

No One Told You When To Run
The Past and Present is not the Future of Sport Psychology

Keynote Presentation
Association for Applied Sport Psychology
25th Anniversary Conference
October 30, 2010
Providence, Rhode Island
USA

John M. Silva
Sport Psychology Professor Emeritus
The University of North Carolina
Chapel Hill, NC
silva@unc.edu

I would like to thank everybody for coming today. It is hard to believe twenty five years are behind us since the founding of the Association for the Advancement of Applied Sport Psychology (AAASP)¹. Since this is the association's twenty fifth anniversary conference I have a few thank you's to extend to people who played a significant role in assisting me in the founding of AAASP.

Before I do that, I would like to thank Larry Goldberg² for his thoughtful, reflective introduction. Larry and I go back over twenty five years in our friendship. I first met Larry when he was a student-athlete and captain of The University of North Carolina-Chapel Hill men's soccer team. Over the years we have developed a strong friendship and Larry knows me as well as any friend or colleague in my life. I have always said if you can count the number of *real* friends you have on one hand you are a lucky person. Larry is one of those friends; we do not have to talk with each other every week but if I ever needed Larry he would be there and if Larry ever needed me I would be there for him. Larry is a true friend.

Every accomplishment in my life is directly attributable to my parents John and Jennie Silva. My parents raised me in a loving environment with just the right balance of freedom, creativity, and discipline. They encouraged me to try, explore, challenge, succeed. Failure was simply something to learn from not something to stop one's effort or to be feared. My dad passed away in 2004, and I know that is a hole in my heart that I can never fill. My mom is 94 and I was anticipating that she might be able to join us for this anniversary keynote but she was not feeling up to making the trip from Boston. The spirit of my parents will always be with me in everything I do.

I would like to thank my wife Chris. She has been a major part of my life and certainly my career. Chris always supports my endeavors and never views my various involvements as taking away from our relationship. Even though while on faculty at Carolina I would often get home after 8 or 9pm, not sure if I was more tired than hungry, Chris always provided a smile and a warm welcome. She showed an interest in, and contributed to, each and every day of my personal and professional life. She facilitated the pursuit of my dreams and goals. Believe me, with out her support and input I would not have been able to take AAASP from an idea to a reality.

I would also like to ask Dr. Charlie Hardy to stand up. Charlie was my brother in arms at Chapel Hill while I was conceptualizing the formation of

AAASP. Charlie was in the trenches with me every day, a great contributor and colleague. Charlie and I worked side by side every day and along with Kelly Crace and Laura Finch (Laura please stand up) we were able to accomplish a remarkable amount of work and create a spirit and energy that lives on in the association today. We did so much with so little. It was clearly this level of dedication and passion that allowed AAASP to emerge and to succeed so quickly. I could not have asked for a more dedicated and stimulating colleague than Charlie Hardy and I am forever grateful for Charlie's contributions.

I am also grateful to the first AAASP Executive Board. With some degree of professional risk, the founding Executive Board committed to an association designed to advance the application and practice of sport psychology. These individuals took a chance on an association that was blazing a new trail, a path no one had gone down before and many cautioned against. We were moving forward with an association focused on advancing applied and professional practice issues.

When founded, AAASP had no source of external funding and no income stream. This reality required the original board members to invest a considerable amount of professional time and energy to the development of AAASP. Many committed personal funds for the original meetings in Chapel Hill, NC and Nags Head, NC. In addition to these initial meetings, the Board met in full or in part for certification and conference planning meetings with no or minimal funding from AAASP during the first years of formation. These individuals gave without measure and gave without hesitation to the establishment of AAASP.

The Original AAASP Executive Board Members

Kevin Burke (Student Representative)

Kelly Crace (Business Manager – Not a Voting Board Position)

Charlie Hardy (Membership Director – 6th President)

Dan Kirschenbaum (Intervention/Performance Enhancement Chair)

Bibb Latane' replaced by Albert Carron (Social Psychology Chair)

Mike Sachs (Health Psychology Chair – 5th President)

John Silva (Founding President)

Bill Straub (Publications Director)

Ron Smith (President-Elect)

Jean Williams (Secretary-Treasurer – 7th President)

I would like to thank all the AAASP Charter Members, all the individuals who attended the first AAASP Conference in Jekyll Island, GA October 9-12,

1986. All the student members and student representatives, you have been such a dynamic part of the association since the very beginning. When formed, AAASP was the only major professional organization to have a student representative with full Executive Board rights including an equal vote. I am also grateful to all my colleagues who have served as officers in the association over the past twenty five years. I am thankful to my colleagues who will serve the association in the future and continue to advance the practice of sport psychology.

I would like to sincerely thank all the Chapel Hill undergraduate and graduate students who were a constant source of inspiration, energy and stimulation to me. I would be remiss if I did not mention all the Association for Applied Sport Psychology (AASP) managerial personnel who do so much behind the scenes to make the association function smoothly and take a load off the Executive Board allowing the Board to more directly attend to the major challenges confronting applied sport psychology.

No One Told You When To Run

So let's begin. Twenty five years is a very long time. The world has changed and will continue to change. Much has happened in our personal and professional lives during this span of time. Some members of the audience were born around the time AAASP was founded, if you were twenty five when AAASP was founded you are fifty today. Twenty five years *IS* a very long time.

I know some of you got the first part of the presentation title:
No one Told You When to Run.

I appreciated the emails from the Pink Floyd fans and was pleased to see several fellow professionals (almost all under 40!) connected with how this penetrating Pink Floyd song titled "Time" provides a powerful analogy to some of the factors responsible for an underachievement by AASP in some of the most significant issues confronting the field for over twenty five years.

If you did not get the connection this brief prelude should serve as a touchstone for my presentation today.

Time by Pink Floyd³

Ticking away the moments that make up a dull day.
You fritter and waste the hours in an off-hand way.

Kicking around on a piece of ground in your home town.
Waiting for someone or something to show you the way.

Tired of lying in the sunshine. Staying home to watch the rain.
You are young and life is long. And there is time to kill today.

And then one day you find ten years have gone behind you.
No one told you when to run. You missed the starting gun.

And you run, and you run to catch up with the sun, but it's sinking.
Racing around to come up behind you again.

The sun is the same in a relative way, but you're older.
Shorter of breath and one day closer to death.

Every year is getting shorter. Never seem to find the time.
Plans that either come to naught. Or half a page of scribbled lines.
Hanging on in quiet desperation is the English way.

The time is gone. The song is over.
Thought I'd something more to say.

Home, home again. I like to be here when I can.
When I come home cold and tired.
It's good to warm my bones beside the fire.

Far away across the field. The tolling of the iron bell calls the faithful to their
knees to hear the softly spoken magic spells.

Roger Waters in the song Time reflects on the consequences of focusing on the mundane, the superficial, the cosmetic. Unchallenging repetition that creates an illusion of life and an illusion of function. And 10 years slips by...no one told you when to run. And one day you realize how much time has passed and your significant life goals remain. Time, one of our most valuable resources, how do we use our resources within the frame of time? A year, five years, twenty five years?

Waters suggests that ten years is a long time, well 25 years is a very long time. What have we done with our Association in 25 Years? There have been several presentations at this 25th Anniversary Conference that have focused on the founding and history of the association. These presentations have highlighted the accomplishments and achievements of the association. Rightly so. While I would like to initially make a few comments about the founding and the recent past of the association, the focus of my presentation is not on the past or even the present.

I want to focus on the future.

Twenty Five Years: Where Have We Been; What Have We Done?

AAASP 1982-1986

To say the first few years of the association were meteoric would be an understatement. In the early 1980's the practice of sport psychology was rapidly expanding in the United States. The United States had been embarrassed in the Olympic medal count for the past two decades. Soviet domination in the Olympics was peaking with the Soviet Union taking 80 Gold, 69 Silver and 46 Bronze medals in the 1980 Olympics. The 1984 Olympics were to be held in the USA in Los Angeles, CA and there was tremendous pressure on the USA to produce on their home turf. When the Soviet system of training was carefully examined it was noted that in addition to their systematic approach to training and their use of training centers their approach had a significant sport psychology component.

Exposure to the practice and application of sport psychology was expanding internationally and the USA was about to forge into this area with no guidelines for training or practice. At this time there were less than a handful of North American graduate programs providing any type of applied or practice experiences. Not only were there few outlets for formal training in the practice of sport psychology, there were no guidelines regarding credentialing or title. Yet the interest in providing sport psychology service was expanding with the 1984 Olympics looming. Interest was also increasing in professional sports and a few individuals were employed to provide services to professional teams.

While the exposure was a positive for the field it also uncovered a completely unregulated environment providing ample opportunity for just about anybody to claim "I am a sport psychologist". Given the wild west atmosphere, and concern

that the practice of sport psychology would be significantly damaged during its infancy, in 1982 I petitioned the North American Society for the Psychology of Sport and Physical Activity (NASPSPA) to address “Professional and Practice Issues in Sport Psychology”. This request was discussed by NASPSPA officials and on two occasions I was informed that NASPSPA wished to remain a research society rather than expand its focus to the practice and applied areas of sport psychology.

Concerned by the lack of interest by the only sport psychology association in North America at that time, I formally petitioned NASPSPA to vote on addressing professional and practice issues in sport psychology. The results of this vote (Magill, 1984) indicated that NASPSPA would not address professional and practice issues in sport psychology.

The decision by NASPSPA not to address the professionalization of the field meant that the practice of sport psychology may continue to develop in a manner potentially harmful to the consumer of services and certainly harmful to the reputation of the field of sport psychology. Academic sport psychology was fairly well developed by this time in physical education, exercise science and kinesiology departments. Given the development of academic sport psychology and graduate programs in this area there was obvious concern that individuals with no formal training or educational experiences in sport psychology were calling themselves “sport psychologists” (Harrison & Feltz, 1980; Silva, 1984,1989a,1989b).

The Association for the Advancement of Applied Sport Psychology is Founded

On June 7, 1985 the formation of the Association for the Advancement of Applied Sport Psychology, was announced via mass mail out from The University of North Carolina at Chapel Hill. Email was not yet an option!

During this time I formulated the goals and mission of the association and contacted colleagues to serve on the first AAASP Executive Board. On October 4-6, 1985 AAASP was officially founded in Chapel Hill, NC. Meetings were held in Chapel Hill and during a work weekend at which the first Executive Board Meeting took place in Nags Head, NC. At the Nags Head retreat the Executive Board put together the structure of the association represented by the three focal areas: Intervention/Performance Enhancement; Social Psychology of Sport; Health Psychology. The Executive Board created the constitution and planned for the first AAASP conference during the Nags Head meetings.

Individuals from counseling and clinical psychology, exercise science, physical education and coaching all showed an immediate interest in AAASP. The response and interest from graduate students was also impressive. The membership represented the interdisciplinary nature of the field. By April 1986 AAASP had 187 members and had generated a buzz of excitement in sport psychology never seen before.

First AAASP Conference October 8-12, 1986

The momentum created by the announcement of AAASP continued with the first conference held October 8-12, 1986 at the Villas by the Sea Resort, Jekyll Island, Georgia. There were 214 colleagues registered and in attendance.

The speakers for the first conference were some of the top professionals in their respective fields:

Coleman Griffith Memorial Lecture
Bonnie Strickland – APA President-elect
University of Massachusetts

Health Psychology
James Blumenthal
Duke University

Social Psychology
Rainer Martens
University of Illinois

Intervention-Performance Enhancement
Donald Meichenbaum
University of Waterloo

Efforts to keep down the costs for members were vigorously pursued:
Advanced Conference Registration
\$75 for Members
\$45 for Student Members
Lodging – including all meals:
\$274.56 – 4 Night Package Single Occupancy

\$190.02 – 4 Night Package Double Occupancy per Person.

What a deal!

Membership Grows Through Commitment to a Common Core

The membership continued to grow after the conference and there was a 50/50 split between members affiliated with Exercise and Sport Science (169) and members from the field of Psychology (168). The remainder of the membership came from education, business, and medicine.

AAASP immediately struck a cord with those interested in the practice of sport psychology and colleagues conducting applied sport psychology research. Why did AAASP emerge so quickly? AAASP had a common core, clear direction and continuity in the pursuit of the central goals of the association. The membership was unified and there was a strong commitment by the Executive Board to advance the practice. Quite simply, the association addressed central concerns and issues shared by many colleagues who were actively practicing sport psychology.

AAASP Founding Goals

The founding goals created a bond between the Executive Board and the members and a spirit committed to advancing the emerging profession and the practice of sport psychology.

The goals AAASP was founded to achieve represent central and fundamental issues in the development of any legitimate profession:

Orderly Development and Advancement of the Practice of Sport Psychology
Embrace and Enhance the Interdisciplinary Nature of Sport Psychology
Establish a Certification Credential for Practice in Sport Psychology Specialization
Advance Development of Graduate Education and Training in Sport Psychology
Provide Significant Leadership Opportunities for Student Members
Be Member Driven - Service the Membership
Advance Job Opportunities for Practicing Professionals in Collegiate, Olympic and Professional Sports
Stimulate Applied Research - Establish a High Quality Applied Journal
Provide a “World Class” Conference for Members

In five short years the membership almost doubled tallying just over 600 in 1991. Unfortunately, many of the needs identified when I founded AAASP still exist today, twenty five years later.

Students are abuzz again expressing their frustration with the lack of graduate programs in sport psychology that provide the classroom and supervision experiences necessary to prepare them to competently *practice* sport psychology.

Questions constantly arise at conferences, in publications, on the internet, and in conversation regarding who can legitimately practice sport psychology.

Psychologists constantly remind exercise science colleagues of their limitations to practice any form of psychology. Exercise science professionals constantly remind psychologists that they should not morph their practice into sport which may be outside their area of training and competency.

The endless debate over exactly what title can a practicing professional use to describe their work drones on.

Is it the early 1980's prior to the founding of AAASP or is it today? Amazingly, it could be either the 1980's or today.

Do Not Confuse Blame With Personal and Collective Responsibility

AAASP was once a high velocity movement focused on the advancement of applied sport psychology. What Happened?

I will briefly identify some of the factors that have distracted the association from its common core and diffused attention from the central responsibility to advance the practice of sport psychology. Please do not confuse blame with personal and collective responsibility. The association has been distracted from the core issues that will move the practice of sport psychology forward by several superficial issues that have had no significant impact on either the association or the practice of sport psychology. Every member of the association can have a role re-energizing the association and in moving the association and the practice of sport psychology into the 21st century.

Loss of the Common Core

The reason AAASP catapulted into the forefront of sport psychology was due to the clear mission of the association: **ADVANCEMENT**. If we objectively evaluate the success of the association over the past twenty five years in accomplishing the founding goals of the association it is clear that many of the most important founding goals remain to be accomplished. I have placed a red check mark by the founding goals that the association has achieved over the past twenty five years.

- Orderly Development and Advancement of the Practice of Sport Psychology
- Embrace and Enhance Interdisciplinary Nature of Sport Psychology
- ✓ Establish Certification Credential for Practice in Sport Psychology
- Specialization
- Advance Development of Graduate Education and Training in Sport Psychology
- ✓ Provide Significant Leadership Opportunities for Student Members
- Be Member Driven - Service the Membership
- Advance Job Opportunities for Practice in Collegiate, Olympic and Pro Sports
- ✓ Stimulate Applied Research - Establish a High Quality Applied Journal
- ✓ Provide a "World Class" Conference for Members

Certification was developed and implemented within the first five years of the founding of AAASP. The other three founding goals that have been accomplished are extremely significant accomplishments and should be applauded. However the five founding goals that have not been addressed represent the fundamental issues that will provide legitimacy and authenticity to the practice of sport psychology. It is very troubling to see no significant advancement stimulated by AAASP in the area of graduate program development for the practice of sport psychology. No advancement in the turf battles over where a professional who wishes to practice should receive their education and training. No advancement in the use of title or even in the exact title that can be used by practicing professionals. No significant advancement in how professional teams and collegiate programs identify who is a properly trained sport psychology service provider.

Young professionals, do you want to be standing up here at a conference in 2035 and have the status of the practice of sport psychology the same as it is

today? What is it that prevents AASP from moving forward in SIGNIFICANT areas of advancement?

Presidential Disconnect

Unfortunately, the association has drifted over time and the intense commitment to the common core of the association and the very identity of the association has been compromised. I spoke at the 20th AAASP conference regarding the issue of “presidential disconnect” (Silva, 2005). Part of the early success of AAASP is attributable to the strong connection that existed between the first several presidents of the association. Each president supported the goals of the previous president(s) and if there were carry over issues that required closure the incoming presidents stayed on these agenda items rather than exclusively moving on to a new set of their own goals. *While new initiatives were started there was overlap and commitment to the completion and attainment of the goals in progress rather than a disconnection to the previous initiatives.*

A Reorganization of AAASP

The association was reorganized several years ago resulting in the elimination of the three focal areas of the association: Intervention/Performance Enhancement, Health, and Social Psychology. This reorganization resulted in significant operational and logistical problems for the Executive Board. While we should welcome meaningful reorganization and change this change slowed function and distracted the attention and energy of the elected officers from the central and reoccurring issues that confront the association and the field. *The association is just recovering from the chaos created from this poorly conceptualized and unnecessary reorganization.*

Changing the Association’s Name

An unnecessary action which removed the heart and soul from the association’s name – Advancement. This initiative generated further dissention in the membership and occupied the Executive Board for an extended period of time. Whether I use AAASP or AASP when participating in interviews has made no difference to the interviewer. When you Goggle AASP you get 28 acronyms. When you Goggle AAASP you get one other (American Association of Adaptive Sports Programs). Net gain 26 acronyms with the AASP abbreviation! What did the practice of sport psychology gain from the name change? We lost more time and drifted away from the meaningful issues. But we were doing something! Remember Time by Pink Floyd?

As a good faith gesture indicating a recommitment to the advancement of the practice of sport psychology, I challenge the current Executive Board to return the name of the association to its original form. ***The constitution should be amended so that the name of the association remains AAASP unless 100% of the fellows agree to a name change.***

Promotion of Self Interests

The association has been very inclusive to many people. AA(A)SP has provided more than a home to colleagues, it has provided a safe place to grow. This is particularly relevant for individuals who had little or no formal training and background in sport psychology. The association welcomed everybody from day one to come and learn about sport psychology and help with this ground breaking effort to establish a legitimate profession focused on the practice of sport psychology.

Physicist Len Fisher (2008) author of "Rock, Paper, Scissors: Game Theory in Everyday Life" states that unlike bees humans are not hard wired for cooperation. Humans have a tendency to act out of self interest rather than work for the common good. We tend to have difficulty parting with individual needs and focusing on the "commonwealth". In one example he notes that people still drive gas guzzling SUV's which has many levels of consequence for the driver, the environment and society in general. Me over We.

Many individuals have gained from their association with AA(A)SP. Those of us who have gained the most should show the greatest concern for the common good and the larger picture. It should not be about what can I get from the association or what can the association do for me.

As leaders of this association what have we done for the next generation of students and new professionals? Why are the same questions being asked that were asked in the 1980's? There is much we must improve upon. ***Our path to the practice of sport psychology need not be the path for future generations who pursue the practice of sport psychology.***

Nay Sayers

Motivated by self interest; the nay sayers are quick to point out that "We Are Not Ready". Were the Colonies ready to fight the British Empire in 1776? When do you really know if you are ready if you never try? It is 2010 soon to be 2011 and colleagues support not moving forward with the accreditation of graduate

programs specializing in the practice of sport psychology because it will create “Haves and the Have Nots”? Should “have not” programs be offering degrees to future practicing professionals in sport psychology? Do we have any agreed upon standards for training and practice in sport psychology?

Ten years ... nay 25 years have gone behind us. Nay sayers are a significant obstacle to the advancement of any meaningful entity. *There will always be some risk in advancing but risk is justified by a worthy cause.*

Lone Rangers

The Lone Ranger says “don’t look for AASP or APA or any other organization to help you...I did it so can you”. “I will keep practicing sport psychology on my own. If you want to practice sport psychology you need to get out there and do it yourself”.

Does this sound like the model in medicine, law, psychology?

Every practicing profession of note has at least one strong organization promoting that profession in every way possible. A healthy comparison is provided by simply looking at what athletic training has accomplished in the past twenty five to thirty years. Athletic training has advanced past other sport science specializations in delivering professional services by certified and licensed professionals. *Represented by strong and active professional organizations athletic training has created a voice that has advanced that profession in the same time frame that sport psychology has been in existence. Time. How do you use it?*

Lack of Emergent Leadership

There are two types of leadership in an organization:

- 1) Cultivated Leadership
- 2) Emergent Leadership

Cultivated leadership is developed by those in power within an organization. “Leadership pools” are identified from individuals in the organization who “have leadership potential”. These individuals are then afforded the opportunity to serve in various organizational positions and are often nominated for executive positions in the organization. Cultivated leadership promotes the status quo within an organization

Emergent leadership is the antithesis of cultivated leadership. People with drive, curiosity and vision emerge to lead an organization. These individuals are talented but not anointed from within the organization. Emergent leaders often step in and make significant changes once in a position of power.

Cultivated leaders are functional when an organization is highly successful and organization is fulfilling its goals and the goals of its members. The status quo seems to be working and the organization perpetuates itself through cultivated leaders.

A potential problem is that some organizations are insulated by the inbred environment of cultivated leadership. Leaders believe everything is going well and are told so by those who surround them in the hierarchy. Who will be the one to speak up and question the “successful” operation? Cultivated leaders are often slow to recognize problems in the system they have been groomed to perpetuate.

Peter Ueberroth in an interview with Newsweek (Newsweek, October 20, 2008) stated that integrity and curiosity are two essential qualities of a good leader. He notes that many leaders in organizations do not do a good job recognizing talent.

“I don’t look at resumes very long. I don’t want to know very much about where people graduated from college. Whether it is a state college or whether it is Harvard, the quality of people can be good out of both institutions. I think it is important to be able to recognize the talent in somebody.....and allow that talent to emerge.”

“There is value in crisis” You find out the capabilities, strengths and weaknesses of your leaders and your organization when in crisis. And a leader must assert him/herself particularly in a time of crisis.”

Unfortunately, many organizations fear emergent leaders. Many contemporary organizations and institutions including universities have a system in place that virtually prevents emergent leadership. Of course when the organization is in peril or is obviously failing an emergent leader is often brought in from outside the organization to “clean house”. Universities and other organization seek an emergent leader or a leader from outside the organization when in crisis.

I suggest that after twenty five years our association is near crisis and that the profession (practice) of sport psychology has been in crisis for several years.

If you think not, ask the students who pose the same questions every year regarding undergraduate major selection, graduate program selection, the need for certification and/or a license to practice, the need to find hands on consulting experiences in their graduate programs, the need to find an AASP certified supervisor so they can log consulting hours for their own certification.

Ask the young professionals who struggle to find a job in the field they love. How difficult it is to see the enormous job potential in collegiate and professional programs go untapped or even worse see jobs go to individuals who have personal contacts with these programs and organizations but who may not be qualified to practice. Once in the system they morph themselves into practicing sport psychologists – on the job training often without supervision or mentoring.

Do not bury your head in the sand because YOU are comfortable...your self interests are secure and protected. This is not about me it is about we.

Enlightened Leadership

How do we move from self interest and the protection of me to the concept of we? How does AASP get back to the fundamental mission of advancing the profession and the practice of sport psychology?

Google presents an interesting and successful model that seems to operate a little differently than the current AASP model.

Google, the name originated from a misspelling of the word "googol", the number one followed by one hundred zeros. A googol is the amount of information the search engine was designed to handle.

Google began in January 1996 as a research project by Larry Page and Sergey Brin when they were both Ph.D. students at Stanford University. They wanted to organize the world's information! Reasonable risk?

Their motto was and currently is: "If it doesn't exist we need to invent it". This is how new frontiers are discovered.

Our association often appears as if it operates in fear...we were not founded on fear...we were founded on the concept of **ADVANCEMENT** - breaking new ground. AASP needs to get away from focusing on why the association should not try something and get back to the AAASP spirit. **ADVANCEMENT!** The association needs to be a factor once again in moving this field forward.

Take some reasonable risks.

The association did not move forward with the 2001 Graduate Training Committee's (GTC) recommendation to initiate accreditation procedures with graduate programs designed to educate and train individuals interested in the practice of sport psychology (Silva, 2001a). The GTC identified programs that were willing to be pilot programs for this effort. Where would we be now if we started that process in 2001? Critical issues in the professionalization of sport psychology have been a focal point for years (Silva et al., 1999). I would rather take the risk and attempt meaningful advancement than not pursue a worthy initiative and thus never determine if the association could achieve a successful change.

In his classic book "Leadership" James MacGregor Burns (1978) suggests that a good leader creates change, is an agent of causation and moves groups toward a collective purpose unachievable without the unique transformational qualities a leader brings to the organization. Burns (1978) indicates that leadership requires action-behaviors that move an organization toward the achievement of important objectives.

It is said that an army of deer led by a lion will defeat an army of lions led by a deer. Leadership requires reasonable risk. When Washington crossed the Delaware and attacked the British he was cautioned by most of his advisors not to attempt such an attack. Washington believed the risk was reasonable and was perhaps a good opportunity to catch the British off guard and thinking much like his advisors that such a ploy was very unlikely.

Leadership requires vision. When Washington wintered over at Valley Forge with his troops he was only a two day horse ride from the comforts of his home. Many of his officers had returned home for the winter. Not Washington. He had the vision to realize that if the officers left so would the men and that it would be very hard to muster the troops back to fight in the spring. The cause could be lost by such a decision. Washington lived with the troops and used the winter to train them and improve their ability to fight the British. More importantly his

commitment to the cause and to his men resulted in great allegiance to Washington and a solidification of him as a legendary leader among his troops.

The Culture of Our Association Has Changed and it Can Change Again

The current mode of operation has not worked and will not work to advance the practice of sport psychology. Who among us can justify the status quo of AASP given the lack of advancement in three major areas of professional development?

1) Proper Preparation for Practice

The lack of the development and quality control of educational and training programs for professionals who wish to practice sport psychology.

2) Title

The inability to agree on the educational and training experiences required for the use of a controlled and legal title.

3) Jobs

The lack of organizational impact on institutions of higher learning, collegiate and professional organizations who seek the services of practicing sport psychologists.

A Model for Advancing the Practice of Applied Sport Psychology

The model that I propose today is simple. Although some will make it seem very complicated. What I propose today is doable. Yet it has not been done in sport psychology over the past fifty years. The model that I propose is by de facto happening already. The question is will Exercise and Sport Science play a formal role in the qualifications of future practicing sport psychologists?

Silva (2001b) predicted a decrease in the graduate programs in sport psychology in the USA. In his AASP Presidential address Roberts (2009) documented the loss of sport psychology programs in major research institutions in the USA. The attempt by sport psychology graduate programs to do a little bit of everything has not resulted in strong well developed research or applied programs in most cases. Exercise and Sport Science departments can play a vital role in training professionals to practice sport psychology and they can also provide research opportunities to those individuals interested in teaching and research in

sport psychology. These programs however, must move away from the concept that they can “do it all” before all specializations in sport psychology perish.

Research and practice programs can co-exist by allowing the terminal degree with specialization in sport psychology to be a research degree and by creating and developing a new specialized masters program that focuses on the practice of sport psychology. Rather than competing or offering mediocre sport psychology programs that are too diverse sport psychology programs can thrive and can make a meaningful contribution to both the practice and the academic discipline of sport psychology.

AASP needs to establish educational and preparation standards for future practicing professionals. After twenty-five years there is no bar regarding the necessary educational and training experiences for one to practice sport psychology. There is no working model.

Preparing Professionals to Practice Sport Psychology

I propose the following model and challenge the Executive Board of AASP to either adopt this model or develop a better model that will address educational, training and title issues in the *practice* of sport psychology. This model would be put in place to impact future practicing sport psychologists. A grandparenting program may be required to address current practicing sport psychologists who wish to use the legal title proposed.

Undergraduate Requirement

Any student interested in practicing sport psychology would be required to have a double major as an undergraduate. The double major would be in EXSS (or a similar title such as Kinesiology etc.) and psychology or counseling psychology. This double major would develop an appreciation for the interdisciplinary nature of sport psychology during the early educational experiences of future professionals and will significantly contribute to an appreciation of both disciplines. Most importantly, this double major will provide future professionals with the foundational information needed in both fields to properly prepare them for their graduate education experiences. An undergraduate track in sport psychology should be developed similar to what has been done in athletic training and sports administration.

A New Specialized Masters Track: Professional Practice in Sport Psychology

Exercise and Sport Science departments have the optimal environment to develop a specialization at the master's level that focuses on the practice of sport psychology. EXSS departments often have established relationships with the athletic department at their university or college. By employing a model similar to athletic training and sport administration sport psychology could establish clinics that would provide young professionals specific course work in applied sport psychology and would include a series of structured and supervised hands on practical experiences. These hands on experiences would provide observation of practice and actual practice with an athlete that eventually is conducted by the master's student. The consulting work would be conducted specifically with student-athletes and would be supervised. This clinic model was successfully employed at The University of North Carolina – Chapel Hill for over twenty years.

These AASP accredited master's programs would be required to offer a curriculum that would prepare students for the AASP certification credential upon graduation. By creating AASP accredited professional programs at the master's level young professionals would receive an important credential as part of their formal educational and training experiences.

Terminal Degree in Counseling or Clinical Psychology

Future young professionals who wish to practice sport psychology would apply to counseling or clinical psychology programs for their terminal degree. This educational and training experience would prepare the young professional to practice sport psychology using the legal title "Sport Psychology Consultant". Organizations such as AASP and APA would work together to petition states to recognize this new legal title that would require specific educational and training experiences. I offer the title Sport Psychology Consultant in an attempt to avoid further turf battles between practicing professionals. This title would accommodate colleagues with both counseling and clinical degrees. We need to find common ground that will allow the field to move forward. The ME orientation exemplified in turf battles has done little to advance the practice of sport psychology over the life of AA(A)SP.

Our past should not hold back our future. As I previously noted, our path to sport psychology need not be the path of future professionals. I understand that many will be concerned that they may not be able to get into the field because getting accepted into a terminal degree program in counseling or clinical may be difficult. I think everyone understands that this hurdle exists in all professions. It is not easy to get into dental, law, or medical school. Some individuals will

continue to practice sport psychology and will use other titles. That has been the case since the start of sport psychology and the model I offer is not designed to stop that probability. The model that I offer will advance the practice of sport psychology and will provide a legal title to those who are able to meet the criteria for practice.

Change How AASP Does Business

Cooperative Co-existence between EXSS and Counseling/Psychology

The model offered in this presentation requires cooperative co-existence within EXSS programs and between EXSS programs and counseling and psychology programs. Terminal research degrees in EXSS, and EXSS master's degrees focused on the practice of sport psychology would contribute related yet different educational experiences to future professionals. This model requires very little change from within EXSS departments since many departments currently attempt to provide experiences in both areas. Many departments may not be able to provide both experiences in the model I have presented. The professional practice master's track in sport psychology would be a very well developed sequence of course work and practical experiences that would require a program two years in duration. This master's track would be a focal point in the department requiring a critical mass of core faculty who would be AASP certified. This fact should not be used as an argument against the model, it is in fact one of the strongest arguments in favor of the model. It is time that the field has well developed practice programs that prepare professionals for consulting work specifically with athletes, coaches and teams. If individuals wish to consult in other area of performance excellence such as music, theatre, the business world additional specific course work that would prepare the practioner for work with these groups would be required. We need to move toward providing training and experiences for practioners in various the areas of performance excellence and not assume that the concerns of every performer or the culture of every performance group are similar.

The model presented also requires a cooperative co-existence between EXSS and the fields of counseling and psychology. By having a sport psychology master's program in EXSS that prepares the professional for AASP certification EXSS programs will continue to play a central role in the development of practicing sport psychologists. The model also provides recognition that EXSS programs have not and will not be in a position to properly educate and prepare

professionals in the broader areas of counseling and psychology. EXSS programs are not suited to prepare a professional for securing a license to practice counseling or psychology. As we have all witnessed over the past five years many practice positions in sport psychology within collegiate athletic departments and with the United States Olympic Committee require a license in counseling or psychology. This trend will continue and individuals without this credential may be able to still practice in the field of sport psychology but will not be eligible for jobs requiring a license.

As the major applied sport psychology association in the world AASP should be in a leadership position by advancing models that develop the profession of sport psychology. The model I have presented requires minimal change in EXSS or counseling/psychology programs yet provides an excellent platform for creating a licensed sport psychology consultant. Again, I challenge the current Executive Board to implement this model or develop a better model that accomplishes the objectives of an interdisciplinary education which provides experiences leading to both AASP certification and a license to practice as a counselor or as a psychologist.

Create A Paid Executive Branch in AASP

AASP hired a management team several years ago so that the officers of the association could focus their energies less on management and logistics and more of the development and advancement of the field. A considerable amount of membership money is dedicated to the management team. While the management team has taken a notable workload off of the Executive Board the association still finds itself using volunteers who have full time jobs (often faculty positions at universities) in Executive Board positions. In addition to the multiple responsibilities these individuals fulfill, the workload involved in managing the various facets that make AASP function consumes a considerable amount of planning and meeting time. Thus little time is left for addressing major conceptual issues that have lingered as unfulfilled goals of the association for twenty five years. To address this matter and to really place the association into the 21st century I propose that the association create paid executive branch positions within the organization that will be focused on specific goals that have gone unfulfilled.

These goals are:

- 1) Graduate Education Program Development and Proper Preparation for Practice in Sport Psychology.

- 2) Securing the legal title: Sport Psychology Consultant.
- 3) Job Facilitation. Creating a direct connection between AASP and the entities that have an interest in hiring sport psychology consultants such as collegiate athletic departments, the USOC and professional sport organizations such as Major League Baseball, the National Basketball Association, the National Football League etc.

Paid Executive Positions

A Chief Executive Officer

This individual would be the point person for moving forward with the three major goals identified above. This person would oversee all professional functions and initiatives related to advancing the practice of sport psychology. This person would hire and dismiss other paid executives and would be accountable for the performance and goal attainment of other executive hires.

Vice President for Professional Advancement

This individual would be the association's person "on the ground". This individual would represent the association in direct contacts with professional league and sport executives, and would provide a direct interface between the association and Olympic and collegiate administrators. In addition this person would be in direct contact with the APA and other professional, state government, sport and legal entities. The vice president for professional advancement would also provide a direct connection with colleges and universities assisting with the accreditation process and with the development of the professional practice track in sport psychology master's degree program.

Public Relations Manager

While the association currently employs a public relations firm a comprehensive review of this entity should be completed by a public relations manager. Specific performance goals need to be evaluated and set in order to maximize this paid service. AASP certified consultants should be the primary source of information for producers of major news and sports events for national, regional and local networks. How many AASP certified consultants have we viewed on the Today Show, Good Morning America, The Early Show, ESPN, Outside the Lines? Yet these national news and sport programs regularly cover events that address the sporting world from a psychological perspective.

The public relations manager would ensure that news media covers the annual conference and that wire releases are sent out locally, regionally and

nationally promoting the annual conference. The major and keynote speakers at the conference should be provided at least regional media interviews. Significant research findings that will be presented at the annual conference should be sent out via wire release pre and post conference. This model has been successfully used by APA, the American Medical Association (AMA), and many other major professional and research organizations for decades. The annual conference is a prime time to promote and expose the public to AASP and provide positive exposure to the field of sport psychology in general.

No One Told You When To Run

Yes, twenty five years is a long time. So much has changed in our world. Will the leaders of AASP use this presentation as a launch point or will this just be another interesting read in the annals of sport psychology? What will it take to start an initiative that turns this field into a true profession?

And then one day you find ten years have gone behind you.
No one told you when to run. You missed the starting gun.

The starting gun was sounded twenty five years ago. And the sound still echoes. Do you not hear it?

“ Only those who will risk going too far can possibly find out how far one can go.” T.S. Eliot.

REFERENCES

Burns, J. M. (1978). *Leadership*. New York, NY: Harper & Row, Publishers.

Eliot, T.S. BrainyQuote.com. Retrieved March 7, 2011, from BrainyQuote.com Website:<http://www.brainyquote.com/quotes/quotes/t/tseliot161678.html>.

Fisher, L. (2008). *Rock, paper, scissors: Game theory in everyday life*. New York, NY: Basic Books.

Harrison R., & Feltz, D. (1980). The professionalization of sport psychology: Legal considerations. In W.F. Straub (Ed.) *Sport Psychology: An Analysis of Athlete Behavior (2nd Ed.)*. (pp. 26-34), Ithaca, NY: Movement.

Magill, R. (1984, Fall). President's message. *North American Society for the Psychology of Sport and Physical Activity Newsletter*, p.1.

Roberts, G.C. (2009). Is there a crisis in sport psychology, and how does it affect AASP? *AASP Presidential Address, Association for Applied Sport Psychology Annual Conference*, Salt Lake City, UT.

Silva, J. M. (1984). The emergence of applied sport psychology: Contemporary trends -future issues. *International Journal of Sport Psychology*, 15, 40-51.

Silva, J. M. (1989a). Toward the professionalization of sport psychology. *The Sport Psychologist*, 3, 265-273.

Silva, J. M. (1989b). Establishing professional standards and advancing applied sport psychology research. *Journal of Applied Sport Psychology*, 1, 160-165.

Silva, J. M., Conroy, D. E., & Zizzi, S. J. (1999). Critical issues confronting the advancement of applied sport psychology. *Journal of Applied Sport Psychology*, 11, 163-197.

Silva, J. M., (2001a). Sport psychology graduate training committee: Final report. *Association for the Advancement of Applied Sport Psychology*, September 25.

Silva, J. M. (2001b). Future directions in sport psychology. In R.S. Singer, C. Janelle, and H.Hausenblaus (Eds.), *The Handbook of Sport Psychology*. New York, NY: John Wiley & Sons.

Silva, J. M. (2005). It was Twenty Years Ago Today: Reflections on the Founding of the Association for the Advancement of Applied Sport Psychology and the Future of Applied Sport Psychology. *Association for the Advancement of Applied Sport Psychology*. Vancouver, B.C.

Ueberroth, P. (2008). A Business Champion. *Newsweek*, October 20, 2008.

Author's Notes

1. Larry Goldberg is Chief Executive Officer of Vanderbilt University Hospital, Nashville, TN.

2. Author's personal correspondence on September 29, 2010 with Tyler Krupa American Psychological Association (APA) manuscript editor regarding proper citation of the association's title pre and post name change. Any reference to the association, it's activities, and reference to work published prior to the 2007 name change should be cited as AAASP to be historically and technically accurate. Any reference to the association, it's activities, and reference to work published post the 2007 name change should be cited as AASP to be historically and technically accurate.

3. The audio of Time was played concurrent with a slide show that connected the lyrical content of the song with phases of the association's development and the phases of the author's life.