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**NATIONAL ACADEMY  
OF PUBLIC ADMINISTRATION**

1225 Connecticut Avenue, N.W. Washington, D.C. 20036  
202/828-6500

September 6, 1979

Mr. Donald I. Wortman  
Deputy Director for Administration  
Central Intelligence Agency  
Washington, D.C. 20505

Dear Mr. Wortman,

Each year the members of the National Academy of Public Administration elect to active membership in the Academy a small number of persons who have distinguished themselves in public administration as practitioners or scholars, who have a demonstrated concern for the advancement of public administration, and who have a willingness and ability to contribute to the work of the Academy.

Chet Newland, Chairperson of this year's Nominating Committee, has asked me to inform you that you have been chosen as one of 23 outstanding persons to appear on the ballot this year, from whom 15 to 18 will be chosen for active membership. Members of the Committee hope very much that you will agree to have your name proposed. A member of the Committee will follow up this letter with a personal telephone call, if you have not been contacted earlier.


I am enclosing a brochure describing the Academy and its purposes, a directory of the current membership, and a copy of the most recent newsletter. The Academy and its affiliate organizations--the National Academy of Public Administration Foundation and the National Institute of Public Affairs--carry out diverse and challenging programs, both in terms of projects undertaken with Academy initiative and those undertaken with grants or contracts with public agencies.

You will note that election to membership is not only a recognition of your achievements but carries with it a commitment on your part to participate in Academy meetings, seminars, education and research projects as you are able. The Academy's strength lies in the support and active involvement of its members.

If you have any questions about the Academy's programs, please call me or Dr. Richard Chapman, Vice-President, at (202) 828-6500.

With best wishes,

Sincerely,

  
George H. Esser  
President

**THE POSSIBLE SOCIETY —  
Jean Houston**

Powerful historical forces and accelerating change render much of traditional problem solving inadequate to deal with the complexity and fluidity of contemporary social structures and processes. Yet at a time when many are experiencing a loss of hope in the social domain, the vision of what human beings can be and the nature of reality has never been more remarkable. Recent research into the potentials of the brain and body, as well as related projects in education, health care, and problem solving, indicate that the human capacity is a vast and virtually untapped resource and that most of us use but a fraction of our capacity.

JEAN HOUSTON, Ph.D., is the current President of the Association for Humanistic Psychology and one of the leaders in the exploration, development, and application of human capacities and in the development of innovative programs for education and rehabilitation. She is also Director of the Foundation for Mind Research. Her most recent books are *Listening to the Body* and *Mind Games* (with her husband, Robert Masters).

**ORGANIZATIONAL CHANGE:  
THE WHOLISTIC CHALLENGE —**

**Donald Michael**  
Organizations reflect our societal and personal history. These emphasize a piecemeal approach to reality — to our personal selves, interpersonal relations, and organizational procedures and missions. Present and future circumstances indicate that a wholistic approach is now mandatory. Yet organizational norms, structures and procedures, and the expectations of most participants still rely on bits and pieces, turf-protecting philosophy as the appropriate context for evaluating competence. Instead, learning to operate wholistically is the challenge and the necessity. This is an age-old injunction that now becomes both imperative and plausible.

DONALD N. MICHAEL, Ph.D., is a social psychologist with a background in the physical sciences. He is Professor of Planning and Public Policy, Professor of Psychology, and a Program Director in the Center for Research on Utilization of Scientific Knowledge at the University of Michigan. Among his many publications are *Cybernetics: the Silent Conquest*; *The Unprepared Society: Planning for a Precarious Future*; and *Learning to Plan and Planning to Learn*.

**HUMANISTIC VIEWS OF THE  
POLITICAL SCENE —  
Walter Anderson**

Political science always rests on psychology. Behaviorist political science emphasizes social control, economic determinants of behavior, and interest-group activity. Freudian political science stresses the irrational and unconscious. "Third Force" humanistic political science emphasizes human needs, searches for new insights into how societies can facilitate human development, and is especially interested in studying major shifts of social values and beliefs: paradigm changes. Humanistically-oriented social scientists have produced strikingly different perspectives on such questions as obedience to authority, international aggression, human rights, the psychology of political beliefs, and the role of personal values in economic behavior.

WALTER ANDERSON, Ph.D., (political science and social psychology) is a contributing editor of *Human Behavior* magazine and author of several political science textbooks, including *Politics and the New Humanism* and *A Place of Power: The American Episode in Human Evolution*.

**THE SOCIAL AND POLITICAL  
IMPLICATIONS OF WHOLISTIC  
HEALTH — George Leonard**

The current wholistic reform movement in health care is paradigmatic of a possible social/political reform movement. Conventional medical and governance systems are based on direct linear intervention against major threats to health along with "fast temporary relief" of symptoms. The wholistic approach relies less on intervention than on basic structural changes along with increased acceptance of symptoms. New approaches to the health of the human body may well have major implications for the body politic.

GEORGE LEONARD is President-elect of the Association of Humanistic Psychology. For 17 years he was a Senior Editor of *Look* magazine. He is author of *Education and Ecstasy*; *The Transformation*; *The Ultimate Athlete*; and *The Silent Pulse*.

**APPLICATIONS TO EDUCATION:  
A CASE STUDY — Jerry Fletcher**

Education represents a natural field for application of many concepts from Humanistic Psychology. This presentation reviews a broad range of experimental applications, identifies the most promising, indicates lines of needed research and development, and suggests ways in which forces in the larger culture will likely enhance the importance of these developments.

JERRY L. FLETCHER, Ph.D., is a Senior Policy Analyst in education with the Office of the Assistant Secretary for Education, DHEW. He has been a teacher, a trainer of teachers, vice-principal of an experimental urban high school, a specialist in evaluation, and a senior research associate looking at rural education. His current interests include innovative approaches to instruction and the long-range future of education.

**ALTERNATIVE FUTURES: A  
VIEW BEYOND ECONOMICS —  
Hazel Henderson**

Today's maturing industrial societies, the U.S., Canada, and those in Western Europe, are undergoing economic transitions. They are changing from maximum production and consumption based on rapid exploitation of non-renewable resources to economies that minimize wasteful production and consumption, emphasize maintenance and full employment of human talent based on renewable resources managed for sustained-yield productivity. Far from constraining human possibilities, these new conditions may well provide a valuable forcing function in re-directing human growth from our now socially inefficient, materially-acquisitive preoccupations with keeping up with the Joneses, to an emphasis on human potential, self-development and the much more satisfying enterprise of creating healthier social patterns and human communities.

HAZEL HENDERSON, activist and author of *Creating Alternative Futures: The End of Economics*, is a member of the Advisory Council, U.S. Congress, Office of Technology Assessment.

How to be  
① competent  
disoriented  
linear  
hierarchical  
② Shaming & acknowledge high level uncertainty.  
③ Rewarded for embracing our errors.  
④ Future study responsive.  
⑤ Interpersonal competence  
⑥ Know thyself