Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior, 14,* 224–247.
Murrell, S. A., Schulte, P. J., Hutchins, G. L., & Brockway, J. M. (1983). Quality of life and patterns of unmet need for resource decisions. *American Journal of Community Psychology, 11,* 25–39.
Near, J. P., Smith, C. A., Rice, R. W., & Hunt, R. G. (1983). Job satisfaction and non-work satisfaction as components of life satisfaction. *Journal of Applied Social Psychology, 13,* 126–144.
Rokeach, M. (1973). *The nature of human values.* New York: Free Press.
Schonlau, M., Fricker, R. D., Jr., & Elliott, M. N. (2001). How effective is using a convenience sample to supplement a probability sample? In *Conducting research surveys via e-mail and the Web* (pp. 107–111). Santa Monica, CA: RAND.
Schumacker, R. E., & Lomax, R. G. (1996). *A beginner's guide to structural equation modeling.* Mahwah, NJ: Lawrence Erlbaum Associates, Inc.
Thurstone, L. L. (1959). *The measurement of value.* Chicago: The University of Chicago Press.
U.S. Department of Health, Education, and Welfare. (1969). *Toward a social report.* Ann Arbor: University of Michigan Press, Ann Arbor Paperbacks.
Verwayen, H. (1980). The specification and measurement of the quality of life in OECD countries. In A. Szalai & F. M. Andrews (Eds.), *The quality of life: Comparative studies* (pp. 235–247). London: Sage.
White, M. A., Baker, H. G., & Wolosin, D. G. (1999). *Quality of life in the Marine Corps: A comparison between 1993 and 1998* (Rep. No. NPRDC–TR–99–1). San Diego: Navy Personnel Research and Development Center.
Wilcove, G. L. (1996). *1994 Navy Quality of Life Survey* (Rep. No. NPRDC–TN–96–41). San Diego, CA: Navy Personnel Research and Development Center.
Wilcove, G. L., & Schwerin, M. J. (2002). *1999 Navy Quality of Life Survey Results.* (Tech. Note No. 02–03). Millington, TN: Navy Personnel Research, Studies, and Technology (PERS-1).

MILITARY PSYCHOLOGY, 2003, *15*(2), 153–162
Copyright © 2003, Lawrence Erlbaum Associates, Inc.

# An Analysis of the Department of the Army Photograph and the Impact on Army Promotion Board Scores

M. Nicholas Coppola
*U.S. Army–Baylor University Graduate Program in Healthcare Administration*
*Fort Sam Houston, Texas*

Urvashi B. Patel
*Medical College of Virginia Campus*
*Virginia Commonwealth University*

The purpose of this study was to evaluate the contribution of the Department of the Army Photograph (DA Photo) to Army promotion and selection boards. One hundred and eighty-four officers, representing 7 different geographical locations, were placed in blind test groups to discern the effect of a "good" and "bad" DA Photo in a mock military promotion board. The significant finding was that a DA Photo judged to be good by a panel of Army Personnel Command Officers did not predict an increase or decrease in a promotion board score; however, a DA Photo judged to be bad by the same panel of officers can be a predictor of a decrease in overall promotion board score.

In his book, *It Doesn't Take a Hero* (1992), Schwarzkopf suggested that the Army of the early 1980s was placing unnecessary emphasis on how a soldier looked in his or her uniform. He suggested that the Army placed too much attention on the appearance of officers and not enough on their physical fitness. Schwarzkopf also suggested the Army had lost its way in designing height and weight requirements that no member of the National Football League could pass: "Whoever wrote [those standards] just wanted us to look pretty in our uniforms" (Schwarzkopf,

Requests for reprints should be sent to LTC M. Nicholas Coppola, U.S. Army–Baylor University Graduate Program in Healthcare Administration, AMEDD Center and School, Building 2841, 3151 Scott Road, Fort Sam Houston, TX 78234–6135. E-mail: nick.coppola@us.army.mil

1992, p. 235). Similarly, editorials and letters to the editor in the *Army Times* (Zimmerman, 2001, p. 64) have suggested that promotion boards have become all about "pretty pictures." Could this possibly be true? Will a good-looking Department of Army Photograph (DA Photo) help an officer get promoted in today's highly competitive Army? Can a military photograph be a significant predictor of an officer's evaluation score during the promotion process?

Army officer promotion and selection boards are governed by Army Regulation 600–8–29, *Officer Promotions,* 1994. According to the 1999 Department of the Army Secretariat's Brief, *Army Promotion Boards,* the U.S. Army Personnel Command (PERSCOM) conducts over 110 selection boards, over 200 special selection boards, reviews over 53,000 officer files, and includes a total board membership of over 700 senior officers each year. Promotion and selection boards have subtle differences in membership and evaluative criteria. As a general rule, an Army promotion or selection board file consists of three minimum items: (a) a microfiche, (b) an officer record brief (ORB), and (c) a photograph of the officer in his or her dress uniform (the DA Photo).

The microfiche contains the officer's record of evaluations, his or her accession documents, retirement information, award narratives, promotion orders, transcripts, and other important items. The item of interest in the microfiche to the promotion board members is the DA 67–9 Officer Evaluation Report (OER). The 1998 Army Regulation 623–105, *Officer Evaluation Reporting System,* governs the OER. According to this regulation, the OER is used by rating chain members to provide the Army with performance and potential assessments of each rated officer. The DA 67–9 is considered the most important part of the military promotion board file. The OER provides board members with information about the officer's success in each duty position to which he or she has been assigned.

The second item in the file is the ORB. The ORB is a dynamic, one-page form designed to provide a summary of an individual's qualifications and career history. The ORB is an initial résumé to the board membership and provides the board with information about an officer's previous and current assignments (i.e., what jobs he or she has performed and whether the assignment is considered a tactical or administrative position). The ORB speaks to the officer's motivation for continuing military and civilian education by listing the number of schools attended and shows the board how many times an officer has been recognized for his or her leadership through awards and decorations. The contents of the ORB are further detailed in the 1987 Army Pamphlet 640–1, *Officer's Guide to the ORB.*

The last item in the file is the DA Photo. This color photograph from the waist up is of the officer in his or her dress military uniform, including awards and decorations, standing at attention. The DA Photo is 4 × 6 in. (10 × 15 cm) in diameter. The 1992 Army Regulation 670–1, *Wear and Appearance of Army Uniforms and Insignia,* and the 1991 Army Regulation 640–30, *Photographs for Military Personnel Files,* govern the DA Photo. When opening a composite Army promotion board file, the DA Photo is often the first item the voting officer will see. The DA Photo is often called an officer's introduction or calling card to the promotion board.



The officer's selection board file is scored using a 6-point Likert scale with plus (+) and minus (–) increments and decrements with a range of 1– to 6+. Table 1 exhibits the contents of this scale. Guidance from the Secretary of the Army instructs board members to consider all the board items when scoring an officer's board file. Scoring is subjective; however, panel members are instructed to consider the record based on an assessment of potential, record of performance, integrity, character, attitude, dedication, professionalism, and ethics.

Mulford, Orbell, Shatto, and Stockard (1998) and Perlini, Bertolissi, and Lind (1999) have suggested that over 80% of employees perceive appearance as a large part of career advancement. In 1986, Sigelman, Thomas, and Ribich studied the choice behavior of registered voters. Results of the study suggested that male politicians received more votes if they were handsome; however, beautiful female candidates received fewer votes. This finding supported the 1984 research of Cash and Duncan that suggested beautiful women are often perceived as unintelligent, whereas attractive men are perceived as smart. Hall and Bernieri (2001) suggested that good-looking people fare better across the board in interpersonal and review situations than people who are perceived to be bad looking. They suggest people are judged by their appearances and that first impressions will predict final impressions. If this is true, does the current Army promotion board system have an unfair selection bias associated with the DA Photo? A review of the literature suggests that there are no empirical studies that have investigated the impact of the DA Photo on Army promotion boards. As a result, this study borrows from related literature in the labor force and government to support and advance this research.

Basking in reflected glory theory and implicit personality theory guide this research. Basking in reflected glory theory suggests that personnel receive a boost in self-esteem by identifying or associating with individuals perceived to belong to a higher social class. Implicit personality theory suggests there is an assumed correlation of traits that accounts for halo effects and first-impression effects. Halo ef-

TABLE 1
Officer Selection Board Likert Scale Word Picture

| *Likert Scale* | *Word Picture* |
|---|---|
| 6+/– | "Absolute yes"; "top few"; "definite select" |
| 5+/– | "Yes ... high in the pack"; "clearly ahead of contemporaries"; "must select" |
| 4+/– | "Solid performer"; "qualified and responsible"; "fully deserves selection" |
| 3+/– | "Shows potentia"; "inexperience"; "will do better next year"; "select if room" |
| 2+/– | "Not qualified"; "needs experience"; "do not select" |
| 1+/– | "Show cause for retention" |

fects appear when a voting member fails to distinguish between conceptually distinct and independent aspects of performance. For example, if the voting member does not distinguish between essential and nonessential content, then the voting member simply treats all the content as if it were either essential or nonessential. That is, the voter takes a holistic approach to the file and ignores certain domains (Cialdini, Borden, & Thorne, 1976; Hochwälder & Nystedt, 1997; Vonk, 1993).

First-impression effects suggest voting members have a tendency to associate certain characteristics with physical attractiveness effects. When both halo effects and first impression effects are combined, an important proposition of implicit personality theory is derived that suggests "what is beautiful is good" (Eagly, Ashmore, Makhijani, & Longo, 1991; Wheeler, 1997). Successive research studies indicate that, when the hypothesis of implicit personality theory is tested (what is beautiful is good), there is an association between perceived attractiveness and other successful personality characteristics such as motivation, intelligence, athleticism, potential, trustworthiness, and honesty (Eagly et al., 1991; Wheeler, 1997; Zachary, 1996).

## METHOD

To test the hypothesis that a photograph is a predictor of score, this study borrows from previous methodology used in the literature over a period of 25 years (Baker, Churchill, & Gilbert, 1977; Bishop, 1996; Cunningham, 1986; Hall & Bernieri, 2001). The research utilized an actual promotion board file of an officer who had been successfully reviewed and selected for promotion from captain to major by an Army promotion board. The DA Photo from this file was removed and exchanged with two test photographs.

A panel of eight field grade officers assigned to the U.S. Army PERSCOM selected the two test photographs in advance. The panel consisted of one African American woman, one Caucasian woman, one African American man, and five Caucasian men. Officers assigned to PERSCOM undergo a rigorous nomination and selection process and by virtue of their experience are deemed to best represent their peers and colleagues at the Army's career management center. These senior field grade officers were considered to be experts in DA Photo evaluation because they have reviewed numerous officer promotion files and are accurately able to discern photographs in which officers have taken the necessary steps to present themselves in the best possible manner. Photographs were selected from a sample of 1,080 photographs consisting of 14% female officers and 86% male officers.

The two photographs selected by this panel were judged to represent the very best and very worst of a group of possible military photographs. The very best photograph selected represented a female officer who listed her ethnicity as Other on the ORB from a choice of Caucasian, African American, Hispanic, Asian, and Native Pacific Islander. The second photograph selected as the worst photograph was also a female officer who listed her ethnicity as Caucasian. Both officers were Army captains. Permission was received from both officers to use their photographs in the experiment; however, permission to release the photographs in any scholarly reports was not received.



A *good* photograph, as defined by the expert panel, was one that exemplifies the virtues of confidence, professionalism, and pride. The photograph clearly portrays an officer who has taken the time to press, tailor, and place the decorations on the uniform in accordance with military regulations. The officer is well-groomed and expresses a positive military bearing (i.e., representing the Army in a positive way). One officer on the panel described a good photograph as worthy of a recruiting poster. It represents the best qualities of military bearing, professionalism, and appearance.

The *bad* photograph was defined as one in which the officer failed properly to tailor the uniform. In addition, awards and decorations were placed inappropriately on the jacket. The officer appeared poorly groomed and the expression on the officer's face might have expressed bewilderment or lack of poise. The bad photograph represents the very worst qualities of military bearing, professionalism, and appearance.

Data for the study were collected between November 1997 and May 1999. Sixteen distinct mock promotion board proceedings were conducted in seven different locations: Fort Sam Houston, Texas; Fort Lewis, Washington; Fort Carson, Colorado; Fort Benning, Georgia; Fort Campbell, Kentucky; Germany (various posts); and the Washington, DC, metropolitan area. The purpose of the mock boards was to educate officers on the policies and procedures of promotion within the Army. Participants were volunteers or were required to participate in the exercise as part of their continuing professional development by the local commander. The exercise consisted of evaluating anonymous candidates according to the criteria designated by the Army. Results of these evaluations were utilized in this investigation.

The population ($N = 184$) was composed of 162 men and 22 women. The breakdown by rank in the Army is as follows: captains ($n = 72$; female = 16, male = 56); majors ($n = 32$; female = 2, male = 30); lieutenant colonels ($n = 44$; female = 2, male = 42) and colonels ($n = 36$; female = 2, male = 34). Due to the low representation of male and female African Americans, Hispanics, and Asian officers, racial contributions were not evaluated. In addition, a majority of the officers in the panel were Army Medical Department Officers. A small percentage of the panel members were combat arms and combat support officers. There was insufficient representation among officer branches to test for branch-specific effects. However, historical records from the Army Secretariat suggest there is no difference among branches of service in promotion board scores (Department of the Army Secretariat's Brief, 1999).

The dependent variable was the promotion board score. Predictor variables included the DA Photo and the rank and gender of the voting members. The ORB

and microfiche acted as control variables. Participants were randomly assigned to the two panels. As a result, any difference in response is due to the treatment (photograph) and not other factors. Each mock promotion and selection board file was treated as a paired sample and given identical ORBs and microfiche. Only the photograph was changed. Ninety-two good photographs were evaluated by Panel A, along with the ORB and microfiche; Panel B evaluated 92 bad photographs and the identical ORB and microfiche.

Linear regression analysis was used to determine the independent correlates of scores of the officer records based on the photograph (good or bad) in the file. The dependent variable (score) is coded such that $1 = 1$, $1^+ = 1.3$, $2^- = 1.7$, $2 = 2$, $2^+ = 2.3, \ldots, 6^+ = 6.3$. Data was analyzed using the Statistical Package for Social Scientists Professional Version 10.0. Validity is based on criterion-related factors.

## RESULTS

Analysis of the 184 selection board files resulted in the linear regression model yielding only the photograph variable significant with $p < .05$ ($T = 0.000$). The least squares equation produced the formula Score = 6.717 – 1.391 (photograph). This means that, as the photograph unit is changed (substituting the good photograph with the bad one), the estimated total promotion board score is estimated to change by 1.4 points.

The ultimate regression equation as a whole accounts for 83% ($R^2 = .834$; Adjusted $R_a^2 = .828$) of the variance in the response variable. The model produced a regression, $F(3, 180) = 153.4$ (significant $F = 0.0000$). An independent sample $t$ test between the mean scores of Panel A (good photograph) and Panel B (bad photograph) produced a Wilcoxon's test for equal population variances, $F(1, 90) = 30.9$ (significant $F = 0.000$). Variables in the study do not suggest collinearity. Residual analysis suggested that errors in the model are random. A one-way analysis of variance (ANOVA) suggests there are no differences between male and female voters within the entire population ($p = .42$); see Table 2. Analysis of the levels of rank yielded no difference between captains, majors, lieutenant colonels, and colonels ($p = .74$). Post hoc analysis revealed that the geographic location of the seven different mock promotion board locations is not a contributor.

TABLE 2
One-Way Analysis of Variance

| *Variable* | *n* | *M* | *SD* | *95% LCI* | *95% UCI* | *Min* | *Max* |
|---|---|---|---|---|---|---|---|
| Male | 162 | 4.61 | .881 | 4.47 | 4.75 | 3.0 | 6.0 |
| Female* | 22 | 4.77 | .864 | 4.38 | 5.16 | 3.3 | 5.7 |

*Note.* LCI = lower confidence interval; UCI = upper confidence interval; Min = minimum; Max = maximum.
*$p < .42$.



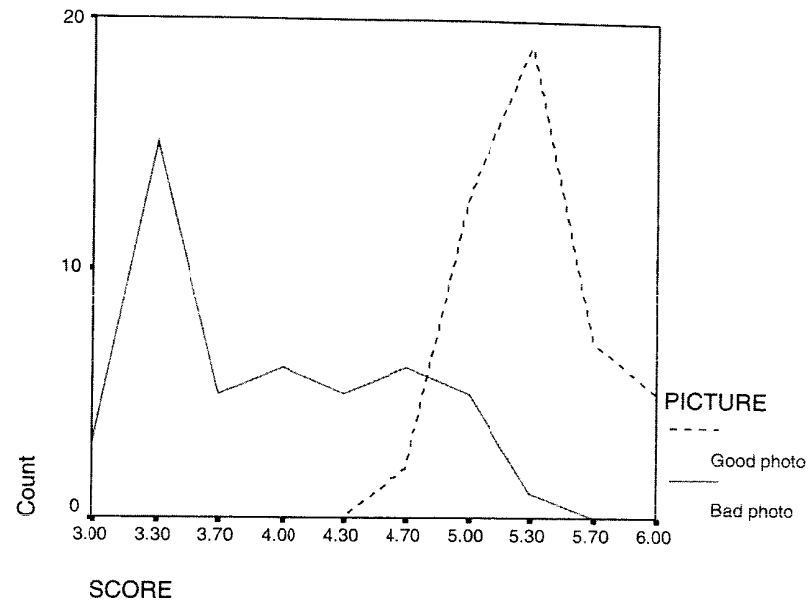


FIGURE 1 Frequency of scores for Panel A (good photo) and Panel B (bad photo).

The range of scores for the entire population ($N = 184$) is 3.0 to 6.0. The mean score for the entire population is 4.6, and the standard deviation is 0.88. When discerning for the contribution of the two individual photographs, Panel A (good photograph) yielded a mean score of 5.3, a standard deviation of 0.34, and a range of 4.3 to 6.0. Panel B (bad photograph) yielded a mean score of 3.9, a standard deviation of 0.46, and a range of 3.0 to 5.7. Figure 1 shows that the frequency of higher scores increases with the input of the good photograph and decreases with the substitution of the bad photograph.

## DISCUSSION AND CONCLUSIONS

Based on available data and the results of the statistical analysis, the hypothesis that a photograph affects the overall promotion board score is supported. To investigate the effect of the photograph on promotion scores, a DA Photo was removed from an actual promotion board file and two other photographs deemed to represent the very best and very worst of a population of available photo-

graphs were substituted. Before conducting this experiment, the actual promotion and selection board file (ORB, microfiche, and DA Photo) had been reviewed by an Army promotion board, and the individual was successfully selected for promotion from captain to major. In addition, the file had been successfully utilized in conducting mock promotion and selection boards for approximately 1 year by officers assigned to the U.S. Army PERSCOM. The actual file repeatedly received an average score of 5.3, with a range of 4.7 to 6.0 in over 200 mock promotion boards.

This 5.3 actual base score is identical with Panel A's (good photograph) mean 5.3 score. Panel A was given a photograph deemed to represent the very best of a population of possible photographs. By contrast, when Panel B reviewed the identical ORB and microfiche but with a photograph deemed to represent the very worst of a population of possible photographs, the average score was 3.9.

The evidence suggests there is a threshold of professionalism, appearance, and military bearing in a photograph that a reviewing population of officers looks for when scoring a promotion and selection board file. When an unspecified threshold is attained, the reviewing officer shifts his or her focus toward a more discriminate analysis of the ORB and microfiche to determine a score. In other words, when an unspecified level of professionalism, military bearing, and appearance on the photograph is judged to be sufficient by a voting officer, the photograph no longer becomes a predictor of score. However, this study suggests that, when a certain level of professionalism, military bearing, and appearance are not attained on the photograph, the photograph becomes a predictor of a decrease in score. This research is consistent with the relatively large and rich referenced data on selection bias associated with appearance in promotion or hiring situations.

The conclusions of this study are subject to several possible qualifications. First, the small sample size of female officers makes it difficult to do detailed analysis on the contribution of gender. Although the results of the ANOVA suggest there is no difference between the scores given by female and male officers, the representativeness of the female officer population may need to be increased in future studies. Second, the use of only female photographs does not allow for the generalizability of the results to men. Future investigations should utilize both male and female photographs. Third, although race was diverse among mock promotion board officers in the sample population, racial categories are not sufficiently representative to discern for the contribution of race to the study.

This study suggests an association between promotion board scores and the DA Photo on mock Army promotion boards. A good photograph may not be a predictor of an increase in score; however, a photograph judged to be bad by a panel of officers may be a predictor of a decrease in score. Potential board members may not be able to define military bearing, professionalism, and appearance collectively, but they know it when they see it.



## ACKNOWLEDGMENTS

We gratefully acknowledge the assistance of LTC Victor Burnette, COL Michael Fulkerson, and COL Thomas Striano from the United States Army Personnel Command, Alexandria, Virginia, for their guidance and mentorship. The opinions or assertions contained herein are the private view of the authors and are not to be considered as official policy or positions or as reflecting the views of the Department of the Army, the Department of Defense, or the U.S. Government.

## REFERENCES

Army Pamphlet 640–1, *Officer's guide to the ORB* (1987, April 1). Washington, DC: Department of the Army.

Army Regulation 600–8–29, *Officer Promotions* (1994, November 30). Washington, DC: Department of the Army.

Army Regulation 623–105, *Officer Evaluation Reporting* (1998, April 1). Washington, DC: Department of the Army.

Army Regulation 640–30, *Photographs for Military Personnel Files* (1991, October 1). Washington, DC: Department of the Army.

Army Regulation 670–1, *Wear and Appearance of Army Uniforms and Insignia* (1992, September 1). Washington, DC: Department of the Army.

Baker, M. J., Churchill, J. R., & Gilbert, A. (1977). The impact of physically attractive models on advertising evaluations. *Journal of Marketing Research, 14,* 538–555.

Bishop, Z. (1996). A study of physical attractiveness as a determinant of personality: What is beautiful is good. *Personality Theory, 4,* 285–290.

Cash, T. F., & Duncan, N. C. (1984). Physical attractiveness stereotyping. *Journal of Social Psychology, 122,* 71–77.

Cialdini, R. B., Borden, R. J., & Thorne, A. (1976). Basking in reflected glory: Three field studies. *Journal of Personality and Social Psychology, 34,* 366–375.

Cunningham, M. R. (1986). Measuring the physical in physical attractiveness: Quasi-experiments on the sociobiology of female facial beauty. *Journal of Personality and Social Psychology, 50,* 925–935.

Department of the Army Secretariat's Brief, *Army Promotion Boards* (1998, Fall). Alexandria, VA: Department of the Army Personnel Command.

Eagly, A. H., Ashmore, R. D., Makhijani, M. G., & Longo, L. C. (1991). What is beautiful is good, but ...; A meta-analytic review of research on the physical attractiveness stereotype. *Psychological Bulletin, 110,* 109–128.

Hall, J. A., & Bernieri, F. J. (2001). *Interpersonal sensitivity: Theory and measurement.* Mahwah, NJ: Lawrence Erlbaum Associates, Inc.

Hochwalder, J., & Nystedt, L. (1997). On the psychological significance of the Euclidean representation of implicit personality theory. *Scandinavian Journal of Psychology, 38,* 15–20.

Mulford, M., Orbell, J., Shatto, C., & Stockard, J. (1998). Physical attractiveness, opportunity, and success in everyday exchange. *The American Journal of Sociology, 103,* 565–1593.

Perlini, A., Bertolissi, S., & Lind, D. (1999). The effects of women's age and physical appearance on evaluations of attractiveness and social desirability. *The Journal of Social Psychology, 139,* 343.

Schwarzkopf, N. (1992). *It doesn't take a hero.* New York: Bantam.

Sigelman, C., Thomas, D. B., & Ribich, F. D. (1986). Gender, physical attractiveness, and electability: An experimental investigation of voter biases. *Journal of Applied Psychology, 16,* 229–248.

Vonk, R. (1993). Individual differences and universal dimensions in implicit personality theory. *British Journal of Social Psychology, 32,* 209–226.

Wheeler, K. (1997). What is beautiful is culturally good: The physical attractiveness stereotype has different content in collectivist cultures. *Personality and Social Psychology Bulletin, 23,* 795–800.

Zachary, G. P. (1996). *The global me: New cosmopolitans and the competitive edge: Picking globalism's winners and losers.* New York: Public Affairs.

Zimmerman, R. (2001, August 14). "E–10" Super rank may foster NCO identity crisis [Opinion column, Backtalk]. *Army Times,* p. 64.


# SUBSCRIPTION ORDER FORM

Please ❑ enter ❑ renew my subscription to

**MILITARY PSYCHOLOGY**

*THE OFFICIAL JOURNAL OF THE DIVISION OF MILITARY PSYCHOLOGY*
*AMERICAN PSYCHOLOGICAL ASSOCIATION, DIVISION 19*

**Volume 15, 2003, Quarterly — ISSN 0899–5605/Online ISSN 1532–7876**

**SUBSCRIPTION PRICES PER VOLUME:**

| Category: | Access Type: | Price: US/All Other Countries |
|---|---|---|
| ❑ Individual | Online & Print | $60.00/$90.00 |

Subscriptions are entered on a calendar-year basis only and must be paid in advance in U.S. currency—check, credit card, or money order. Prices for subscriptions include postage and handling. Journal prices expire 12/31/03. **NOTE:** Institutions must pay institutional rates. Individual subscription orders are welcome if prepaid by credit card or personal check. **Please note:** A $20.00 penalty will be charged against customers providing checks that must be returned for payment. This assessment will be made only in instances when problems in collecting funds are directly attributable to customer error.

❑ **Check Enclosed** (U.S. Currency Only) **Total Amount Enclosed $**_____

❑ **Charge My:** ❑ VISA ❑ MasterCard ❑ AMEX ❑ Discover

Card Number _____ Exp. Date____/____

Signature _____

*(Credit card orders cannot be processed without your signature.)*

**PRINT CLEARLY** for proper delivery. STREET ADDRESS/SUITE/ROOM # REQUIRED FOR DELIVERY.

Name _____

Address _____

City/State/Zip+4 _____

Daytime Phone # _____ E-mail address _____

*Prices are subject to change without notice.*

**For information about online subscriptions, visit our website at *www.erlbaum.com***

Mail orders to: **Lawrence Erlbaum Associates, Inc.,** Journal Subscription Department
10 Industrial Avenue, Mahwah, NJ 07430; (201) 258–2200; FAX (201) 760–3735; journals@erlbaum.com

# LIBRARY RECOMMENDATION FORM

*Detach and forward to your librarian.*

❑ I have reviewed the description of ***Military Psychology*** and would like to recommend it for acquisition.

**MILITARY PSYCHOLOGY**

*THE OFFICIAL JOURNAL OF THE DIVISION OF MILITARY PSYCHOLOGY*
*AMERICAN PSYCHOLOGICAL ASSOCIATION, DIVISION 19*

**Volume 15, 2003, Quarterly — ISSN 0899–5605/Online ISSN 1532–7876**

| Category: | Access Type: | Price: US/All Other Countries |
|---|---|---|
| ❑ Institutional | Online & Print | $395.00/$425.00 |
| ❑ Institutional | Online Only | $355.00/$355.00 |
| ❑ Institutional | Print Only | $355.00/$385.00 |

Name _____ Title _____

Institution/Department _____

Address _____

E-mail Address _____

*Librarians, please send your orders directly to LEA or contact from your subscription agent.*

**Lawrence Erlbaum Associates, Inc.,** Journal Subscription Department
10 Industrial Avenue, Mahwah, NJ 07430; (201) 258–2200; FAX (201) 760–3735; journals@erlbaum.com