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PRESIDENT'S MESSAGE¹

The Search for "Social Indicators"

"Social science leaders in the Capital and elsewhere are keenly interested in the concept of "social accounting" which is being discussed these days not only in connection with various statements made about "social indicators" but in relation to a specific bill proposed by Senator Walter F. Mondale (D-Minn.)" according to Michael Amrine, Editor of The Washington Report.

Senator Mondale, who occupies the Senate seat formerly held by Hubert H. Humphrey, has taken keen interest in the behavior and social sciences and has introduced a bill, "Full Opportunity and Social Accounting Act of 1967", to establish a Council of Advisers. Co-authored by several Senators from Maine to Hawaii, and including a Kennedy from Massachusetts, "the Mondale proposals, which have been favorably discussed by commentators of quite contrasting views, proposed a Council of Social Advisers, first of all, "which would compile and analyze social statistics, devise a system of social indicators, help develop program priorities, evaluate the effectiveness and impact of our efforts at all levels of government, and advise the President in the establishment of national social policies."

"Then it "would require the President to transmit to Congress an annual report on the state of the Nation's social health. . . ."

"Further the Mondale bill would provide "for a joint committee of Congress to review the President's annual report on the state of our social health, just as the Joint Economic Committee exercises oversight responsibility in economic matters."

¹The Editor was unable to obtain a message from the President for this issue, but did the next best thing, he obtained a report from Washington. After the first paragraph and the first sentence of the second paragraph, The President's Message is a direct quotation from the leading article in Vol. III, No. 2, February-March, The Washington Report.

"Experienced observers do not believe this bill has any chance of passage into law in the next year or two. However, the discussion it will promote will be worth while, and various agencies, including the White House, may in fact set up some such council without any law. Or they may move, and in some cases are already moving towards this kind of report in some areas.

"Washington Report readers may remember that the Reuss Committee (The Research and Technical Programs Subcommittee of the House Committee on Government Operations) sent out a questionnaire relative to its consideration of a bill to set up a National Social Science Foundation. In the personal response sent by APA Executive Officer Brayfield, it was suggested that the Federal Government should establish a Council on Human Resources somewhat similar to the President's Council of Economic Advisers.

"This proposal and Senator Mondale's proposal, of course, relate to similar interest in better study and reporting of matters in the realm of social welfare. From Senator Mondale we have received word that a proposal described by Arthur H. Brayfield as an annual report from a Council of Human Resource Advisers is "precisely" what is meant by Senator Mondale, and that Senators Harris and Mondale agree that their two pieces of legislation are in many ways complementary.

"A reprint from the Congressional Record of February 6, the day on which Senator Mondale introduced his bill, describes the need for better social indicators and states that "social scientists believe it is entirely possible" to improve upon present statistical data collection and analysis.

"All this discussion owes a debt to recent conferences of social scientists and numerous communications on the subject of social indicators and particularly to the book, Social Indicators edited by Raymond A. Bauer (APA) and published by MIT Press in 1966.

"In response to a directive from the President, Secretary John W. Gardner has established a panel on social indicators in HEW.

"The theme of social indicators is also related to the

current drive in the Capital to apply cost-effectiveness analysis to social betterment programs. Both these themes have stimulated controversy and hard-fought battles within or near government agencies. "Systems men" from the Defense Department were influential in the early stages of the poverty program, and the systems approach is being tried in many programs of HEW, including health. Such an approach generally deals with specific programs in economic terms--"x" dollars spent on early detection of uterine cancer will save "y" years of human lives, at a saving to society of "z" dollars, i.e., society would save the dollars which would have been spent in futile efforts at repair and lost in contribution to the national product. By the same calculations a program to work on the arteries of men over 75 would be shown to result in a much lower relative benefit to society. Business Week (January 21, 1967) characterized this as "Putting a Dollar Sign on Human Lives," a headline which made top Public Health Service officials wince. Nonetheless, the headline is essentially true and the concept becomes more palatable if the expression is reversed: "Saving the Most Human Lives Per Dollar." This goal, of course, is one each health facility works on each day, and a money-life formula is implicit whenever a hospital allocates a major amount of money--for a new children's wing--or for an artificial kidney program.

"The social sciences will be more and more involved in these related programs and conceptual systems, because increasing efforts will be made to go beyond economic-effectiveness-as-related-to-cost. One can relate a program to unemployment or deaths at birth, but can one measure social progress in other salients--participation in politics, pride in community or citizenship, increased egalitarianism? What other kinds of effectiveness can be measured? we are asked.

"The demand for "program evaluation" is a perennial cry in Washington--as it often is elsewhere in the world--but there is a special edge to it this year. It would be ironic but not without resemblance to past history, if in this year of budget cuts we could hear a great increase in talk about new findings in social science and the need for even more social research--and on the other hand we would find that the cry for budget cuts had once again struck hardest and first at the social sciences.

"The current discussion in Congress, however, seems headed favorably for us the other way, with several well-informed leaders of both Houses quite interested in giving social or behavioral sciences a far greater place in government policy and operation."

OFFICIAL DIVISIONAL BUSINESS

Minutes of Executive Committee Meeting

January 6-7 1967

Detroit, Mich.

Present: Dunnette, Ash, Stagner, Bass, Owens, Seashore, Jurgensen, Perloff, Naylor, Bray, Vroom, Boulger, McPherson, Guion, Uhlaner, Smith, Keenan, Prien, and Meyer.

Absent: Mahler, Brenner, and Henry.

Secretary-Treasurer Report

The Division 14 treasury showed a balance of \$1,690.97 at the end of 1966. This is about one-half the balance at the end of 1965, and about one-third the balance at the end of 1964, reflecting an increase in Division activities over the last few years. The increased assessment approved by the membership at the September 1966 meeting should put the Division in good shape financially. (Division 14 had not yet been credited with the dues and assessment payments made by the members in the last quarter of 1966.) The balance on hand in the CATTELL FUND at the end of 1966 was \$3,880.11.

Division 14 now has a total membership of 1,019 which includes 248 Fellows, 666 Members, and 111 Associates.

Nomination ballots, which are customarily included in the November, 1966 edition of the Division 14 Newsletter, The Industrial Psychologist, have been delayed in reaching the membership because of unanticipated difficulties encountered in printing the newsletter. These should reach the membership within the second week of January.

Education and Training Committee

The chairman, Dr. Jim Naylor, submitted a rough draft of an intended position paper for Division 14 regarding the Masters degree in industrial psychology. This was discussed at some length by the Executive Committee. Some of the major issues which came up in the discussion were:

- (a) The definition of the role, function, or purpose

- of the Masters level degree in psychology:
- (b) The relationship between the Masters degree and a professional degree at Ph.D. level in psychology;
- (c) The proliferation of special degrees, such as the MBA, MEd, MMus, etc. -- should there now also be a MPsy degree;
- (d) Problems of quality control;
- (e) The discrepancy between the objectives of many educators who are training psychologists and the felt needs of industry for trained people.

After much discussion, the consensus of the Executive Committee was that there should be a Masters degree in Psychology to provide for at least two kinds of personnel needs in industry: (1) technicians, who can administer needed programs such as personnel testing, attitude surveys, market surveys; and (2) psychologically trained people who will serve as more sophisticated Personnel specialists than many who are now performing this function in industrial and government organizations. A motion was passed directing the Education and Training Committee to continue to work on this problem. Dr. Naylor felt that his committee could have a more complete and finalized draft of this proposed position paper ready for review of the Executive Committee at the June, 1967 meeting.

The E&T Committee also completed a survey of those Division 14 members in academic positions, focusing on demographic and related characteristics of this population. The results of this survey, which should be valuable for those who are counseling students interested in the field of industrial psychology, will be summarized in the March, 1967 issue of The Industrial Psychologist.

Fellowship Committee

Dr. Bray reported that his committee had received only two nominations for Fellowship to date. Plans are being made to solicit additional nominations from the membership. Problems relating to qualifications for Fellowship were discussed at some length, especially with regard to APA's interpretation of "outstanding professional contributions." Our past experience has shown that it is almost impossible to obtain approval for a candidate who does not have a rela-

tively large number of research publications to his credit. Other kinds of contributions are evidently difficult to appraise objectively. It was reported that the APA Fellowship Committee is cognizant of this problem and working on it.

A needed change in the Division 14 by-laws was called to the attention of the Executive Committee to clarify a statement referring to self-nomination of candidates for Fellowship. The APA by-laws do not permit self-nomination, yet the Division 14 by-laws indicate that a member can nominate himself. The Fellowship Committee was instructed to draft a suggested re-wording of the by-laws of Division 14 to make them consistent with APA requirements.

Membership Committee

Dr. Vroom reported that his committee had met to consider possible changes in the wording of the present by-laws regarding membership requirements. This was in response to the discontent expressed by some members at the September, 1966 business meeting regarding membership requirements. A suggested new wording of the by-laws was presented to the Executive Committee for approval. The proposed new wording eliminates the requirement of "full-time activity in industrial psychology" and substitutes a statement to the effect that "the professional activity of the applicant be related to the purposes of the Division." The Executive Committee approved the new wording and voted to submit this suggested change in the by-laws to the membership for ratification in September, 1967.

The Membership Committee had also discussed the possibility of establishing a special category of membership, Affiliate Status, for persons who could not qualify for, or did not wish to join APA, but who might be interested in and make important contributions to the Division of Industrial Psychology. Such a practice is consistent with APA by-laws and is currently used to advantage by Division 9. The Committee felt that such a status might prove attractive to the ever increasing number of Ph.Ds who are graduates of the interdisciplinary Behavioral Science programs administered by many schools of business administration. The Executive Committee instructed the Membership Committee to consider this matter in greater depth and to draw up a suggested formal definition of this category of membership.

Newsletter

Dr. Boulger, The Editor, reported that an unanticipated delay in the production of the November 1966 issue of the Newsletter was attributable to the fact that the printer went out of business in the middle of the job. Arrangements have been made to complete the job, however, so that the Newsletter should be mailed within the next week, approximately one month behind schedule. Dr. Boulger also reported a critical need for articles for future editions of the Newsletter.

Professional Affairs Committee

Dr. McPherson reported that his committee was studying the past activities of this committee with the aim of drawing up a formal statement of its mission. They also intend to formulate a recommended strategy for handling unethical practices complaints and other matters which routinely come before this committee.

Program Committee

The Chairman, Dr. Guion, reported that APA had allotted Division 14 twenty-six hours of program time at the annual convention in September, 1967. Since this is the 75th anniversary year for APA, all Divisions have been cut 10% in program time to provide for special anniversary presentations and activities. Dr. Guion felt that we would be able to accommodate additional programs of interest to Division 14 members by scheduling joint sessions with other Divisions. This committee is also considering the possibility of including programs of historical interest in keeping with the anniversary theme of this APA meeting.

Since a "Proceedings" of APA meetings is now being published, the Program Committee considered the possibility of requiring that all papers be submitted in their entirety, suitable for publication, when they are sent in for consideration. The Executive Committee voted to implement this procedure if it is possible. It was agreed that the membership should be notified of this new requirement immediately.

Several ideas for programs were suggested and discussed, including: industrial psychology in the future; studies in the industrial-social area, perhaps in conjunction with Division

8; studies of monotonous work -- reducing apathy, etc.; and a possible speech by a high level government economist involved in manpower planning and projection.

Public Relations Committee

Dr. Uhlaner submitted a draft of a revised edition of The Psychologist in Industry for review. Members of the Executive Committee were asked to read the draft carefully and to submit suggestions for revisions, especially with regard to content. The Executive Committee recommended that the draft also be submitted for comment to representatives of other APA Divisions that might be concerned with the subject matter covered. A finalized edition of this proposed booklet will be prepared and sent to Executive Committee members at least one month before the June meeting so that approval might be granted at that time for proceeding with the production.

Scientific Affairs Committee

Dr. Pat Smith reported that the primary efforts of this committee have been directed toward the administration of the Cattell Award, since there has not yet been an opportunity to meet as a full committee. An announcement of the Cattell Award for 1967 has been printed. Dr. Smith called to the attention of the Executive Committee an error in the copy of this announcement: The fact that entries and inquiries were directed to Dr. Smith rather than to the Secretary of Division 14, as called for in the regulations regarding this award. The Executive Committee voted that the announcement should not be reprinted, but sent out with the error, since Dr. Smith will not be a judge of the entries, and therefore anonymity will not be jeopardized.

Several issues regarding administration of the Cattell Award were discussed, including: (1) the question of whether or not entries should be limited to members of Division 14 -- (the consensus here was that we should welcome contributions from anyone, regardless of Division membership); and (2) the need for the Scientific Affairs Committee to take more positive action in soliciting support for carrying out the award winners' projects.

The Executive Committee suggested that in the future

when winners of the Cattell Award are notified of their achievement, a formal offer should be included to help them get support for carrying out their research. It was also recommended that future announcements of this award should indicate that winners will be notified before the Annual Meeting of the APA and that awards will be presented at the Business Meeting of Division 14. Members of the Executive Committee were strongly urged to stimulate as many Cattell Award entries as possible, since the number entering the competition last year dropped off rather markedly from the previous years.

Special Interests Activities Committee

Dr. Keenan reported that his Committee decided to focus their efforts for the year on some specific problem or interest area. They have considered, for example, focusing their attention on providing for the interests of people working in the International field. If this topic is selected for special attention, they have considered: (1) establishing a formal group of psychologists interested in the International field to suggest ideas for activities or special programs on the subject; (2) establishing an Affiliate membership category in Division 14 for psychologists in other countries; (3) the establishment of a journal for publishing international studies in industrial psychology; and (4) arranging to bring industrial psychologists from other countries to the United States to visit universities, industrial, and government agencies where industrial research programs are being carried out.

Workshop Committee

Dr. Prien reported that while the 1966 workshop program was a success financially, the participants' evaluations of the program were somewhat less positive than they had been in previous years. While the majority of the participants expressed approval of the sessions, there were more negative comments than usual. The negative comments did not always suggest remedies, unfortunately, since they were often conflicting. One complained about practice which Dr. Prien acknowledged the Workshop Committee could remedy was their past leniency in registering applicants in excess of the stated limits. A stricter policy will be followed this year.

A review of the Workshop programs from 1958 to the

present has been prepared and will be sent to the Editor of the Newsletter for possible publication. Dr. Prien also reported that his committee is preparing a set of instructional Guidelines for leaders of workshops to insure that each gets consistent instructions. Increased emphasis will be placed on the recommendation that leaders prepare and distribute study materials ahead of the meeting so that participants will have an opportunity to do some thinking about the subject matter before attending.

The 1967 Workshop program will be held at the Hotel Willard in Washington, D.C. There will be six workshops. A number of topics and possible leaders are being considered, but the program has not been finalized as yet.

Other Items

An Ad Hoc Committee was established by Dr. Dunnette to consider sources of scholarship money for students majoring in industrial psychology. Since this committee had not yet had an opportunity to meet, they had nothing to report. The Committee is being co-chaired by Henry Brenner and Ed Henry.

Dr. Dunnette reported that Dr. Norm Vincent had volunteered to conduct a salary survey of Division 14 members. The Executive Committee voted (1) to authorize Dr. Vincent to carry out this survey and (2) to offer to provide any financial assistance he might need for the purpose. Executive Committee members were asked to submit ideas to Dr. Vincent regarding the kinds of data he might seek from respondents in this survey.

The suggestion was made by a past president of Division 14 that the elected members of the Executive Committee (officers, Representatives to Council, and Members at Large) should hold a separate meeting to consider broad issues facing the Division that might not be the concern of any of the present Committees. It was voted to hold such a meeting immediately preceding the June meeting of the entire Executive Committee.

The next meeting of the Executive Committee will be held on June 1 and 2 in Detroit.

Respectfully submitted,

Herb Meyer
Secretary-Treasurer

NEW DIVISION 14 MEMBERSHIP REQUIREMENTS

Albert S. Glickman
American Institutes for Research

These are the revised requirements for Associate and for Member Status in Division 14 adopted at the Business Meeting on September 4, during the 1966 APA Meeting:

1. Members of this Division shall have met the standards set forth for Members in the APA Bylaws, with the additional stipulation that they shall be presently engaged in full-time research in, or teaching of, and/or practice in, industrial psychology, and must have been so engaged for at least one year prior to application. These functions may be performed in a private business or industry, in an educational institution, in a consulting firm, in a Government agency, in a public service, in a foundation, or in self-employment. Such Members shall be entitled to the rights and privileges of the Division without restriction. The designation Member as used in these Bylaws shall be deemed to include Fellows, except where there is an express provision to the contrary.

2. Associates of this Division shall have met the standards set forth for Associates in the APA Bylaws, with the additional stipulation that they shall be presently engaged primarily in professional or graduate work in the field of industrial psychology. Associates may not vote or hold office in the Division, but shall be entitled to all rights and privileges of the Division not specifically denied them by these Bylaws.

The Division wants to bring into the fold all qualified psychologists in APA who are actively engaged in activities that contribute to industrial psychology. The changes in the membership requirements and application procedures are designed to bring us closer to that goal.

The principal changes affect applicants for Member status. They will make the endorsement procedure more realistic and meaningful with your help.

Until now, a Member applicant had to have the endorsement of two Division 14 Fellows, exclusive of his supervisor, including one outside of his own organization. There are only about 250 Fellows in Division 14, whose ranks are being augmented slowly relative to the growth rate for APA as a whole, and whose geographical dispersion does not match that of the prospective Members. Many worthy applicants have been experiencing major difficulty in finding Industrial Fellows who can speak in their behalf on the basis of reasonable familiarity with their professional activities and performance. As indicated above, a broader representation of eligible endorsers has been established, with somewhat less emphasis on status and more emphasis on knowledge of the applicant.

To help assure that the interest and experience of the Member applicants are relevant, the instructions now state that he must be engaged full-time in the various kinds of functions in research, teaching and practice that relate to industrial psychology and has been so engaged for at least one year prior to application. This will also provide endorsers with a more consistent and relevant frame of reference.

Hence, it is important that you complete the Endorser's Statement with candor, objectivity and specificity. The Membership Committee, psychologists like yourselves, are no better equipped than any of you to use a crystal ball to fill in the blanks or read between the lines. Your Membership Committee and Executive Committee must rely on the endorsers' statements in making recommendations on applicants to you, the membership of Division 14. Your judgments as endorsers determine our judgments.

If you feel a person ought to be a member of our company of peers, say so and say why. If it is your judgment that his

or her identification with Division 14 would not reflect credit on you as an endorser and as a member of the Division, be forthright. If you do not think that your knowledge of the applicant is sufficient to offer a judgment, do not tell us; tell him.

We believe that the new requirements and procedures will make it easier for the Division of Industrial Psychology to bring into the fold many more highly qualified and professionally motivated psychologists-with your help. Go forth with fervor and bring them in. If you need help, contact any of the Membership Committee whose names are listed on the inside back cover of TIP, or the Chairman at the following address:

Dr. Victor H. Vroom, Chairman
Division 14 Membership Committee
Carnegie Institute of Technology
Schenley Park
Pittsburgh, Pennsylvania 15213

ANNOUNCEMENTS OF INTEREST

The American Board of Examiners in Professional Psychology has announced the award of its diploma in industrial psychology to the following members of Division 14:

Philip Ash
Claude J. Bartlett
John D. Drake
Andrew J. DuBrin
Alvin J. Rosenstein
Arthur I. Siegel

This brings the number of Diplomates in Industrial Psychology to 184. Of these 184 awards, roughly one third have been made on the basis of written and oral examinations, in addition to the requirements of training, experience, and endorsements, and two-thirds have been made to senior members of the American Psychological Association and the Canadian Psychological Association.

¿ Habla Espanol?

The Central University of Venezuela is interested in a person to develop a graduate training program in Industrial Psychology. The Candidate, who must be able to speak Spanish, would not be a regular member of the staff but would, in effect, be a consultant. The successful candidate would be hired on a one year contract, which could be renewed for a second year. The salary offered is \$1,000 per month, free of Venezuelan taxes. Round trip transportation would be provided for the successful candidate and his family.

As one who obtained almost half of his post-doctoral work experience in Caracas, where the University is located, I would like to encourage any qualified persons to apply. Caracas is no longer the "delightful, sleepy City of Red Tiled Roofs" as tourist brochures many years ago described it, but rather a fascinating, cosmopolitan city. The need is great for well trained psychologists, and this surely would be a challenging job.

For further information, one should write:
Dr. Edmundo Chirinos, Director
Universidad Central de Venezuela
Caracas, Venezuela

For tourist minded psychologists, perhaps I should mention that Caracas "City of Eternal Spring" has what many people consider the most beautiful climate in the world.

J.B.

SOME ADDITIONAL COMMENTS ON THE NEW JOURNAL FOR FUNDAMENTAL RESEARCH IN APPLIED PSYCHOLOGY

James C. Naylor

In an earlier issue of TIP there was a short announcement of the fact that a new journal was being created which would publish manuscripts dealing with fundamental and theoretical issues in applied psychology. Because a large number of people expressed an interest in more information, and because those who helped found the journal did so in the belief that applied psychology desperately needed such a journal, it seemed desirable to provide Division 14 members with more detailed information about the journal and its structure.

The title of the journal is Organizational Behavior and Human Performance. The following psychologists are members of the Editorial Board and serve as referees on all manuscripts:

J. Stacey Adams	John L. Kennedy
Bernard M. Bass	Samuel Messick
Gordon M. Becker	Warren T. Norman
Warren G. Bennis	Cameron R. Peterson
Marvin D. Dunnette	Irwin Pollack
Ward Edwards	Lyman W. Porter
Leonard W. Ferguson	Leonard G. Rorer
Edwin A. Fleishman	John W. Senders
Robert M. Gagne	Patricia Cain Smith
Robert Glaser	Victor H. Vroom
Robert Guion	Karl Weick
Mason Haire	Robert J. Wherry, Jr.
William C. Howell	

George E. Briggs serves as Associate Editor and James C. Naylor is currently serving as Editor. The journal is published quarterly by Academic Press, with each issue running about one hundred pages. Examination copies will be provided free of charge. These copies, as well as subscriptions, may be obtained by writing to:

Office of the Publishers
Academic Press, Incorporated
111 Fifth Avenue
New York, New York 10003

The editorial policy of the journal is to publish manuscripts which deal with fundamental and/or theoretical issues concerning human behavior in realistic task environments. In a sense, we would like to serve the same function for applied psychology that the Psychological Bulletin and Psychological Review perform for the more basic areas of psychology. Articles do not have to include data if they are theoretical in nature, but empirical studies dealing with critical issues in human performance are also welcome. Length of a manuscript is not a critical variable. We encourage authors to not sacrifice relevant information to conserve space.

Perhaps a listing of the table of contents of the first two issues will clarify what we have in mind better than anything else.

Volume 1, Issue 1, September 1966

J. C. Naylor and G. E. Briggs, Statement of Editorial Policy
W. E. Scott, Jr., Activation Theory and Task Design
D. Schum, Prior Uncertainty and Amount of Diagnostic Evidence as Variables in a Probabilistic Inference Task
V. H. Vroom, A Comparison of Static and Dynamic Correlational Methods in the Study of Organizations
M. I. Posner and A. F. Konick, Short-Term Retention of Visual and Kinesthetic Information
N. Frederiksen, Validation of a Simulation Technique
Linda W. Dudyha and J. C. Naylor, Characteristics of the Human Inference Process in Complex Choice Behavior Situations

- E. C. Ryterband and D. C. King, An Investigation of the Effects of Cognitive Dissonance on Resistance to Change
- N. Findikyan and S. B. Sells, Studies of Organizational Structure and Similarity of Campus Student Organizations
- K. E. Weick and D. D. Penner, Triads: A Laboratory Analogue
- R. J. Wherry, Jr. and P. M. Curran, A Model for the Study of Some Determiners of Psychological Stress: Initial Experimental Research
- V. H. Vroom, Organizational Choice: A Study of Pre- and Post- decision Processes
- W. C. Howell, Complex Monitoring and Its Relation to the Classical Problem of Vigilance

We strongly encourage members of Division 14 to submit to us those manuscripts which they feel meet the journal objectives. While we cannot, or course, guarantee acceptance, we do assure you of at least a good review.

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It has been announced that the Harvard University Press is to publish the Walter V. Bingham Lectures with an introduction by Dael Wolfle.

* * * * *

Leonard V. Gordon, formerly of the U.S. Army Personnel Research Office, Washington, has joined the faculty of the State University of New York at Albany as director of the Bureau of Educational Research and Professor of Educational Psychology.

* * * * *

After hearing that the USOE felt researchers had given insufficient attention to computer assisted instruction, alcoholism, teacher roles, and sex education, one wag came up with a sure-to-be-funded research topic: "The Role of the Drunken Teacher in Computer Assisted Sex Education."

Educational Researcher, Newsletter of the American Educational Research Association, Feb. 1967.

James F. Lawrence has joined the staff of Nordli, Wilson Associates at their Worcester office.

* * * * *

Robert E. Carlson has been promoted to Associate Program Director of the Life Insurance Agency Management Association (LIAMA). Dr. Carlson is in charge of research on management selection, managerial criteria and the decision-making process in the selection interview.

* * * * *

Eugene H. Jacobson has been named Secretary-General of the International Union of Psychological Science, a professional organization which attracts members from psychological associations in 35 nations.

* * * * *

Ross Stagner has accepted an appointment as a member of the Subcommittee on Research, National Manpower Advisory Commission, U.S. Department of Labor. This year he is also serving on the Executive Committee, Division of Behavioral Sciences, National Research Council.

* * * * *

The American Institutes For Research has announced the appointment of Albert S. Glickman, formerly Chief, Personnel Research Staff, U.S. Department of Agriculture, as Executive Scientist and Associate Director of the Institute for Research on Organizational Behavior in Washington D.C. Dr. Glickman joined the staff on January 16th.

Other recent new appointments in Washington include Robert Kinkade, as Senior Research Scientist within the Skills Research Program and Ali Paydarfar and Eugene MacCaslin as Senior Research Scientists within the International Research Institute.

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The Life Insurance Agency Management Association has announced that effective February 1, Paul W. Thayer will become Vice President - Research and that Donald A. Peter-

son will succeed Dr. Thayer as Director of Human Resources Research.

* * * * *

Dr. Milton L. Blum has been appointed executive vice president of Alfred Politz Research Inc.

* * * * *

John R. Hinrichs, Data Processing Division of IBM in White Plains, is author of High-talent personnel: Managing a critical resource. Published by the American Management Association, the book "offers a guide for the management of skilled and creative people, covering: the manpower planning and forecasting function; a philosophy of recruiting and a philosophy of selection; factors in full utilization, development, motivation and morale; and the importance of a research viewpoint."

* * * * *

Victor Howard, formerly of SDC, has joined the Staff of Rohrer, Hibbler and Replogle at their San Francisco office.

* * * * *

Ray D. Hedberg has accepted an appointment as Manager, Training and Development Planning with the American Can Company of New York.

* * * * *

Ed A. Locke, Associate Research Scientist at A.I.R., will be joining the staff of the Department of Psychology at the University of Maryland this Fall.

* * * * *

The American Institutes for Research in the Behavioral Sciences (AIR) has announced the appointment of S. Rains Wallace as President and Chief Executive Officer. Wallace, formerly with the Life Insurance Agency Management Association, replaced John C. Flanagan, who is now Chairman of the Board of Directors. Wallace's headquarters are in the

executive offices in Pittsburgh and Flanagan is located in a new educational center in the AIR Palo Alto, California office.

LETTERS FROM ABROAD

Letter from Great Britain

by

Gerald Randell and Larry Skurnik

To many observers from overseas Great Britain appears as a place of high quality but low quantity. Much of what can be seen and discovered in this little country is amongst the best in the world, but there is not much of it. This applies not only in economics (it takes nearly three dollars to buy a pound, but there are not enough pounds around to keep the country economically prosperous!) but also in the arts, architecture, the countryside, industrial skills, the universities, and even in psychology. To observe and experience examples of high quality in this country is one of the most gratifying features of living here. But what is disturbing is to observe the wasted opportunities and lack of co-ordinated effort to make the most of and develop the natural and human resources. Of course there are numerous individuals well aware of the situation who are working hard to get things done. What appears to be lacking is the organization within which efforts can be conserved and talents blossom.

Just for example, and the interest of TIP readers, let us look at industrial psychology. In the academic field there is only one university post-graduate department of industrial psychology in Great Britain, the Department of Occupational Psychology, at Birkbeck College in the University of London, staffed by a professor (Alec Rodger) one senior lecturer, three lecturers and three part-time lecturers. There are 22 full-time and 64 part-time students on the Department's list. Industrial psychology is taught at many other universities and colleges, but as a part of other courses.

In the applied areas of industrial psychology the scene is one of fragmentation. There are many organizations, associations and institutions concerned with studying human behavior at work. A list would include:-

Occupational Psychology Section of the British Psychological Society
Industrial Sociology Group of the British Sociological Association

Industrial Section of the Ergonomics Research Society
University Industrial Relations Association
Operational Research Society
Institute of Personnel Management
British Institute of Management
National Institute of Industrial Psychology
Tavistock Institute of Human Relations
British Association for Commercial and Industrial Education
Industrial Society
British Institute of Training Officers
Association of Teachers of Management
Association of Programmed Learning
Industrial Education and Research Foundation

The sad thing is that not only is there much overlap in interests but also in effort by these groups, also there is little co-ordination of activities and often antagonism between them.

Such fragmentation can only have the affect of weakening the impact of the theories and techniques of the social sciences on industrial problems. But what can be done?

Clearly it is not reasonable to expect amalgamations to take place overnight. Groups hardly ever behave like that, especially when their leaders would be expected to abdicate some of their personal influence! Nor would such wholesale fusion be desirable for there are professional factors, such as codes of conduct and ethics involved. What could be expected is much more interaction, co-operation and even pooling of resources to take place.

Although conjugal relations would be too much to expect, living together may well be worthy of consideration. It costs a great deal of money to rent office accommodation and employ office staff in London, where most of these organizations are based. If such expenses could be shared then the extra money would be available to further the interests and needs of the members. With the probable highly beneficial side-result of co-ordinated efforts. For by living together, and hence sharing the same canteen, common-rooms and library, the staff and members should gain an increasing awareness, and perhaps understanding and tolerance, of each others aims and interests.

What are the chances of such an establishment coming about? A few years ago when a new office block in west London was being planned to house large numbers of professional societies hopes ran high, but planning permission was not obtained and the scheme died. More recently expectations have been raised by the support coming to the social sciences from the Social Science Research Council set up by the government. With an astute sociologist as chairman and a shrewd psychologist as secretary there was promise that the council would become not only an auction where the available money for research and scholarships would be bid for but also a force for integration and progress in the social sciences. It could be from this Council that the pressure and facilities could come for all the groups concerned with the systematic study of man and his institutions to be based and work together. However the Scientific Secretary to the Council, Albert Cherns, has now left his post to take up a professorship at the new university in Loughborough, to the gain of that college, but a considerable loss for psychology in the corridors of government power. But the Council continues, and we can but hope that there will soon be progress in the general organization and support of all those concerned with the well-being of British industry and its workers.

Letter from Greece

Impressions of an Industrial Psychologist in Greece

E. C. Ryterband
Pierce College
Athens, Greece

We arrived in Greece on the 31st of August after a hectic six-day drive across the Alps and Italy. Two days after discovering the sprawling, sunny city of Athens we settled in a pleasant little marble studded apartment with a view of the American Embassy. The city here is beautiful, with sunlight, outdoor cafes and lousy drivers abounding. As for the countryside, it is also lovely, composed as it is of mountains dotted with pine and cypress trees and monasteries, fields of olive trees and of course, the Aegean. There are not many colors here, but what there are please the eye very much. The villages too are part of the country. They are small, earthy and charming in an anachronistic way.

My professional activities in Greece have been divided into three parts. The first is as a faculty member of Pierce College, an ex-junior college which has recently developed Greece's only American-style four year liberal arts program. The college offers B.A.'s to some 300 english speaking students, 90% of whom are Greek nationals. So much for the catalogue data. My own impressionistic data begin with the reaction that Pierce is a small college. Physically and fiscally the college provides students and faculty with little class room and office space, an embryonic library and a payroll which is not realistically meeting the rising costs of living in modern Athens. Relief for some of these more concrete problems is on the way, however, as a new and spacious campus is being built on the slopes of mount Hymettus north east of Athens and pressure is being brought to bear for pay increases.

To this observer, higher education in Greece today appears to be pursued in an archaic, nineteenth century manner. Principal manifestations of such a perspective are to be found in the great emphasis on rote memorization in all universities and in all fields, even at the level of professional training. In addition, the fields seen to be fitting for higher education still do not include the social sciences. So that

Athens University, the major seat of higher learning has a single chair in all the social sciences, that one in psychology, and which is presently vacant. It had previously been filled by a philosopher. These anachronistic conditions make themselves felt in Pierce College as well, it seems fair to say, however, that a movement is growing among a younger and more vigorous element at Pierce to create a more up to date atmosphere. The psychology department, fortunately, is one example of such development, offering courses in social, developmental, experimental, abnormal, statistics, tests and measurements as well as the introductory and a number of more specialized courses.

The second part of my professional life here is that of the consultant, working for the Institute for Research in Communication, the Gallup Poll representative here in Greece. As a member of the institute (IRC) I have principally been involved with Hellenic Advertizing, the largest agency in the country. In my relation with the agency I have been called to advise on and perform a variety of tasks. It amazed me at first, that even with my small knowledge of consumer and marketing research, the people here were eager for whatever I could do; not very many people, but some. All of this was explained to me when I learned that Greece has no Industrial Psychologists of its own, and I was the first one ever seen. This was a disquieting, but exciting revelation at the time. In addition, I learned that Greece had no facilities for training its own psychologists, regardless of field. Given these data, it then became surprising that there was anybody here who was willing to use the services of a psychologist. At any rate, some of the things I have gotten to do have included the design of initial programs to test copy; selecting brand names; defining consumer profiles and speaking in an extensive seminar in marketing for local executives. Thus, though these activities are not what I would have expected to do, they are providing some interesting learning experiences and the feeling that despite it all, some real service is being offered.

Lastly, my professional activities here are research oriented. Because there are no research facilities at the college, I have become affiliated with a research institute, the Athenian Institute of Anthropolos (AIA). The institute is the sister organization to IRC and is composed of a senior staff of two Psychiatrists, three clinical psychologists and myself. In addition there are a number of masters, bachelors and

near bachelors people who are research assistants and are being groomed for further development here and abroad. As a whole, AIA is unique, being the only psychological research facility in Greece. Its senior staff is made up of English-speaking Greeks, who have been trained in France, England and the United States. Their major areas of research include cross cultural comparisons of social behavior; local studies of child rearing practices, small group processes and predictors of anxiety; and the development of instruments and norms for use in the Greek milieu. These endeavors are especially noteworthy because they are being carried out by competent people in a setting which is quite indifferent to their efforts. As an industrial psychologist, how to fit in my own research interests and skills was not immediately obvious. Though this still remains a problem to some extent, I have gotten involved in some designs for a look at T-Group behavior. In addition, with the institute's help I've been able to progress on a joint attempt with a Purdue colleague, at developing a cross-cultural index of social desirability and a replication here of some earlier work done in Cognitive Dissonance (e.g. Cohen, 1962).

Though the above studies are interesting, they are not fulfilling in the sense of developing a research program out of my own industrial-social orientation. Such development, I am afraid, would be easier if there were colleagues about with background and/or interests similar to my own who could help shape and sharpen my thinking. In the meantime, though, the activities I am involved in are interesting and certainly broadening. A final illustration may serve well at this juncture. Last month I attended, as an observer, an international symposium on group techniques. It was made up of ten or so psychiatrists from Yugoslavia, Czechoslovakia, Greece and the United States. Most of their time was taken with discussions of problems they had encountered in their respective cultures in initiating and practicing group psychotherapy. While these discussions were of some interest, the symposium was of more immediate value to myself as it provided me the opportunity to talk with some of the participants about industrial psychology in their home settings. The Yugoslavs were especially informative and exciting, revealing a heavy emphasis on applied psychology in Yugoslavia today, and a real concern for learning more about it themselves, despite their own background and activities as psychiatrists.

NEWS FROM ACADEMIA

Opinions of Existing Graduate Programs held by Division 14 Members in Academic Settings

James C. Naylor, Norman L. Vincent and Barbara Hiltabrand

As part of the recent survey by the Education and Training Committee of Division 14, all Division 14 members holding academic positions were asked to rank current graduate training programs in terms of:

- (a) What are the top five graduate programs in industrial psychology?
- (b) What schools would they contact in looking for new faculty?
- (c) What are the top five interdisciplinary graduate programs?

While one must interpret the resulting data with more than a little care, it was still the consensus of Division 14 Executive Committee that the data were of sufficient interest to be worth reporting to the general membership via TIP.

The problem of such "rankings," of course, is that they are often prone to bias the thinking of the novice or laymen concerning the adequacy of various graduate institutions. This type of error can be quite harmful - particularly to the young, emerging department in a small school which has excellent talent, a good program, but as yet no "halo" effect. It should be made clearly explicit that these data came from a select segment of Division 14 (namely, the academically affiliated members) and that no attempt was made to adjust the results for certain obvious bias factors (such as the school at which a respondent received his own Ph.D.). Since such major schools as Purdue, Minnesota, New York University, Michigan, and Ohio State have turned out the lion's share of the members of our Division, it may come as no surprise to the reader that these schools tend to rank high in the data to be presented.

So with tongue in cheek we present to you the following results - may they lead to many arguments.

Before presenting the data, we should point out that we did originally break down the 100 respondents (out of 308

questionnaires sent out) into three categories:

Members of Psychology Departments	(N = 44)
Members of Business Schools	(N = 24)
Members Affiliated Elsewhere	(N = 32)

To keep the tabular material minimal we are presenting here only a total table for each question which sums the responses of respondents across all three categories. Those wishing a more complete breakdown of the data should write to either Naylor or to Vincent.

Question 1: Rank the top five graduate programs in industrial psychology.

University	Ranking:					Total
	1	2	3	4	5	
1. Purdue University	22	13	2	7	6	50
2. University of Michigan	10	10	10	2	5	37
3. Ohio State University	5	6	10	8	8	37
4. Univ. of California at Berkeley	7	14	5	7	1	34
5. University of Minnesota	11	7	9	4	2	33
6. New York University			5	7	3	15
7. Michigan State University	3	2	2	2	1	10
8. Carnegie Institute of Technology	2	1	6	1	1	11
9. University of Illinois		1	3	3	3	10
10. Wayne State University		1	2		6	9
11. Stanford University		1	2	1	2	6
12. Western Reserve University		3	2	1		6
13. University of Maryland	2	1		1		4
14. University of Pittsburgh	1	2		1		4
15. Univ. of California at L.A.	1		1	1		3

Question 2: If you were looking for a new Ph.D. to work with or for you in your organization, list in order the first five schools that you would contact.

University	Department	Ranking:					Total
		1	2	3	4	5	
1. Univ. of Michigan	Psychology	17	13	5	4	6	45
2. Purdue Univ.	Psychology	9	10	8	4	8	39
3. Univ. of Minnesota	Psychology	10	12	6	5	2	35
4. Univ. of California at Berkeley	Psychology	7	3	4	5	7	26
5. Ohio State Univ.	Psychology	4	4	2	4	4	18
6. Mass. Inst. of Technology	Sloan School of Mgt.	3	6	3	4		16
7. Univ. of Illinois	Psychology	2		6	5	2	15
8. New York Univ.	Psychology		3	3	6	3	15
9. Stanford Univ.	Psychology	1		4	1	3	9
10. Carnegie Inst. of Technology	Industrial Administration	4	1	1	3		9
11. Carnegie Inst. of Technology	Psychology		2	2	2	2	8
12. Cornell Univ.	Ind. Labor Relations	2	1		1	3	7
13. Harvard	School of Bus.	2	1	2	2		7
14. Yale Univ.	Industrial Administration		2	3	1	1	7
15. Michigan State Univ.	Psychology	2	2	1	1		6
16. Univ. of Maryland	Psychology	2		1	2		5
17. Univ. of Southern California	Psychology	1	1	1	2		5
18. Wayne State Univ.	Psychology		1	3		1	5
19. Stanford	Industrial Administration	1		2	1		4
20. Univ. of Michigan	Survey Research Cen.			1	1	2	4

Question 3: Rank the top five interdisciplinary programs in organizational behavior and/or the behavioral sciences.

University	Ranking:					Total
	1	2	3	4	5	
1. Carnegie Institute of Technology	20	8	5	2		35
2. Mass. Institute of Technology-Sloan School	9	8	7	3	2	29
3. Harvard University	4	8	3		2	17
4. Stanford University	2	2	6	4	4	18
5. Yale University	3	6	4	1	2	16
6. University of Michigan	4	4	2	2	2	14
7. Cornell University	3	2	2	3	2	12
8. University of Chicago	2		1	4	4	11
9. University of Pittsburgh	2	1	2	5	1	11
10. Univ. of California at L.A.	1	3	2	3	1	10
11. Purdue University	2		2	2	3	9
12. Univ. of California at Berkeley	1	1	1	1	1	5

Comments

We cannot resist the urge to make a few summary comments on the responses obtained to our three questions. First, as we warned at the beginning, we do find the large producers of Ph.D.'s dominating the rankings. In Question 1, the top five are Purdue, Michigan, Ohio State, Berkeley, Minnesota, and New York University. Only Berkeley, which has turned out but a small number of graduates over the years, is not a major source of supply to our profession.

Another interesting point is the reversal of the order of the top two schools in Questions 1 and 2. It seems somewhat odd, but while Purdue is classed as having a "better" program than Michigan, Michigan is preferred as a source for new Ph.D.'s! We leave that one to you to interpret, although as one person has already commented, it may very well indicate that when people look for new Ph.D.'s today they do not necessarily restrict their search to industrial psychology programs. Instead, they may look to other areas, such as social psychology, mathematical psychology, etc.

Apparently at least two business schools, Carnegie Tech and Massachusetts Institute of Technology, are making a rather loud splash in the academic world. They rank 1-2 among the interdisciplinary programs, a good distance ahead of the others, and are also quite visible on Question 1, i.e., where do we look for new talent?

The University of Michigan

The doctoral program in Personnel and Organizational Psychology (one of 11 programs in the department) currently has 24 students and a faculty of indeterminate number. The core faculty includes Basil Georgopoulos, Daniel Katz (program head), N. R. F. Maier, Floyd Mann, Stanley E. Seashore, Arnold Tannenbaum, and Donald Warwick. Allied faculty members of special interest to students in this program are numerous, including, for example, those in psychometrics (Warren Norman, John Millholland, Benno Fricke), engineering psychology (Arthur Melton, Ward Edwards), social psychology (Robert L. Kahn, Martin Patchen, Donald Pelz), personality (John Atkinson), mathematical psychology (Coombs), and others.

The normal doctoral program provides a first year for study (or review) of basic theory and method in psychology, followed by a second year of elective and required courses including a concentration on those in the personnel-organizational field. The student prepares his own tailor-made advanced study program leading to the candidacy examination, a thesis and the degree. A research investigation is required during the first year and a literature review paper in the third. Students are expected to be involved part-time in teaching or research during the entire period. Research opportunities are ample both through department-sponsored research activities and through allied research units, such as the Institute for Social Research, Mental Health Research Institute, Human Performance Center, Counseling Center, Institute of Labor and Industrial Relations, Institute for Public Administration, and others.

Students wishing a minor field outside of psychology have a rich array of choices as there are strong departments in sociology, anthropology and economics, as well as schools or colleges in business administration, engineering and social work--all sympathetic to interdisciplinary students.

Most students at the present time are electing to concentrate in organizational psychology as that is the strength of the faculty and the allied research programs. We aim to have a broader and more balanced program in the near future through the addition of staff and research related to issues of personnel selection, training, development.

The current interests of the faculty are represented by the titles of their new books. Georgopoulos is completing a manuscript which is a sequel to The Community General Hospital and reports a comparative study of coordination and effectiveness in a nation-wide sample of voluntary hospitals. The recent Katz and Kahn volume, The Social Psychology of Organizations, has been adopted widely as an innovative application of open systems theory to organizations. Tannenbaum and his colleagues have, in press, a book on Control in Organizations. Marrow, Seashore and Bowers are reading proof on Management by Participation: Creating a Climate for Individual and Organizational Development. Likert's new book, The Human Organization: Its Management and Value, is due from the printer in March. Pelz' Scientists in Organizations has just come from the publisher. Patchen's publisher

has accepted his book titled, Alienation and Involvement on the Job. Tannenbaum has in print recently an introductory book, Social Psychology of the Work Organization. Maier has out a revision of his Psychology in Industry. Recent theses include A Study of Organizational Effectiveness (Yuchtman), The Relationship of Need Achievement to Productivity, Job Satisfaction and Stress (Eckerman), A Causal Analysis of Scientific Performance (Farris), and Affiliative Behavior in Work Groups (Bowers).

One new field of concentration available to students is concerned with processes of organizational change, including technological adaptation. Floyd Mann, with the aid of Ronald Lippitt, has an experimental seminar on change processes linked to a number of field investigations in schools, government agencies and industrial firms in which students are heavily involved.

Michigan is a lively place. Come around to visit us sometime.

New Industrial Relations Program at Iowa State
A. C. MacKinney

Iowa State University, Ames, Iowa, has initiated a new multidisciplinary program in Industrial Relations leading to the Master of Science degree. This program consists of relevant course work from the Departments of Economics, Psychology, and Sociology, and is a two-year program of study including thesis. The student elects a concentration area, takes roughly half his work including his thesis in that area, and divides the remainder of his study between the other disciplines and other supporting work as determined by his graduate committee. Through the associated Industrial Relations Center, a limited number of Assistantships and other grants-in-aid are available. Applicants must have (or expect to receive) the Bachelor's degree and present evidence of high academic potential. Details are available from Dr. A. C. MacKinney, Chairman, Industrial Relations Committee.

The Master of Science in Industrial Relations program in no way changes or supplants the graduate study being offered in psychology.

PROFESSIONAL NOTES

Post-Doctoral Training For Industrial Psychologists¹

Edward E. Lawler III
Yale University

A 1962 survey of the membership of the Division of Industrial Psychology (Division 14), American Psychological Association, (Ash et al., 1963; Seashore, 1962) showed that 70 percent of the respondents said that they were interested in post-doctoral training. Sixty percent of the respondents thought that Division 14 had some responsibility for sponsoring such programs. Because of this apparently strong interest in post-doctoral training, the Education and Training Committee of Division 14 designed and conducted a survey of the Division in 1964. This survey was designed to find out what the industrial psychologist has done about such training in the past, what he sees as needs in his training and his opinions about the Division's role in training. Much of the technical detail of the survey as given in the report to the Executive Committee of Division 14 (Ross, 1965) will be omitted in this report. Here we are concerned with what appear to be the major findings of the study and with some of the important implications arising from the study.

The questionnaire used contained items that focused on several areas. First, a description of a training experience, within the last five years, was called for, in terms of content of training and circumstances of training (sponsorship, financing, leadership, etc.). In addition, some respondents were asked to indicate their most valuable training experience; others their least valuable training experience. Next the respondents were asked to describe their most needed training. Questions were asked concerning importance of the

¹The project was begun by the Education and Training Committee during 1963-64. At that time Paul F. Ross was Chairman of the Committee and did the majority of the work that was involved in collecting and analyzing the data. This article was prepared by Edward E. Lawler III for the 1966-67 Education and Training Committee of Division 14, James C. Naylor, Chairman. Preparation of this article was aided by the earlier efforts of Howard Maher who worked on an earlier version of this paper.

need and plans for satisfying the need. Both past and needed training were described using a 68-item list of training content with 11 items describing training circumstances. There were also questions concerning publishing, convention attendance and paper reading, questions about their jobs, personal history questions and questions on the role of the Division in post-doctoral education.

A random sample of 300 names was drawn from an 868-name mailing list of the division; 137 (46 percent) had responded within three months. Our analysis is based on these responses. A comparison of the characteristics of this sample with those obtained by other samples (e.g. Sawyer, 1960; Dunnette, 1961; MacKinney & Dunnette, 1964) indicates that our sample is typical of the division as a whole. Using some journalistic license we refer to "post-doctoral" training even though one in five respondents was describing postmaster's-degree training.

Two types of statistical analyses were done with the data. First, simple frequency counts were made of various aspects of past training and needed training; then three factor analyses were performed. One factor analysis dealt with variables concerning past training, another with training needs. The third combined factor scores from these two with the questions concerned with kinds of training needed and future training plans, thus bringing all aspects of the questionnaire under examination.

Let us first look at some of the data provided by the frequency counts. Over half the topics mentioned by the respondents as areas where they need more training or where they have had previous post-doctoral training are related to the area of social-industrial psychology. Specifically, the topics of motivation, personality, group behavior and social psychology got frequent mention. This situation probably has come about because this area was neglected in the doctoral training of many industrial psychologists since this area has become popular only recently. Many psychology departments appear to have changed their curriculum in order to include this field but others still continue to produce students that are going to need training in this area. Certainly the strong demand for training in this area should be clear evidence to universities that this is an important area and one that needs to be included in their programs. Interestingly,

the Education and Training Committee seems to have correctly included it as one of the major areas of concentration in its guidelines for doctoral education report (Education and Training Committee, 1965).

The future trend of training interest in an area may be roughly estimated by subtracting the frequency of mention as past training activity from the frequency of mention as needed training. We assume that large differences mean topics of growing interest while small ones indicate that future participation in training may remain constant. When this was done, the largest differences were found for the mathematical-statistical and data systems areas (computer methods, decision theory, information theory, test construction, etc.). Apparently this will be the area where future demand will be growing at the most rapid rate.

The first factor analysis was done on those questions that asked about past training content and circumstances, as well as the trainee's judgement of the value of the training experience. The factors that emerged from the analysis show that respondents have engaged in many types of training which often were quite highly specialized.

Some idea of the range and type of training that the respondents described can be gained from briefly noting several of the factors. One factor can be named "Training By and For Business and Industry" in that the majority of participants and leaders came from that source. The employer provided most of the financing for the conferences, conventions, seminars or workshops that were part of this training. Of interest here is a point that this factor had a negative loading on the item depicting this as "my most valuable training experience in the last five years". Overall, this type of training appeared to be the least valued training that these psychologists experienced.

A second factor describes quite another circumstance of training and has been named "Training By and For Educators". There are high negative loadings for sponsorship by the employer. The participants and the leaders came mainly from educational institutions although some participants came from government. Sponsorship was either by a university of a scientific or professional society. This training occurs in the summer, not conflicting with "office time".

A third factor shows yet another circumstance of training, i.e. "Training By and For Government". Sponsorship is by government with leaders and participants being government ones. The nature of this training shows it is mainly devoted to human engineering and negatively related to group dynamics training. It is primarily summer-time training with salaries not maintained during the training.

A fourth factor describes the type of training that was seen as most valuable. This factor showed a high loading on laboratory methods and on dealing with such topics as motivation, personality and social psychological factors.

In summary, we find the types of training that have been conducted to be quite varied but that a given course is often quite content and situation specific. In one sense employment provincialism seems to have characterized post-doctoral training in the recent past; for example, those employed in business and industry typically have been trained by and with others employed in business and industry. Should organizers of training activities attempt to end this provincialism by taking steps to involve trainees from a number of employment situations in the training? Or are the needs of these groups so different that this provincialism must prevail? The generally low evaluation of training by and for industry suggests that provincialism does not always provide the answer. Perhaps an inter-university planning group or the industrial psychologist's professional association are best able to muster the resources necessary to satisfy this wide variety of needs. They may also be able to help end much of the provincialism that has existed in the past.

We next factor analyzed 100 responses describing training needs. The results of this analysis generally tended to support the previous point that employment provincialism is an important dimension in doctoral education. Interestingly, this tendency does not come through as strongly in this analysis of needed training as it did in the analysis of previous training experiences. This suggests that psychologists feel a need for somewhat broader training than they are presently getting. Thus, given the opportunity, industrial psychologists might be willing to try new programs and abandon the kind of situation-specific provincial training programs that have characterized their previous post-doctoral educational experiences.

The final factor analysis that we conducted attempted to bring all the variables in the study together. Thus, factor scores from the previous analyses were included as were the responses to those questions that had not previously been analyzed. Most significant among these were responses concerned with job content. The results of the third factor analysis confirmed and extended the findings of MacKinney and Dunnette (1964) about the industrial psychologist's job. Some interesting relationships also appeared between the job content of industrial psychologists and their other activities. For example, public communication through writing, speaking, and teaching is more a function of work setting-being employed in an academic setting or not-than it is a function of job content.

The data from the final factor analysis also allows us to look at relationships among the job content of psychologists, their past training experiences, and their felt training needs. These data show a rather consistent tendency for psychologists to engage in training primarily in areas that are directly relevant for their own job specialties. Industrial psychologists also tend to say that their training needs fall in the areas of their own specialty. For example, industrial psychologists involved in organization and personnel development have been more active than most in past training in the theory and technology of managing social change and express a greater need than most for training in the theory and technology of managing group behavior. Psychologists involved in test construction and validation have been more active in past training in psychological measurement and experimental design and express a greater need for further training in the technology of data use. A similar phenomenon appears with respect to each of the specialties in industrial psychology. In many ways this is a desirable phenomenon since it indicates a desire by psychologists to update their skills through post-doctoral education. It is disturbing to note, however, that most of this updating has taken place largely within the individual's own specialty. We feel that some concern is warranted by the apparent lack of widespread interest in new developments outside the respondent's own subspecialty, developments which may be important in building the psychologist's versatility in approaching the significant scientific and social problems with which he must deal.

The series of questions that were asked about the role of

Division 14 in post-doctoral education showed that the respondents generally favor continued encouragement of post-doctoral training by the Division. The more specific questionnaire statements, which suggest that the Division should "review scientific and professional services to determine training needs", "evaluate training effectiveness", and "assess training needs", received a somewhat less favorable response-although still favorable-than did general statements like "encourage members to maintain and improve their scientific and professional skills", and "encourage post-doctoral training for members". Our respondents say with strong emphasis that the Division should continue to sponsor the Division Workshops and the Division should not receive profits from training offered its members. Thus, the Division seems to have a clear mandate from its members with respect to post-doctoral education. There is member support for Division 14 taking an active role in post-doctoral education programs. It is much less clear, however, what kind of educational training experience and activities the Division should offer. On the one hand, there is a demand for training in quantitative methods and for training in the area of social psychological factors, and programs undoubtedly can be run in these areas with great success. On the other hand, the possible need for more general educational experiences suggests that other types of post-doctoral educational programs need to be offered. It is not at all clear whether the post-doctoral education should be narrowly structured to fit the needs of various interest groups within the field of industrial psychology. Our data suggest that there is a demand for programs that are keyed mostly to psychologists who share a common interest area and who share the same type of employment setting. This provincialism in educational needs is rather disturbing and it may be that Division 14 should avoid sponsoring the kind of program that would capitalize on the provincialism. The most important contribution that Division 14 could make might well be to offer educational experiences that would not only bring together psychologists who are working in different settings but that would also deal with a broader range of subject matter.

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Some Data on Publishing Patterns

In Journals of Interest to Division 14 Members:

I. Journal of Applied Psychology and Personnel Psychology

James C. Naylor, Terry L. Dickinson and Ann Lavee

Every now and then the senior author temporarily runs out of legitimate work to keep his graduate students diligently active. During the past year or so this problem has been solved by using such "slack" periods for a project having to do with publishing patterns in various psychological journals. The journals selected initially were simply those of interest to me, but as the project grew we expanded beyond this original restriction.

We have found the data rather fascinating. Whether it has any real value to anybody is debatable, but enough people have shown an interest in our material to lead us to believe that we ought to make some of it more public. Thus, we decided to present data on those journals which might be of interest to Division 14 members via TIP. In this first note we are presenting material on the Journal of Applied Psychology and Personnel Psychology, probably the two journals most used by members of our Division.

Our period of analysis was from 1950 to 1964, inclusive. We took this fifteen year period and broke it down into three five year periods to permit crude trend analyses. We were primarily interested in the following three questions:

- (1) Who are the more prolific publishers in each journal?
- (2) Where are those who are publishing located or affiliated?
- (3) Where did those who are publishing receive their graduate training?

Journal of Applied Psychology

Table 1 lists the twenty most productive men defined by the number of publications in Journal of Applied Psychology during the 1950-64 period.

The names are indeed familiar ones to all of us and there would seem to be little in the way of surprises, although we must admit that we had not been aware that Smith had been as prolific as the data demonstrates.

Table 2 shows the degree granting institutions for Journal of Applied Psychology publishers during the same period. The list is clearly dominated by a "big four" - Minnesota, Ohio State, Purdue, and Columbia - with Minnesota leading by a rather large margin.

Finally, Table 3 shows the affiliation for each author at the time of publication of the article. This was obtained from the affiliation listed in the article itself. If there was a footnote saying the author was "now at X institution," this was ignored in preference of his affiliation listed at the head of the article. Since many articles had more than one author from the same institution, we decided to look at the data both ways, that is, first, counting an institution only once per article and second, counting it for each author listed.

Again, the University of Minnesota dominated the list, followed by Purdue, Berkeley, Illinois, and Wisconsin. While we have listed the various military institutions separately, several have clearly been quite conducive to research, particularly the Lackland complex in the Air Force.

Personnel Psychology

The list of the most frequently publishing authors in Personnel Psychology is presented in Table 4. As before, the names are familiar ones, although the overlap with the Journal of Applied Psychology list is certainly not complete. It appears that a somewhat different group of people use Personnel Psychology as a publication outlet than those who use Journal of Applied Psychology, although we do find that out of the nine top men on the Journal of Applied Psychology list, seven appear among the top nineteen for Personnel Psychology.

We also see from Table 5 that the same schools produce Personnel Psychology authors that produce Journal of Applied Psychology authors. The top three are the same, viz., Ohio State University, Purdue, and Minnesota. Indeed, if one were to be somewhat facetious, one might refer to the Journal of Applied Psychology and to Personnel Psychology as the "Minnesota Bi-monthly" and the "Ohio State Quarterly," respectively.

Finally, Table 6 presents the institutional affiliation of Personnel Psychology authors. Purdue leads the list, although the top five schools are all reasonably close in terms of total number of publications. Minnesota, which led the Journal of Applied Psychology listing on this characteristic, does take a noticeable drop to sixth place. Also, we find that a substantial number of nonacademic institutions appear on the Personnel Psychology list - something that was not true with Journal of Applied Psychology. Apparently, people in applied research settings are more apt to turn to Personnel Psychology than Journal of Applied Psychology, although since the absolute number of articles over a given period in Journal of Applied Psychology is much larger it may just be more difficult to break into a list of top institutions with that journal.

In summary, there appear to be no real "surprises" among the data we have collected on the two journals. Admittedly, there are a lot of biasing factors, such as the number of Ph.D.'s produced by a school, the size of its faculty in given areas such as industrial psychology, etc., for which we have not attempted to correct. Perhaps someone who feels compulsive might like to reanalyze our data making such adjustments. If so, we would be pleased to cooperate.

Table 1

Twenty Most Productive JAP Publishers in Period 1950-64

Top Men	50-4	55-9	60-4	Total
1. Smith, K.U.	12	5	4	21
2. Dunnette, M.D.	3	6	7	16
3. Bass, B.M.	5	7	3	15
4. Fleishman, E.A.	4	6	4	14
5. Ghiselli, E.E.	8	3	2	13
6. Porter, L.W.	-	3	10	13
7. Kerr, W.A.	9	2	1	12
8. Kirchner, W.K.	1	4	7	12
9. Comrey, A.L.	5	5	1	11
10. Owens, W.A., Jr.	5	2	4	11
11. Strong, E.K., Jr.	4	2	4	10
12. Lyman, J.	-	7	2	9
13. McCormick, E.J.	6	1	2	9
14. Ross, S.	4	4	1	9
15. Siegel, A.I.	4	2	3	9
16. Smith, P.C.	1	5	3	9
17. Bendig, A.W.	4	4	-	8
18. Kephart, N.C.	8	-	-	8
19. Paterson, D.G.	7	1	-	8
20. Rothe, H.F.	5	2	1	8

Table 2

Frequency of JAP Publications by Graduates of Various Universities

Degree Granting Institution	Publication Frequency			Total
	50-4	55-9	60-4	
1. Minnesota	84	72	57	213
2. Ohio State	62	54	35	151
3. Purdue	50	29	37	116
4. Columbia	46	31	38	115
5. Iowa	29	13	16	58
6. Michigan	15	18	21	54
7. U.S.C.	19	18	13	50
8. U. of Calif., Berkeley	17	19	13	49
9. UCLA	16	22	9	47
10. N.Y.U.	16	11	16	43
11. Stanford	11	13	16	40
12. Wisconsin	7	18	16	41
13. Cornell	10	13	10	33
14. Chicago	15	10	7	32
15. Northwestern	9	7	14	30
16. Illinois	4	17	6	27
17. Harvard	7	14	6	27
18. Yale	9	8	12	29
19. Texas	5	14	8	27
20. Maryland	7	11	8	26

Table 3
Publication Frequency in JAP by Individuals at Various Institutions

Institutions Cited	ONCE/ARTICLE				AS IT OCCURS*			
	50-4	55-9	60-4	T	50-4	55-9	60-4	T
1. Minnesota	44	31	20	95	69	40	26	135
2. Purdue	28	10	10	48	45	16	14	75
3. U. of C., Berkeley	16	9	17	42	25	10	25	60
4. Illinois	15	14	11	40	23	24	17	64
5. Wisconsin	16	12	8	36	30	24	14	68
6. Ohio State	10	7	15	32	15	9	23	47
7. UCLA	9	17	6	32	14	34	9	57
8. Lackland AFB	10	13	7	30	14	18	13	45
9. Stanford	7	3	9	19	7	3	12	22
10. Maryland	5	12	2	19	10	24	2	36
11. Iowa	2	3	14	19	3	4	25	32
12. V.A. Hospitals	8	6	4	18	10	11	6	27
13. L.S.U.	6	9	2	17	12	12	2	26
14. Michigan State	6	7	4	17	7	11	5	23
15. Iowa St. College	7	9	1	17	8	11	1	20
16. Pittsburgh	8	6	2	16	10	9	2	21
17. I.B.M.	-	4	12	16	-	6	20	26
18. Ill. Inst. of Tech.	12	2	1	15	20	4	1	25
19. Lehigh	9	5	1	15	17	6	1	24
20. Northwestern	7	4	4	15	11	6	6	23
21. U.S. Per. Res. Acls.	-	5	10	15	-	6	14	20
22. Johns Hopkins	5	6	4	15	6	8	5	19
23. Wayne St. U.	8	5	1	14	9	6	1	16
24. USC	6	5	3	14	11	7	4	22
25. Cornell	1	10	2	13	1	12	3	16

Total 245 214 170 629 377 321 251 949
*In case of multiple authorship, "ONCE/ARTICLE" means that an institution was counted once regardless of number of authors from that institution. The "AS IT OCCURS" tally gave credit for each person listed.

Table 4

Most Prolific Authors in Personnel Psychology (1950-64)

Top Men	50-4	55-9	60-4	Total
1. Ghiselli, E.E.	3	8	6	17
2. Taylor, E.K.	4	6	1	11
3. Wherry, R.J.	2	6	2	10
4. Bingham, W.B.	9	-	-	9
5. Carroll, J.B.	9	-	-	9
6. Lawshe, C.H.	1	8	-	9
7. Bass, B.M.	3	2	3	8
8. Comrey, A.L.	8	-	-	8
9. Kerr, W.A.	6	2	-	8
10. Maier, N.R.F.	-	3	5	8
11. Stagner, R.	3	3	2	8
12. Barrett, R.S.	-	4	3	7
13. Campbell, J.T.	1	1	5	7
14. Dunnette, M.D.	1	3	3	7
15. Fleishman, E.A.	2	1	3	6
16. Kirchner, W.K.	1	1	4	6
17. Mosel, J.N.	3	3	-	6
18. Otis, J.L.	2	-	4	6
19. Prien, E.P.	-	-	6	6

Table 5
Degree Granting Institutions of Personnel Psychology Authors

Degree Granting Institutions	50-4	55-9	60-4	Total
1. Ohio State	16	30	39	85
2. Purdue	19	28	13	60
3. Minnesota	12	19	21	52
4. Michigan	3	18	25	46
5. Columbia	8	20	6	34
6. U. Western Reserve	4	10	16	30
7. U. of Calif., Berkeley	5	13	7	25
8. N.Y.U.	3	8	10	21
9. Southern Calif.	9	5	1	15
10. Chicago	8	2	4	14
11. Northwestern	5	7	1	13
12. Pennsylvania	2	3	6	11
13. Virginia	7	4	-	11
14. George Washington U.	4	6	-	10
15. Iowa	6	3	1	10
16. Wisconsin	3	5	2	10
17. Stanford	5	3	1	9
18. Yale	3	3	3	9
19. Penn State	3	1	3	7
20. Ill. Inst. of Tech.	2	4	-	6
21. San Jose St. Coll.	2	4	-	6
22. Illinois	4	1	1	6

Table 6

Publication Frequency in Personnel Psychology at Various Institutions

Institutions Cited	ONCE/ARTICLE				AS IT OCCURS			
	50-4	55-9	60-4	T	50-4	55-9	60-4	T
1. Purdue	9	12	3	24	12	19	5	36
2. U. of Calif., Berkeley	4	8	9	21	6	9	12	27
3. Michigan	2	9	9	20	3	13	16	32
4. Ohio State	4	9	7	20	4	12	12	28
5. U. Western Reserve	5	3	9	17	9	4	19	32
6. Minnesota	4	4	5	13	7	5	12	24
7. Illinois	7	4	2	13	10	6	3	19
8. Life Ins. Ag.Man.Assoc.	6	5	1	12	11	10	1	22
9. General Electric	-	8	4	12	-	8	6	14
10. U.S.C.	5	4	1	10	12	7	1	20
11. Ill. Inst. of Tech.	7	3	-	10	11	6	-	17
12. IBM	-	3	7	10	-	4	10	14
13. Wayne St. U.	-	4	6	10	-	4	7	11
14. TAGO Per. Res. Office	7	2	1	10	14	4	2	20
15. Per. Rev. & Dev. Corp.	-	7	2	9	-	21	3	24
16. Chicago	7	1	1	9	8	1	1	10
17. UCLA	5	3	-	8	8	3	-	11
18. Carnegie	1	4	3	8	1	4	3	8
19. Prudential Life Insur.	3	2	2	7	6	5	5	16
20. L.S.U.	4	2	1	7	4	2	1	7
21. Richardson, Bellows & Henry	3	3	-	6	4	6	-	10

22. George Wash. U.	3	3	-	6	4	3	-	7
23. St. U. of N.Y.	3	-	3	6	3	-	4	7
24. U.S.N. School Avia. Med.	-	-	6	6	-	-	11	11
25. Lackland AFB	3	3	-	6	4	7	-	11
Total	92	106	82	280	141	163	134	438

The NSF Profile of Psychology, USA

A recent issue of APA's Washington Report presents some of the findings of the 1966 National Register of Scientific and Technical Personnel compiled by the National Science Foundation. Of the 30,000 psychologists to whom questionnaires were mailed, about 20,000 responded.

That psychology is primarily a "public practice profession" is strikingly revealed by the report: about 85% of the employed respondents reporting "type of employer" indicate a public practice work setting. Educational institutions are the employers of just over one-half of the reporting psychologists. Federal, state and local governments combined employ about 22%. Other non-profit organizations employ about 10%. Some 8% of the reporting psychologists work in business and industry; 7% are self-employed.

This pattern is markedly different from that of the total group of responding scientists; of all scientists currently registered, educational institutions employ 38% and industry 36%.

It might be noted that among the psychologists sampled, educational attainment was higher than it was in the total group of responding scientists. About two-thirds of the Registered psychologists hold a doctorate, just under one-third have a master's as the highest degree, and two per cent hold a bachelor's.

The median basic salary for all reporting psychologists is \$11,500, the median for all the reporting scientists is \$12,000. Among all scientists, highest median salaries were reported by economists (\$13,000), statisticians (\$12,800), and physicists (\$12,400). The lowest (\$10,000) were reported by scientists working in agricultural sciences and linguistics.

Psychologists holding the Ph.D. report a median salary of \$12,100; those with a master's report \$9,800. Median salaries have been determined for particular kinds of employers of psychologists: educational institutions, \$10,000 (academic year) or \$12,000 (calendar year); the federal government, \$13,400; other government, \$10,400; other non-profit organizations, \$11,500; industry and business, \$15,100; and self-employment, \$20,000.

Medians have also been determined for certain kinds of major work activity of psychologists: basic research, \$12,000; applied research, \$10,600; management or administration, \$14,000; teaching, \$9,800 (academic year) or \$11,500 (calendar year). Median reported salaries increase with the age of the psychologists to a maximum of \$13,000 for ages 45-55, decreasing thereafter.

One characteristic of the geographic distribution of psychologists is the disproportionate contribution of California and New York to their numbers: 29% of psychologists, compared to 22% of all responding scientists, are in these two states.

RESEARCH NOTES

Douglas W. Bray and Donald L. Grant are co-authors of Psychological Monograph No. 625 (Vol. 80, No. 17) "The Assessment Center in the Measurement of Potential for Business Management" which describes the assessment process in the Bell Systems Management Progress Study and results of several analyses. The results, based on 355 young managers, show that all of the techniques studied made at least some contribution to the judgments of the assessors. Situational methods (group exercises and In-Basket) had considerable influence; paper-and-pencil ability tests had somewhat less influence; personality questionnaires were given the least weight. (Projective methods and interviews were not included in the analyses but are being studied). The relationships between assessor judgments and subsequent progress in management, though covering only a relatively short period of time, indicate that the assessors' predictions were quite accurate. Of the techniques studied the situational methods and paper-and-pencil ability tests are more predictive of progress than the personality questionnaires.

Joel T. Campbell and Leon H. Belcher are co-authors of an ETS Research Bulletin (RB 66-53) "Changes in Non-white Employment 1960-65. The study compares changes in various occupational categories between 1960 and 1966 for nonwhites and whites. During the period, employment of nonwhites in prestige occupations has increased dramatically, both for males and for females. However, the authors point out, "the 'employment gap' between whites and nonwhites is still extremely large, insofar as the better occupational categories are concerned. Use of data for 'nonwhites' to represent Negroes results in overestimates of their proportions in white-collar occupations." In connection with this, it is interesting to note a recent newspaper report that many colleges are now making strong drives to recruit bright negroes. A Big Ten university which currently has less than 200 Negroes enrolled (and about one-third of these are on athletic teams) was host for a group of 100 Negro pupils, parents and counselors. Most were top-ranked high school seniors in competition conducted for Negroes by the National Merit Scholarship Corp.

The Personnel Research Staff of the U.S. Department of Agriculture has published Report 67-1 "An Exploration of

Sick Leave Patterns" by Albert S. Glickman. In the summary, Dr. Glickman points out that the answer is "Yes" to the question, "Do USDA agencies (departments) show consistent differences in relative use of sick leave after differences in the characteristics of their employees are taken into account?" Agencies that are high in use of sick leave one year tend to be high the next; agencies that are low stay low. If men in an agency use sick leave more than the average for all men in the Department, the women in that agency are likely to use more sick leave than the average for all women in the Department; the same consistency for both sexes holds for low leave use agencies; and the same consistency also holds when the population is categorized by age, by grades below GS-15 and by Washington and Field locations. Dr. Glickman suggests research be directed to such questions as: Are these results due to differences in administrative attitudes or policies, in work structure or environment, in organization, in control procedures, in ways of collecting or keeping sick leave data or in any other ways?

(Editor's note: It will be a task for Dr. Glickman's successor and/or former colleagues to answer these questions for shortly after I received the Report 67-1, I received the announcement that Dr. Glickman "took leave of" the USDA to join the AIR.)

EDITORIAL NOTE

Ken E. Clark, Editor of one of the recognized journals in the field of applied psychology, is the principal author of a report on Privacy and Behavioral Research prepared by a special panel of the Office of Science and Technology (OST) of the President. Donald F. Hornig, Director of OST and President Johnson's science adviser has released the report. Besides Clark, the panel included Robert Sears, a past president of APA, Bernard Berelson, psychiatrist Benson R. Snyder of the MIT Medical Department, and Oscar M. Ruebhausen, a lawyer well-known for studies he has done and papers he has written on the topic of invasion of privacy.

Michael Amrine, writing in The Washington Report, an "APA report published for the governing structure of APA for use in state, divisional, and local news letters, and for others interested in news about the behavioral sciences", stated:

This report will be receiving widespread readership in Washington because it bears not only upon the basic question of privacy but raises questions about research support, experimentation journal publications, the use of computerized national "data banks" and the proper kinds of responsibility reposed in the investigator, the institution, the government and other sources . . .

The Privacy and Behavioral Research report is expected to receive more attention from Congress and the Press as various congressional committees approach the subjects of privacy, the national computer bank, human experimentation and the support of social sciences in general.

The report is excellent. The summary of this report was published in *Science*, February 3 and will be published in the April issue of the American Psychologist. The entire report is available from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C., 20402, for fifteen cents. It should be in the library of all psychologists.

John R. Boulger

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