**Image and Public Education Strategic Plan**

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The Image and Public Education Task Force was commissioned as a new entity for the 2016-2020 Strategic Planning process to explore how to best enhance WJC’s image through a series of public education activities. The Task Force convened twice at WJC and members contributed additional input electronically as well as in person. The team reviewed 2 previous high-profile forums, the Gubernatorial Forum on Mental Health and “Opioid Crisis: Thinking Outside the Box.” Group members participated in a gap analysis to compare WJC’s current and desired image. To provide insight into WJC’s image and how public education would advance it, the team administered a survey involving a small sample to students, faculty and administration. We also conducted a market analysis to assess the image and public education of WJC relative to those of other professional psychology programs. Based on the data collected and group discussion, we made recommendations for future programming and methods of evaluation.

The idea of hosting high profile events originated in January, 2014 at a development meeting, when we were exploring strategies that might attract prospective donors. We decided to organize a Gubernatorial Forum on Mental Health that would feature the three final Democratic candidates and one Republican candidate. Following the success of our Gubernatorial Forum, Dr. Nick Covino and Dr. David Herzog considered hosting a series of high profile events. We focused our efforts on the topic of domestic and campus violence. For a year, a group of individuals worked hard to recruit influential policymakers – including Vice President Biden and First Lady Michelle Obama – to speak at the event. We tried to connect with Hubweek, a weeklong celebration in October, 2015 designed to showcase Boston as a center of learning, medicine, technology and the arts. As part of this effort, we reached out to MIT, one of the organizers of Hubweek, about the prospects of working together. Ultimately, however, we were unable to identify sufficiently high profile speakers to create a public forum that would generate a large audience and notable press.

Our next attempt focused on the opioid crisis, and to organize this event, we partnered with a number of federal and regional agencies. From the outset, it was unclear whether such a forum would become a high profile event since there were so many other conferences planned on the same topic. To differentiate ourselves we chose to focus on “Thinking Outside the Box.”

**Vision Statement**

We aspire to capture the point position as the convener of thought leaders to address societal issues that affect mental health. This vision is consistent with WJC’s commitment to educational excellence in applied psychology, to social justice, and to developing the next generation of culturally-sensitive professionals to work in schools, courts, businesses, hospitals, clinics and consulting rooms, and communities across the country.

We partnered with community leaders in the planning of the opioid forum and these organizations have indicated that they want to continue to work with us. Moving forward, we foresee strengthening our current partnerships as we cultivate new ones.

If our strategic plan is successful, we will have a vibrant public education series that reaches out to a broad audience and advances WJC as a major convener of thought leaders and highly respected provider of education to behavioral health practitioners. Our increasing visibility through our event series will allow us to bring in more donors.

**Statement of the Problem**

At our March 28, 2016 Task Force meeting, we conducted a gap analysis to identify the needs this plan seeks to address. The results, displayed in the tables below, suggest that our existing image is favorable, though in need of enhancement.

|  |
| --- |
| **Current Image** |
| Values-driven graduate education |
| Focused on an important cause |
| Produces high-quality graduates |
| Value commitment to practical psychology and community service (vs. research & academia) |
| Meets student where student is |
| High-value Continuing Education |
| People who meet us like/value us |
| Duty to advocate/educate for greater good (on the rise) |
| Educating future generations of providers |
| Known for multicultural mental health |

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| --- |
| **Desired Image** |
| Thought leader for behavioral health |
| Center for advocacy for mental health care |
| Superb training institution for those who will provide care |
| Affordable (accessible scholarships) |
| Community orientation; service |
| Skilled leaders, faculty, students who are out there telling the story of WJC – of behavioral health |
| Known for children’s mental health, MVP, elder issues, and global |

To learn more about WJC’s image and how public education would advance it, we administered a survey involving a small sample to students (90); clinical, counseling and school psychology faculty (90); and administrators (59). The survey consisted of the following questions. (1) What do you see as the image of WJC based on your personal experience? (2) Please share comments that you have heard or read from peers, other mental health professionals, etc. (3) What would you like the image of WJC to be in 5 years? (4) What topics would you like to see WJC cover in enhancing its image through public education? (5) What strategies would you suggest for enhancing the image of WJC? The survey yielded 35 respondents. Our findings, summarized in Appendix I, suggest that it is important to increase WJC’s visibility and to promote respect for the institution.

**Setting the Issue in Context**

Within the past five years, our institution has made great strides, adding degree programs, becoming a college, taking ownership of its first permanent home, increasing the diversity of its faculty, staff and students and promoting social justice. We are the largest graduate school of psychology in the Northeast, yet differentiating ourselves from comparable professional psychology programs has not been easy. In addition, WJC is not well-known outside the field of mental health. Given that Greater Boston is a mecca of major medical centers, universities and graduate schools, it is a challenge to capture a public education platform in which to advance our image.

The focus of this task force is the creation of high profile forums/conferences. However, we also need to address our commitment to the areas discussed in these forums. Other WJC initiatives may limit the resources available for post-forum activities.

Our first two forums were driven by topical news items. On the evening of June 25, 2014, we convened the Commonwealth’s first Gubernatorial Forum on Mental Health at the Back Bay Events Center, Boston. This free event drew 700 attendees and was moderated by Tom Ashbrook, the nationally renowned host of WBUR’s “On Point.” Ashbrook interviewed each candidate, addressing issues such as veterans, teen suicide, drug abuse and the social impact of casinos.

Our second forum, “Opioid Crisis: Thinking Outside the Box,”tookplace at theBay State Events Center on April 5, 2016, 8:30 AM-12:30 PM, attracting 600 attendees: policymakers, community leaders, families and clinicians. To plan this event, we partnered with the Substance Abuse and Mental Health Services Administration (SAMHSA); Health Resources Services Administration (HRSA); US Department of Health and Human Services (HHS); Massachusetts Public Health Association (MPHA); and the New England Rural Health RoundTable (The Roundtable). Appendix II displays the opioid forum program.

Appendix III shows the media coverage for both the Gubernatorial Forum on Mental Health and “Opioid Crisis: Thinking Outside the Box.”

During the Forum, we invited all participants to create a coalition that will dovetail with the Governor's Opioid Addiction Working Group to address the crisis. A couple of days later, WJC – on behalf of the Opioid Forum Planning Committee – emailed all registrants requesting their interest areas and offering three options. Seventy-one individuals responded. Twenty-five opted to work specifically on fulfilling the Governor’s recommendations. Twenty-six expressed interest in joining a sector-specific group (i.e. criminal justice, mental health, rural health, inner city, poor communities, etc.) to outline unaddressed issues. Twenty chose to join a multi-sector policy discussion to deepen the level and kind of activities that should be promulgated. Dr. David Herzog and Kathryn Power (SAMHSA) plan to meet with Marylou Sudders to inform her of our post-forum initiatives and explore how they fit with Governor Baker’s Opioid Addiction Working Group.

We are teaming up with the National Association of Social Workers, the Massachusetts Psychological Association, the Department of Mental Health, the New England Council of Child and Adolescent Psychiatry, and the Massachusetts Medical Society around creating a proposal for addiction education; thiswould be consistent with Governor Baker’s mandated medical school training in pain medicine. WJC and SAMHSA will co-host leaders from various disciplines to address addiction education. Carol Trust, LICSW, Executive Director National Association of Social Workers - MA Chapter, will lead this effort with our help.

The opioid forum was free to attendees except those who sought continuing education credits (about a third of our audience, amounting to $14,000). Between continuing education fees and sponsorships ($33,000), we raised $47,000. The event cost $40,000, not including WJC labor. There were points along the way when it was necessary to raise additional funds in short order for the purpose of elevating the forum plan to the next level. For example, when the number of registrants exceeded our expectations, we decided to move the forum to a more spacious auditorium within the Back Bay Events Center. The larger assembly room incurred increased costs, which the Forum Director, Dr. David Herzog, covered by reaching out to supporters in the community.

The large majority of licensed and prospective mental health professionals have not yet received training in telemental health. Scheduled for September 23, 2016 at the Newton Marriott Hotel, our next event is a six-hour Continuing Education conference designed to inform clinicians about technology that will afford them practice opportunities and make care more accessible to a larger number of clients. The Telemental Health Conference will charge $150.00 for attendance. We anticipate 150 attendees as well as 8-10 vendors. SAMHSA, HRSA, ABH and The Roundtable are partnering with us for this event as are iHope Network, American Well, Boston Children’s Hospital, Cisco Systems, Northeast Telehealth Resource Center, and Massachusetts Health Quality Partners. Please refer to Appendix IV for the Telemental Health Conference program.

Our high profile forums have strong potential to engage students. A second year Forensic Counseling student has been instrumental in reaching out to attendees after the opioid forum and has also organized a group of incoming students to address the crisis. A second year CFAR student is playing a leadership role in planning the telemental health conference. Additional opportunities include:

* Having a reserved seating area for students
* Displaying students’ posters and other academic projects at events
* Offering students access to speakers

Alumni achievements could also be showcased at our forums.

**What is the Current State of the Art?**

In order to help define the current state of the art regarding image and public education, we compared WJC’s website to those of 20 other professional psychology programs. The research was compiled exclusively via website comparison and analysis. Areas covered included image and public education. In terms of image, the WJC site and those of the other 20 professional psychology programs showed similar themes. Of the 20 other programs reviewed, four had high profile public education events, but their audiences were appreciably smaller than that of our opioid forum. Please refer to Appendix V for details.

Although Examination for Professional Practice of Psychology (EPPP) ratings are beyond the scope of our Task Force, they exert an important impact on image. According to a report prepared by our Clinical Psychology Department (see Appendix VI), WJC’s EPPP pass rate is similar to those of Widener and Denver, but our reputation on the Net often bundles us with other free-standing schools (such as Adler, Chicago School, Wright Institute, Alliant and even the for-profit Argosy schools) that are performing less well on EPPPs.

**What Is Our Proposed Approach?**

We will focus our forums on “hot topics” in mental, behavioral, or public health such as opioid treatment, stigma, a 2018 Gubernatorial Forum on Mental Health, veterans, child mental health, or gun violence/mental health. We are actively considering a forum series titled “Thinking Outside the Box”.

The Special Assistant to the President will continue to be the Forum Director. We will work with the following departments: Continuing Education; Institutional Advancement, Marketing and Communications; Information Technology; and Facilities.

External to WJC, we will collaborate with media consultant Ken Fishkin, Schneider Associates, graphic designer Lynda Schlosberg, and a photographer.

Our goals for the next five years are as follows:

* Enhance our brand/image through public education
  + Create one high profile forum each year.
  + Communicate regularly with our partners: SAMHSA, HRSA, ABH, HHS, MPHA, and the Roundtable.
* Disseminate our image as convener of thought leaders to a broad audience: consumers; advocates; policymakers; legislators; community leaders; and clinicians
  + Attend and/or promote conferences hosted by our partners
  + Focus on cultivating and building relationships
* Create a robust group of mental health advocates
  + Continue to communicate with current group of advocacy organizations
* Address and reduce stigma
  + At every Forum, include one or more speakers who have personal or family histories of mental or behavioral health problems. Personal and family perspectives tend to be impactful.
* Attract donors

**Strategic Plan**

We propose one high-profile forum per year. In order to evaluate the impact of our events on WJC, we plan to monitor the number of attendees and the amount of media

coverage. In addition, we intend to review the evaluation forms of continuing education attendees and gather anecdotal feedback from participants who do not seek CE credits.

Planning high profile events requires the organization of a team. It is helpful to conceptualize high profile education events as part of WJC’s overall strategy to advance image.

The Director of Continuing Education dedicated considerable hours weekly for several months on the opioid forum. In order to continue to organize high profile events, the Department of Continuing Education will need additional support.

An events planner is essential for overseeing the venue, the marketing, and the public relations associated with the high profile forums.

We recommend reorganizing and expanding WJC’s Office of Media and Public Relations. This would foster stronger partnerships with the local media and with surrounding communities to position our college as a leading mental health consultant and educator. If we aspire to serve as the source of information for local and regional media, it is essential to have an in-house media and public relations staff whose focus is our institutional relationship with print, TV, radio and Internet media – and with major organizations such as high schools and city halls – in our surrounding communities.

Financial resources will be needed to cover marketing; public relations; the venue; refreshments for attendees; speaker honoraria, lodging and transportation; and WJC labor. The Director of the opioid forum brought in its sponsors. For our high profile events to identify prospective donors who will contribute substantially to alternative revenues for the college, it will be necessary to have sufficient development support as part of the forum team. The development staff will seek funding from planning group agencies and other organizations and steward WJC’s relationships with them.

**Setting Priorities among Proposed Goals**

Although our goals are interrelated, enhancing our image through public education and disseminating our image as convener of thought leaders to a broad audience are top priority.

**APPENDIX I**

**Survey on Image and Public Education**

**Results**

|  |  |
| --- | --- |
| **Groups Surveyed** | **Respondents** |
| Students | 14 |
| Faculty | 14 |
| Administrators | 7 |
| Total | 35 |

**What do you see as the image of WJC based on your personal experience?**

* Students
  + Provides valuable immersion experiences
* Faculty
  + Committed to underserved
  + Broad training & rigor not adequately emphasized in public image
* Administration
  + Best known for specialty tracks

**Please share comments that you have heard or read from peers, other mental health professionals, etc.**

* Students
  + Provides fresh perspective in cutting edge interventions
  + APA internship interviewers comment on high quality of WJC training
  + Amazing professors
* Faculty
  + Training sites see large cohorts
* Administration
  + Great field training
  + Good representation in the press

**What would you like the image of WJC to be in 5 years?**

* Students
  + Group of doctoral level professionals
  + Would be ideal if more people had heard of us
  + Comparable to other graduate schools of same caliber
  + Community-focused
* Faculty
  + Shed more light on TVTV and LMHP
  + Build on strength of existing programs
  + Emphasize counseling program
  + More focus on research
  + Jimmy Fund
  + Leader in emphasizing empirically supported treatment
* Administration
  + Top school for graduate-level psychology in country
  + I would like to see WJC referred to as a leader in mental health education

**What topics would you like to see WJC cover in enhancing its image through public education?**

* Faculty
  + Substance abuse
  + All areas
  + What graduates do
  + How we can impact public health
* Administration
  + Minority mental health
  + Quality of the education

**What strategies would you suggest for enhancing the image of WJC?**

* Students
  + Promotion at undergraduate universities
  + Social media
  + Raise awareness of PsyD vs. PhD
* Faculty
  + Partner with undergraduate universities
  + Quality over quantity with new WJC “Centers of Excellence”
  + Graduates doing important work
  + Increase APA match rates
* Administration
  + Make alumni more visible
  + Highlight marketing nationally and distal programming

**APPENDIX II** **OPIOID** **FORUM PROGRAM April 5, 2016**

**OPIOID CRISIS: THINKING OUTSIDE THE BOX: Back Bay Events Center, Boston**

**Welcome** David Herzog, MD

**Introductory Remarks** Marylou Sudders, Secretary, Executive Office of Health and Human Services

**Keynote Speakers** Carl Hart, PhD  Andrew Kolodny, MD

INTERMISSION

**Moderator**  Martha Bebinger, WBUR reporter

**Panelists** Leonard Campanello, Chief of Police, Gloucester, Massachusetts Jessie M. Gaeta, MD Chief Medical Officer, Boston Health Care for the Homeless Program Haner Hernandez, PhD Instructor at Brown Univ. Center for Alcohol and Addiction Studies Mary McGeown, President/CEO,MA Society for the Prevention of Cruelty to Children Joanne Peterson, Founder and Executive Director of Learn to Cope

**Update on Commonwealth’s Efforts and Progress** Governor Charles D. Baker

**Call to Action** A. Kathryn Power, MEd, Regional Administrator, Region One for the Substance Abuse and Mental Health Services Administration

**APPENDIX III**

**FORUM MEDIA COVERAGE**

**Gubernatorial Forum on Mental Health**

* The Boston Globe
* Boston Business Journal
* The Huffington Post
* Yahoo.com
* WBUR recorded the program and made it playable online
* Twitter and other social media

**Opioid Crisis: Thinking Outside the Box**

* Radio
  + Boston (WBUR) interview with Carl Hart, PhD
  + Boston Public Radio (WGBH) interview with Jessie Gaeta, MD
  + WBZ Radio interview with WJC President, Nicholas Covino, PsyD
* Press
  + Telmundo Boston
  + The Newton Patch
  + The Newton TAB
  + The Boston Globe
  + The Beacon Hill Times
  + Weston Wicked Local
  + North End Gazette
  + Boston Health Care for the Homeless Program Newsletter
* Twitter and other social media

For “Opioid Crisis: Thinking Outside the Box,” the Forum Director, Dr. David Herzog, arranged media coverage with WBUR, WGBH, and the Newton TAB

**APPENDIX IV**

**PROGRAM: TELEMENTAL HEALTH CONFERENCE**

David Ahern, PhD, Director of the Program in Behavioral Informatics and eHealth within the Department of Psychiatry at Brigham and Women’s Hospital Historical perspective and research findings demonstrating efficacy of telemental health

Rob Morris, PhD, MIT Media Lab “Crowdsourcing Mental Health”

Rosalind Picard, ScD, MIT Media Lab

Intermission

Steve E. Locke, MD, Chief Medical Officer and Co-Founder of iHope Network “Telemental Health: For Whom, What, When?”

Panel Discussion: Reimbursement, Licensure, Ethics/Professionalism, & Interstate issues

Moderator: Steve E. Locke, MD

Panelists: Sandra DeJong, MD, Director of Child Psychiatry Training at Cambridge Health Alliance Ken Duckworth, MD, Director for Behavioral Health, Blue Cross, Blue Shield of MA Kofi Jones, Vice President of Government Affairs at American Well Elizabeth Malia, Member of Massachusetts House of Representatives

Lunch

Workshops:

Jay Ostrowski, MA, Chief Executive Officer of Behavioral Health Innovation “Telemental Health 101 for Clinicians.”

Jennifer Gentile, PsyD, Director of Behavioral Health at American Well “Administrative Implementation of Telehealth”

Linda Godleski, MD, Yale School of Medicine “Advanced Topics in Telemental Health.”

**APPENDIX V**

**MARKET ANALYSIS**

The schools included in this analysis were Adler University; Alliant International University, Los Angeles; American School of Professional Psychology; Antioch University New England; Arizona School of Professional Psychology; Baylor University; Chicago School of Professional Psychology; Long Island University; Michigan School of Professional Psychology; Nova Southeastern University; Palo Alto University/Stanford; Rosemead School of Psychology; Rutgers University, University of Denver Graduate School of Professional Psychology; University of Hartford; Widener University; Wisconsin School of Professional Psychology; Wright Institute; Wright State University; and Yeshiva University (Ferkauf).

Our website focuses on rigorous academic instruction, extensive field education, personal and professional development, social responsibility, and diversity. Most of the other professional psychology programs promote these themes as well.

WJC’s public education efforts include content marketing, a monthly Podcast series; press releases; student narratives; student ambassadors; admission webinars; a page for families and friends; op-eds; and contributions from our faculty in recent Boston, regional, online and national media. The online version of the college’s newsletter, *Rapport*, provides many articles for the public, such as “Facilitating your Teen’s Transition into College”; “Using the Arts to Enhance Your Life”; and “Recognizing and Responding to Domestic Violence.”

Most of the professional psychology programs offer some public education and content marketing on their websites: News sections, blogs, faculty presentations, newsletters, workshops and trainings are common. Of the 20 professional psychology program websites reviewed, four document high profile public education events.

* The “President’s Blog” on the Chicago School of Professional Psychology website refers to its “Thought Leadership Series” and, in particular, to its 2015 national Symposium (“No Health Without Mental Health”) in Washington D.C. More than 300 attended or watched the live webcast.
* Palo Alto University and the Stanford Graduate School of Education will co-host the American Psychological Association Division 45 (Society for the Psychological Study of Race, Ethnicity and Culture) fourth biennial research conference (400 attendees expected).
* The Rutgers University Graduate School of Applied and Professional Psychology hosts an annual Cultural Conference, drawing an audience of about 200 psychologists, social workers, counselors, and educators.
* The Wright Institute served as the venue for the inaugural conference of the Division on Filipino Americans of the Asian American Psychological Association.

As compared to the Chicago, Palo Alto, Rutgers and Wright events, our opioid forum captured a larger and broader audience, attracted media attention, and catalyzed a coalition aimed at mitigating the ongoing crisis.

**APPENDIX VI**

**Sister Schools for the Clinical PsyD degree**

Adler Schools in our Region:

Antioch Antioch

Baylor Hartford

Chicago School Long Island

Denver Widener

Hartford Yeshiva (Ferkauf)

Long Island

NOVA No Longer on the List of 15:

Palo Alto Forest Institute (is no more)

Widener Virginia Consortium (is PhD now)

Wright Institute

Wright State

Yeshiva

Our comparables in terms of **size** (EPPP # of students/pass rate 2007-2012 shown)

WJC/MSPP (261; 82.76)

Adler (247; 53.44)

Denver (186; 84.95)

Hartford (148; 75.00)

NOVA (388; 74.74)

Widener (179; 89.94)

Wright Inst. (300; 64.00)

Chicago (445; 75.51) – double our size and growing fast (over 5 campuses)

By **strength**:

Tier 1 (small and strong; Rutgers & Baylor are almost “PhD-lite”)

Rutgers (not listed above, but generally agreed on the Net as perhaps the best)

Baylor (25; 100.00% pass rate)

Palo Alto University (78; 94.59)

Tier 2 (medium to large but students doing well on EPPP)

WJC/MSPP (261; 82.76)

Widener (179; 89.94)

Denver (186; 84.95)

Yeshiva (133; 81.95)

NOVA (388; 74.74)

Conclusion: We hold our own against these smaller programs and we’re doing better than most of the large-scale programs. However, our reputation on the Net often bundles us with the other FSPS (free-standing professional schools, like Adler, Chicago School, Wright Institute, Alliant, and even the for-profit Argosy schools.

Strategy for Public Image: Have public see us more like Widener and Denver than like Adler, Chicago School, Wright Institute, Alliant, or Argosy.