

THE PRESIDENT'S ADDRESS

Philip G. Zimbardo, PhD
2002 President

Relief, surprise, and joy were the emotions accompanying the news that I had won the election for 2002 APA president—relief that my extended election campaigning was really over, surprise that I had won on my first attempt because insiders had warned me not to expect to win my first time coming out of the blocks, and joy at having had the high honor of assuming this special leadership role bestowed on me by my many colleagues.

Several other strong affective reactions emerged when I walked into the APA boardroom and viewed its remarkable wall of fame. The photos of all of the APA presidents smiled down at me, from the earliest giants—G. Stanley Hall, William James, and John Dewey—to my mentors and research collaborators—Ernest Hilgard, Carl Hovland, Neal Miller, and Al Bandura—up to the many recently elected women and men representing the science, education, and practice of psychology.

Unlike former times, when the election to APA president was primarily an honorific status, in current times, the president has a great many obligations and almost daily commitments that require much work and a great deal of travel. Although the day-to-day operation of APA is ably handled by a remarkably effective central office staff (long headed by Ray Fowler and now by Norman Anderson in the role of CEO; along with Mike Honaker, chief operating officer; and others), there are many administrative duties the president must assume.

To do all that this new role required and all that I aspired to do meant freeing up time from teaching and empirical research to make it a full-time commitment for several years. Stanford University generously gave me a year's leave with pay, and I supplemented the second year with my sabbatical leave. I anticipated the administrative side of the role with some dread



Photo by Chris Jacobs

because I hate administration, am not an organization person, and disdain the professional politics and turf wars that are part of most organizations. But as ye olde cognitive dissonance theory and another of my mentors, Leon Festinger, would have predicted, I came to love what I suffered for, especially enjoying facilitating APA council and APA board meetings and working closely with all of the APA staff.

What exactly does an APA president do? What are the demands, challenges, and opportunities of this special role?

Presidential Tasks

One of the most time consuming but also the most rewarding parts of the job is attending APA and other psychology and science organization meetings. APA meetings I attended included the State Leadership Conference and the Education Leadership Conference. I also represented APA at the Council of Scientific Society Presidents (CSSP), two meetings of all leaders of scientific, mathematical, and technical societies, where psychology is the only social science represented. I was elected to CSSP's 2003 board of directors.

I also gave invited lectures and workshops at the annual conventions of various state associations, including the New York State Psychological Association, the Hawaii Psychological Association, the

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California State Psychological Association, and the Arizona State Psychological Association.

I was further honored during my year as president to give presentations at the International Association of Applied Psychology in Singapore, at the German Psychological Society in Berlin, and at the Mexican Psychological Society in Acapulco. I also gave presentations during my president-elect year at the European Congress of Psychology in London, the International Congress of Psychology in Stockholm, and the Society of Inter-American Psychology in Caracas.

I gave the keynote addresses at a National Institute on Disability and Rehabilitation Research special conference in association with APA in Washington, DC, and at the National Conference on Research Ethics in Anaheim, California, and delivered an invited address at the annual convention of the American Psychiatric Association in Philadelphia.

Writing Monthly Presidential Columns for the *Monitor on Psychology*

A most enjoyable task for me was preparing these compact essays on a host of topics, knowing in advance that they would not be rejected or accepted with major revisions by some heartless editorial reviewer. Readers reacted most positively to the columns that related to the psychology of terrorism (see the February and September 2002 issues of the *Monitor*), the synergy between teaching and research (see the April 2002 issue), a personal puzzling dream from my childhood (see the July/August 2002 issue), and a tale about my assorted disabilities (see the October 2002 issue).

Directing New Presidential Initiatives

The president is enabled to generate ideas for several initiatives that she or he feels are important for psychology and for APA. I have focused much energy on creating a Web-based compendium of research that demonstrates how psychology makes a significant difference in people's

lives. The goal is to have available for public use this summary of research, theory, and methodology that have passed the test of relevant applicability. That is, they are being applied in specific, identifiable venues to enhance individual functioning and improve organizational effectiveness. This summary should be a source of pride for psychologists and a valuable resource for our students, the general public, the media, legislators, and other professionals. In response to requests for submissions that fit our criteria sent out on many LISTSERVS and published in the *Monitor*, several hundred items were submitted and vetted by Len Mitnick and me.

The next steps involve having this initial set of items evaluated by a task force of experts, expanding the base number of items, improving the search engine, developing a more user-friendly, readable narrative of the items, and then beta testing it all. Because of the potential utilization of this new resource by the public, this initiative has been placed within the Office of Public Communications, directed by Rhea Farberman. The task force is cochaired by Robert Bjork and David Myers, who will help direct the efforts of the members of this blue-ribbon set of experts.

The current compendium is accessible with a new, simpler descriptor, *psychology matters*, at www.psychologymatters.org.

Special Challenges and Opportunities

Although many common tasks face all APA presidents, unique challenges arise from the particular context of one's tenure that require modifications and adjustments, therefore presenting new opportunities for constructive change. My tenure was dramatically marked by the terrorist attacks of September 11, 2001; by the retirement of APA's CEO, Ray Fowler; by an unexpected budget crisis; by a challenge to the scientific integrity of the *American Psychologist*; and by the need to make our annual convention more vibrant and appealing to a broader constituency of members.

Terrorism

The surprise terrorist attacks against our nation mobilized me to be involved in a variety of ways in understanding the psychology of terrorism and developing means for treating victims of terrorist disasters and those who are first responders. I worked with a group of New York City therapists who were doing pro bono treatment (organized by Harry Wexler and Ellen McGrath) for survivors and the families of victims of the World Trade Center disaster. I met with Brooklyn Heights Station fire fighters, met with the head of mental health services for the New York City Fire Department, and toured the World Trade Center site with fire fighters. We honored these heroes at our convention, where I gave a presidential citation to one of them, Richard Murray, as part of a special opening ceremony event, which included showing dramatic photos from the NYC 911 Photo Project.

At the CSSP fall 2001 meeting a month after the terrorist attacks, I told President Bush's science advisor, John Marburger, as well as Colin Powell's science advisor, of the central roles that psychology plays in understanding and combating terrorism, urging them not to rely only on "hard science" and technology for ways to deal with the threats of terrorism. My input may have had some persuasive influence—Marburger later reported in a public speech that the social sciences were important contributors to the national effort in the war on terrorism.

In addition to writing several *Monitor* columns related to terrorism issues (see the November 2001, February 2002, and September 2002 issues), I published several op-ed-type essays in the *San Francisco Chronicle* (see the November 4, 2001, and December 30, 2001, issues) and the *Stanford Weekly Report* (see the September 26, 2001, issue). I also gave a keynote lecture on evil and terrorism at the



Photo by Chris Jacobs

I was honored to give a Presidential Citation to outgoing CEO Raymond Fowler, PhD, upon his retirement.

Louisiana State University Health Sciences Center. For our members to better appreciate the complexities of terrorism, I organized four APA convention plenary sessions on themes directly related to terror-

ism. I also conferred with staff at the Central Intelligence Agency, the Federal Bureau of Investigation, and the Defense Advanced Research Projects Agency about possible research projects and helped found the National Center for Disaster Psychology and Terrorism (see www.ncdpt.org).

New Chief Executive Officer

Ray Fowler's decision to retire a year earlier than planned forced us to rev up a comprehensive search for his replacement. To get input from as many constituencies as possible and to ensure fairness and transparency in the search process, an outside search firm did the interviewing and the assembling of nominations and candidate materials, all of which were diligently and sensitively evaluated by an outstanding search committee headed by Robert Sternberg and Carol Goodheart. Their unanimous choice—Norman Anderson—was also the APA Board of Director's unanimous choice to lead APA into this new brave millennium.

Making the APA Convention Exciting and Fun

Did I enjoy playing a major role in all aspects of APA's Chicago convention? Definitely! Working with the Board of Convention Affairs, we tried many new features: fewer days all in a single venue, with clusters of divisions organized to provide some new kinds of programming, a closing ceremony, and several evening programs to attract families. I enjoyed organizing the 10 presidential track speakers, the 18 plenary programs (where I selected the topics and arranged for the chairs and most of the invited

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speakers), the 2 evening programs (Daryl Bem doing amazing demonstrations of "mind reading" and Diane Halpern orchestrating an incredibly successful "Psychology Jeopardy"), and the opening and closing ceremonies (featuring comics from Chicago's famed Second City performing new psychology skits that I helped develop with their script writers).

Another hit was the new feature, "The Mentor

Tradition," where four famous psychologists were interviewed by their distinguished students, now also famous, in a program chaired by others of their famous students. I arranged many presentations by high-profile nonpsychologists, among them Studs Terkel, Gail Sheehy, Dean Ornish, Malcolm Gladwell, and Herbert Benson.

Making the *American Psychologist* Work Better

President Norine Johnson put me in charge of a task force on the structure and function of the *American Psychologist*. This task force was formed to address issues of the journal's scientific integrity and publication lag. The recommendations of the task force appear in a special issue of the *American Psychologist* (see the March 2002 issue) and include providing clearer instructions to authors, as well as to the various editors involved, and an improved system for tracking manuscripts in the editorial process.

Making the APA Council of Representatives Work Better

I facilitated new members' talking more and some old timers' talking less, added an open microphone time during



Photo by Chris Jacobs

Managing the meetings of the Council of Representatives was both a challenging and rewarding part of my presidential year.

which nonagenda issues could be raised by anyone, encouraged the APA council to take more charge in developing new visions for APA and its governance (which has eventuated in a new Task Force on Governance), and introduced the "Changing Demographics" presentation to make members aware of the new look that is emerging in the composition of the United States. In addition, I strongly

endorsed passage of the new ethics code revision (spearheaded by Celia Fisher), creation of a voting seat on the APA council and a nonvoting seat on the APA board for an American Psychological Association of Graduate Students representative, addition of the term *education* to APA's mission statement, and proposals to increase representation on the APA council and all APA boards and committees.

Connecting to Congressional Representatives

It was more difficult than I had imagined to gain access to congressional leaders, who are extremely busy, constantly focused on fund raising, and often narrowly interested in specific legislation. Psychology has much to offer these political leaders on many fronts and by being available to assist them in their efforts, but most have not yet recognized the value that psychologists can add to their functioning. I did spend some quality time meeting with Senator Daniel Inouye (D-HI) and Representative Brian Baird (D-WA) and at several gatherings with Representative Ted Strickland (D-OH). APA Public Policy staffers arranged for meetings with the staffs of my California congressper-

sons—Diane Feinstein, Nancy Pelosi, Barbara Boxer, and Anna Eschoo—as well as with Condi Rice's security advisors and some House Appropriations Committee staff. I was privileged to have breakfast with Senate and House Committee on Science deputies and their main staffers (arranged by CSSP). It was also enjoyable and informative to meet with the energetic and well-informed APA congressional fellows. Psychologists are not as involved in the political process as they might be and must be if they want congresspersons to be more responsive to their needs and values.

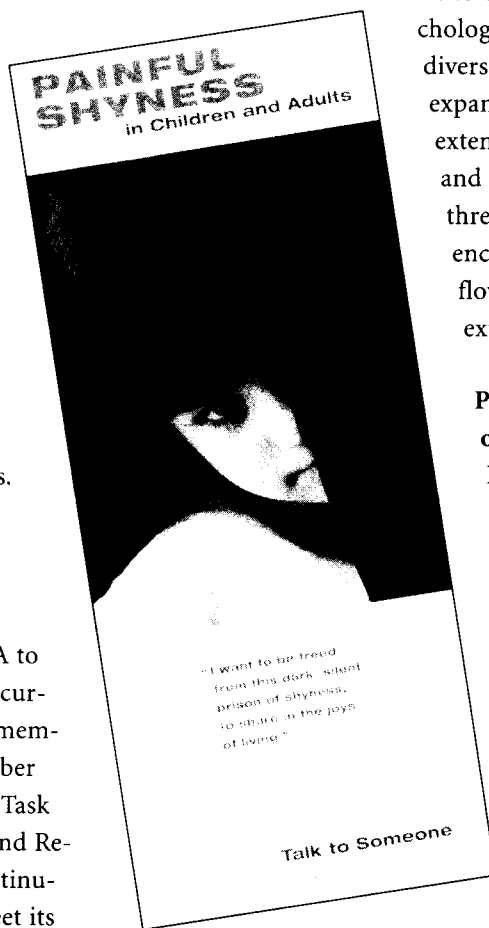
Supporting Existing APA Activities and Advancing New Ones

It is a critical high priority for APA to do whatever is necessary to retain current members and to recruit new members, while also creating new member categories. I have been part of the Task Force on Membership Retention and Recruitment, have pushed for its continuance with sufficient funding to meet its objectives, and have advocated for new member groups made up of high school and community college teachers, current psychology majors in Psi Chi, Psi Beta, and psychology clubs, as well as psychology majors alumni. I feel there is an unfortunate and unresolved debate focused around the master's issue: The debate centers around contentions about how to label and define master's-level state-licensed therapists,

because they have not met the so-called gold standard of doctoral-level education. It has also been important to me to demonstrate greater unity between psychological science and practice, to encourage diversity of membership and leadership, to expand APA's international relations, to greatly extend APA's media connections and outreach, and finally to deal head-on with potential threats to the integrity of psychological science and practice posed by the anticipated flow of big money from major sources of external funding.

Promoting the Greater Unity of Science and Practice

I helped to develop an informational brochure, *Painful Shyness*, with supporting materials for therapists for Division 42 (Psychologists in Private Practice). It is distributed to public education sources and on the APA Web site (www.helping.apa.org/painfulshyness) as part of Division 42's brochure project. This collaboration involved Lynne Henderson, director of the Shyness Institute that I founded 30 years ago, and Division 42's Elaine Rodino.



Expanding the Diversity of APA's Membership and Leadership

The gender representation of members has increasingly shifted as more women enter the profession of psychology, but there has not been a corresponding increase in their representation in leadership roles within APA and other psychology organizations. That change requires more extensive mentoring programs and other resources to

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attract and retain women into leadership roles. We are proud of the large number of our female colleagues who have successfully moved into top administrative positions in universities across the nation, in part because of the many skills and talents psychologists bring to such positions. That model should be extended to all domains of psychology.

Much more needs to be done to open the pipeline that fuels minority students into psychology courses, majors, graduate schools, and careers in psychology—from high school through every level. Within APA, more people of color are needed on the APA Council of Representatives, the APA Board of Directors, and other boards, task forces, and committees. Having Norman Anderson as the first person of color to be APA's CEO is a first major step in the right direction. I have supported the work of the organizers of the National Multicultural Summit Conference, which is a beacon of promising light to so many minority students and faculty. This year the organizers obtained a grant from the American Psychological Foundation to support many minority student fellowships.

If we think broadly about the meaning of diversity, beyond gender and race, then the constrained boundaries of traditional psychology give way to incredible breadth and new perspectives by inclusion of those with disabilities, all sexual orientations, and more youth in governance roles. The content domains of psychology are expanding in amazing ways, with colleagues working at ever more refined microlevels within the brain and neurons, while at the other extreme, macro-oriented colleagues explore cultures and the entire life span. Just as my field of social psychology benefited enormously by the inclusion of psychologists who migrated from Europe and from urban minority backgrounds, all of psychology will benefit from a total openness to creative newcomers exporting interesting ideas from new venues.

Advocating for an Expanded International Psychology

As the globalization of psychology accelerates, a new view of a multination psychology is emerging. In earlier times, we “gave American psychology away” to colleagues in other nations. The time has come for psychologists in the United States to take back new knowledge being generated by those in other nations, along with vital messages based on their cultural wisdom. APA provides a model of an effective organizational structure and is in a position to provide many resources to help in the development of new national psychological organizations, while supporting the efforts of established organizations and those that foster international cooperation.

Finding New Ways to Give Psychology Away to the Media Gatekeepers

Although it has been fashionable to urge giving psychology away to the public, in reality the path must go through the media, which serve as our gatekeepers. Psychological knowledge does not go directly out to the public, but rather is transmitted through various media outlets. We have to do a much better job in reaching out to various media representatives to make them aware of the great stories psychologists have to tell, the wisdom about human nature psychologists can share, the excitement of research discoveries, and the effectiveness of psychological treatments.

For my part, I updated and revised the “Discovering Psychology” television series in 2001 to include new programs on cultural psychology, applied psychology, and cognitive neuroscience (as the host of these programs, I received an Educational Television Emmy award). I have been the NBC-TV psychological consultant (where I prepared a new pilot program entitled “Only Human,” advised on other programming, and consulted on a documentary about the Stanford Prison Experiment, to air in the summer of 2003). I also did interviews with NPR, BBC-TV, and Spiegel German TV; published op-ed essays; and for the

APA convention in Chicago, organized a town hall plenary session on the media and psychology featuring many different media specialists. My contributions have earned me Division 39's Media Achievement Award and CSSP's Carl Sagan Award for Promoting the Public Understanding and Appreciation of Science.

Fostering New Areas of Collaboration Between APA and the American Psychological Society (APS)

As a charter member of APS, I feel that some of the original justifications for its creation are not as strong today given relevant changes in APA. The officers of both organizations are currently exploring areas in which we can find common cause to work together for the good of psychology. One of those is promoting psychological science at the high school level through science fairs; another is contributing to the "psychology matters" research compendium on how psychology makes a significant difference.

Creating and Directing the New Board

Task Force on External Funding

The final item in this catalog of my year in review may end up as my most important contribution to APA governance. APA's integrity could be severely compromised by the possible flow of millions of dollars from big corporations into its budget. Big money can corrupt big time without safeguards and firewalls in place in advance of such a financial assault. I was distressed by my observations of the pervasive impact that pharmaceutical companies exercised at many levels during the recent convention of the American Psychiatric Association. If there were to be a similar "logoization" at our conventions, I am sure many members would find it intolerable and would abandon APA. Corporate funding can exert undue influences on psychology in a variety of ways.

The APA Board of Directors has empowered me to form a standing Board Task Force on External Funding that will help establish guidelines, standards, and proce-

dures to prevent or minimize the potential negative impact on APA of anticipated high levels of funding by all corporate entities. This task force is chaired by Ronald Fox and Wendy Pachter and includes an array of experts. The APA Central Office and relevant directorates will support its efforts. Given APA's current budget deficit, which increases our vulnerability to temptation, an ounce of prevention now will be worth a ton of regret and recrimination later.

Concluding Statement

I wish I had known earlier in my career how interesting and personally enriching it could be to spend several years in the APA presidential cycle (president-elect, president, past president). I would like to have run for the office when I was younger, had more energy, and was less conservative. So I encourage my colleagues to run young and not to wait until you are at the end of the line before putting your hat into the APA presidential ring. Aside from all the good you can do for our profession, you will benefit personally by all the new friends you will make in APA's central office and from trips around the country and around the world. It is a wonderful, unforgettable experience that I will cherish forever.

As a total outsider to APA governance, never having been on the APA council and never having had any active role in a division or as a journal editor, I had to depend on the kindness of many former strangers, who have become good friends in the process, notably, Ray Fowler, Judy Strassburger, and Pat DeLeon, who took me under his broad mentor wings. I was also aided by becoming "a project" of APA Division 13 (Consulting Psychology), which helped me to improve my organizational leadership skills. Rodney Lowman and Sandra Foster began the training, but David Brewer carried it out up close and personal and pro bono for more than a year, for love of his profession and of APA. Thanks. ■