

It is not desirable to support at public expense certain country clubs or detention hospitals in which rich boys may be segregated. . . . Thanks to heredity and opportunity combined, there are more dominant personalities, such as Mr. Theodore Roosevelt, Mr. Pierpont Morgan and Mr. Lawrence Lowell, from this small upper class than from the working millions. Whether or not we should be better off without such men is not the question. Until opportunity can be equalized we shall have them; the college must bear its share of responsibility for what they do in the world.

It irked Cattell that the support of scientific research should be dependent on the favor of administrators and politicians. Time and again he urged that it would be much more logical if a fraction of the economic gain from research should be turned back as a matter of right to the scientific fraternity for the support of further research. In founding the Psychological Corporation in 1921 his hope was—and it is being realized—that applied psychology might pay its own way and earn at least a part of the funds needed for its advancement.

Cattell's interest in children was obvious to the many friends who visited his home on the mountain in Garrison, New York, a home no more remarkable for its location and scenic outlook than for its friendly hospitality. If you took your own children with you, you soon discovered that his love for children extended beyond his own large and appealing group of youngsters. Since these children were not sent to school there were rumors afloat that they were being kept in isolation and subjected to some strange experimental sort of education. As a matter of fact, with the editorial staff working in the home, with the numerous distinguished visitors and with the superior young men brought in as tutors, these children were far from isolated; and it may be permitted to add, as against

the rumors of harsh treatment and restricted educational opportunities, that these children have not done so badly and that the solidarity of the Cattell family has been remarkable through all these years.

Cattell's deep interest in child welfare and family welfare, and his skepticism regarding the value of schools as they are were clearly set forth in an article on "The School and the Family," which he published in the *Popular Science Monthly* for January, 1909. He wrote:

Mankind will last only so long as children are born and cared for; and no plausible substitute for the family has been proposed. . . . The school by its nature weakens the family, for it takes the children away from home and gives them interests not centered in the home. . . . We need most of all to make life in the country attractive and fine. . . . The country school is at present no such place. Its general tendency is not to prepare children for usefulness and happiness in country life, but rather to make them inefficient and uncomfortable there and to send those who are more clever and ambitious away to the city. And the school shares with the city the bad preeminence of being one of the principal causes now working to break up the family. . . . Can one not fancy a school in the country, the house a model of simple beauty . . . surrounded by gardens, orchards and barns? . . . In this house the children would gather . . . for some two hours a day. The master and mistress and their older children . . . would teach the tricks of reading, writing and reckoning to those who lacked them, and all would be encouraged to go as far as they cared along the paths of letters and science. Two further hours might be spent in working about the place, in the shop, in the garden or with the animals, sewing, cooking or cleaning, learning to do efficiently and economically the things that must be done. . . . Children would always be the chief concern in a home and in a school such as this. There would be no pathological, no economic, no psychological conditions at work for their extermination.

THE PSYCHOLOGICAL CORPORATION

By Dr. PAUL S. ACHILLES

ONE of Dr. Cattell's many notable achievements was the organization in 1921 of the Psychological Corporation. The launching of this unique business enterprise in the early days of applied psychology was typical of his exceptional foresight and courage. Although others realized that many of the practical applications of psychology would be of economic value, it was Cattell who took courageous and far-sighted action. He proposed that psychologists should *earn* funds for research and, accordingly, he established a business corporation, owned and operated by psychologists, not for private gain but, as stated in its charter, for "the advancement of psychology and the promotion of the useful applications of psychology."

Thus he sought both to bridge the gap between psychological theory and practice and to provide that some share of the legitimate profits from practice be conserved for research and the further advancement of the science. His challenge to the few hundred recognized psychologists at the time was, "Let us mix our brains with our money," explaining that, under the aegis of a business corporation, psychologists could render many useful services to business organizations, to educational institutions and to individuals, and thereby earn funds for psychological research.

I played no part in the corporation's founding, but was fortunate in 1926 to be elected its secretary and treasurer, and have maintained my connection with

it ever since. Hence I am asked to write this note concerning the corporation, in tribute to Dr. Cattell. I do so with a special sense of affection and gratitude, for in the enterprise which he founded I found my own career, and I know that he considered one of the corporation's most valuable functions the opening of useful careers to many younger psychologists, both within its own employ and in new fields of endeavor where its pioneering work would help to develop opportunities.

From a financial standpoint, the progress of the Psychological Corporation was discouraging at the start. Its bank balance once dwindled to less than \$400. I recall the days when I worked in a corner of Dr. Cattell's offices and was somewhat in awe of him, but I soon learned to appreciate the kindness and wisdom back of his sharp, keen questioning. Between us we went into considerable debt on the corporation's behalf, but with the help of Dr. Henry C. Link and others who ventured to join the staff, or to work for the corporation with only the hope of future financial reward, sources of earned income, never subsidies, were gradually developed. By 1939, all the corporation's debts had been paid off. In 1943 its gross income was over \$600,000, and its first dividend, in the amount of \$2 per share, was declared by its board of directors. Of greater significance than these figures, however, has been the growth of the corporation's staff, the cooperation in its work of many psychologists and students throughout the country, and particularly the recognition it has gained for services of high standard and their practical usefulness to business organizations and to individuals.

In accordance with Dr. Cattell's aims in founding the corporation, namely, that its profits beyond limited dividends to its stockholders and reasonable compensation to those engaged in its work should be devoted to research, the corporation established in 1941 the James McKeen Cattell Grants-In-Aid of Research. Much of the corporation's work is, in itself, useful research in applied psychology done in cooperation with business organizations, but these grants-in-aid are made to graduate students and other psychologists whose independent studies seem likely to contribute valuable practical applications. Thus the corporation, both within its own sphere of work and through the investigations of psychologists elsewhere, continues to plow back an increasing share of its earnings into research.

With the same foresight and humanitarianism in later maturity that characterized his early life, Dr. Cattell established, in November, 1942, the James McKeen Cattell Fund by generous donation of his six hundred shares of the Psychological Corporation's stock. As stated in the Trust Agreement, the purposes of this Fund are to "enable the Trustees or their successors to administer such fund for scientific research and the dissemination of knowledge with the object of obtaining results beneficial to the development of the science of psychology and the advancement of the useful application of psychology." Thus, so long as the corporation is successful, its work and its dividends will contribute, as Dr. Cattell wished, to the advancement of psychology and serve to remind us of his faith both in psychology and in his fellow psychologists.

SCIENCE SERVICE

By WATSON DAVIS

In a day when scientists were afraid and unconfident of what newspaper reporters might do to their researches through careless and inexpert exposure to the public, J. McKeen Cattell was one of the little band of American scientists who risked their reputations in an experiment that had as its purpose the popularization of science.

When the original board of trustees of Science Service was convoked in 1921, Dr. Cattell was one of the three members who represented the American Association for the Advancement of Science. He was continuously a trustee from that time until his death and his term of service is exceeded by that of only one other scientist.

For most of this time and until recent years, he was a member of the executive committee and he thus was called upon to give of his time and energy more frequently than most of the trustees. For almost half

of this time he was honored with the presidency of the institution, serving from 1928 until 1937 in this office.

The public was thus taken into the broad sphere of Dr. Cattell's many interests by his participation in the upbuilding of Science Service. This constituted a fitting rounding-out of his founding of publications in various scientific fields, his periodic issuance of critical and informative biographical directories of professionals in science and education, his development of scientific organizations, his pioneering in scientific psychology and his contending for freedom of teaching.

There were few scientific committees or organizations in which Dr. Cattell participated which were not enlivened and illuminated by his comments and criticisms. When he was not with the majority, he was consistently the loyal opposition that kept the