowment is an important first step in this direction. For the short-term, the Treasurer confirmed that fiscal prudence in the management of the Union's affairs has allowed it to maintain financial viability. He again noted that financial reporting requirements continue to increase, adding to the administrative load of the Union.

The Treasurer has been directed by the Assembly to bring to the 2008 Assembly a proposal to revise the dues category system. This will be developed in collaboration with the Work Group on Membership, chaired by the Treasurer and a progress report will be submitted to the EC in 2007.

#### Secretariat

Progress on electronic communication to facilitate internal communications has been sustained, especially within the Executive Committee and externally with the more established international organizations as well as increasingly with the Assembly, National Members and broader communities. Nonetheless, this mode of communication remains difficult to access for a number of National Members.

As noted in recent Annual Reports and in the Secretary-General's report to the 2006 Assembly, the administrative burden of the Union continues to be greater than available resources. The result is a noteworthy overload, typically prompting a short-term priority-setting orientation. The volume of communications as well as the expectation of rapid responses is an ever increasing challenge relative to available administrative resources. This attenuates the general advantages afforded by electronic communications. It is also compounded by the unlikely prospect of additional resources being allocated to the secretariat in the immediate future. The Secretary-General again recommended that internal resources be an important consideration in strategic planning.

The Secretary-General began work in 2006 on an electronic archive for communications and records that are received and retained electronically.

The work of the Secretary-General continues to be most ably complemented by the work of the Deputy-Secretary-General, Professor Merry Bullock who also continues to provide valuable service as web master of the Union's web site <www.iupsys.org>.

#### **ACTIVITIES UNDERTAKEN DURING 2006**

##### *Scientific meetings*

##### XXIX International Congress of Psychology

The XXIX International Congress of Psychology will be held in Berlin, July 20-25, 2008. Congress President, Professor Peter Frensch, delivered a progress report to the Assembly and EC as well as holding extensive discussions with the Officers in conjunction with the Assembly and EC meetings held in Athens. Union Past-President M. Denis, is the Union Liaison to the Berlin Congress.

##### XXX International Congress of Psychology

The 2004 Assembly voted to hold the XXX International Congress of Psychology in Cape Town, South Africa in 2012. Secretary-General P. Ritchie is the Union's Liaison to the Cape Town Congress. An initial liaison visit and meetings with Congress organizers planned for 2006 was delayed to early 2007.

##### Regional Conferences:

The Union is actively engaged in planning for the Second Middle East and North Africa Regional Conference of Psychology to be held in Amman, Jordan in April 2007. Union Treasurer, Professor M. Sabourin, is the IUPsyS Liaison to MENA II.

The First Asean Regional Union of Psychological Science Congress was held in Jakarta in August, 2006. More than 400 participants from 25 countries attended, predominantly from Asia but including delegates from North Africa and the Middle East as well as Sub-Saharan Africa, the Americas and Europe as well. The Union was represented by EC member, Dr. Elizabeth Nair.

It is expected that a decision on the 2009 Regional Conference will be made in the coming year.

##### Publications

The IUPsyS publications program is guided by the Standing Committee on Communications and Publications chaired by current Past-President M. Denis.

The past year completed the transition for the *International Journal of Psychology*, from outgoing editor, Professor Laura Hernandez, to incoming editor, Professor Claudia Dalbert. The *IJP* remains the major regular scientific publication channel of IUPsyS. The International Platform Section of the Journal (Editors: Professors P. Ritchie and M. Bullock) continued to serve as a quick-access information forum on major national and regional developments in scientific psychology. A continuously updated calendar of international congresses and conferences in psychology was again part of that section as well as posted to the web-site.

The seventh edition of the *Psychology Resource Files* (Co-Editors: M. Stevens and D. Wedding) was published in 2006. This initiative, the Union's first venture in publishing in CD-Rom format, continues to be well received. The seventh edition, as with the immediate prior edition, now takes advantage of the likelihood that users of the CD-Rom will have concurrently available access to the internet. However, such access is not required for the use of the databases. Among the resource tools, users will find a historical time-line for psychology, with integrated links to the internet, an organized list of useful internet websites that are primarily meta-sites offering access to further sites, review of the origins and developments of scientific psychology in various regions of the world, as well as updates of materials which were included in preceding editions.

The IUPsyS Website (www.iupsys.org), under the direction of the Deputy Secretary-General, M. Bullock, continues to be enhanced. It is a rich source of current information on the Union and activities of international significance.

The Union's newsletter *Keeping You Posted* under the direction of Deputy Secretary-General, M. Bullock facilitates communication with National Members.

Other publication matters were reported above in the context of the Assembly and EC meetings.

The Union's Standing Committee on the Psychological Study of Peace, is chaired by Prof D. Christie (Ohio State University). The EC devoted considerable attention to the deliberating the best means to enable the work of this committee to move forward. The EC voted to invite and encourage the Committee for the Psychological Study of Peace to establish itself as an independent organization and to seek affiliation with the Union.

##### International Council of Science

The Union continues to maintain strong relations with the International Council of Science (ICSU). Past-

President Denis continues to serve on the ICSU Executive Board; Secretary-General Ritchie continues to serve on the Committee for Scientific Planning and Research; and EC member Professor K. Zhang continues to serve on the Committee on Freedom and Responsibility in the Conduct of Science. Secretary-General Ritchie also served on the Ad Hoc Grants Review Committee and the Scoping Group on Human Health. There is the prospect of a major new ICSU initiative focused on human health that will present important challenges and opportunities to the Union.

#### International Social Science Council

Union President Overmier and Treasurer Sabourin represented IUPsyS at the General Assembly of the International Social Science Council, held in Alexandria, Egypt in late 2006. ISSC is undergoing a period of transition with new leadership and the installation of a new Secretary-General. ISSC is also considering a major reform of its dues structure and other aspect of its financing.

#### *Special Projects*

The Advanced Research Training Seminars (ARTS) continues to be a center-piece of the Union's capacity-building program. ARTS are held every even-numbered year, in conjunction with the major international congresses of the Union and of IAAP. For the 2006 ARTS, the Co-Coordinator were Professors I. Lunt and Heidi Keller. A strong ARTS programme was again developed, with three offerings: Design and Methods in Cross-cultural Psychology (Professor Fons van de Vijver, Convener); Stress, Health and Well-being in the Face of Major Trauma (Professor Stevan E. Hobfoll, Convener); Universal and Ethnocentric Couple Patterns: From evolution to culture and from theory to research (Rolando, Diaz-Loving, Convener).

The International Network on Psychological Dimensions of Global Change that resulted in a scientific conference held in Istanbul, Turkey focused on evaluation of PAGEC and on research planning for psychological aspects of global change.

A new activity, Human Dimensions of Global Change: Human Perceptions and Behavior in Sustainable Water Use, was launched in 2004 that continued into 2005 and was completed in 2006. It built on the foundations of the previous project Perception and Assessment of Global Environmental Change (PAGEC), chaired by former Union President K. Pawlik. In the previous quadrennium, it established a new initiative focused more broadly on Psychological Aspects of Global Change. The water

initiative was a two-year research project that received financial assistance from UNESCO and the USA State Department via ICSU. This innovative project included a team of scientists from France, India, Italy, Germany, Spain, and Turkey. The International Geographic Union was the principle external partner for this endeavor. In 2004, pilot work was completed in four communities in France, India, Italy, and Mexico. The main outcomes and achievements were based on research activities conducted through four pilot studies composing the first phase of the project. The data gathered through these four pilot studies allow a very informative (although necessarily partial and preliminary) picture of possible cultural, social psychological and geographical variations existing in the human use and perception of fresh water resources, according to the different national contexts considered in the present research project.

The Research Network Project Psychology in a Multi-disciplinary Environment is an extension of the former project, Psychology and Cognitive Science. It was launched to provide a framework for engaging contacts with international bodies representing other disciplines related to psychology. The objective is to explore the possibilities for IUPsyS and other organizations whose objectives partly overlap to join their efforts in launching activities and stimulate collaborations that promote an interdisciplinary view of science. The project remains based with the Human Cognition Group under the direction of IUPsyS Past-President, Professor M. Denis (LIMSI-CNRS, France). It also continues to be a broad-based international endeavor drawing on the strong 31 country network already identified in Stage I of the project. Particular attention is being accorded to the capacity building value of this project in countries where psychology can contribute to new technologies which may promote sustainable research and attendant economic benefits. Prior activities and support from UNESCO, the US National Academy of Sciences and ICSU were described in detail in previous Annual Reports.

The objective remains the pursuit of common scientific issues through joint initiatives which are currently being considered. IUPsyS continues to evaluate this project as an important success of recent years. The capacity-building dimension has been particularly well achieved by the work to date. Future multi-disciplinary endeavors will build and expand on the scholarly and training activities undertaken by this project since its inception.

The IUPsyS HealthNet, co-ordinated by EC member Professor J.J. Sanchez Sosa, is now part of the Work Group on HealthNet and Health Psychology, also

chaired by Professor Sanchez Sosa. It continues its renewal and expansion. It has grown steadily with participants in more than 30 countries. It is a network of psychologists working as clinicians and scientists on a wide range of health problems. They develop and implement illness prevention and health promotion programs as well as specific clinical interventions. HealthNet was instrumental in creating the Latin American Network of University Health Research Programs as well as the Latin American Association of Schools and Institutes of Psychology. Currently, HealthNet plays an instrumental role in both organizations. This Network also provides collaboration and assistance to Union and to the World Health Organization (WHO) in implementing the IUPsyS-WHO Work Plan. The HealthNet web site is fully operational with assistance from the General Directorate for Academic Computing of UNAM. The Health Net web page may be found at: <http://www.unam.mx/healthnet>.

Official Relations between the Union and the World Health Organization (WHO) were established in 2002. In 2006, WHO and the Union renewed their Official Relations. Secretary-General, Professor Pierre Ritchie, serves as the Union's Main Representative to WHO. In 2005, the Union committed to support the development of the next edition of the International Classification of Diseases (ICD), with particular focus on the Mental Health section. The Union has appointed Dr. Geoff Reed (USA) as its member of the Core Group coordinating this activity in WHO. The Union's strong contributions to the ICD project are made possible by an allocation of financial and human resources from the American Psychological Association.

#### **BRIEF REPORT ON USE OF ICSU and ISSC GRANTS, UNESCO and US STATE DEPARTMENT SUBVENTIONS AND FUNDING FROM OTHER SOURCES**

A description of activities supported by UNESCO and the US State Department through the ICSU grant as well as those also receiving support from other sources was provided in the report of special projects and in separate, elaborated reports to the granting bodies. This included the project on Human Dimensions of Global Change: Human Perceptions and Behavior in Sustainable Water Use as well as of the Advanced Research Training Seminars on Design and Methods in Cross Cultural Psychology, and on Stress, Health, and Well-Being in the Face of Major Trauma.

Separate detailed reports and financial statements for the projects as well as audited financial statements were submitted to the ICSU and ISSC secretariats.

#### **CONCLUSION AND FUTURE PLANS**

In recent annual reports, the implications of the Union's strategically oriented planning and concomitant changes to the way it conducts its business were discussed. Capacity-building has emerged as a central priority, not only for this quadrennium, but as part of the core vision of the Union. Historically, through its International Congress and in the past decade through regional conferences of psychology, the Union has demonstrated the importance it accords to capacity building. Nonetheless, through the national capacity-building initiative and other projects, the Union has reaffirmed its commitment to this area. Furthermore, the choice of Cape Town, South Africa well illustrates the Union's intent to devote resources to supporting the development of psychology in Africa.

As in the 2000-2004 quadrennium, the Union is making a sustained contribution to international development through strong relations with ICSU, ISSC, the UN secretariat, and WHO. It will be evaluating opportunities to further enhanced interdisciplinary collaboration in the advancement of science and its application for human well-being.

The 2004 Assembly mandated that the Union function on the basis of a Strategic Plan. This was re-affirmed at the 2006 Assembly. While the process of strategic planning is now a fundamental principle for the Union's governance and management the Union is still learning how to this functionally. The Executive Committee and Officers have embraced this process. Nonetheless, the Union has to develop a well crafted approach to strategic planning. A major challenge of the current quadrennium remains to make noteworthy strides toward realizing this objective.

Annual reports in recent years have also noted the heavy demands placed on the Union to mobilize the capacity to make possible the achievements reported here. With the sustained growth in activity and the continued dramatic increase in external as well as internal communications, the Union's small part-time secretariat receives demands well beyond the limits of its resources. Although the detailed review of the Union's human resource needs was deferred to a later point in the strategic planning process, this dimension will ultimately have to be a fundamental consideration in the review of the Union's functions and structure. Without practical solutions to managing the Union's overall workload, it is unlikely that strategic priorities can be reliably achieved.

The International Union of Psychological Science through the actions of the Assembly, together with the leadership of the Executive Committee and Officers,

in concert with National Members, Affiliates and Liaisons continues to implement the orderly renewal begun in the previous quadrennium. Determining the policy framework and strategic vision along with securing the financial means and human resources needed to realize the full potential of the Union's priorities remain the challenges faced by those charged by the 2004 and 2006 Assemblies to provide the necessary leadership. The growing gap between demands and expectations compared with actual internal capacity and under-funding of necessity attenuate the prospects for middle and longer term success despite the sustained work by the Officers and EC that offer the prospect of more positive outcomes.