

taxation, and incentives, however, that there is too little imagination, objectively, or specific information to distinguish his prejudices on these subjects from those prevalent among conservative businessmen for the past half century. Nonetheless, from so eminent a member of the community, insights and prejudices are alike welcome, and it is to be hoped that Columbia can encourage other thoughtful executives to speak up.

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THE OVERSEAS AMERICANS. By Harlan Cleveland, Gerard J. Mangone, and John Clarke Adams. New York: McGraw-Hill, 1960, xv. 316 pp. \$5.95.

World War II was a great testing period for the United States. On the credit side were the effectiveness of her organizational ability, the productiveness of her industrial complex, the indomitable will of her citizenry in armed service and on the home front. But the Axis surrender focussed attention upon the leadership capacity of the new giant. From a national state which had traditionally relied upon the protection of two ocean barriers, begging to be undisturbed in her economic and commercial obsessions, the United States was catapulted into the number one position of world leadership in this power conscious world. The giant could not make up his mind. Nostalgia for the easy years of isolationist policy robbed him of the capacity for crisp decision. Quick demobilization of the twelve-million-man military force and the frantic dismantlement of the civilian war agencies were mute evidence of the national desire for a re-

turn to traditional mores. There were practically no public protests to this national policy.

The emergence of the cold war in 1947 shook Americans from their complacency. Something had to be done! Why didn't our leaders foresee this unhappy turn of events? What had our tea-sipping foreign service officers been doing in their look-out posts around the world? The demagogues rushed into the discussion with their easy answers. Senator Joseph McCarthy and others charged that keymen in the foreign service were disloyal, others were merely inefficient. For years, when the Department of State should have been planning for its new role, the department's personnel was engaged in defending their loyalty to the United States.

Since McCarthyism finished its course, the department has done well in preparing to meet the challenge of world leadership. The Wriston Report led to a complete reorganization of the foreign service, the International Cooperation Administration was fitted into the departmental organization, and the United States Information Agency was recognized as an important link in the chain of American overseas representation.

In the past few years there has been a veritable spate of literature on the role and functioning of the overseas American representatives. Not all have been complimentary; but most authors have sought to be constructive. *The Overseas Americans* is, I believe, the best of these analyses. Written by three staff members of Syracuse University's Maxwell Overseas Training Program, the study

seeks to isolate the personal qualifications which offer the greatest promise for successful overseas operations. The study was not limited to governmental personnel but includes missionaries and business representatives as well.

Central to the study were interviews with 244 overseas representatives of government, business, and the churches. The interviews were in depth and were further strengthened by questionnaires and biographical sketches. From the data derived and from fundamental principles of personnel administration, the authors conclude that there are five personal qualifications which recruiters of overseas personnel should consider of primary importance in their selections. They are: (1) technical skill; (2) belief in mission; (3) cultural empathy; (4) a sense of politics; and (5) organizational ability. Not all are of equal importance in every position abroad, but if recruitment were based upon such characteristics there would be fewer "Ugly Americans" abroad and few Americans returning home after brief tenures abroad.

One hundred pages of the study are devoted to windmill-tilting exercise on the subject of college curriculum revision. An unprofitable adventure, except possibly for the satisfaction gleaned by these courageous knights, the attack appears to have been initiated with strategic preparation. Of course, the authors seek an undergraduate grounding in areas which would constitute training in their five basic criteria of overseas success. Such internationalization of curricula might produce domestically employed American citizens

of improved understanding. But who is naive enough to believe that the "powers that be" in American higher education will substantially revise the course offerings of more than three million young Americans merely to improve the qualifications of some twenty-five thousand annual appointees to overseas positions. Change in public policy may be difficult to secure in national, state, or local governments, but such would be mere child's play in comparison with the obstacles to reform of university curricula. For it is here that one comes in contact with the most adamant of all the citadels of American conservatism. There are too many irrefutable arguments for not diluting the quality of higher education! A more practical solution for the authors' problem would be to secure sufficient funds to enlarge the present facilities of specialized (not vocational) training for future overseas appointees.

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ALCOHOL EDUCATION FOR THE LAYMAN: A BIBLIOGRAPHY. By Margaret E. Monroe and Jean Stewart. New Brunswick: Rutgers University Press, 1959.

"This bibliography has been prepared for the librarian's use with the layman in the area of alcohol education," says the Preface, but the care and unique design of the work make it a particularly useful tool for the adult educator. In addition, this is much more than a listing of resource materials even though its bibliographic function is its *raison d'être*.

The first part of the volume provides a report of a particularly use-