



As one of the consequences of the decision to shape the organizational structure of ITC after the model of IUPsyS, Council members had to put an enormous effort in becoming visible and attractive for the international community of national bodies and not in the least for non-voting affiliate members mostly publishers and individuals subscribing the newsletter. Much time and effort had to be put on collecting membership fees by sending reminders over and over again. John Toplis took care of that as secretary treasurer. Hard work for small money. ITC didn't have much money to spend in those days. Business meetings were hosted by Ken Miller in his private office, we took care of our own travel and lodging expenses, in my case funded by my employer most times and incidentally by NIP.

Let's put aside the routine administrative work, adjusting bylaws and all, adjusting (raising) fees and other small stuff and focus on subject matter projects. The most outstanding in those early years: Standards on test adaptation headed by Ron and well documented. Several meetings, different places exchanging and revising documents in between. Several would follow as we all know.

However, most attention and energy went to activities that might be headed as visibility effort. First of all, a bulletin. I hope someone has kept the full range of issues. It's an impressive improvement both in content and appearance. Characteristic of the early European dominated international scene we were operating in were the bilingual issues. Justin Schlegel took care of the French reading audience. Major improvements were achieved in the period in which Fons van de Vijver operated as chief editor. The newsletter is another example of steady improvement of informing members on a steadily growing ongoing business in the ITC household. Computer and word processing software in the late eighties enabled us to improve the appearance of stationaries and correspondence. ITC got its logo as it is used to day designed by my son.

Finally the recurrent organized symposia should be mentioned. I think we never missed an IUPsyS or IAAP conference starting in the eighties. Most members of the Council contributed one way or the other. I myself seldom visited a conference without delivering a paper. The final one at the wonderful Winchester conference together with my son Matthijs. I took an active part in organizing the ITC contributions to the IUPsyS 1984 Acapulco conference. The early symposia lasted half a day. Getting a slot was the first step, inviting leading researchers wasn't an easy game in the beginning. Symposia generated spinoff for the bulletin or even resulted in monographs. I can't point my finger on a transition from half day to full day symposia. A real breakthrough however was the two day ITC conference in Oxford chaired by Ron and Ype (please correct me if I fail to give credit to others). The Winchester conference, chaired among others by Dave, will be considered as another landmark on the road leading to recent conferences in Amsterdam and San Sebastian.



The growing visibility and scientific quality of ITC activities raised the willingness of outstanding professionals to contribute to its activities en to serve on the Council. From the beginning, big names from IUPsyS and IAAP attended Council meetings such as professor Levy Leboyer and Professor Spielberg thus expressing the support and interest of those organizations in the work of ITC. Gradually the status of Council members shifted from professionals in the applied field to outstanding professionals in science. Without diminishing the outstanding contributions of others one might say Ron Hambleton personifies both the start and consolidation of that process.

A last observation I would like to make has to do with the teambuilding efforts that were part of the way ITC operated. Part of organizational culture is the personal interest, bonding and hospitality. Starting with Ken Miller and Barbara as I mentioned earlier. Ron and Else treating us in the cabin built by the parents of Elsa in the midst of the Canadian woods. Beavers, bears, barbeque, beer and a lake, it was all there. Justin Schlegel and His wife receiving us in Strasbourg. I hope many of Council members in my term have good memories of their visit in the Beemster.

The interest expressed by Dave and his committee in the history fits well in that tradition, as well as the phenomenon of (honorary) fellows of ITC. It takes more though to foster that culture in daily operations of ITC.”

As explained in the cover e-mail, the ITC Council would appreciate your providing detailed answers to the following questions:

- 1. During what year did you become involved with the ITC, how did this affiliation occur (e.g. were you asked to join the ITC, were you a representative of another organization, or did you elect to become involved), and what was the nature of your initial work on the ITC?**

See above

- 2. What were your initial impressions of the ITC, including its organizational structure, missions, and personnel?**

See above

- 3. Who were some of the key leaders in the ITC at that time and what were their roles?**

See above

- 4. Every organization and association goes through growing pains. During your first few years on the Council, what were some of the impediments that you felt limited the ITC’s work and needed to be changed?**

See above



“In short: it may have gone slow, but then development of these kind of organizations take their time and have their ups and downs.

The IUPS structure may have been a drawback (especially financially) but it also reflected the principle of professional dominance over institutions with commercial interest.

Building a network of high ranking researchers committed to ITC matters takes time.

We came short in editorial skills and lack of confidence, perhaps vision and experience in organizing the dedicated conferences.”

5. What prominent changes have you seen in the ITC between when you first were a member and now?

“More and more competent staffing. Organizing own conferences at a comprehensive scale, binding a selected audience of interested students, researchers and practitioners and by that creating financial resources. Building and providing a body of knowledge, documents on best practices and a platform for exchange of that knowledge and expertise. “

6. Where has the ITC done well? What do you think the ITC’s biggest accomplishment has been over the years?

See 5

7. Where has the ITC possibly made “wrong steps” or mistakes?

“Hard to say. An incident that might be informative. Its personal.

- 1. I had prepared a paper (on the relation, well never mind. In any case fairly unique and interesting for the validity of achievement testing; it’s on my website for those interested: www.schobl.nl); but I couldn’t deliver a proposal without first paying a fee of €600.- (conference San Sebastian) Weird in my view.*
- 2. Meeting of publishers and COTAN (Netherlands) Heard in the corridors: publishers wanted to get rid of ridged regulations of the COTAN. Is this a sentiment heard elsewhere too? Publishers are becoming one of the most influential stakeholders. Are we sufficiently tuned in?*

8. What do you perceive to be current challenges facing the ITC and what role should the ITC play in this regard?

- 1. Achievement testing in the Netherlands lost its high stake position. Judgment of teachers take their role in deciding about educational career. Lack of quality of educational measurement? Addressing the wrong stakeholders in promoting good practices. Is it a Dutch problem? Is it a problem?*
- 2. Practitioners (clinical psychologists) refused to use an individual intelligence test using computer generated scores using an algorithm of continuous scoring. The preferred hand scoring using printed norm tables based on (half) year groups. Educational gap? Addressing wrong audience?*
- 3. Test research and test development is no longer financed by universities. It is left to publishers and consultancy firms. Professional and commercial responsibilities more and more in one hand. Does it*



have implications for imposing standards. Are the interests of applicants and other subjects well addressed in standards and are they communicated to the right audience

- 4. Educational and psychometric science and state of the art of test development is an international enterprise. Stakeholders are easily reached by traditional ways of communication as well as by internet.*

Test application and test use remain local. At what level lies the vulnerability of sound test practice? Is the ITC organization well enough networked or connected with local institutions to be effective in promoting and enhancing good test use?

- 5. Test norms are according to Dutch jurisprudential judgement not protected by copyright laws. (not creative, not unique, scientific data belong to the public domain). Is this a local Dutch phenomenon. Are interests of publishers seriously harmed.*
- 6. Is internet testing/selling/reporting changing the testing field in such a way that standards need to be adapted and or should the way of addressing stakeholders be reconsidered?*
- 7. Is internet technology forcing ITC to adapt its organization and operating practices to stay effective?*

- 9. What do you believe should the ITC be focusing on right now and who are the key stakeholders that should be involved?**

I would say pick 4 and 7 mentioned under point 8.

- 10. If there was one thing you could change with regards to the ITC, what would it be?**

"ITC has developed beyond my expectations. You did all the right things judged by your accomplishments. I have been away for a too long time to be in the capacity to give a more detailed judgment."

- 11. What structural or organizational changes to the ITC should be considered to further its effectiveness?**

"Well hard to say. See 10 above. ITC is operating in a fast changing internet and social media environment. Public sentiments about testing seem to be shifting. Test use and test interpretation are more and more in the hands of staff without proper professional training. Trends visible for some time and becoming more pervasive. Cultural diversity within countries and communities is becoming more dominant and the political, economic and cultural diversity in the international scene is growing. It will be exciting to see ITC adapting and accommodating. The present President [May 2015, Dave Bartram] with his background in a very successful international operating publisher and test developer is your man for the coming years. If this survey is also meant to keep senior officers involved (I have others in mind then myself) you are doing the right thing. On the other hand everywhere in business and science you see young talent move faster in to responsible positions. decennia. Having said this, changing the term from 4 to 2 years might have worked in the past years. More continuity in leadership is worth to consider."



12. To what extent did you find it difficult to dedicate your time to the work of the ITC?

“ This is a very empathic question. The time to spend on ITC matters never has been part of my job when employed by government or private business. Intercontinental travel was hard to be granted and was seen as a luxury reward to evenly granted to moneymakers in the company. So it was private time and failing to attend nice places far from home hindered my rapport with my fellow council members. Looking back, I should have resigned early 90th. I had wonderful contacts, learned a lot, enjoyed your company and the work. But I have underestimated the importance of being around and in touch to keep effective.”

13. How would you compare the first ITC conference you ever attended with the one hosted in San Sebastian in 2014?

“I wasn’t there, but it might have been even more impressive than Amsterdam but less intimate than the Oxford and Winchester conferences.”

14. Among your various contributions, what do you believe may be your lasting legacy?

“This is painful. I can’t think of anything, not even a joke.”

21st May 2015