

**USING  
KNOWLEDGE  
AND  
MANAGING  
CHANGE:  
THE  
HUMAN  
INTERACTION  
RESEARCH  
INSTITUTE  
1961-1991**

**Thomas E. Backer, PhD**

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"A consensus is building that the U.S. spends too much of its research budget on the search for new knowledge and not enough on harnessing the knowledge already gained."

- *Time*, November 23, 1992

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In this time of constant change, of limitless information but limited financial and physical resources, both individuals and organizations face many challenges in coping with change, and in learning about and using new ideas and technologies to solve problems ... such as those related to providing high quality and cost-effective health care and human services for people with special needs.

Underlying these challenges is a fundamental question of human affairs: in a world of increasing resource *limits*, where quality of life can no longer be enhanced mainly by exploring and exploiting new resources, how can we most effectively utilize the resources we do have? Increasing the impact of limited resources requires systematic approaches to increasing the diffusion and use of new knowledge (program innovations, administrative procedures, technologies, etc.).

Such **knowledge utilization** approaches are most likely to be effective when set in the larger context of *systems* interventions that include:

- ◆ use of *evaluation* to determine what solutions work and are most cost-effective, thus meriting wider application
- ◆ use of modern *communication* technologies to speed dissemination of information
- ◆ a supportive *infrastructure* at both organizational and community levels for innovation and change management
- ◆ appropriate *training* for organizational staff and consumers of services, who will be responsible for the effort to put new knowledge to work.

Since 1961, the Human Interaction Research Institute has been conducting research, policy studies and interventions (developing products, offering training programs and providing technical assistance) on knowledge utilization - all aimed at meeting the challenges of innovation and change management in the health and human services fields.

The Institute's emphasis on "human interaction" - the psychological, interpersonal and organizational dynamics of change - has led to ground-breaking work in such areas as mental health, drug abuse, AIDS, disability, education, employment services and medical practice (on topics ranging from chronic obstructive pulmonary disease to pediatric emergencies).

The Institute conducts work in two related areas, each of which is described further below: **knowledge utilization and change management**, and **health communication**. A multidisciplinary team of research scientists and support staff, supplemented by a worldwide network of consultants, has carried out 75 projects under support from government and private sponsors. Advances in knowledge, policy changes, knowledge products, and enduring community programs based on direct intervention have been among the results of the Institute's work. The Institute is a nonprofit California corporation founded in 1961, and is guided by a distinguished board of directors.

Though the Institute's staff and resources are small, its projects are carefully designed to leverage these resources for maximum results. This report provides a brief overview of the philosophy, activities and accomplishments of the nonprofit Institute as it begins its fourth decade of action research and public service.

## ☐ **KNOWLEDGE UTILIZATION AND CHANGE MANAGEMENT**

Much of the Institute's work centers on knowledge utilization and change management in health and human service systems - applying practical approaches to get innovations from research or community best practices more widely disseminated and used by people and organizations. These approaches are especially needed in today's tight-budget, rapidly-changing environments for public organizations in such fields as mental health, substance abuse, and medical care.

Both **behavioral science** and **management science** models are employed, in a **systems** approach that recognizes the complex nature of innovation and change in today's health and human service organizations. As described above, **program evaluation**, **communication**, **infrastructure development**, and **training approaches** are all part of this systems approach.

The behavioral science methods include strategies for getting potential adopters involved in planning for innovation adoption, efforts to overcome fears and resistance to change, social networking and interpersonal communication to share information, and community-based intervention strategies. The management sciences approaches involve strategic planning and organization development techniques, first used in the corporate world, and now being increasingly applied to public sector institutions. Methods for human resource development adapted from the private sector are used to develop training methods that support Institute programs.

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*"Fancy what a game of chess would be if all the chessmen had passions and intellects, more or less small and cunning; if you were not only uncertain about your adversary's men, but a little uncertain about your own; if your Knight could shuffle himself on to a new square on the sly; if your Bishop, in disgust at your Castle could wheedle your Pawns out of their places; and if your Pawns, hating you because they are Pawns, could make away from their appointed posts so that you might get checkmated on a sudden. You might be the longest-headed of deductive reasoners, and yet you might be beaten by your own Pawns. You would be especially likely to be beaten, if you depended arrogantly on your mathematical imagination, and regarded your passionate pieces with contempt."*

*- George Eliot, **Felix Holt***

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These four themes - knowledge utilization, change management, systems approaches, and human resources methods - are essential ingredients of the Institute's work. They help meet four key challenges to managing change and innovation in today's health care and human service systems:

1. **The knowledge base continues to explode** - technology, programs, practices, information of all sorts; despite modern information technology, getting access to the right information at the right time to solve a problem is difficult ... at national, state and local levels.
2. **The acculturation process for health and human service professionals can promote resistance to innovation** - in effect, saying: "good ideas will automatically be used - only refereed journal articles and professional conference presentations are needed - if your ideas need help to get used, there must be something wrong with the ideas." This can promote resistance to more active strategies for getting innovations diffused and adopted, especially when reward systems (for instance, career advancement in academic settings) are also organized along these lines.
3. **Health and human services systems are in ongoing crisis** - resulting from the increasing problem of inadequate and declining funding - accentuated by system, inefficiency, resistance to change, demand for greater consumer involvement, new strategies such as managed care coming to the public sector (which have their own side effects as they have in the private sector), and emerging (and often conflicting!) values concerning everything from holistic medicine to animal rights in research.
4. **The pace of change is accelerating**, and more changes are being thrust upon health and human service professionals and systems from the outside. Planned change is still possible, but more likely these days is *managing* change - a blend of what is undertaken voluntarily and what is mandated by external circumstances, many of them negative in nature.

For example, the Institute is conducting a five year Federally supported project, launched in October 1991, promoting innovation and change in public mental health systems of six States - California, New Mexico, New York, Oregon, Texas and Virginia. Human resources training, knowledge utilization, and change management approaches are being used in collaboration with the State mental health agency and a variety of public and academically based collaborators in each State. The goal is to promote wider adoption of innovations in psychiatric rehabilitation and family involvement in service delivery for people with severe mental illnesses. Training programs, video-based learning packages and technical assistance about how to innovate in today's tight and unstable times are the main project activities, all organized around job competencies for the mental health work force the project has worked to define.

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*"The art of progress is to preserve order amid change  
and change amid order"*

*- Alfred North Whitehead*

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## ☐ HEALTH COMMUNICATION

Modern communication technology also plays a part in "human interaction," particularly in **public health communication** campaigns (such as the Partnership for a Drug-Free America, the Stanford Heart Disease Prevention Program, or the DARE drug abuse prevention program bringing together police officers and school children). These campaigns involve television, radio, newspapers and other mass media that get messages on health issues to large numbers of people quickly and cheaply. Tied in with community involvement and action, these approaches can help to stimulate knowledge, attitude and behavior changes in target groups of children, youth and adults on many topics.

For more than 15 years, the Human Interaction Research Institute has investigated mass and interpersonal communication approaches to knowledge, attitude and behavior (KAB) change in both individuals and communities. Drug abuse, AIDS, mental illnesses, aging, and physical disability have been the main emphases of these studies.

Institute projects in this area include a four-year study for the National Institute on Drug Abuse which facilitated development of workplace AIDS and drug abuse policies and programs in America's entertainment industry, in turn enhancing the capacity of this industry to provide public education on these subjects. Two Center for Substance Abuse Prevention-sponsored projects, conducted in collaboration with the Annenberg School for Communication at the University of Southern California, studied critical elements of health communication campaigns which have never before been examined. Findings from these projects are reported in two books:

◆ *Designing Health Communication Campaigns: What Works?*, by Thomas E. Backer, Everett M. Rogers & Pradeep Sopory (Sage, 1992), which includes an analytic literature review and interviews with 29 leading campaign designers about how their backgrounds and philosophies influence campaign design (published in May 1992, this book already is in its second printing)

◆ *Organizational Aspects of Health Communication Campaigns: What Works?*, by Thomas E. Backer & Everett M. Rogers (Sage, in press), which presents an analysis by campaign scholars and management science experts of how organizations, ranging from television networks to universities to community advocacy groups, collaborate to design and conduct campaigns.

The Entertainment Industries Council, a nonprofit organization based in Reston, Virginia, has an ongoing joint venture with the Institute to organize and conduct national research and community intervention activities regarding health communication campaigns. EIC has created such influential campaigns as "Stop the Madness," a national anti-drug abuse campaign for CBS Television; and the Texas Prevention Partnership, a statewide program for high-risk youth including minorities.

## ▣ OUTCOMES OF THE INSTITUTE'S WORK

Over the 30 years of its existence, Institute projects have yielded more than 20 published books, more than 400 journal articles and research reports based upon its research and policy studies, and more than 200 major professional conferences and seminars. Videotapes, audiocassettes, and other educational media also have emerged from Institute projects.

Most of these works are intended to have immediate impact through community intervention or policy changes, but the Institute's activities have also contributed to the advancement of knowledge in its fields of study.

Impact of the Institute's work at the **intervention**, **policy study**, and **research** levels is briefly assessed in the next three sections.

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*"We are now living in a second industrial revolution; but instead of steam, the new revolution is being propelled by **information**. And, as in the first revolution, relative success will be determined by the ability to handle the propelling force."*

*- Robin Hogarth, **Judgment and Choice***

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## ▣ IMPACT: INTERVENTIONS

Many of the Institute's past and current projects have led to significant changes in health and human service systems, and to the creation of enduring structures through technical assistance, learning products, and training programs. For instance, an ongoing series of projects have been supported by the National Institute on Drug Abuse, each concerned with developing and maintaining an infrastructure to get AIDS and drug abuse research used in Hispanic communities. Institute Research Scientist Eunice Diaz, a public health educator who also is a member of the National AIDS Commission, has spearheaded this effort, which has included creating a national advisory group of senior Hispanic researchers and ties with community-based organizations and public policy advocates across the country.

An eight-year project sponsored by the National Institute on Disability and Rehabilitation Research led to the replication of dozens of innovative programs and practices by rehabilitation service organizations in the Western U.S. For instance, more than a half-dozen school-to-work transition programs for disabled high school students were adopted in Southern California alone as a result of this project's information-sharing and technical assistance activities.

Studies in the 1970s of how to define the state-of-the-art in chronic obstructive pulmonary disease resulted in textbooks and other learning products that influence medical practice to this day, including a 1992 new edition of a textbook on COPD first published in 1975.

Since 1989, the Institute has been assisting the National Institute on Drug Abuse in developing a knowledge utilization program, including publication of a 1991 book, *Drug Abuse Technology Transfer*, which is the only recent state-of-the-art appraisal of Federal activity in this field. The Institute has helped many other Federal agencies develop or refine their programs in this area.

Other Institute products include:

- ◆ *Putting Knowledge to Use* (third edition, 1983), one of the three most-cited comprehensive reviews of the knowledge utilization field
- ◆ computer bulletin boards on new knowledge in workplace drug abuse and AIDS activities, operated in conjunction with UCLA Medical School
- ◆ more than 30 information products on AIDS in the workplace since 1987, also including coordination of the first major Los Angeles conference on AIDS in the workplace, attended by more than 200 people in February 1988; and launching of entertainment industry task forces on AIDS in Hollywood, New York and Las Vegas.
- ◆ coordination of development and production of the November 1988 issue of *American Psychologist* on "Psychology and AIDS," of which 150,000 copies are now in use all over the world
- ◆ *Consultation*, an experimental magazine on organizational change published for three years by the Institute, and later commercially published by Human Sciences Press

And the Institute's extensive work in the knowledge utilization area have helped to define the research agenda and professional practice in this multidisciplinary field for over 30 years, through dozens of contributions to the professional literature.

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*"The end of science is the conviction that there is one right way."*

*- Harrison Owen*

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## ▣ **IMPACT: POLICY STUDIES**

Over the years, the Institute has been a leader in helping Federal agencies such as the National Institute on Drug Abuse, the National Institute of Mental Health, the Maternal and Child Health Bureau, and the Department of Labor develop and maintain programs concerned with knowledge utilization. Just in the last several years, the Institute has consulted with more than two dozen Federal agencies on knowledge utilization and change management issues and strategies.

For several years, the Institute provided overall policy and management development consultation to the National Council on Disability, then a newly-created Federal agency desiring to implement sound leadership practices in fulfilling its Congressional mandate.

The Institute also has advised Members of Congress and their staffs on issues related to innovation and change in various health care areas. For instance, in January 1991 HIRI was the co-sponsor of a Congressional Briefing on Capitol Hill with New Mexico Senator Pete Domenici and other Members of Congress, which provided input to Congressional staff about the challenges of serving mentally ill people who come into contact with the criminal justice system. In the early 1960s, then-President Dr. Edward Glaser testified to Congress about methods for promoting utilization of research knowledge.

## ▣ IMPACT: RESEARCH

The Institute's research over the years has resulted in many contributions to the behavioral and management sciences, and to health care administration and policy. To give just a few examples:

- ◆ HIRI conducted one of the first empirical studies of knowledge utilization strategies, concerning wider adoption of research on enhancing employability of severely retarded young adults
- ◆ An Institute project developed the "normal curve of excellence" concept as a way of thinking about best practices (those at the upper end of a normal distribution curve) in any field that can be identified empirically and then disseminated to improve the overall state of practice
- ◆ A five-year research program explored consultation as a key element in management of change, including the conduct of more than a dozen empirical studies
- ◆ An early project created a widely-used analytic method for rating the knowledge utilization potential of proposals for Federally sponsored mental health research
- ◆ A HIRI project studied the complex psychological and institutional dynamics that contribute to success in the "consensus development conference" method for identifying state-of-the-art medical practice
- ◆ The Institute has provided leadership for the Knowledge Utilization Society, the field's principal professional society, and coordinated its 1989, 1990 and 1991 conferences
- ◆ A number of graduate students have completed internships or doctoral dissertations through the Institute, and many of them have gone on to distinguished careers in academia or public service.

## ▣ HISTORY OF THE INSTITUTE

In 1961, during the Kennedy Administration, it was a time of growth and great optimism for health care and social services in America. Organization development and change theory was being developed in business schools; and information was becoming king in every aspect of human life. That year a group of scientists and health professionals, led by psychologist Edward M. Glaser, founded the nonprofit Human Interaction Research Institute. The Institute received its first grant to study the diffusion of innovations in Goodwill Industries, and moved on to other studies of knowledge utilization and change in the 1960s and 1970s.

A complete listing of current and past Institute research and policy study projects is provided at the end of this report.

In the 1990s, the Human Interaction Research Institute - and the field of knowledge utilization - are at a crossroads. During the 1960s and 1970s, significant Federal interest in knowledge utilization in the health, education and human services fields was in evidence; that interest waned during the 1980s, largely due to an Administration philosophy of minimal Federal involvement in the activities to which both applied research and dissemination and utilization efforts contributed. Now, there is renewed interest in strategies for putting knowledge to use in solving social and health problems, and in leveraging scarce resources. Over the last several years, the Institute has explored the growing interest and activities of **foundations** in this area as well, including the first exploratory research on knowledge utilization and foundations - a unique structure for social change in American life.

Also in the 1960s and 1970s, there existed a cadre of nonprofit research institutes specializing in studies of knowledge utilization. The Human Interaction Research Institute is the only one of these specialty-focus centers still in existence. The Institute's rich legacy can contribute greatly to its own continuing work - and to the renaissance of knowledge utilization in the 1990s.

A recently-completed Ten Year Plan for the Institute provides an overview of central organizational values, goals and objectives for the Institute's fourth decade. It is the end product of a two-year strategic planning process undertaken by the Institute President and Board of Directors, with input from Institute staff and consultants.

The Institute is increasing its impact through establishing ongoing **partnerships** with other nonprofit organizations, such as the Entertainment Industries Council and Prototypes (a multisite substance abuse and AIDS service program); with for-profit applied research and development organizations, such as the minority small businesses Conwal, Inc. and Hi-Tech, International; and with academic organizations, such as the State University of New York Medical School's Multidisciplinary Center on Aging and the University of New Mexico.

## ■ STAFF

Institute founder, Dr. Edward M. Glaser, a clinical psychologist with a lifelong interest in organizational dynamics, served as President until 1986, and from 1987 to 1992 as Chair of the organization's board of directors.

Succeeding him as President in January 1987 was the Institute's current President, who began his career with the organization in March of 1971 as a first-year UCLA graduate student. Also a clinical/organizational psychologist, Thomas Backer has expanded the Institute's activities in health communication, while maintaining its historic involvements in knowledge utilization and change management. As two-term immediate Past-President of the Knowledge Utilization Society, he has also helped to expand awareness of the Institute in the academic, Federal, and foundation realms.

A multidisciplinary staff conducts the Institute's projects. Over the years these have included psychologists, physicians, social workers, rehabilitation counselors, psychiatric nurses, and public health educators.

## ▣ BOARD OF DIRECTORS

Several members of the Institute's distinguished board of directors also take an active interest in the work of the organization. UCLA psychiatrist Robert P. Liberman is co-investigator of one current Institute project, and University of New Mexico communications department chair Everett Rogers co-investigator of another. Board member Alan Glassman is a leading national figure in research and scholarship on the application of organization development to public sector organizations, experience applied in several Institute projects. Each member of the Institute board brings special expertise to the leadership task.

A complete listing of Institute staff and board members is provided at the end of this report.

## ▣ INSTITUTIONAL RESOURCES

The Institute's main office is located in West Los Angeles near the UCLA campus, with small satellite offices in Lake Arrowhead (a mountain community also in Southern California), and in Washington, DC. The small Institute full-time staff is supplemented by a variety of part-time and consulting professionals who work on a project basis. A cutting-edge, nontraditional work organization in format, the Institute encourages home-based work with telecommuting, and alternative work schedules for those who combine their work for the Institute with other careers, often ones complementing their work on Institute projects.

In the West Los Angeles office is the world's largest document collection on knowledge utilization, which is computerized for easy access.

In the end, however, the most valuable assets of the Human Interaction Research Institute are the people who work together on its projects, helping health and human service organizations throughout the U.S. to use knowledge and manage change more successfully.

## ▣ FOR MORE INFORMATION

For more detailed information on the Institute's projects and activities, please contact:

Ms. Elizabeth Howard  
Secretary and Administrative Officer  
Human Interaction Research Institute  
1849 Sawtelle Boulevard, Suite 102  
Los Angeles, CA 90025

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*"The advancement and diffusion of knowledge is the  
only guardian of true liberty"*

*- James Madison*

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## ▣ INSTITUTE STAFF AND DIRECTORS

### ◆ *DIRECTORS*

Thomas E. Backer, PhD, President, Human Interaction Research Institute; Associate Clinical Professor of Medical Psychology, UCLA School of Medicine

Alan Glassman, PhD, Professor of Management, California State University, Northridge Leonard Goodstein, PhD, Consulting Psychologist, Washington, DC

Lillian R. Gorman, PhD, Senior Vice President and Human Resources Manager, First Interstate Bancorp, Los Angeles

Judith K. Larsen, PhD, Vice-President, Dataquest, Inc., San Jose

Robert P. Liberman, MD, Professor of Psychiatry and Director, Clinical Research Center on Schizophrenia and Psychiatric Rehabilitation, UCLA School of Medicine

Alex Norman, DSW, Organization Development Consultant

Everett M. Rogers, PhD, Chair, Department of Communications and Journalism, University of New Mexico

Edward M. Glaser, PhD, Founder

### ◆ *OFFICERS*

Thomas E. Backer, PhD, President

Robert P. Liberman, MD, Vice-President

Elizabeth A. Howard, Secretary

Diane M. Callanan, Chief Financial Officer

◆ *PROFESSIONAL AND SUPPORT STAFF*

Thomas E. Backer, PhD, President  
Barbara Crofford, MSW, Research Associate  
Eunice Diaz, MS, MPH, Research Scientist  
Valerie Douglas, Research Assistant  
Shirley Glynn, PhD, Senior Research Scientist  
Jeanette Goodstein, PhD, Senior Research Scientist  
Elizabeth A. Howard, Administrative Officer  
Rheta B. King, CRC, CIRS, Research Scientist  
Timothy G. Kuehnel, PhD, Senior Research Scientist

Kirk B. O'Hara, PsyD, Research Scientist  
Rhonda Otero, Research Assistant  
Donald J. Richardson, Senior Research Scientist  
Julie Shaperman, MS, Research Associate  
Arden Sinclair, Project Coordinator  
Pradeep Sopory, Research Assistant  
Carolyn L. Vash, PhD, Senior Research Scientist  
Vikki Walters, RN, MA, CS, Research Associate  
Edna Williams, Research Associate (Intern)

■ **ROSTER OF INSTITUTE PAST AND PRESENT PROJECTS**

- ◆ "Utilization of Applicable Research and Demonstration Results," Vocational Rehabilitation Administration (Edward M. Glaser)
- ◆ "A Study of the Feasibility of Using the Consortium Method of Job Placement of Unemployed Persons," Office of Economic Opportunity (Edward M. Glaser)
- ◆ "A Study of the Processes Involved and the Results Achieved in Attempts to Induce Extensive and Rapid Changes in Two DMH Hospitals," California Department of Mental Hygiene (Edward M. Glaser)
- ◆ "Impact on Community Organizations and Institutions Made by the MDTA Experimental and Demonstration Projects for Disadvantaged Youth," U.S. Department of Labor (Edward M. Glaser)
- ◆ "Putting Research, Experimental and Demonstration Findings to Use," U.S. Department of Labor (Edward M. Glaser)
  
- ◆ "An Evaluation Follow-up Study of the Job Opportunity Center Experimental and Demonstration Project for the Communities of Denver and Pueblo, Colorado," U.S. Department of Labor (Edward M. Glaser)
- ◆ "An Evaluation Follow-up Study of the Colorado State Experimental and Demonstration Project for the Vocational Rehabilitation of Mental Patients," U.S. Department of Labor (Edward M. Glaser)
- ◆ "A Clinical, Dynamic and Statistical Assessment of the Concentrated Employment Program in Los Angeles, New York, Oakland and Detroit," U.S. Department of Labor (Edward M. Glaser)

- ◆ "A Clinical, Dynamic and Statistical Assessment of the Concentrated Employment Program in Birmingham, Alabama and San Antonio, Texas," U.S. Department of Labor (Edward M. Glaser)
- ◆ "A Qualitative Evaluation of the Concentrated Employment Program in Seattle, Washington," U.S. Department of Labor (Edward M. Glaser)
- ◆ "A Pilot Study to Determine the Feasibility of Promoting the Use of a Systematized Care Program for Patients with Chronic Obstructive Pulmonary Disease," Social and Rehabilitation Service (Edward M. Glaser)
- ◆ "Review of the Literature on Research Implementation," National Institute of Mental Health (Edward M. Glaser)
- ◆ "Training Policemen to Deal with Family Disturbances," Law Enforcement Assistance Administration (Edward M. Glaser)
- ◆ "Allen Teaching-Machine Evaluation," Bureau of Prisons, U.S. Department Of Justice (Edward M. Glaser)
- ◆ "Duarte Unified School District Project," U.S. Office of Education (Edward M. Glaser)
- ◆ "Application of Reinforcement Principles to the Classroom," U.S. Office of Education (Edward M. Glaser)
- ◆ "Helping Employers Make Use of What Has Been Learned About Sustained Productive Employment of the Disadvantaged," U.S. Department of Labor (Harvey L. Ross)
- ◆ "The Meaning of Work to Different Categories of Persons," U.S. Office of Education (Edward M. Glaser)
- ◆ "Increasing the Utilization of Applied Research Results," National Institute of Mental Health (Edward M. Glaser)
- ◆ "A Taxonomy of Data-collecting Devices," National Institute of Mental Health (Edward M. Glaser)
- ◆ "Facilitation of Knowledge Utilization by Institutions for Child Development," Office of Child Development (Edward M. Glaser)
- ◆ "Assessment Tools for Counseling Manpower Program Clients Toward Suitable Training and Job Placement," U.S. Department of Labor (Thomas E. Backer)
- ◆ "New Approaches to College Student Development Programs," U.S. Office of Education (Edward M. Glaser)
- ◆ "Reinforcing Productive Classroom Behavior," U.S. Office of Education (Edward M. Glaser)
- ◆ "Facilitating the Utilization of Selected Manpower R & D Findings," U.S. Department of Labor (Harvey L. Ross)
- ◆ "Knowledge Transfer In Mental Health Services," National Institute of Mental Health (David G. Berger)
- ◆ "Ideal Systems for Research Utilization: Four Alternatives," Social and Rehabilitation Service (Edward M. Glaser)

- ◆ "Improvement in the Quality of Worklife and Productivity: A Joint Venture Between Management Employees," U.S. Department of Labor (Edward M. Glaser)
- ◆ "Strategies for Facilitating Knowledge Utilization in the Biomedical Field," National Science Foundation (Edward M. Glaser)
- ◆ "Factors Influencing the Success of Applied Research," National Institute of Mental Health (Edward M. Glaser)
  
- ◆ "Women: Issues of Career Guidance and Vocational Counseling," National Institute of Education (Helen S. Farmer, Thomas E. Backer)
- ◆ "Workshop on Research Utilization Specialist Model," Social and Rehabilitation Service (Thomas E. Backer)
- ◆ "Research Utilization and the Navy Personnel Research and Development Center," Navy Personnel Research and Development Center (Edward M. Glaser)
- ◆ "Methods for Sustaining Innovative Service Programs," National Institute of Mental Health (Edward M. Glaser)
- ◆ "Quality of Worklife Programs: A Preliminary Technology Assessment," National Science Foundation (Edward M. Glaser)
  
- ◆ "Research Within Reach: A Research-Guided Response to Concerns of Reading Educators," CEMREL and the National Institute of Education (Edward M. Glaser)
- ◆ "Putting Knowledge to Use," National Institute of Mental Health (Edward M. Glaser)
- ◆ "Proceedings of the Conference of Union Officials on Issues Relevant to Labor-Management Cooperation in QWL Improvement Efforts," Mott Foundation (Edward M. Glaser)
- ◆ "Some Issues in Joint Union-Management Quality of Worklife Improvement Efforts," Upjohn Corporation (Edward M. Glaser)
- ◆ "Programmatic Research on Planned Change Consultation," National Institute of Mental Health (Edward M. Glaser, Thomas E. Backer)
  
- ◆ "Impact of Court Decisions on Mental Health Services," National Institute of Mental Health (Paul D. Greenberg)
- ◆ "Taxonomy of Technology Transfer Strategies with Application to Monitoring MILES Implementation," Perceptronics, Inc. (Edward M. Glaser)
- ◆ "Perceived Benefits and Values of Mental Health Research," National Institute of Mental Health (Philip R. A. May)
- ◆ "Improving the Capability of CMHCs for Self-Evaluation," National Institute of Mental Health (Edward M. Glaser, Karen Kirkhart)
- ◆ "A Promising Service Program for Drug Abusers," National Institute on Drug Abuse (Edward M. Glaser)
  
- ◆ "Improving Utilization of Research Results: The Regional Rehabilitation Network," National Institute of Disability and Rehabilitation Research (Thomas E. Backer)

- ◆ "An Evaluation of the Dissemination and Adoption of Findings Generated by a Study Supported by the Maternal and Child Health Research Grants Program," National Institute of Maternal and Child Health (Edward M. Glaser)
- ◆ "Planning and Management Development Consultation," National Council on the Handicapped (Thomas E. Backer)
- ◆ "Strategic Planning and Policy Study," National Council on the Handicapped (Thomas E. Backer)
- ◆ "Drug Abuse Treatment in Employee Assistance Programs," National Institute on Drug Abuse (Thomas E. Backer)
  
- ◆ "Policy Study: Living Arrangements for Severely Disabled Children," National Council on Disability (Thomas E. Backer)
- ◆ "Emergency Medical Services for Children - Knowledge Transfer & Utilization Project," Office of Maternal and Child Health (Thomas E. Backer)#
- ◆ "Region IX Regional Information Exchange," National Institute of Disability and Rehabilitation Research (Thomas E. Backer)
- ◆ "Psychological Injury and Children," Office of Maternal and Child Health (Thomas E. Backer)
- ◆ "Focus: Entertainment Industry Workplace AIDS and IV Drug Abuse Project," Entertainment Industries Council/National Institute on Drug Abuse (Thomas E. Backer)
  
- ◆ "Comparative Synthesis of Mass Media Health Behavior Change Campaigns," Office for Substance Abuse Prevention (Thomas E. Backer, Everett M. Rogers)
- ◆ "Workshop on Drug Abuse Technology Transfer," National Institute on Drug Abuse (Thomas E. Backer)
- ◆ "Impact of Organizations on Mass Media Health Behavior Campaigns," Office for Substance Abuse Prevention (Thomas E. Backer, Everett M. Rogers)
- ◆ "Employment Tomorrow: Opportunities for People with Disabilities," National Council on Disability (Thomas E. Backer)
- ◆ "AIDS and Drug Abuse in the Hispanic Community: Technology Transfer and Research Issues," National Institute on Drug Abuse (Thomas E. Backer)
  
- ◆ "HRD System Development Grant Study: Implementation Guidance for Community-Based Care," National Institute of Mental Health (Thomas E. Backer, Jeanette Goodstein)
- ◆ "Research and Technology Transfer Conference Track on AIDS and Drug Abuse in the Hispanic Community," National Institute on Drug Abuse (Thomas E. Backer, Eunice Diaz)
- ◆ "Mental Illness/Criminal Justice Capacity Building Project," Center for Mental Health Services/Center for Substance Abuse Treatment (Thomas E. Backer, Donald J. Richardson)#
- ◆ "Center for Improving Mental Health Systems," Center for Mental Health Services (Thomas E. Backer, Robert P. Liberman, Donald J. Richardson)#
- ◆ "Strategic Plan for Drug Abuse and AIDS Research and Technology Transfer in the Hispanic Community," National Institute on Drug Abuse (Thomas E. Backer, Eunice Diaz)#

- ◆ "Technology Transfer and Strategic Planning for the Center for Substance Abuse Treatment," Center for Substance Abuse Treatment/Global Exchange, Inc. (Thomas E. Backer)#

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# in process as of December 1992