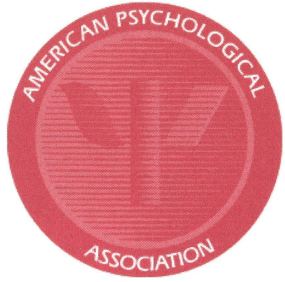


# THE MILITARY PSYCHOLOGIST



## The Official Newsletter of Division 19 of the APA

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## DIVISION 19 OFFICERS

AUGUST 2006 – AUGUST 2007

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## PRESIDENT'S MESSAGE

MIKE G. RUMSEY



The strength of Division 19 lies in the vast reservoir of talent and commitment of its membership. In the last newsletter, I noted the activities and accomplishments of many of the members of our Executive Committee. These members continue to serve the Division with dedication and commitment. However, over the last few months I have acquired a growing appreciation for the strength of our full membership beyond the Executive Committee. This realization has been fed in part by the wealth of highly qualified candidates that have emerged when we have had openings we needed to fill, such as for Newsletter Editor or as Division 19 nominees to an APA Task Force. The challenge for our division is to more fully engage this talent to meet present and future needs. These needs have been well articulated in the Division 19

Strategic Plan developed under the leadership of Armando Estrada, and one of the future directions of this division will be to translate this plan into action.

The division would also benefit from an expansion of our membership. We have only been partially successful in drawing in those who would both benefit the division and benefit from membership in the division. The future vitality of our division will depend to a great extent on the success all of us have in recruiting new members. This success, in turn, will depend on a variety of factors, including direct interaction with potential new members, greater positive visibility of the division, and demonstration that the division has value to current non-members. Positive visibility will be enhanced by both individual and group accomplishments, as well as by the generation of publicity of these accomplishments. One of the more interesting possibilities emerging over the past several months has been the suggestion of a documentary on our division. I appreciate the efforts of Anita Holsapple and Jeffrey Willerth of Erthbound Entertainment in advancing this suggestion.

Recently, we have had a number of individuals advance to positions of leadership in the division. We are indebted to Kelly S. Ervin for assuming responsibility for the editorship of the Newsletter and to Carrie Kennedy for bringing us the new Ethics Consultation Committee. Ericka Rovira did an outstanding job as the Division 19 co-program chair for the mid-year symposium. For the first time ever, so far as I know, Division 39 (Psychoanalysis) was represented at this symposium, by Jaine Darwin and Marilyn Jacobs. As I have noted before, the involvement of new members and new officers is important for the continual renewal of our division, and we can look forward to further developments along these lines in the months ahead.

The next President's Message for this newsletter will be written by Mike Matthews, our President-elect. From my knowledge of, and association with, Mike I am looking forward to great things from him as president and a continuation of the positive momentum I have seen in Division 19 over the past several years..

## DIVISION 19 MID-YEAR EXECUTIVE COMMITTEE MEETING

KATHRYN T. LINDSEY

**Meeting date: February 28, 2007. Attendees (in alphabetical order):** Paul Bartone, Robin Buhrke, Jaine Darwin, Angie Demoncada, Kelly S. Ervin, Armando Estrada, Tonia Heffner, Jared Jobe, Heather Kelly, Janice Laurence, Kathryn T. Lindsey, Mike Matthews, Henk Ruck, Robert Roland, Mike Rumsey, Steve Sellman, Bill Strickland, Hank Taylor, Will Wilson

**Welcome/Announcements. Mike Rumsey** gave a sincere welcome to all members of the Executive Committee (EXCOM) and guests. He gave a special thanks to **Robin Buhrke** for taking the time to attend our meeting. Mike then introduced **Kelly S. Ervin**, our new newsletter editor, and welcomed **MAJ Lester**, from the United States Military Academy (USMA). Mike commented that currently we have an active practice committee, but that there is a need to advance practice committee activities. He asked for volunteers who are willing to assume some of these responsibilities. He also congratulated Carl Castro for being elected a Division 19 Fellow.

**Secretary's Report. Kathryn T. Lindsey** reported that the minutes from the 2006 incoming EXCOM meeting were circulated last fall for comment and approved by the EXCOM. They were subsequently published in the division newsletter. A synopsis of online division activity since last fall's APA is as follows:

- The Division Annual Report was completed by **Mike Rumsey** and submitted on 1 February to the Committee on Division and APA Relations (CODAPAR).
- A motion was made by **Mike Rumsey** to approve a contribution of \$500 in support of the Interdivisional Grants Project Proposal - Psychological care of returning military service members from Operation Enduring Freedom and Operation Iraqi Freedom. Motion was passed.
- A motion was made by **Mike Matthews** to authorize a \$250 donation to pay for race management, city permit, police, EMTs, bus transportation for participants and other race expenses associated with the 2007 Ray's Race 5K Run and Walk, to be held at the APA convention on Sunday, 19 August 2007. Motion was passed.
- A motion was made by **Mike Rumsey** to authorize \$2,000.00 for the proposed

automated website and that the EXCOM authorize a \$200 expenditure for the first year, with future commitments to be determined by future EXCOMs. Motion was passed.

**APA Council Representative's Report. Bill Strickland** started off the meeting with the Council of Representatives Report. He reported that the APA Council of Representatives met 16-18 February 2007 in Washington D.C. He indicated that the following information is of particular interest to Division 19 membership:

- Dr. Olivia Moorehead-Slaughter gave a brief update about convention 2007 events being planned regarding ethics and interrogations.
- Mr. Jack McKay (APA Financial Officer) reviewed APA's financial status and the proposed 2007 budget. The current value of APA's long-term investments is \$67.5M. In addition, APA has approximately \$75M in equity in the building at 750 First Street and an additional \$60M in equity in the building at 10 G Street. Thus, long-term, APA is very financially healthy. That said, the 2007 final budget projects a net surplus of only \$23,500 for the year (in contrast with a surplus of \$313,000 for 2006). Mr. McKay noted that the dues accounts for only 14% of APA's 2007 projected revenue – down from 20% in 1997. Members will have noticed that dues increased from \$261 to \$270 for 2007; in addition, Journal prices increased by 4%, on average, and there will be a \$30 increase in the convention registration fee for 2007.
- Council approved a resolution rejecting intelligent design as unscientific, and reaffirming support for evolutionary theory.
- Council adopted the Report of the Task Force on Military Deployment Services for Youth, Families, and Service Members.

Included with the report's adoption, Council approved the formation of a new Task Force on the Psychological Needs of U.S. Military Service Members and Their Families.

- Council approved 2007 funding for the Division 19/Division 44 Joint Task Force on Sexual Orientation and Military Service.
- Council will meet on 16 and 19 August 2007 in conjunction with the convention in San Francisco.

**Hank Taylor** added that APA is also trying to correct web problems and develop solutions for better online services. He noted that Council is trying to develop a Strategic Plan, including re-writing the APA mission statement. He also announced that Division 19 is very fortunate to have **Bill Strickland** as our representative to Council and thanked him for his hard work.

**Interrogation of Detainee Issues.** Steve Sellman provided the EXCOM with a summary of events concerning a New Business Item (in the form of a resolution) submitted to APA Council in February 2006 by Neil Altman (Division 39 - Psychoanalysis) on behalf of the Divisions of Social Justice. The resolution would establish a moratorium on psychologist involvement in interrogations at U.S. detention centers for foreign detainees.

Because the resolution would have a direct effect on military psychologists deployed to Guantanamo Bay, Neil has talked to Steve on several occasions about the issue and has asked him to provide official Division 19 comments on the resolution. Steve indicated that he had several concerns, but in general, doesn't see a need for the resolution. For example, the Resolution Against Torture and Other Cruel, Inhuman, or Degrading Treatment passed by APA Council in August 2006, states that psychologists should not participate in any inhumane, degrading, or torturous behavior regarding detainees, and if they witness such behavior, they are to leave the facility and report the behavior to appropriate authorities.

If psychologists are complying with that resolution, then there should not be any danger of inappropriate behavior on their parts, even in U.S. detention centers with foreign detainees. Neil's reaction is that he wants to protect psychologists from the ambiguity of U.S. laws and international treaties and conventions.

Steve is drafting the Division 19 position and will share it with the EXCOM before he provides it to Neil and Steve Behnke, APA Ethics Officer.

Steve also asked if any EXCOM members would like to review the resolution and provide comments to be incorporated into the Division 19 position statement. Mike Rumsey, Bill Strickland, and Will Wilson volunteered to provide comments. Steve plans to send the Division 19 position to Neil before the APA Consolidated Meetings at the end of March 2007. The resolution is currently being staffed through the APA governance structure. If staffing is not completed by August 2007, Neil plans to request that Council waive its rules and consider the resolution without a formal position of APA boards and committees and the Board of Directors.

At this point, **Robin Buhrke** and **Hank Taylor** agreed to review and collaborate on a motion. Robin proposed that the main issue may constitute a simple public relations gap, and perhaps a better strategy is needed to help others understand the issue better.

**Steve Sellman** continued, explaining that a mini-convention will be held (with 2 hours donated by Division 19 and a total of 16-17 hours collectively) for programming on this topic.

A planning group met for 2 ½ days in February to design the San Francisco program entitled "*Ethics and Interrogations: Confronting the Challenge.*" Division 19 will conduct the first session addressing: *What is the psychologist's role in detention centers? What are the roles of non-Department of Defense (e.g., CIA, FBI, contractors) in detention centers?* Steve explained that Division 19 needs a spokesperson to discuss these topics and suggested we consider **COL Larry James** or **Mike Gelles** as our representative. He added that it may be beneficial to have an attorney of one of the detainees present to discuss the topic. He discussed the content of the remaining sessions:

- Session 2 - Evolution of APA Policies on Torture, Inhuman, or Degrading Treatment
- Session 3 - Human Rights Relative to Detention Centers: Conventions, Declarations, and Law
- Session 4 - Identity of Detainees: Role and Impact of Culture, Race,



Language, Ethnicity, Religion, and Gender in Interrogations.

- Session 5 - The Research on Interrogation: What Do We Know?
- Session 6 - Effects of Torture/Abuse and Psychological Torture/Abuse
- Session 7 - Ethical Aspects and Dilemmas of Psychologists Working in Detention Centers
- Session 8 - Mental Health Treatment of Detainees
- Session 9 - Town Hall Meeting

Other individuals who were suggested to represent Division 19 were **COL Tom Williams** or **LCDR Carrie Kennedy**. It was also suggested that **CDR Tony Doran** be a representative to talk about Survival, Evade, Resist, Escape (SERE) School. **Mike Rumsey** and the EXCOM gave a sincere "kudos" to **Steve Sellman** and thanked him for all his hard work on this very important and high visibility issue!

**Report of Task Force on Sexual Orientation and Military Service (SOMS).** **Robin Buhrke** announced that her "official duties" regarding this task force are coming to a close this year. She discussed that there are two convention programs that Division 19 is co-sponsoring including: "Don't Ask Don't Tell" (Division 19 and Division 44: Society for the Psychological Study of Lesbian, Gay, and Bisexual Issues) and "Ethical Issues When Dealing with Sexual Orientation Issues in the Military" which is also a part of the Presidential Programming. Robin added that Division 44 is looking for a replacement to represent the division in future discussions on these important issues. She added that she was pleased that **Brad Johnson** would be taking over as Division 19 representative for **Hank Taylor** in the future.

**Hank Taylor** reported that **Will Wilson** did a great job of invigorating the Division 19 Practice Group, and was primarily responsible for developing a population base to help with the upcoming survey. Hank added that working with Robin has been a pleasure and he wished her well in the future. Hank then made a motion to continue support of Division 44 attendance at future mid-year meetings of Division 19 (motion passed). **Janice Laurence** asked if anyone had contacted General Shalikashvili who may be interested in carrying a positive message to the

public concerning the good work and collaborative efforts between Division 19 and Division 44. Janice discussed that it is probably not realistic to have the ban on gays and lesbians serving in uniform overturned this year. **Mike Rumsey** added that there were major milestones reached between Division 19 and Division 44 over the past year. He expressed his deep appreciation for all the hard work and gave a special thanks to **Will Wilson** and **Steve Sellman** for their personal contributions.

**Mid-Year Symposium.** **Mike Matthews** discussed last year's mid-year symposium. He explained that last year there were no submissions for the conference by the proposed deadline. He indicated that we may need solutions to generate earlier interest and submission for papers and posters in the future. He added that in order to accommodate more papers and posters, perhaps the symposium could start at 0900 on Thursday versus a 1200 start. He stated that we could also have a dual track format (i.e., practice/clinical and others). He also suggested a thematic integration of topics, but recommended we keep the same format for student awards in the future.

**Hank Taylor** expressed the opinion that clinical topics are both welcome and relevant and suggested we support a joint meeting concept. **Paul Bartone** discussed the pros and cons of continuing with a joint format for the mid-year meeting versus solely Division 19 programming. **Armando Estrada** added that we may need to look at ways to diversify, but suggested that we continue to support the long-term successful partnership that the division has developed with Division 21 (Applied Experimental and Engineering Psychology).

**Will Wilson** stated that it may be a good idea to keep pressing with the "parallel track" idea (i.e., practice/clinical and others). **Mike Matthews** indicated that he continues to support academy involvement, but participation can be difficult based on the various geographic locations (e.g., USAF Academy in Colorado Springs). Hank indicated that the mid-year symposium has done a good job of addressing some of the topics that were previously targeted in the DoD symposium. **Bill Strickland** suggested that we stay the course with the current format and assess our success at a later date. **Mike Matthews** indicated that the keys to continued success are active Division 19 and Division 21

representatives as well as the practice committee representatives.

**Hank Taylor** then made a motion to approve the current joint Division 19 and Division 21 mid-year symposium format (motion passed). He added that the inclusion of Division 39 (Psychoanalysis) has improved programming significantly. **Armando Estrada** expressed the idea that there may be a need to release programming announcements earlier for increased exposure of the symposium and greater lead time. **Mike Rumsey** stated that **Erica Rovira** did a wonderful job, but was brought in late and continues to need our support in the future. **Jane Arabian** suggested that the programming should be organized at least a year in advance for maximum participation.

**Strategic Planning Initiative.** **Armando Estrada** reported that, at this point in time, he needs specific direction from the EXCOM concerning the Strategic Plan. **Mike Rumsey** had previously asked members of the EXCOM to bring suggestions for changes and/or improvements to the mid-year meeting for discussion. He asked for current comments on the draft Strategic Plan. **Mike Matthews** suggested that we remove reference to specific division partnerships on slide 16, because there are currently numerous divisions with which we have ongoing partnerships and may develop others in the future. **Brad Johnson** stated that the division owes Armando huge thanks for all his hard work and dedication to coming up with a draft division Strategic Plan. **Mike Rumsey** then made a motion to approve the narrative version of the Strategic Plan that was forwarded by Armando. **Jared Jobe** then requested an amendment to the motion to include the Strategic Objectives, Strategies and the Key Initiatives. **Mike Rumsey** then accepted the amendment made by Jared for Strategic Plan Update II and made a motion that the EXCOM accept Strategic Plan Update II as the guiding philosophy of Division 19 (through page 5 of the narrative document). Armando encouraged the current and future Presidents to continue to push toward implementation of the adopted Strategic Plan.

**Awards Committee.** **Mike Rumsey** reported for **Dana Born** that the current cost of 1,000 Division 19 coins is \$3,500. He announced Dana's motion in absentia to authorize expenditure of \$4,000 for more coins, the sum of

which includes the name and color change to the coin. She also suggested the division check with APA to determine our current supply of coins. **Jane Arabian** stated that we may need more than 1,000 coins for awards, presentations, and so forth. She reiterated that these coins should be used for special recognition of members and others as deemed appropriate by the EXCOM and the President. **Mike Rumsey** then made an amended motion that the division authorizes \$5,000 for purchase of up to 1,500 coins (motion passed). **Brad Johnson** then suggested that we appoint a division "coin keeper" to keep track of the inventory and use of the division coins. Armando volunteered to take on this responsibility. **Mike Rumsey** added that nominations for division awards are due by 15 April (i.e., Yerkes, Flanagan, Gersoni, and Melton). He reported that, at this time, the division has only received one nomination.

**Nominations and Elections Committee.** **Mike Matthews** announced that there are two people running for each office including: President: **Armando Estrada** and **Will Wilson**; Treasurer: **Rebecca Porter** and **Tony Doran**; and Members-at-Large: **Rodney McCoy** and **Carrie Kennedy**. **Paul Bartone** suggested that we have candidates agree to attend key divisional meetings (i.e., APA incoming and outgoing EXCOM meetings, annual business meeting, and mid-year meeting) as a precursor to running for office. He elaborated that the division may benefit from mentoring our newer members as non-attendance at key meetings can be an issue.

**Program Committee.** **Tonia Heffner** reported that there have been an increased number of submissions (including some rejections) for Division 19 program hours at APA in San Francisco. Current count of submission includes 34 posters, 8 symposia, and 1 workshop. Tonia indicated that the Division 19 suite will be at either the San Francisco Marriott or the Hilton Hotel.

**Student Affairs Committee.** **Angie Demoncada** stated that there will be four student awards given at the mid-year symposium for best undergraduate poster and paper, and best graduate poster and paper (\$100 each). She added that for the APA convention, there are four additional awards available including: one research award (\$1,500)



and three travel awards (\$500 each). She stated that the deadline for application is 1 May. Angie also indicated that there has been relatively little response to the travel awards and suggested that we actively send applications to students who are potential recipients of the travel awards.

**APA News.** Heather Kelly discussed several pertinent issues that are being staffed at APA:

- Ethics and interrogations – Science and Ethics have staffed the Psychological Ethics and National Security (PENS) report and are pushing for Science involvement.
- APA needs to respond to the President's budget soon – the DoD Science and Technology funding is not good and big cuts are expected.
- SOMS Task Force – she suggested that Clinton Anderson from Division 44 would be able to address the current "Don't Ask Don't Tell" policy.
- APA Task Force on Returning Military Members and Families – currently looking at the DoD and VA systems. The report is on the APA website main page. DoD has formed its own Mental Health Task Force, so the issue may come up again in the future.
- Classification of psychologists' pay – Heather discussed that she has a need for information from Division 19 regarding the NSPS pay band issues.

**Steve Sellman** reiterated that the Division 19 concerns about the second draft resolution concerning interrogation of detainees include: 1) directed at a specific location versus specific behaviors; 2) U.S. versus international laws and treaties; and 3) there is no way to enforce the proposal (i.e., non-binding). He stated that Division 19 is sincerely interested in cooperating and collaborating to reach a middle ground on the issue. He indicated that Division 19 would have a statement prepared by the commencement of the consolidated meeting.

**Paul Bartone** added that the VA has objected to the substance and process issue of the preliminary report on Returning Military Members and Families.

**Mike Rumsey** explained that in the new pay system being applied to civilians in the military, psychologists are considered to be non-scientific and there is a current need to draft an official statement. He volunteered to draft the Division 19 statement.

#### **Coordinating with Division 39 –**

**Psychoanalysis.** Jaine Darwin discussed issues of mental health services for families of National Guard and Reserve personnel. She indicated that they have developed positive programs and services that are ready to go national (e.g., treating PTSD articles). She remarked that there is a joint panel with Division 56 (Trauma Psychology), Division 19, and Division 39 this year to address these issues. She stated that one of the main concerns is "How do we stop the intergenerational transition of trauma?" She announced that "The So Far Guide" has been published for helping children and youth cope with the deployment of a parent in the military reserves. She reiterated that Division 39 would like to continue to foster cooperation and shared alliances with Division 19, and that there is a need to urge APA to establish and coordinate broad-based training to address these issues. **Janice Laurence** stated a concern regarding the stigma/labeling of active duty families and the possible effects on future assignability.

**Practice Committee.** Will Wilson discussed current issues of the practice committee including PTSD, assessment and treatment of military families, competencies and characteristics needed by military psychologists, identification of individuals and areas of expertise and/or excellence, consultation on ethics, international psychological education and training, and consultations and presentations.

**Mike Matthews** added that one area of outreach in coordination with Division 39 concerns military children without a parent, which may be becoming "the new normal" for military families.

**Mike Rumsey** stated that it may be time to sanction an Ethics Committee to address Division 19 issues.

**Will Wilson** stated that the Continuing Education (CE) program was approved, but that Division 19 missed the 2007 deadline for programming at APA. He indicated that the division needs a CE committee with a chairman because of the vast volume of information associated with running a CE program. He suggested that after gaining some experience in

execution of a traditional CE program, the division should pursue distance CE programs. Will suggested that perhaps we should consider using a business model for the program. He added that **Carrie Kennedy** or **Tony Doran** may be interested in chairing a CE committee, and that he is looking for nominations to fill this position. He elaborated that to be successful the mid-year and annual program coordinators need to work closely with the CE chairman.

**Military Psychology Website.** **Mike Rumsey** spoke for **Steve Shenouda** concerning the division website. He indicated that Steve is still working on developing the electronic website including collaborations with consulting services. Mike indicated that he will get an update concerning possibilities and/or options for the new website.

**International Military Psychology.** **Paul Bartone** stated that the division had approved \$1,000 to support the International Military Testing Association (IMTA) meeting in October and that the transfer of funds was accomplished. He remarked that the IMTA sends its gratitude to the division. Paul stated that this was a successful public relations effort that we may consider supporting again in the future. Paul added that Division 19 has received 5 new international student memberships this year.

**Journal of Military Psychology.** **Janice Laurence** indicated that she received the annual submission statement and that there will be a new publisher of the division journal as of the next issue [vol. 19(3)]. She stated that we may consider APA taking over as our publisher in the future because APA journals may be perceived as more prestigious. She remarked that Informa/Taylor and Francis are offering to continue to publish the journal due to Erlbaum's retiring. **Armando Estrada** volunteered to research other publishing options and will provide information at the APA convention. He also expressed thanks to Janice for all her hard work on the journal. Janice added that if there are any assistant editors that are using personal funds in support of the journal (e.g., paper, toner) they should let her know so they can be reimbursed by the journal. She stated that we also need to look at identifying a back-up editor for the journal. **Jared Jobe** made a motion that Division 19 draft a letter to Larry Erlbaum thanking him for his many years of faithful and dedicated service as our publisher (motion passed). Janice volunteered to draft the letter.

**Newsletter.** **Mike Matthews** thanked **Kelly S. Ervin** for taking over as the newsletter editor. He announced that the deadline for submissions for the summer newsletter is 15 May. He also suggested that the division consider upgrading to a glossy format for the newsletter. He added that he is soliciting articles about Division 19 members and their accomplishments to spotlight individuals in the newsletter. **Mike Rumsey** expressed a sincere thanks to **Mike Matthews** for his dedication and commitment to the newsletter.

**Parliamentarian.** **Jared Jobe** stated that **Bill Strickland** had proposed changes to the Division 19 bylaws. He remarked that the changes are editorial only and are not substantive in content. Jared asked the EXCOM to submit any additional changes soon for final update and submission of the bylaws to the membership for approval. Jared announced that he will be retiring from civil service this year and that he may resign from his position as division parliamentarian. **Paul Bartone** offered sincere gratitude for his long and faithful service to the division.

**Liaison for APA Board of Scientific Affairs.** **Bill Strickland** provided a brief synopsis of the meeting from 6-8 April 2006. The Board affirmed the need for further research efforts related to the psychological effects of ethnic diversity, training for investigators in the recruitment of ethnically diverse samples for research studies, and a need for greater discourse on the pros and cons of tailoring specific treatments and therapies to specific racial and ethnic groups. The Board recommended that its mission statement be reviewed with regard to diversity issues. The Board affirmed their commitment to diversity by ensuring diverse membership on the various standing and ad hoc committees that the Board oversees. The Board also reviewed and supported a number of task force reports including the Development of a Strategic Plan for a Workforce Analysis of Psychology as a Discipline, the Policy and Planning Board 5-Year Follow-Up Report, the Task Force on the Impact of Elementary and Secondary School Zero Tolerance Policies, and the Report on the Working Group on Psychotropic Medications for Children and Adolescents.

**Liaison for Reserve and National Guard Affairs.** **Paul Bartone** announced on behalf of



**Jim Griffith** that he has developed an ad hoc committee to address associated issues.

### EDITOR'S CORNER



Hello! Allow me to introduce myself; I am **Kelly S. Ervin** and it is my pleasure to take on the duties as the new Division 19 Newsletter editor. I am a senior research psychologist working in the Selection & Assignment Research Unit (SARU) of the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) in Arlington, VA.

For this summer 2007 issue I have, for the most part, adhered to a similar format of newsletters past with the exception of a few new sections. First, I have added a new section entitled, *MILITARY PSYCHOLOGY "In Action"*. The purpose of this section is to highlight some of the exciting research that is being conducted by military psychologists and other researchers. Next, I added an *ANNOUNCEMENTS* section that will serve to broadcast upcoming meetings and other items of interest and finally, a *CONGRATULATIONS TO* section that will highlight award recipients and other professional accomplishments.

I would like to make a special mention of my gratitude to **Mike Matthews** and **Gretchen Bain Matthews** for the considerable help and advice that they provided to me as I tackled my first newsletter. I thank both of you. The accuracy and quality of the newsletter is my responsibility and to that end I did my best to review all of the submissions and hopefully I caught all typographical errors. If not, the accountability for the existence of such errors rests with me.

I am looking forward to meeting you at the APA convention in beautiful downtown San Francisco and to working with you on future newsletters!

-----Kelly S. Ervin



## STRATEGIC PLAN UPDATE II

ARMANDO X ESTRADA

**BACKGROUND.** In August of 2005, the Executive Committee of the Society for Military Psychology moved to support a proposal for the development of a strategic plan which would articulate the mission, vision, values and objectives of the Society for the next five to ten years. The impetus for this proposal was driven by a variety of factors including: the lack of a clearly defined role for psychology in the military; periodic challenges to the existence of military psychology with the American Psychological Association; and the emerging changes within the military organization.

**PHASED DEVELOPMENT OF THE STRATEGIC PLAN.** Our initial proposal called for the development and approval of the strategic plan within a calendar year. However, to ensure widespread participation and buy-in a phased development process was employed. Phase I called for the review of historical documents and development of a draft concept to include a mission, vision, values and objectives. Phase II called for the publication of the draft concept of the strategic plan via the Society's listserve and website and initiated an open period for public comment by Society members. Phase III called for the revision of the plan and review by the Executive Committee. Phase IV called for the approval, adoption and implementation of the plan by the Executive Committee of the Society.

**INTERIM REPORTS.** A report of Phase I activities was presented to the Executive Committee at the annual meeting at APA in New Orleans in August of 2006. A report of Phase II activities was prepared and published in the division's website and Newsletter for Winter 2006 (See *The Military Psychologist*, 22[2], 29-30). Public comment and input from the membership was sought during this phase. A report of Phase III was presented to the Executive Committee at the SMP Midyear Meeting in Virginia in February of 2007. The plan was revised by the Executive Committee and a final plan was adopted. This brief presents an abridged edition of the Strategic Plan for the Society for Military Psychology adopt in February 2007.

### STRATEGIC PLAN

#### *Vision Statement*

The vision of the Society for Military Psychology is to serve as the premier organization for the advancement of the psychological study of military organizations.

#### *Core Values*

The Society is guided by our enduring values which include the promotion of wellbeing and welfare; ensuring ethical service; fostering application, education and engagement.

- **Wellbeing/Welfare**—We are dedicated to the promotion of welfare of individuals and organizations.
- **Ethical Service**—We are proactive in our service to psychology and the public at large and we ensure that our services adhere to the highest ethical standards of our profession.
- **Applied Practice**—We believe in the inherent value of applying knowledge and expertise to address complex problems faced by military organizations.
- **Education**—We value and promote the open exchange of ideas and foster opportunities for education and training of psychologists working with military organizations.
- **Engagement**—We recognize the importance of identifying, creating and responding to the interests and needs of our members and are guided by an ethic of inclusive engagement for members within our profession.



## **Mission Statement**

The Society has a threefold mission which seeks:

- To advance psychology the science and practice of psychology within military organizations.
- To foster professional development of psychologists and other professionals interested in the psychological study of the military through education, research and training.
- To support efforts to disseminate and apply scientific knowledge and state of the art advances in areas relevant to military psychology.

## **Strategic Objectives**

To achieve this mission the Society has identified five strategic objectives which will provide strategic direction for the future. The Society will support the following objectives:

*Strategic Objective 1.0: Advance the Science of Military Psychology.* As a science, military psychology involves the application of psychological principles to address military -needs (Driskell & Olmstead, 1989). If we are to serve the long-term needs of military organizations, we need to ensure that our recommendations have a solid scientific basis. Therefore, we must continue to stimulate, promote and support cutting-edge research in military psychology.

*Strategic Objective 2.0: Advance the Practice of Military Psychology.* The Society for Military Psychology is composed of a diverse network of psychologists who perform a variety of functions ranging from personnel management, basic and applied research to clinical health practices. We can serve as a highly effective vehicle for encouraging improved military psychology practice by combining the insights and knowledge of our society's members through the promotion of Continuing Education Programs and establishing Professional Consultation Committees to address ethical and professional challenges.

*Strategic Objectives 3.0: Engagement, Participation and Growth of Society Members.* Our membership is comprised of a diverse network of psychologists who are united by a common concern for military personnel and their families. We need to strengthen this bond by encouraging the engagement, participation and growth of our membership. We will conduct annual membership drives; support the establishment and development of a network for uniformed clinicians serving in military; increase student research and travel to midyear and annual meetings.

*Strategic Objectives 4.0: Investment Planning.* Our annual treasurer's report has continually shown our division to be in good financial health. As our financial resources continue to grow, we need to develop a strategic investment plan that can increase revenues as well as our visibility within national and professional organizations.

*Strategic Objectives 5.0: Strategic Partnering.* Our division has been in existence for over 50 years. As a result, our standing and recognition has continued to mature. As our sphere of influence continues to expand, we need to be mindful of the role of strategic partners. We need to articulate criteria for the development of strategic partnerships and investment opportunities.

The Strategic Plan—its vision, values, mission and objectives—is the product of a collaborative effort lead by the members-at-large and members of the Society's Executive Committee. A complete version of the plan and accompanying slides is available on the SMP website (<http://www.apa.org/divisions/div19/>). The Strategic Plan is not expected to be a static document; rather it has been prepared to look forward into the next five years. As a living document, the plan does not presume to answer all the questions, but rather provides a roadmap for the future. The plan is designed to provide strategic direction for the future.

**APA COUNCIL OF REPRESENTATIVES MEETING**

**BILL STRICKLAND**

At its February meeting, APA's Council of Representatives adopted as association policy reports of the APA Task Force on Military Deployment Services for Youth, Families and Service Members and the APA Task Force on the Sexualization of Girls.

The Military Deployment Services report calls attention to the increasing need for mental health services for military personnel and their families—needs that are straining the military mental health-services system. The full text of the report is available at [www.apa.org/releases/MilitaryDeploymentTaskForceReport.pdf](http://www.apa.org/releases/MilitaryDeploymentTaskForceReport.pdf). In addition to approving the report, Council authorized the formation of a new Task Force on the Psychological Needs of U.S. Service Members and Their Families. A primary focus of this task force will be implementation issues for the recommendations in the report.

The APA Task Force on the Sexualization of Girls reported findings that products and media that sexualize girls are more prevalent and are harmful to girls and women. For a copy of the report, visit [www.apa.org/pi/wpo/sexualization.html](http://www.apa.org/pi/wpo/sexualization.html).

Council also:

- Approved the establishment of a strategic planning process for the association, which will be developed, evaluated, and modified in consultation with a Strategic Planning Advisory Committee.
- Approved a change in the Guidelines and Principles for Accreditation of Programs in Professional Psychology that discontinues, with a 7-year phase-out plan, the current arrangement by which APA and the Canadian Psychological Association concurrently accredit doctoral education and training programs in Canada.
- Approved revisions to APA's Record Keeping Guidelines, which updated the guidelines based on new communications and record-keeping technologies, as well as Health Insurance Portability and Accountability Act requirements. More information is available at [www.apa.org/practice/recordkeeping.html](http://www.apa.org/practice/recordkeeping.html).
- Approved new Guidelines for Psychological Practice with Girls and Women. Those guidelines are at [www.apa.org/about/division/girlsandwomen.pdf](http://www.apa.org/about/division/girlsandwomen.pdf).
- Adopted as APA policy a resolution opposing the teaching of intelligent design as scientific theory. For more information, visit <http://www.apa.org/releases/IntelligentDesign.pdf>
- Approved the association's 2007 budget. The 2007 budget currently projects an end-of-year surplus of \$23,200. The 2006 year-end budget surplus was \$312,800. Council also received reports on APA's net worth, including stock market holdings and real estate. Also, reported in executive session, were reports on the association's compensation to its senior staff. (As part of the budget, Council approved \$3,000 in matching funds from its discretionary fund to continue for an additional year the joint Division 19-Division 44 Task Force on Sexual Orientation and Military Service. Divisions 19 and 44 each allocated \$1,500 from division funds to support the Task Force.)

**BYLAWS UPDATE**

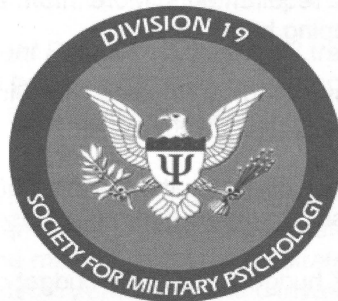
**JARED JOBE**

Article IX. of The Division 19 Bylaws require that: "The Division, by two-thirds vote of the membership present and voting at any annual business meeting, or by a majority vote of the Division membership voting by mail ballot, as provided in Article II, Sections 8 and 9, of these Bylaws, may adopt such amendments to these Bylaws as have been (a) presented and read at the preceding annual business meeting, or (b) circulated to the Division membership at least one (1) month prior to the final vote on the proposed amendment(s). Circulation may be carried out either (a) by publication in the Division's Newsletter, (b) by separate mailing, postal or electronic, to the last known addresses of the membership, or (c) by website.

Three changes to the Bylaws have been recommended by the Society's Executive Committee: 1) to reflect the new name of the Division, "The Society for Military Psychology"; 2) to make minor wording changes in Article II. Membership, indicating that members are elected, not selected by the Membership Committee; and 3) to clarify in Article III.

Officers that the "Division Representative" is the "Society Representative to the Council of Representatives of the Association."

A full copy of the Bylaws Word document in Redline, showing all changes is available from **Jared Jobe** at [JobeJ@mail.nih.gov](mailto:JobeJ@mail.nih.gov)





### **Technical Review of the Armed Services Vocational Aptitude Battery (ASVAB)**

Since ASVAB, the military enlistment aptitude battery, was implemented in 1976, it has undergone several content revisions. In the early 1990s, a computer-adaptive version of ASVAB (CAT-ASVAB) was introduced at all 65 Military Entrance Processing Stations (MEPS) where approximately 70% of military applicants take the test. The Department of Defense is now exploring the feasibility of administering CAT-ASVAB via the internet to increase testing convenience for military applicants.

In addition to changes in the testing environment over the past 25 years, there also have been changes in the nature of military service (e.g., more diverse missions, more complex organizations and systems, and enhanced technology) that affect the nature of military work and the characteristics of military personnel. Consequently, the Department of Defense conducted an ASVAB review to determine if changes in ASVAB content and methodology were warranted.

A four-member review panel of experts (**Drs. Fritz Dragow, Susan Embretson, Neal Schmitt, and Patrick Kyllonen**) in the areas of personnel selection, job placement, and psychometrics was convened. The review panel met five times over a 9-month period and considered the current ASVAB content, methodology, and use; discussed concerns associated with the current battery; reviewed new types of cognitive, noncognitive, and psychomotor skills not currently measured by ASVAB that might prove valid for selection and classification in the 21<sup>st</sup> Century military; formulated and discussed potential changes to ASVAB, and developed 22 recommendations for changes to the battery, including research that may be necessary to evaluate proposed changes and/or to implement those changes.

The panel's report, prepared by HumRRO, is available electronically from the COTR, **Ms. Kathy Moreno** ([Kathy.Moreno@osd.pentagon.mil](mailto:Kathy.Moreno@osd.pentagon.mil)), or **Dr. Jane Arabian** ([Jane.Arabian@osd.mil](mailto:Jane.Arabian@osd.mil)).

### **The Soldiers Project**

In March 2005, **Judith Broder, MD** attended a play called *The Sandstorm: Stories from the Front*, by Sean Huze. This play was about combat trauma. **Dr. Broder** decided to gather her colleagues to try to help the troops and their families. She founded The Soldiers Project, a group that operates under the auspices of the Ernest Lawrence Trauma Center of the Los Angeles Institute & Society for Psychoanalytic Studies, a 501C3. The group began in Los Angeles County, and has now expanded to Orange County. "By next year, we will be in San Diego County," states **Dr. Broder**, "and there are new groups forming in Chicago and New York City."

The group is composed of licensed mental health professionals who volunteer their services to any military person who is serving or has served in Iraq or Afghanistan, as well as to their extended families. There is no prescribed limit to the number of sessions, and most of the therapists are in private practice, and see the referrals in their offices. "We see individuals on active duty when they are home for brief periods of time, and we work around their schedules. We see members of the military, couples and we see families. We also see spouses, partners, parents, grandparents and children, while their loved one is deployed, and when the loved one returns. We also see bereaved family members."

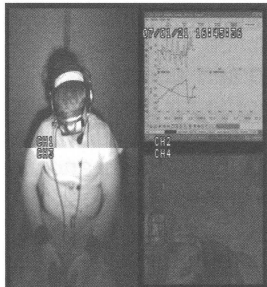
The group has therapists with a wide variety of therapeutic orientations. All therapists must attend educational sessions to learn about combat trauma and other psychological issues of military life. In addition, there is a monthly consultation group for therapists who are seeing clients through The Soldiers Project.

To set up an appointment, call **Dr. Broder** at 818 761-7438, or contact her through the web site [www.thesoldiersproject.org](http://www.thesoldiersproject.org) ([info@thesoldiersproject.org](mailto:info@thesoldiersproject.org)). If you are interested in learning more about The Soldiers Project, please look at the web site, or call **Dr. Broder** if you might be interested in volunteering or want help in setting up a similar project in your community.

## Training for Combat Medical Personnel

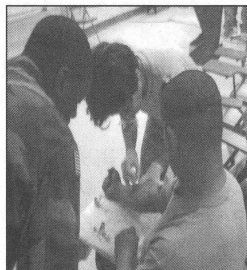
Research Psychologists at the U.S. Army Aeromedical Research Laboratory are starting a research initiative in “stress inoculation training.” As a by-product of cognitive-behavioral therapy, stress inoculation training offers gradual and repeated stress exposures to desensitize individuals to stressors that may produce psychological trauma and/or decrease performance (e.g., “freeze”). The goal of their study: “*Virtual Reality Stress Inoculation Training for Combat Medical Personnel*,” is to harden medics against the stress that they experience during combat (e.g., treating the wounded while under fire).

The researchers hypothesize that combining virtual reality technology with cognitive training will allow medics to perform their medical tasks in controlled, yet stressful, simulated combat casualty scenarios. The ultimate objective is to determine if repeated exposures to such stress in the *virtual* reality world will allow them to perform better in the *real* world with less stress-related sequelae.



←A “Flight Medic” student participant at Fort Rucker. Participants receive feedback on their performance as well as their psychological, physiological, and biochemical stress levels.

**MAJ Melba Stetz** during “Ranger First Responder Training” at Fort Benning, GA. She is the first female Soldier certified as a “Ranger First Responder”. →



For more information contact **MAJ Melba Stetz**, 334-255-6857; [melba.stetz@us.army.mil](mailto:melba.stetz@us.army.mil).

## Strategies To Enhance Retention of Army Soldiers & Officers

**Dr. Kelly S. Ervin** and **Ms. Krista Langkamer** are working on a number of research projects related to retention and commitment among Soldiers and officers.

Their paper entitled “*Organizational Commitment and Psychological Contracts: Expected Socialization Matters*” will be a part of a symposium during the Academy of Management (AOM) conference this August in Philadelphia, PA. This paper proposes a model that links socialization processes to organizational commitment via the psychological contract. Highlights include the findings that Soldiers’ expectations of their initial training influence the commitment they have towards the Army and that fulfillment of training expectations leads to an increase in perceived self obligations but not organizational obligations.

“*The Importance of Training Fulfillment: Implications for Retention Strategies*” will be presented as a poster during the APA conference in August. The purpose of this study was to contribute answers that will guide Army retention interventions. Specifically, using enlisted Soldiers, they investigated the impact of attitudes formed during IET (“training fulfillment”) on important organizational outcomes such as self-efficacy, affective commitment, and career intentions.

**Dr. Ervin** and **Ms. Langkamer** are currently collecting data to understand how socialization processes, perceptions of leadership, and leadership development experiences affect company grade officers’ commitment to the Army.

**Dr. Kelly S. Ervin** is a senior research psychologist with the Selection & Assignment Research Unit (SARU) at the US Army Research Institute (ARI).

**Ms. Krista Langkamer** is a 5<sup>th</sup> year doctoral candidate working on completing her Ph.D. in Industrial/Organizational Psychology from George Mason University. Krista is currently employed by the Consortium Research Fellows program and is working at ARI.

For more information contact **Dr. Kelly S. Ervin** at [Kelly.Ervin@hqda.army.mil](mailto:Kelly.Ervin@hqda.army.mil).



## CONGRATULATIONS TO....

**Colonel Thomas A. Kolditz** (USA) on the completion of his book, "In Extremis Leadership: Leading As If Your Life Depended On it". **COL Kolditz** is professor and head of the Department of Behavioral Sciences and Leadership at the United States Military Academy at West Point. His book is available in stores and at <http://www.amazon.com> (ISBN: 0-7879-9604-1).

**Editor's Note:** Read a review of "In Extremis Leadership" in this newsletter.

**Colonel James Griffith** (USA) for graduating from U.S. Army War College, being appointed uniformed research psychology (reserve component) consultant to the Medical Service Corps, Office of the Army Surgeon General, and on his recent publication "Further Considerations Concerning the Cohesion-Performance Relation in Military Settings", *Armed Forces and Society*, forthcoming, summer 2007. **COL Griffith** is currently assigned to the Joint Forces Headquarters Maryland, Army National Guard.

**Dr. Christopher Peterson**, the Arthur Thurnau Professor of Psychology at the University of Michigan, was named the Thomas Hawkins Johnson Visiting Scholar at the United States Military Academy (West Point) for 2007. **Dr. Peterson's** seminal research on assessing character strength is of vital interest to West Point, where character development is a major component of the educational experience.

**MAJ Brian Wortinger**, Assistant Professor at the United States Military Academy's Department of Behavioral Sciences and Leadership, for his work on the development of the Leadership and Management curriculum at the National Military Academy of Afghanistan. The school is three years old and will graduate its first class of cadets in January 2009. For more information, contact **MAJ Wortinger** at [brian.wortinger@usma.edu](mailto:brian.wortinger@usma.edu)

**Editor's Note:** At press time, the winners of Division 19 Military Psychology Research & Travel Award competition were not known.

## DIVISION 19 ELECTION WINNERS!

President-elect:  
Will Wilson

Treasurer:  
Rebecca Porter

Member at Large:  
Carrie Kennedy



## BOOK REVIEWS

**Finding my Way: A Teen's Guide to Living with a Parent who has Experienced Trauma.**  
By **Michelle D. Sherman**, Ph.D. and **DeAnne M. Sherman**, Seeds of Hope Books, 2005

Reviewed by: **Barbara V. Schochet**, Ph.D & **Christine Truhe**, PsyD

### Review #1 (Schochet)

*Finding My Way* is written for teenagers who have a parent who has experienced a traumatic event and has PTSD. The first half of the book devotes itself to a description of PTSD and its accompanying symptomatology, including addiction and suicidal behavior. It explains the term PTSD in clinical terms that a teenager can understand. (Our 17 year old son liked the portion of the book that he read.) It is basically a clinical primer that might be utilized by adults, as well, in understanding such problems as panic attacks. It explains such phenomena as trying to avoid triggers that remind the traumatized person of the event, and mentions nightmares and intrusive thoughts.

The second half of the book, "Life with a Parent Who Has Experienced Trauma" addresses issues about teens' feelings about the parent's behavior, and suggests ways to cope with the situation. It focuses mainly on the teen and his/her parent. There is a brief wrap-up at the end, which might be a good place for a psychologist leading a workshop for teens to start. The book is written as a quasi-workbook, with places for the reader to jot down thoughts and feelings.

Since this book is not specifically about combat trauma, it talks about general PTSD, and understandably, does not explain combat stress in particular, and omits some of the symptoms seen in those with combat trauma (anxiety in driving with cars nearby, feeling that only the war buddies understand him/her, or even wishing to be back in Iraq). More importantly, the book is lacking in a good explanation of the physiology of trauma, which would be extremely helpful to a teen in trying to understand his/her parent's behavior. Presenting an explanation of the physiology of trauma also de-pathologizes it. A teen can make sense of his/her parent's

hyper-arousal, hitting the floor when a light bulb explodes, or nausea in response to the smell of burning meat, as not unexpected physiological reactions, when they are presented as such. When a physiological explanation of trauma is given, it also makes clear to the teen that, given enough factors, anyone can develop symptoms of trauma.

The one example of combat PTSD tells the story of a father who made a decision to send soldiers into battle, and "He has regretted that decision ever since, as that battle resulted in the death of several soldiers under his command." (p.12) This story could be misconstrued to imply that combat stress is about the soldier's own mistakes. While soldiers may have much grief about lost lives of comrades, civilians and particularly children, and many do focus on things they perceive as mistakes, it is not the only reason for combat trauma, and could lead a teen into falsely thinking that "My Dad has combat trauma because he made some mistakes. I wonder what he did."

Teens are at a "Can Do" phase of their lives. They want suggestions on how to help. The book is good in providing suggestions for how to help. At times, it goes overboard, thus encouraging the teen to become too much of a caretaker for the parent. The teen may already be feeling that he/she has had to grow up too fast, and may be resentful or mournful about having a changed family, including the changes that have occurred in the parent who does not have PTSD.

Although this book is a good first attempt at dealing with trauma for older teens, a book specifically written about combat trauma would be more useful for a teen in this situation. Teens need to know that the hidden wounds of war are every bit as real, and forgivable, as the physical wounds of war.

**Barbara V. Schochet**, Ph.D., is a licensed psychologist in Los Angeles. She has a special interest in combat stress, and is the Assistant Director of The Soldiers Project, a group of licensed mental health professionals offering free psychotherapy to military members who have served in Iraq or Afghanistan.



## **Review #2 (Truhe)**

*Finding My Way* is a book written for teenagers but will also help soldiers and other adults experiencing symptoms of trauma related stress. Imagine the soldier having trouble reconciling himself to his symptoms and not incline to read self-help books, but who will willingly do the right things for his children. By reading the book he will have entered a world of important information through the back door. I offer this caveat as most of the readers of this newsletter are more likely to deal directly with soldiers than their family members.

There is a lot to be said for the elements of content, tone, and design in *Finding My Way*, as they are all appropriate for attracting the teenage reader. The content is manageable in quantity and summarized in 8 clear points at the end of the book. The content includes understanding trauma and Post-Traumatic Stress Disorder, its treatment and its prevalence, increasing awareness of emotions with emphasis on anger, coping mechanisms, social support, self care, and the teen as helper. There are pithy messages highlighted throughout such as, "If your parent is distant it is NOT because he/she doesn't love you...."

The tone is compassionate and casual as in the chapter titled, "My Parent Has Really Changed....What's Up?" The authors write to the reader who is the subject of the book, not the parent, as she is placed in her life as the observer of his affected parent, his family as a whole, extended social relations, and most importantly, the reader herself.

The design element includes layout and learning methods. In this 130 page, small (7"x9") workbook, the pages are laid out with space for expressing one's thoughts.

There is a wide variety of learning strategies to stimulate interest which include, in addition to paragraphs of content, poems and quotes by teens, case vignettes, checklists, Likert scales, sentence completion, creative writing, self-description, drawings and more.

With each chapter the reader acquires actionable insights to bring. For example, in one chapter the reader lists those closest to her then uses the "Pros & Cons of Telling this Person" T-chart of each one to arrive at conclusions as to who she might approach for support. Through its

informal approach the authors encourage insight and initiative.

In presenting the lesson, "You can support your parents in many special ways." The authors empower the reader who is placed in the role of competent family member. This participation flips the perspective of the teen as secondary victim to one of able contributor.

My one disappointment is the paucity of material with a positive tone as compared to that which was negative. Certainly the topic is essentially difficult and smiley faces would be insulting. Yet I'd offer that the elements of positive psychology which addresses, "human strengths that are the most likely buffers against mental illness: courage, optimism, interpersonal skill, work ethic, hope, honesty and perseverance" could have been employed to a greater extent. For example, the authors might have given greater emphasis to the reinforcement of capacities within the teenager for effectively dealing with a parent with PTSD, as they did in the chapter which begins, "...it's important to remember what is working well in your relationship with your mom or dad".

*Finding My Way* is both educational and encouraging and an excellent resource for teenagers who have a parent who has experienced trauma, adults who suffer from post traumatic stress, officers and enlisted personnel who want to understand themselves, and/or their fellow soldiers, teachers, and any primary and mental health care professionals.

**Christine Truhe**, PsyD, Summit, New Jersey, Psychologist & Founder and President-Summit Supports Our Troops

**Finding my Way: A Teen's Guide to Living with a Parent who has Experienced Trauma** is available at [www.seedsofhopebooks.com](http://www.seedsofhopebooks.com).

**In Extremis Leadership: Leading as If Your Life Depended on It.** By **Thomas A. Kolditz**, PhD, Colonel, USA

Reviewed by: **Dov Eden**, PhD

This book is about leading people whose lives are on the line and about developing leaders for such roles. Division 19 members and readers of *The Military Psychologist* will likely feel "at



home” with this book. If you have ever needed a way to explain to the uninformed how a few thousand leaders get hundreds of thousands or millions to risk life and limb to attain objectives that are unknown to many and fuzzy to many others, this is the book that will help you explain it. Furthermore, it will help us all understand better how to train leaders for that role.

Col. Kolditz early invites readers to “enjoy the ride” as he opens his treatise on leadership in dangerous situations where lives can be lost. He defines *in extremis leadership* as “giving purpose, motivation, and direction to people when there is imminent physical danger and where followers believe that leader behavior will influence their physical well-being or survival.” In short, this is leadership “in the shadow of death.” One must incur risk of serious injury or death just to study it, as his examples of his own and others’ participant observations of U.S. Army units operating in Iraq and Afghanistan and of sport skydiving make chillingly clear.

In extremis situations are not limited to the military. Kolditz cites many examples of police, urban firefighters and forest fire fighters, mountain-climbing guides, SWAT teams, drug enforcers; in general, emergency response teams and first responder organizations. Curiously missing are surgical and emergency-ward teams. These life-saving medical teams undoubtedly are led by in extremis leaders. Perhaps Kolditz excludes them because it is only the patient’s life that is at stake, not the team members’ lives. However, given the life-and-death nature of their work and the importance such teams place on human life, emergency wards and surgical operating rooms must qualify as extreme situations.

To be sure, in extremis leadership is different from everyday leadership. Kolditz captures its crucial essence in a few hard-hitting sentences: “In extremis leadership always comes with a tangible moral obligation. When lives are at risk, an undeniable moral responsibility fosters conscientiousness and total commitment. Responsibility for life fosters an intense focus. Leading under such circumstances is less about power over subordinates and more about an obligation toward their well-being and survival. In extremis circumstances provide a crucible for the development of positive leadership habits” (p. 70). Mortality salience makes the difference. Even after publication of this book, I don’t think

we’ll see multitudes of civilian academicians queuing up to collect data in extreme situations.

Kolditz’s central points are that the leader behaviors called for in extremis situations are different from those that suffice in everyday circumstances, and that effective training of in extremis leaders must be done in dangerous situations. The differences Kolditz enumerates are convincing. First, in extremis leaders needn’t motivate their followers as other leaders must because the dangers of the situation are inherently (as opposed to intrinsically) motivating. The leader’s task is not to urge followers to exert great effort, but to get them to be *externally focused* and *situationally aware* and constantly *motivated to learn* in these fluid situations where the dangers are fast-changing and unpredictable. Furthermore, in extremis leaders *share the risk* with their followers, rather than remaining safe in the rear and leading by remote control. Moreover, in extremis leaders share their followers’ *life style* and circumstances; they eat the same chow, sleep in the same quarters, and do their share of dirty work alongside the followers. When this type of sharing is impossible, the leader at least spends time with the followers and is personally connected to them, not aloof from them. Building *mutual trust* and *loyalty* are also important, but the key to earning followers’ trust and loyalty is *competence*. Competence tops the list of what followers demand of an in extremis leader. This contrasts with what ordinary followers expect of their leaders; employee surveys usually put integrity at the top of the list. When followers’ lives depend on the leader’s making the right decisions and performing flawlessly, the leader’s competence is supremely important. When their survival is at stake, followers prefer a flawlessly competent leader with some moral blemish to a saintly leader of limited competence.

Kolditz stresses the importance of diversity for teams operating in extremis situations. Even the highly selective West Point parachute team—the famous Black Knights—do not necessarily select the very best individuals; rather they select also for diversity, for reasons Kolditz enumerates. However, in the general management literature the jury is still out on the pros and cons of diversity with respect to team performance; diversity has been found to be both functional and dysfunctional. Do dangerous circumstances really require diversity? The stand taken by



Kolditz and the Black Knights is immanently researchable.

Another contrast to ordinary leadership is Kolditz's emphasis on continuous learning. There seems to be an emerging finding among training-and-performance psychologists that *learning orientation* is most important while a task is being learned, but that once the task has been mastered, *performance orientation* produces the best results. Perhaps the difference is that "the task" in dangerous situations is never fully learned because these situations and their risks constantly change and require adjustments to previously mastered ways of operating, that is, they require constant learning. In Dr. Kolditz's words, "For an average leader, motivation is a way to make people work harder, but for the outstanding leader, motivation is a way to help people work smarter" (p. 27).

Tom Kolditz is one of the few individuals that could have authored a book like this. He has accumulated knowledge and experience as a United States Army officer in a variety of roles including combat command, as head of West Point's Department of Behavioral Science and Leadership, and as an accomplished skydiver and coach of the U.S. Military sport parachute team. He combines this rich experience with doctoral-level mastery of psychology. He has made a career of living and working "on the edge," of leading and developing others similarly deployed or soon to be so deployed, and of thinking about it. Drawing on his personal experiences, the book is rich with edifying and inspiring statements and examples. I found several gems to spice up my leadership PowerPoint slides.

Kolditz exemplifies his own integrity by crediting others when appropriate. For example, he credits his staff sergeant for coming up with a good solution to a snafu that occurred while out on an exercise with an artillery battery under Kolditz's command. A breakdown in communications left Kolditz and his unit stranded at night in freezing weather with no shelter and without proper cold-weather gear, no hot food, and no communication link to help. Kolditz was about to share his anger and frustration with the men and blame headquarters when his sergeant came up with a more constructive, in extremis approach that resolved the problem by maintaining focus on the situation rather than laying blame. This is an instructive example of in extremis leadership

and the mark of a true leader to admit his own failing and credit his subordinate for the solution. Furthermore, Kolditz is shamelessly frank about U.S. Army failures. One example is his discussion of the fragging of U.S. officers by disgruntled U.S. soldiers in Vietnam. Another is when a senior officer horrified a captain by exhorting the captain's soldiers: "You guys just need to go out there and kill some of these fuckers" in what was blatantly the wrong way to fire up the troops for effective action. Kolditz obviously has sufficient self-confidence and confidence in the overall health and strength of the institution he serves—and sufficient personal integrity—that he readily shares some of his and its failures with us.

Throughout the book Kolditz points out the unique nature of in extremis leadership but at the same time emphasizes its relevance for leaders in ordinary situations. For example, "Leadership characteristics developed in such a crucible can't be purchased; they can only be earned through sustained effort, personal commitment, and risk to life" (p. 92). The best way to train leaders for dangerous situations is to have them spend time in dangerous settings: "Dangerous contexts build leaders and the right leadership habits better than any other contexts, including higher education.... In extremis leadership works just as well conceptually, and it has considerable utility across a broad range of circumstances" (p. 102). "In extremis leadership can't be taught as a cluster of sterile skill sets that can be learned in safe and predictable settings" (p. 198). It is the "immediate irreversible consequences [that] make teams in dangerous contexts a rich developmental wellspring for great leaders" (p. 164). That certainly rules out universities as a training ground. "Management can be learned from the written page, but leadership requires judgment and character best derived through actual environments" (p. 100).

Thus, there is an asymmetrical relationship between in extremis situations and ordinary situations. In extremis leadership can succeed in ordinary circumstances whereas ordinary leadership is unlikely to succeed in extreme situations. "We need leaders whom we can train as managers because it's much harder to train managers to be leaders" (p. 205). Everyday observation supports Kolditz's contention. We all know of many retired officers who went on to great success as civilian leaders but not many—



if any—successful civilian leaders that switched to a military career that involved leading troops in extreme conditions. This is consistent with West Point's declared aim of developing leaders for the Army *and for the nation*, knowing that many of the fine leaders they train will, after their military service, take on civilian roles in which their in extremis training and experience will help them be excellent leaders. However, developing in extremis leaders will remain mainly, if not exclusively, a military endeavor; I don't see universities or private firms putting leadership trainees in harm's way in order to develop them. Furthermore, in extremis leader development is very expensive. I suspect that only the military will continue to make the requisite investments in such costly training.

Col. Kolditz opens his Introduction telling us that his book uncovers "new leadership lessons." Throughout the book I kept asking myself, How could this be new? How is it that military leaders who take so seriously the job of training cadets for the combat lieutenant's role and beyond are just now getting around to exploring in extremis leadership? Haven't commanders in American military organizations been leading soldiers in dangerous situations for over two centuries? Kolditz concurs; he began unfolding his model stating: "The idea that dangerous circumstances influence leadership and leader development in unique, specific ways is somewhat novel. At least it has never before been explicated by authors who write about leadership." Similarly, "That leadership in dangerous contexts has unique elements that can be researched, studied, articulated, and taught deliberately to others across contexts is a novel idea" (p. 206). What took so long for professional military leaders to deal with this "novel" topic?

The answer may be that only now are U.S. military academies sending officers to pursue graduate studies in social science and leadership. Kolditz mentions a few such individuals at West Point by name. Most civilian contractors are insufficiently informed about the military to understand combat leadership. Had the Army waited for civilian leadership scholars to get embedded with combat units deployed in war zones before studying these phenomena, it would still be waiting. Kolditz describes how Col. Pat Sweeney left graduate school to deploy with the 101<sup>st</sup> Airborne Division to study relevant issues in situ. Sweeney returned with his data to the tranquil haven of graduate school from a

place where his mentors dared not go. As Col. Kolditz says, "...research on in extremis leadership will always be dangerous for those who conduct it" (p. 72). The conclusion is clear: only military personnel like Sweeney, Hannah, and Kolditz himself will gather the relevant data. However, this fascinating and crucially important line of research will flourish only if West Point and other military organizations follow through and allocate the resources needed to get their own in extremis leaders out into graduate school and then back out into extreme situations to conduct the relevant research. They are virtually indispensable for this task, as they are for defending freedom. Kolditz's *In extremis leadership* may inspire acceleration of this development. Throwing down the gauntlet, the colonel invites "researchers with a little spunk" to join them. Are we up to it?

I found the final chapter on physical development a superfluous add-on. It stresses the importance of improved exercise to increase joint stability, balance, and flexibility. In short, the message is, Do yoga. The example of the use of yoga by Kareem Abdul-Jabbar, not an in extremis leader by any stretch (pun intended), clinched it for me. This chapter added little to my understanding of leadership. Conversely, Kolditz's stirring discussion of the mourning rites through which military units pay deep respect to their fallen comrades and their families and move on was poignant and thought-provoking. The academic institutions I know best honor fellow scholars who have passed on with a variety of memorial ceremonies such as special study seminars and symposia, publications, scholarship funds. I'm not sure how death is managed in the corporate world (it is not part of the management literature I'm familiar with), but my guess is that they have a lot to learn from the military examples Kolditz has described.

Dr. Kolditz concludes saying, "The study of in extremis leadership leads the curious up the sides of mountains, out the doors of flying aircraft, on the desert floor of warring countries, into jungles ruled by feline kings, and through the doors of urban apartments fraught with fire and crime.... In these exceptional places, people will die. But from these same places, incredible leaders will be born, their emergence crafted in a crucible of life-and-death outcomes" (p. 203). Judging by the number of times I felt myself tensing up and choked up reading some of Kolditz's fascinating examples, this book will

evoke much emotional response. This may not induce most ordinary leadership researchers to dare tread where danger lurks. What will emerge may be uniformed in extremis researchers backed by civilian advisors mentoring from the rear. And we will all incur a growing debt to those in extremis researchers, beyond what we already owe in extremis leaders and the followers they lead.

**Dov Eden**, PhD is the Lilly and Alejandro Saltiel Professor of Corporate Leadership and Social Responsibility, Faculty of Management at Tel Aviv University, Tel Aviv, Israel

### APA CONVENTION 2007: SAN FRANCISCO



The annual meeting of the American Psychological Association will be held 17-20 Aug 2007 at the Moscone Center in San Francisco, CA. Division 19 received a remarkable number of excellent submissions. Each of these submissions required multiple reviews to determine the set that would appear in Division 19's 2007 program. The program appears in this edition of the newsletter.

As Program Chair for Division 19, I would like to thank the following people who served as reviewers. If you would like to be a reviewer for the 2008 Program, please contact me at [tonia.heffner@us.army.mil](mailto:tonia.heffner@us.army.mil).

**Jim Belanich**, Ph.D., U.S. Army Research Institute for the Behavioral and Social Sciences **Carl A. Castro**, Ph.D., Colonel, Walter Reed Army Institute of Research, **Anthony Doran**, Ph.D., Commander, U.S. Navy, **Rorie N. Harris**, Ph.D., Navy Personnel Research, Studies, and Technology, **Greg Goodwin**, Ph.D., U.S. Army Research Institute for the Behavioral and Social Sciences, **Becky Lane**, Ph.D., RTI International, **Lisa J. Mills**, Ph.D., Headquarters, US Air Force, **Murrey Olmsted**, Ph.D, RTI International, and **Michael Schwerin**, RTI International.

**Tonia Heffner**, Ph.D., Program Chair



**DIVISION 19 2007 APA PROGRAM**  
*(Refer to your final APA program for event locations)*

EVENT and TITLE	DATE/TIME
Executive Committee Meeting: Outgoing	8/17: 8:00AM-9:50 AM
<i>Tri-Service Internships--- Training and Preparation for Military and Civilian Careers</i>	8/17:10:00 AM-11:50 AM
<i>Psychosocial Impact of Operation Iraqi Freedom on National Guard Soldiers</i>	8/17: 12:00 PM-12:50 PM
<i>Tobacco Use Prevalence and Policies Among Military Trainees</i>	8/17: 1:00 PM-1:50 PM
<i>Presidential Perspectives---Past as Prologue to Future</i>	8/17: 2:00 PM-3:50 PM
Business Meeting	8/18: 2:00 PM-2:50 PM
Presidential Address: <i>Title: What's in a Job?</i>	8/18: 3:00 PM-3:50 PM
Social Hour	8/18: 4:00 PM-5:50 PM
Committee Meeting (N): Incoming	8/19: 8:00 AM-9:50 AM
Poster Session	8/19: 10:00 AM-10:50 AM
<i>Using Modern Assessment Techniques to Rebuild the Security Forces in War-Torn Iraq</i>	8/19: 1:00 PM-1:50 PM
<i>Don't Ask, Don't Tell, Then What? Clinical and Ethical Considerations</i>	8/20 Mon: 9:00 AM - 9:50 AM
<i>Current Directions in Psychological Resilience Research Among Military Personnel</i>	8/20 Mon: 10:00 AM - 11:50 AM
<i>Battlemind Training System---Supporting Soldiers Throughout the Deployment Cycle</i>	8/20 Mon: 12:00 PM - 1:50 PM

## ANNOUNCEMENTS

### **The Inter-University Seminar on Armed Forces and Society**

After many years, the Washington Region of the Inter-University Seminar on Armed Forces and Society is reconvening, meeting periodically at Fort Myer's officer club. These meetings provide opportunities to meet and to have discussion with other professionals (academics, practitioners, etc.) interested in issues pertaining to the armed forces, with core interests in defense manpower and personnel policy and civil-military relations. Most recently, **Dr. Carl Dahlman** spoke about the role of "human capital" in future plans for Department of Defense. If interested, please send your contact information (email) to **Mr. Bob Goldich** (rgoldich@cox.net). He or the IUS main office will, in turn, provide you announcements about future meetings.

### **The International Society for Traumatic Stress Studies**

The International Society for Traumatic Stress Studies (ISTSS) is holding its 23rd Annual Meeting, "Preventing Trauma and its Effects: A Collaborative Agenda for Scientists, Practitioners, Advocates and Policy Makers" in Baltimore, Maryland, USA November 14-17, 2007 at the Baltimore Marriott Waterfront. For more information go to: <http://www.istss.org/meetings/index.cfm> or [www.istss.org](http://www.istss.org).

### **Div 19 Continuing Education (CE) programs**

As many of you already know, our division has approval from APA to conduct Div 19 Continuing Education (CE) programs. This not only offers us the potential to provide Continuing Education credits at our mid-year conference and APA conferences, but to move into the development of Continuing Education programs that we might deliver during the year to include distance learning formats. The authority to conduct CE programs carries the responsibility to work with APA and out community to identify and prepare the programs most needed. It also offers us the potential for significant income.

I am seeking 3 volunteers to provide the leadership and administration of this important activity. Please let me know of your interest. We all appreciate your dedication and support. For more information contact either **Mike Rumsey** at Michael.Rumsey1@us.army.mil or **Will Wilson** at wwilson1963@gmail.com.

### **Military Psychology Photography Exhibit**

There will be an exhibit of photography depicting some of military psychology's many roles on display in the Division 19 Hospitality Suite, at the San Francisco Marriott throughout the 2007 APA Conference. The exhibit covers an array of military psychology topics, ranging from such clinical functions as neuropsychology to more operationally based activities



such as research into suicide bombers.

The exhibit, prepared by **Dr. Eric Zillmer** of Drexel University with collaboration of John Langdon, professor of advanced typography and logo design, will be on display 17-20 August 2007 during suite hours. Please check upon arrival to the APA conference as to which suite Division 19 has been provided.

### **Call for comments on the revision of the standards for educational and psychological testing**

The American Educational Research Association (AERA), American Psychological Association (APA) and the National Council for Measurement in Education (NCME), sponsors of the Testing Standards, have approved the 4th revision of the Joint Testing Standards. The Standards provide criteria for the development, use and evaluation of assessments and are widely cited by testing professionals, government agencies, and legal bodies as establishing scientific and professional practices in testing.

Individuals and organizations interested in educational and psychological testing are invited to submit their comments regarding the current Standards and recommendations for a revision.

The call for comments will be posted at <http://teststandards.org> in late May. The deadline for comments is October 2007.

**DIVISION 19 MEMBERSHIP APPLICATION FORM**

Application for the Society for Military Psychology (Division 19)  
of the American Psychological Association

Full Name \_\_\_\_\_ Date \_\_\_\_\_

Title (circle one):      Dr.      Ms.      Mr.      Mrs.      Other \_\_\_\_\_

Mailing Address \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Phone (w) \_\_\_\_\_ (h) \_\_\_\_\_ (Fax) \_\_\_\_\_ (E-mail) \_\_\_\_\_

Position Title \_\_\_\_\_

Organization \_\_\_\_\_

Division status you  
you are applying for:

- \_\_\_ Member (\$25)
- \_\_\_ Student Affiliate (\$10)
- \_\_\_ Affiliate (\$30)
- \_\_\_ Dues Exempt (\$19)

Present APA status:

- \_\_\_ Member
- \_\_\_ Associate
- \_\_\_ Fellow
- \_\_\_ Student Affiliate
- \_\_\_ Non-member

If you belong to APA, please list  
your APA member number

\_\_\_\_\_

and other division memberships:

\_\_\_\_\_

*Note: Only paid APA members/associates/fellows can be Division 19 "Members," and only full - time students are eligible to be student affiliates. All others can join as Affiliate Members.*

<u>College or University</u>	<u>Degree</u>	<u>Date</u>	<u>Field</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Please indicate your research or practice interests/specialties:

Return this form along with a check made payable to "Division 19" to our membership chair:

Anthony Doran  
Behavioral Health Program & EFM Program  
Navy Personnel Command  
Millington, TN, 38055

**DIVISION 19 COMMITTEES**  
**AUGUST 2006 – AUGUST 2007**

Fellows	Steve Goldberg, Gerald Krueger, Dana Born		O/407-384-3980 F/407-384-3999 stephen.goldberg@us.army.mil
Awards	Dana Born, Michael Rumsey, Michael Matthews	See Executive Committee	
Membership	Anthony Doran, Armando Estrada, Dennis Scholl	Behavioral Health Program & EFM Program, Navy Personnel Command, Millington, TN, 38055	anthony.doran@navy.mil
Nominations	Michael Matthews, Armando Estrada, Jeffrey Thomas, Thomas Kolditz	See Executive Committee	
Editor, Journal of Military Psychology	Janice Laurence	8706 Chippendale Ct. Annandale, VA 22003	O/(703)764-8241 jhlaurance@cox.net
Newsletter Editor	Kelly S. Ervin	Army Research Institute (ARI) 2511 Jefferson Davis Highway Arlington, VA 22202-3926	O/703-602-7949 F/703-602-7730 Kelly.Ervin@hqda.army.mil
2007 Convention Program	Tonia Heffner, Lisa Boyce, Carl Castro, Anthony Doran, Lisa Mills, Jackie Mottern, Henk Ruck, Michelle Wisecarver		O/703-602-7948 F/703-602-7337 tonia.heffner@hqda.army.mil
2007 Mid-Year Meeting Program	Ericka Rovira	BS&L U.S. Military Academy West Point, NY 10996	O/845-938-5902 Ericka.Rovira@usma.edu
Practice	Will Wilson	PO Box 1510 Blowing Rock, NC 28605	O/828-295-0450 wwilson1963@gmail.com
Military Psychology History	Paul Gade	1733 N. Danville Street Arlington, VA 22201	O/703-602-7935 F/703-602-7709 paul.gade@hqda.army.mil
Women and Minorities in the Military	Janice Laurence, Melba Stetz, Pat Thomas, Alma Steinberg, Ray Wood, Dana Born	See Journal Editor	
Inter-University Seminar on Armed Forces and Society	Paul Bartone	National Defense University (ICAF) 408 Fourth Avenue Fort McNair, Washington, DC 20319	O/202-685-4215 F/202-685-4175 bartonep@ndu.edu
International Military Psychology	Robert Roland, Paul Bartone, Jarle Eid, Bjorn Helge Johnson	Box 27 Ft. Belvoir, VA 22060-0027	O/888-704-0702 H/703-704-0702 Robertr885@aol.com
Web Page	Steve Shenouda	University of Miami PO Box 248766 Coral Gables, FL, 33124	steven.shenouda@gmail.com
Student Affairs	Angelique C. DeMoncada	USUHS, Dept. of Medical & Clinical Psych (MPS), 4301 Jones Bridge Road, Bethesda, MD 20814-4799	ademoncada@usuhs.mil
Reserve Component Affairs	James Griffith	Nat'l Center for Education Statistics, 1990 K Street, NW, Room 8005, Washington, DC 20006	O/202-502-7387 james.griffith@ed.gov
Parliamentarian	Jared B. Jobe	Behavioral Medicine Research Group, Nat'l Heart, Lung, & Blood Institute, Bethesda, MD 20892	O/301-435-0407 F/301-480-1773 jobej@mail.nih.gov



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