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**THE EMERGENCE OF THE NATIONAL MIDDLE SCHOOL ASSOCIATION**

*East Tennessee State University*

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THE EMERGENCE OF THE NATIONAL  
MIDDLE SCHOOL ASSOCIATION

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A Dissertation  
Presented to  
the Faculty of the Department of Supervision and Administration  
East Tennessee State University

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In Partial Fulfillment  
of the Requirements for the Degree  
Doctor of Education

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by  
Winston Donald Pickett  
December, 1982



APPROVAL


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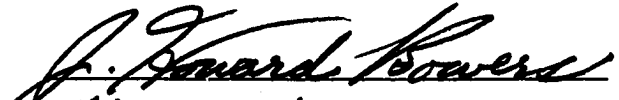
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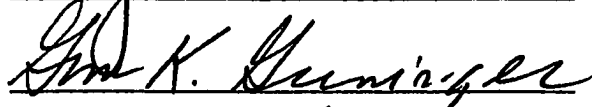
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Chairman, Advanced Graduate Committee









Signed on behalf of  
the Graduate Council

  
Dean, School of Graduate Studies

Abstract

THE EMERGENCE OF THE NATIONAL  
MIDDLE SCHOOL ASSOCIATION

by

Winston Donald Pickett

The purpose of this study was to determine if the National Middle School Association (NMSA) has been consistent with its written purposes, organizational structure, administrative leadership, publications, conferences, finances, and membership. An investigation was made of NMSA's records from its inception in 1970 through 1980. Personal and telephone interviews were conducted with leaders of NMSA. A compilation of happenings, past works, problems and accomplishments of the Association was made available to those interested in the history of NMSA.

The specific objectives of this study were the following: (1) to provide a written historical record of NMSA during its first decade; (2) to critically analyze the Association according to its written purposes, organizational structures, administrative leadership, publications, conferences, financial status and membership; and (3) to examine NMSA's past experiences in order to provide information concerning its future.

The research procedure and methodology established a base for a review of available records including minutes of Board of Directors meetings, committee reports, official publications of NMSA, personal interviews, telephone interviews and letters from NMSA leaders. The files of the Executive Director and NMSA central office files were also investigated.

The findings of the study indicated that during the first decade, NMSA grew from a group of twenty-two Midwestern middle school educators to a national group of almost two thousand members. The working staff of NMSA grew from a small, all-volunteer group to a professional staff of a full-time Executive Director, Executive Assistant, and secretaries working in the headquarters in Fairborn, Ohio. Services provided for the membership changed from a copy machine newsletter to the professional Middle School Journal, quarterly newsletter, bonus publications and regional and national conferences. The major accomplishments of the Association were: (1) promotion of the middle school concept; (2) providing of quality publications; (3) sharing ideas and research; and (4) providing a forum for all people interested in middle grades students.

The conclusions of this study indicated that the initial ideas set forth by the founders were well intended. However, they were altered due to the myriad forces that fragmented middle school education. This fragmentation made imperative that new policies and organizational structure be established and changed constantly. These changes, though considered by the leadership to be necessary, served to disjoint the Association, hindering its anticipated growth.

## ACKNOWLEDGEMENTS

I wish to express my appreciation to each member of my doctoral committee--Dr. Charles W. Burkett, Dr. Floyd Edwards, Dr. Gem Kate Greninger, Dr. Howard Bowers and Dr. Flora Joy. I am especially grateful to Dr. Charles Burkett, my doctoral chairman, who provided guidance in completion of this study.

Dr. Susan Strader encouraged me to choose East Tennessee State University as the place to pursue my doctoral work. To her and to Dr. Clyde Orr, my special thanks for encouragement and belief in my abilities to complete the degree.

Ms. Martha Littleford deserves recognition for her excellent typing of this study. Her help was invaluable.

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## CHAPTER ONE

### INTRODUCTION

The National Middle School Association is an organization committed to the middle school concept of education, serving students primarily in grades five to eight. The membership consists of individuals from the ranks of teachers, administrators, parents, state department personnel and other individuals interested in middle school students.

The Association was an outgrowth of the Midwest Middle School Association (MWMSA) formed to serve the states of Michigan and Ohio. The Midwest Middle School Association had its first organizational meeting October 12, 1970, at the University of Toledo in Ohio. The purposes of the Association were as follows: (a) to promote the development and growth of the middle school as a distinct and necessary entity in the structure of American education; (b) to disseminate information about the middle school movement in the states serviced by the Association; and (c) to promote forums for the sharing of ideas and innovations among middle school professionals.

The National Middle School Association (NMSA) has grown in numbers from the small group in Toledo into an association of over two thousand members. Benefits to the membership include:

1. Receipt of the Middle School Journal, a professional publication devoted exclusively to middle school education;
2. A newsletter, published four times yearly, as a current record of middle school activities;



3. Monographs, books, case studies, and research reports conducted by or through NMSA;

4. Reduced rates to the annual National conference, regional and local meetings sponsored by NMSA;

5. Access to free resource materials.

Early in the 1970's a study was conducted that shed some light on middle school education. The concluding statements were:

While the middle school movement appears to be undergoing a healthy expansion, it still has a long way to go to meet acceptable middle school guidelines regarding such key factors as staff-pupil ratios, flexible scheduling, exploratory course offerings, and the rest. Given the confusion that seems to currently dominate the movement, the authors suggested that a National Association of Middle Schools be established to promulgate clearcut guidelines and specific criteria for school accreditation.<sup>1</sup>

### The Problem

#### Statement of the Problem

The problem of the study was to determine if National Middle School Association's directions have been consistent with its established written purposes, organizational structure, administrative leadership, publications, annual conferences, financial status and membership.

### Methodology

This study was designed to include a review of available records and data of the NMSA. This review began with information on the organizational year 1970, which was the first year of organization, and

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<sup>1</sup> "Middle School Dilemma: Still Search for Identity," Nation's Schools, December 1970, pp. 62-63.

concluded with the 1980 annual conference; thus, a decade of NMSA involvement was examined. Attempts were made to identify significant events and proceedings that influenced the middle school movement.

The (NMSA) central office has maintained records since 1970; however, no study of those records has been conducted. One of the major tasks of the historian is to ascertain truth. Homer Hockett asserted: "The work of the historian no less than that of the scientist must rest upon reliable observations."<sup>2</sup> The greater the lapse of time between the recording of data and the interpretation of the events, the greater the chance of error in reporting factual events. The quicker the information can be historically recorded, the more complete and valid it will be. Greater historical value is achieved through rapid and efficient recording. The records of the NMSA have not been studied or organized into a usable form. Those available now are accessible to relatively few people, therefore this study is significant in order to make the records of NMSA available to a greater number of people.

#### Significance of the Study

There existed a need for the records of NMSA to be examined and compiled into a manageable document so that the direction of the Association may be perceived. This study of the NMSA offered a perspective that can help its leaders understand the present status. This understanding in turn can help establish a sound basis for further progress and improvement. The goals of the Association were identified

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<sup>2</sup> Homer C. Hockett, An Introduction to Research in History (New York: Macmillan, 1958), p. 9.

in the examination of the data as to their controlling effect upon the evolution of the Association.

Identifying the forces that provoked the emergence of the NMSA should benefit the Association and its members. Evolution of the NMSA will be historically documented. This study provided a compilation of important events, decisions, trends, influences and problems that the Association has undergone in its first decade. The accumulated data will assist those making decisions pertinent to the continued development of the Association. Middle school administrators, supervisors, and university personnel will have at their disposal information about the middle school movement.

#### Definitions of Terms

The following terms were defined in order to assist and clarify specific terminology often used in middle school education.

##### Early Adolescence

The years immediately following puberty<sup>3</sup>

##### Pre-adolescence

The years immediately preceding puberty<sup>4</sup>

##### Transescence

The stage of development which begins prior to the onset of puberty

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<sup>3</sup> Toward Adolescence: The Middle School Years, Seventy-ninth Year-book of the National Society for the Study of Education, Part I (Chicago: University Press, 1980), pp. 1-3.

<sup>4</sup> Toward Adolescence, p. 3.

and extends through the early stages of adolescence<sup>5</sup>

### Transescent

The term used for a middle school student of the age range ten to fourteen

### List of Acronyms

ASCD	Association for Supervision and Curriculum Development
MWMSA	Midwest Middle School Association
NIE	National Institute of Education
NMSA	National Middle School Association
NMSRC	National Middle School Resource Center

### Procedures

The research tools chosen and used in this study were as follows:

1. An ERIC computer search was conducted for related information about the National Middle School Association.
2. A search for related works was conducted in Education Index, Dissertation Abstracts, Readers' Guide to Periodical Literature, and Encyclopedia of Educational Research.
3. A thorough search of several universities' card catalogs was made in an attempt to locate as many primary and secondary sources as possible.
4. The minutes of the NMSA were completely copied so that all official records were available.

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<sup>5</sup> Donald H. Eichhorn, The Middle School (New York: Center for Applied Research in Education, 1966), p. 3.

5. A complete collection of all journals, books, pamphlets, and newsletters was provided by the Association for review.

6. The files of the Executive Director were examined for important historical information.

7. Interviews with the representatives from the early days and current leaders of the Association were conducted and recorded. These interviews were used as primary sources.

Primary sources were available and used often. Primary writings were vital in determining the extent of involvement of the Association in the middle school movement. Secondary sources were used when needed to clarify problems.

#### Limitations

The study was limited to the history of the NMSA from its inception through 1980. Major emphasis was placed upon the organizational method, purposes developed, conferences held and involvement of the Association in the middle school movement. The study was designed to present information from individuals, colleges and universities, and agencies that in any way had an effect upon the development of the NMSA. Where such information was provided, attempts were made to deal only with the influence that it had on the Association. In addition, no attempt was made to study each affiliate state and its influence upon the Association. Occasionally, individual states were mentioned but only to the extent that their influence was evident in NMSA's history.

By its nature, historical research is very difficult to control, especially in the determination of accurate data. Concerted efforts

were made to insure correct data. This study was conducted with the documented support of the Executive Director and Executive Committee of the Association. Proof of authenticity of the data was limited to the judgement of the Executive Director, Executive Committee and the researcher. Included is a copy of a letter pledging the support of the Board of Directors and containing a request for this study to be as authentic as possible. The Board also pledged full access to all records and files of the Association (Appendix H).

The study was limited to NMSA, thereby excluding other middle school organizations. The recollections of those involved in the Association were used as needed. The records of NMSA were investigated.

#### Design of the Investigation

The first order of business of the NMSA Board of Directors in 1975 was the establishment of a central office in Fairborn, Ohio. Prior to this decision, all records and minutes were housed at various officers' home locations. For this study, the files of the Association were completely reviewed. Included were minutes of meetings (business, committee, and executive), personal letters, NMSA periodicals and reports, and conference information. Also reviewed were financial records and planning reports.

As additional information was needed, interviews were conducted, both in person and by phone. Letters were written to key individuals seeking their interpretation of the events or recorded information. The data gathered were transcribed, giving necessary attention to the relative importance and chronological sequence of events, bringing about

a division of chapters into specific intervals. The study was divided into three specific stages: (1) the stage of establishment, (2) the expansion stage, and (3) the stage of revision.

A listing of the organization of chapters is as follows:

Chapter 1. The introduction, statement of the problem, methodology, significance of the study, definitions of terms, a list of acronyms, and the treatment of the data as to procedures, limitations and design of the investigation

Chapter 2. Review of literature

Chapter 3. The stage of establishment

Chapter 4. The stage of expansion

Chapter 5. The stage of revision

Chapter 6. Summary, conclusions and recommendations.

## CHAPTER TWO

### REVIEW OF SELECTED RELATED LITERATURE

Because of the significant number of educators involved in middle/junior high schools, literature pertinent to that age/grade level was reviewed. This review was twofold in purpose. First, it documented the need for compilation of material concerning the emergence of a national organization; and second, it examined similar historical studies which determined the most suitable method of organizing and presenting the data of this study.

No research was found which detailed the history of the National Middle School Association despite the fact that it had been in existence for over a decade. This study documented the research on a rationale for the middle school and cited supporting information on the rapid expansion of middle schools in the United States.

#### Junior High-to-Middle School

Spirited disagreement existed as to the exact beginnings of the middle school movement. Some believed that it began in the sixties, while others contended that its origin was connected with the junior high school around the turn of the century. Several regions and school districts claimed the establishment of the first junior high school and the first middle school. These beginnings were the birth of a movement to establish schools to serve the needs of ten-to-fourteen-year-old students. Despite the many arguments as to what middle schools ought to



be, these schools gave life to the idea that quality schools could evolve and become a distinct entity in American education. The literature was reviewed concerning the actions of persons interested in middle schools covering a span that began with the early days of the middle school and concluded with the NMSA as it related to the middle school movement.

According to William Van Til the junior high school came into being as a result of many factors which related to the times, practices and theories of the educational atmosphere. Some of the first districts in the United States to implement the junior high program were as follows:

1. Richmond, Indiana
2. Columbus, Ohio
3. Berkeley, California
4. Los Angeles, California
5. Grand Rapids, Michigan
6. Concord, New Hampshire
7. Evansville, Indiana

Other communities established junior high schools as the movement grew rapidly and gained acceptance. The communities of Columbus and Berkeley are credited with the first junior high school openings. These openings occurred during the 1909-1910 school year. The year 1909 was recognized as the birth of the junior high school movement.<sup>1</sup>

A National Education Association study had a significant influence on the early development of the junior high school movement. This report contained recommendations for secondary schools to be made into two divisions. These divisions were to span the twelve-to-eighteen-year-old students. The following was recorded:

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<sup>1</sup> William Van Til, Gordon F. Vars, and John H. Lounsbury, Modern Education for the Junior High School Years (Indianapolis: Bobbs-Merrill, 1961), p. 5.

The six years to be devoted to secondary education may well be divided into two periods which may be designated as the junior and senior high periods. In the junior periods emphasis should be placed upon the attempt to help the pupil explore his own aptitudes and to make at least provisional choice of the kinds of work to which he shall devote himself. In the senior period emphasis should be given to the training in the fields thus chosen. This distinction lies at the basis of the organization of the junior and senior high schools.<sup>2</sup>

Mauritz Johnson, Jr. reported that the growth of the junior high was steady and continuous during the 1920-to-1940 period. The number of schools grew from fewer than four hundred in 1920 to over two thousand in 1940.<sup>3</sup> The depression and war years slowed the increase in junior highs; however, by 1950 the number had reached five thousand and six thousand by 1964.<sup>4</sup>

The middle school movement began to have an influence on the number of junior high schools during the mid-sixties. This influence contributed to the difficulty found in monitoring the increase or decline in junior highs because nationwide studies conducted during this time were generally concerned with the growth of the new middle school movement and usually omitted schools containing grade nine.<sup>5</sup>

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<sup>2</sup> Commission on the Reorganization of Secondary Education, Cardinal Principles of Secondary Education, Bulletin No. 35 (Washington: U.S. Department of the Interior, Bureau of Education, 1918), p. 13.

<sup>3</sup> Mauritz Johnson, Jr., "School in the Middle, Junior High: Education's Problem Child," Saturday Review, 45 (July 1962), 40-42.

<sup>4</sup> John H. Lounsbury, "How the Junior High School Came to Be," Educational Leadership, 18 (December 1960), 145-47.

<sup>5</sup> William M. Alexander, A Survey of Organizational Patterns of Reorganized Middle Schools (Washington: U.S. Department of Health, Education and Welfare, 1968); Ronald P. Kealy, "The Middle School Movement: 1960-1970," National Elementary Principal, 51 (November 1971),

The junior high school was viewed by many as an ideal environment for early adolescents for over fifty years. However, critics began to point out shortcomings and weaknesses, and the decline in support for the junior high began. Even though the junior high was considered a success by many, the usage of terms such as "educational blunder," "educational step-child," it was pronounced "on the way out," or "dead" as early as 1966.<sup>6</sup> However, many of the purposes of the junior high school are as important today as when they were written. They were similar to those proposed for the middle school. For example, William Gruhn's functions of the junior high school--integration, exploration, guidance, differentiation, and articulation--are as valid today as they were at the time they were proposed.<sup>7</sup> Many believed that the failure of the junior high school was not in its formation of goals and ideals but in its accomplishment of them.<sup>8</sup> While the goals may have been appropriate the movement failed to live up to its stated ideals.

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20-25; Mary F. Compton, "The Middle Schools: A Status Report," Middle School Journal, 7 (June 1976), 3-5; and Kenneth Brooks and Francine Edwards, The Middle School in Transition: A Research Report of the Status of the Middle School Movement (Lexington, Kentucky: The Center for Professional Development, University of Kentucky, 1978).

<sup>6</sup> George C. Stroumbis and Alvin W. Howard, eds., Schools for the Middle Years (Scranton: International Textbook Company, 1969); J. H. Hull, "Are Junior Highs the Answer?," Educational Leadership, 23 (December 1965), 213-16; Johnson, 1962, pp. 40-42; Neal C. Nickerson, Jr., Junior High Schools Are on Their Way Out (Danville, Illinois: Interstate Printers and Publishers, 1966); and Eugene E. Ragan, "The Junior High Is Dead," The Clearinghouse, 42 (November 1967), 150-51.

<sup>7</sup> William T. Gruhn and Harl R. Douglass, The Modern Junior High School (New York: Ronald Press, 1956), p. 282.

<sup>8</sup> Leslie W. Kindred and others, The Middle School Curriculum: A Practitioner's Handbook (Boston: Allyn and Bacon, 1976), p. 3.

The seed of discontent and disillusionment surfaced early in the life of the junior high. This discontent and disillusionment in conjunction with many new forces, gave birth to a major reform movement in middle level education--the middle school movement.

#### The Middle School Movement

Much debate has taken place as to the location and exact date of the beginning of the middle school movement. Most agreed that the current middle school movement had its beginnings in the early 1960's. To pinpoint the location of the first middle school is to create additional debate. Some believed that Bay City, Michigan, was the first school to consist of grades five through eight. This school was established in 1950 and was organized on a self-contained basis with the exception of special courses such as industrial arts and music.<sup>9</sup>

The State of New York claimed to have recognized middle schools as early as 1898. A copy of a certificate found by the principal of Painted Post Middle School of Corning, New York, offered evidence of that state's approval of middle schools during the 1880's. The text of that certificate reads:

Whereas official inspection shows that the required provision has been made for buildings, furniture, library, apparatus and other equipment and for proper maintenance, and that all other requirements of the University for schools of this grade have been met.

Therefore be it known that the University has this day registered the academic department of Corning Union School No. 13 as a Middle School with all the powers, privileges and duties, and subject to all limitations and restrictions prescribed for such institutions law or by University

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<sup>9</sup> Kindred and others, p. 2.

ordinances. In witness whereof the Regents grant this certificate No. 356 under seal of the University, at the capital in Albany, October 5, 1898.

[Signed by] Amos Judd Upson, Chancellor; Melvil Dewey, Sect.<sup>10</sup>

Although several school districts were thought to open the first middle school, the Township of Saginaw, Michigan, claimed the opening of two middle schools in the fall of 1960. These schools were thought to be the first true middle schools opened with a curriculum designed exclusively for the emerging adolescent.<sup>11</sup>

William Alexander noted, however, that schools containing grades six through eight existed in other states in the early 1960's. While most of these schools did not provide fully the necessary transition from grade eight to grade nine, they did attempt to better serve the needs of students.<sup>12</sup>

The aforementioned data provided evidence that no clear date or area was established as the birth date or birthplace of the middle school movement. Nevertheless, the middle school movement gained momentum and support for the reorganization of middle level education during the early 1960's.

Alexander contended that the middle school movement enjoyed early success because of the failure of the junior high movement in fulfilling

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<sup>10</sup> Thomas J. Madigan, "Did the Middle School Precede the Junior High," Middle School Journal, 11 (November 1980), 32.

<sup>11</sup> Sheri Russell Scott, Special Publication, National Middle School Association, 1978, p. 5.

<sup>12</sup> William M. Alexander, "The Middle School: In Retrospect and Prospect," Texas Tech Journal of Education, 3 (1976), 157-65.

its goals of providing sound educational practices based upon the needs and interests of its students.<sup>13</sup> One of the most common criticisms of the junior high was the contention that it emulated the senior high to the point of being nothing but a "junior" high school. Mary Compton was quoted as stating,

The major fault of the junior high school is that it has become a mimic of the high school, complete with varsity athletic teams, pep rallies, marching bands, cheerleaders, class proms, and even graduation exercises.<sup>14</sup>

In recent years the middle school has been the target of some of the same accusations. Charges have been made that the middle school has become the "junior" junior high school.<sup>15</sup> It seemed as if the practices bringing about such charges had some foundation and needed immediate attention of those orchestrating the movement. Although many other factors affected the climate of growth, there was little doubt that widespread dissatisfaction with the junior high school provided much impetus for change.

A 1959-60 survey by the U.S. Office of Education reported that 12 percent of the grades 7-9 junior high school principals polled reported that they planned to reorganize their schools within the coming two

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<sup>13</sup> William M. Alexander and Emmett L. Williams, "Schools for the Middle Years," Educational Leadership, 23 (December 1965), 217-23; and Theodore C. Moss, Middle School (Boston: Houghton Mifflin, 1969).

<sup>14</sup> Mary F. Compton, "The Middle School: Alternative to the Status Quo," Theory Into Practice, 7 (June 1968), 109.

<sup>15</sup> William M. Alexander, "How Fares the Middle Schools?," National Elementary Principal, 51 (November 1971), 8-11; and Thomas E. Gatewood, "What Research Says About the Middle School," Educational Leadership, 31 (December 1973), 221-24.

years. Fifteen percent of the junior high school principals had some plan for reorganizing their schools. Twenty percent of the junior high schools were to be converted into middle schools of grades 5-8.<sup>16</sup>

By the mid 1960's several national studies were made in an effort to determine the organizational plans and numbers of middle schools in the United States. Pearl Brod, in a 1966 study that included 40 percent of the school systems in the United States, discovered that 10 percent of those schools surveyed had a 4-4-4 or 5-3-4 grade structure or were planning to change to one of these plans.<sup>17</sup> A more comprehensive study by William A. Cuff in 1967 reported that during the 1966-67 school year, twenty-nine states were operating a total of 499 middle schools. The definition of a middle school as used in Cuff's study was those schools containing grades six and seven and not extending below grade four or above grade eight.<sup>18</sup>

During the school year 1967-68 a study by Alexander revealed a total of 1,101 middle schools.<sup>19</sup> Alexander's definition of a middle school included those schools serving at least three grades, no more than five grades, and including grades six and seven. The most popular organizational plan as determined in Alexander's study was the 6-8 plan with 60

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<sup>16</sup> Grace S. Wright and Edith S. Greer, The Junior High School--A Survey of Grades 7-8-9 in Junior and Junior-Senior High Schools: 1959-1960 (Washington: U.S. Office of Education, 1963).

<sup>17</sup> Pearl Brod, "The Middle School: Trends Toward Its Adoption," The Clearinghouse, 40 (February 1966), 331-33.

<sup>18</sup> William A. Cuff, "Middle Schools on the March," Bulletin of the National Association of Secondary School Principals, 51 (February 1967), 82-86.

<sup>19</sup> Alexander, "How Fares the Middle Schools?," p. 10.

percent selecting the pattern. The second most popular plan was the 5-6 with 27 percent of the school systems using this structure.<sup>20</sup> As organizational patterns differ from study to study, it was noted that the number of middle schools more than doubled during these few years.

John Hunt, Lyle Berg, and Donald Doyle reported the results of a survey conducted at the University of Montana in 1968. Using the definition "usually beginning with the fifth or sixth grade and not extending past grade eight" and counting 6-8 and 7-8 grade organizations, they identified 1,946 middle schools in thirty-eight states. Of the total count 42.2 percent were 7-8 grade organizations, 36.2 percent were 6-8, and 21.6 percent were 5-8.<sup>21</sup>

Research by Ronald Kealy in 1970 included middle schools divided in two separate categories. One group was selected using the same definition as did Alexander in his study. The other group was selected disregarding grade organization. A total of 2,298 schools were identified using the Alexander definition, and 657 of these schools were using the title "middle school." The 2,298 middle schools identified represented a doubling of middle schools every two years during the 1965-70 period.<sup>22</sup>

A national survey by Compton in 1974 found the number of middle schools continuing to multiply. Schools with grade combinations of

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<sup>20</sup> Alexander, "How Fares the Middle Schools?," p. 11.

<sup>21</sup> John J. Hunt, Lyle L. Berg, and Donald Doyle, "The Continuing Trend Toward Middle School Organizational Patterns," Journal of Secondary Education, 45 (April 1970), 170-73.

<sup>22</sup> Ronald P. Kealy, "The Middle School Movement: 1960-1970," National Elementary Principal, 51 (November 1971), 20.



grades five, six, seven and eight were included. She identified a total of 3,723 middle schools with the 6-8 pattern continuing to be the most popular.<sup>23</sup> A survey by Kenneth Brooks and Francine Edwards in 1977 offered proof of continuing growth in middle school numbers. This study identified a total of 4,000 middle schools, an increase of 2,959 since the study conducted by Alexander ten years prior.<sup>24</sup>

The National Institute of Education conducted a comprehensive study of organizational patterns of middle schools in the United States. This survey of middle schools during 1979-80 included all middle schools of two hundred students or more. As shown in other studies, the number of middle schools in the United States was steadily increasing. The number of schools with grade structure of 5-8 was 1,024. The 6-8 structure yielded the most with a total of 3,070. The 7-8 structure had 2,632, totaling 6,726.<sup>25</sup>

Middle school became a rapidly evolving concept. Several of the studies aforementioned, however, continued to emphasize that these schools showed little evidence of making significant program changes. Brooks and Edwards made the following comment regarding the topic:

The data presented . . . did not particularly point to a curriculum uniquely different from other alternatives, such as traditional junior high schools. . . . In the

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<sup>23</sup> Mary F. Compton, "The Middle Schools: A Status Report," Middle School Journal, 7 (June 1976), 3-5.

<sup>24</sup> Kenneth Brooks and Francine Edwards, The Middle School in Transition: A Research Report of the Status of the Middle School Movement (Lexington, Kentucky: The Center for Professional Development, University of Kentucky, 1978), p. 16.

<sup>25</sup> National Institute for Education, Washington, D.C. (Draft.)

future a real need may likely be a refinement of philosophy without which middle schools may not be able to establish sufficient identity to be distinguishable. If middle schools are not distinguishable, how can they grow?<sup>26</sup>

The exact designs and statements of philosophy of these programs varied drastically, but the initial intent to commit to a specific educational program for the transescent appeared to be present. The "state of art" then seemed to be one of rapid development and expressed concern. The most rapid development was in the area of program design and physical/grade level composition. A major concern omitted seemed to be accurate construction of program.

#### Rationale for a Professional Middle School Organization

As the middle school movement grew, so did the need for an organization that could collate the ideas and principles of a new educational concept. Many discussions were held in various parts of the country as to how the middle school movement might best be coordinated. The initiative was taken by a group of middle school administrators and university educators to organize those interested in middle schools into a professional organization. The first organizational meeting took place in the spring of 1970. Those participating were from southern Michigan and northwestern Ohio. They met at the University of Toledo in Ohio. Twenty-two persons from area colleges and local school districts attended the first regional meeting October 12, 1970.<sup>27</sup> The consensus of those

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<sup>26</sup> Brooks and Edwards, p. 16.

<sup>27</sup> Sheri Russell Scott, "Reflections on Our Backgrounds," Middle School Journal, 12 (February 1981), 25.

attending the first organizational meeting was that the new organization should provide an alternative to existing professional organizations at the elementary and secondary level for middle school educators of all ranks. Their wish that the new organization should devote itself exclusively to the new middle school movement was expressed in their statement of purpose.

The purposes of the Association are three-fold: (a) To promote the development and growth of the middle school as a distinct and necessary entity of the structure of American education; (b) to disseminate information about the middle school movement in the states serviced by the Association; and (c) to promote forums for the sharing of ideas and innovations among middle school professionals.<sup>28</sup>

In the spring of 1971 the newly formed Midwest Middle School Association (MWMSA) formed a committee to plan the first conference. The conference held in Dayton, Ohio, October 27, 1971 was co-chaired by Hal D. Gaddis of Wright State University and Sheri Russell, a teacher at Hithergreen Middle School in Centerville, Ohio.<sup>29</sup>

The first election produced a full slate of officers for the MWMSA: President, Gordon Vars; Vice-president (President-elect), Ronald Maertens; Secretary, John Blight; Treasurer, Anthony J. Topoleski; and four trustees, Jerry K. Edwards, Louis J. Tosi, Robert C. Gross and Hal Gaddis.<sup>30</sup>

Scott noted:

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<sup>28</sup> Membership Brochure for the National Middle School Association, Report of Sheri R. Scott, 1978, National Middle School Association, Fairborn, Ohio.

<sup>29</sup> Scott, "Reflections on Our Backgrounds," p. 25.

<sup>30</sup> Scott, "Reflections on Our Backgrounds," p. 25.

The Midwest Middle School Association had spread its wings. It was interested in working with other professional organizations at the intermediate education level in the hope that such aims as (1) university teacher education programs for middle school personnel, and (2) separate certification for all teachers in middle and junior high schools would be achieved in the near future. To this end, state and regional conferences were held along with the formation of a Constitution and By-Laws document culminated under Dr. Gaddis' term as President in 1973 with the inclusion of equal membership rights for all individuals. Also under his term was the formation of NMSA as an outgrowth of the Midwest Association due to the expressed interest of Floridians who had been actively promoting similar concepts and beliefs. Thus, at the close of the third MWMSA Conference held in Indianapolis, the National Middle School Association had taken flight and was headed toward the first national conference to take place in Columbus, Ohio, in November, 1974.<sup>31</sup>

Glenn Maynard made the following announcement in the winter of 1973:

The ballots have been counted--nearly unanimous consent for the Midwest Middle School Association to become the NATIONAL MIDDLE SCHOOL ASSOCIATION. The mandate is clear. The membership expects the new organization, with its national scope, to be the leader in furthering the concept of "middle schools." Your Board of Directors has accepted this responsibility and, with the assistance of the membership, this new organization will become the national leader as expected.

A word about "middle schools." A middle school can be called a Middle School, or a Junior High School, or may be the top grades in an elementary school, or the bottom grades in a junior/senior high school. The term "middle school" stands for a concept--not an organizational pattern (thus, lower case "m" and "s"). A school may be organized in one of several ways--it is when educators plan an educational experience specifically for middlescent youngsters using the concept of middle school education that there is truly a real Middle School.

There has been some question about membership in other educational organizations that appear to be in competition. The Middle School Association is not in competition with any educational organization whether it be national, state, or local for classroom teachers, principals, or other educational personnel. Indeed, the National Middle School

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<sup>31</sup> Scott, "Reflections on Our Backgrounds," p. 25.

Association annual dues are modest enough to allow an individual to belong to other higher-dues organizations as well.<sup>32</sup>

The 1974 membership year witnessed many changes initiated by the elected leadership. Some of the major additions were the publication of the Middle School Journal by Cricket Press and the establishment of one mailing address in Fairborn, Ohio. It was during this time that a need for a central headquarters or national office was discussed. One of the major reasons for a national office was to establish a clearing-house for correspondence that was becoming voluminous.<sup>33</sup>

The 1975 year was highlighted by the establishment of a central office in Fairborn, Ohio. President Keith Brown led the Board in its decision. That year also saw the establishment of NMSA as a non-profit and incorporated organization.<sup>34</sup>

A milestone was set in 1976 as the membership surpassed one thousand. This increase, along with the appointment of Dr. Hal Gaddis as Executive Secretary, made possible full-time operation of the Central Office. For the first time there were uniform procedures for routing mail to the members, national publicity, renewal of membership and distribution of the Journal and newsletter. President Tom Gatewood formed important committees. A committee for monitoring the goals and direction of the NMSA was established. The Association began to prove its national scope

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<sup>32</sup> Glenn Maynard, "President's Corner," Middle School Journal, 4 (Winter 1973), 57.

<sup>33</sup> Scott, "Reflections on Our Backgrounds," p. 25.

<sup>34</sup> Scott, "Reflections on Our Backgrounds," p. 25.

with the affiliation of Colorado, Texas, North Carolina, Maryland, Missouri, Georgia and the New England league.<sup>35</sup> Gatewood was serving the Association in a dual role in 1976. He was both President and Editor of the Middle School Journal. In an editorial comment Gatewood announced, "Because of the responsibilities of the NMSA Presidency this issue of the Journal is the final one for this editor."<sup>36</sup>

John Lounsbury, newly appointed editor, in his first editorial acknowledged Gatewood's decision.

Tom Gatewood's services to the Association, to the Middle School Journal, and to the middle school movement itself have been vast and of enduring importance. Increasing responsibilities, intensified by his tenure as Association President, made it necessary that he relinquish some duties. Feeling that he could no longer do justice to the Journal along with his other professional commitments, he recommended to the Board that a new editor be appointed. As his successor I take up this important professional responsibility with enthusiasm, humility and dedication.<sup>37</sup>

Robert M. Malinka assumed the presidency of NMSA in 1977. His first report to the membership came in the last issue of the Journal in 1976 (the president assumes office in November each year). Malinka's report contained a status report and challenge. Because the National Middle School Association had moved rapidly toward expansion of its membership, Malinka challenged members to remember their commitment to a "national" organization. In summary, his challenge was based on the following

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<sup>35</sup> Scott, "Reflections on Our Backgrounds," p. 31.

<sup>36</sup> Thomas E. Gatewood, "Editorial," Middle School Journal, 7 (March 1976), 2.

<sup>37</sup> John H. Lounsbury, "As I See It, It's High Time," Middle School Journal, 7 (June 1976), 2.

facts: (1) currently the membership comes from twelve states affiliated with NMSA; (2) a membership contact person is now available in all fifty United States, Canada and The Netherlands; (3) a position of Executive Director has been filled for a more professional approach in carrying out the tasks of the Association; (4) the Board of Directors appointed teachers and parents in all active committees, (5) the appointment of John Lounsbury as the editor of the Middle School Journal improved the quality of the Journal.<sup>38</sup> Malinka exhorted, "Since 1973, we've come a long way, Baby."<sup>39</sup> Lounsbury summarized the status of the Association in 1976:

I believe it is evident that our association is able to capitalize on a commitment to kids and programs and a non-discriminatory (teacher vs. administrator) appeal. So many of the professional organizations have been dominated by administrators, too deeply involved in insurance, welfare, salaries and the like that they are losing many professionals whose primary concerns in education are still with programs and people.<sup>40</sup>

Malinka reported that, "the Association has enjoyed much success in its first three annual conferences and has grown into one of the most prestigious of all national assemblies concerned with middle schools."<sup>41</sup> The annual conference became the life line of the Association. The increase in attendance served as a hint to the success of previous conferences. In 1974, at Columbus, Ohio, the first conference attracted

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<sup>38</sup> Robert M. Malinka, "President's Page," Middle School Journal, 7 (December 1976), 17.

<sup>39</sup> Malinka, p. 17.

<sup>40</sup> Malinka, p. 17.

<sup>41</sup> Robert M. Malinka, "President's Page," Middle School Journal, 8 (February 1977), 17.

325 participants; the 1975 conference in Atlanta, Georgia, drew 850; and the 1976 St. Louis conference welcomed more than 1,000 middle grade educators. They were from practically all parts of the United States, Canada, Greece and The Netherlands. These educators assembled to share ideas concerning effective middle school programs.<sup>42</sup> Some of the major goals for the Association as established in 1977 by Malinka were:

- (1) establish an institute and workshop committee;
- (2) expand the publications committee and provide at least one special publication per year;
- (3) promote a major thrust for membership including renewals, and new members from teacher, parent, school board, and administrator groups;
- (4) form a committee for research.<sup>43</sup>

Within the middle school movement there were a number of trends. They had grown out of seven years of involvement and were important to the future of middle schools everywhere. According to Malinka, one major trend of the middle school was growth in numbers. He pointed out,

It is not fantasy to believe that in 1977 the number is approximately 5,000. . . . Considering the present rate of growth, the next decade could witness more than 10,000 middle schools. The middle school is fast becoming a real part of American education.<sup>44</sup>

Another trend was the continued growth in the number of state and regional middle school organizations. In 1971 Malinka reported visiting Florida's conference with over six hundred people attending. The Far

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<sup>42</sup> Malinka, "President's Page," February 1977, p. 17.

<sup>43</sup> Malinka, "President's Page," February 1977, p. 17.

<sup>44</sup> Robert M. Malinka, "President's Page," Middle School Journal, 8 (May 1977), 17.



West Regional Consortium drew over 100; the Texas Middle School Association conference, over 250; the Indiana Conference, over 450; the North Carolina conference, over 425; the pre-ASCD Middle School Leadership Seminar at Houston, Texas, over 150; the Michigan Association Conference, over 1,550; and the Ohio Conference, over 225.<sup>45</sup>

Malinka cited teacher certification as a problem for middle school educators and claimed that twenty states were then working on a certification plan for middle schools. Malinka further contended that many middle schools had teachers who were not properly prepared by coursework to teach the emerging adolescent. He further recommended the National Middle School Resource Center (NMSRC) as a place of help for those schools needing assistance in re-examining their middle schools.<sup>46</sup>

The Association's leaders of the mid 1970's were concerned with the direction and role of NMSA. A committee was formed and charged with the mission of examining the role of the Association in terms of current practices, future goals and directions. Malinka reported, "Bill Alexander was selected to chair the committee and the initial meeting was held in Kent, Ohio, during June, 1976."<sup>47</sup> The Committee on Goals and Directions suggested several new activities for the Association. These were: (1) a committee to be formed for future institutes and workshop programs, (2) a Governance Committee, and (3) a Research

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<sup>45</sup> Malinka, "President's Page," February 1977, p. 17.

<sup>46</sup> Malinka, "President's Page," February 1977, p. 17.

<sup>47</sup> Robert M. Malinka, "President's Page," Middle School Journal, 8 (November 1977), 17.

Committee. These recommendations were accepted and implemented by President Malinka. These changes helped alter the structure and activities of the NMSA.<sup>48</sup>

Alexander's report to the Association leadership in 1977 pointed out several needs and weaknesses. He reiterated that he hoped that

NMSA would remain a goal-oriented organization rather than become like so many, organization-oriented. That is, we wanted the NMSA to continue to stand for something, not just for expansion of its membership and creation and maintenance of its own bureaucracy.<sup>49</sup>

The report suggested that the NMSA should be concerned with the educational goals of transescents in whatever school organization they were located. Also, the NMSA should stand for and help establish educational goals for middle schools. Priority and incorporation of these goals in members' schools was stressed by the committee. It also encouraged continuing of member participation in a wide variety of activities designed to achieve the central goal of the Association. Central in these recommendations was this point of view: "National leadership should serve as a catalyst, rather than as a provider of all services. There should be maximum initiative and involvement at the grass-roots level."<sup>50</sup> The final recommendation dealt with evaluation. The committee recommended continuous review of the progress of NMSA in achieving its stated goals.<sup>51</sup>

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<sup>48</sup> Malinka, "President's Page," November 1977, p. 17.

<sup>49</sup> William M. Alexander, "On Future Goals and Directions," Middle School Journal, 8 (November 1977), 16.

<sup>50</sup> Alexander, "On Future Goals and Directions," p. 16.

<sup>51</sup> Alexander, "On Future Goals and Directions," p. 16.

According to Jim Fox, President, the NMSA was approaching a cross-roads. While the Association had been a part of the middle school movement in the past, it was time for this group to emerge as a major force in American education. He cited several major challenges that must be met if the Association was to exist beyond 1978. Among these challenges were increased membership, broader participation, additional quality publications, association governance and major middle school research projects.<sup>52</sup> Fox was concerned that unless the organization responded positively to these, its existence would be in jeopardy.

Organizations cease to exist because of many factors. Herbert Kaufman, in his book, The Limits of Organizational Change, attested:

As organizations learn what sort of adaptations are required for survival, they may theoretically change themselves to satisfy those requirements. But how many changes can an organization make before it is regarded as a totally new organization?<sup>53</sup>

Organizations are held together by several bonds. Some of these bonds include: (1) emotional bonds; (2) moral bonds; (3) bonds of expediency--rational calculation of the benefits and costs of membership in a given association as against membership in a different one or in none at all.<sup>54</sup>

Fox reviewed the annual middle school conferences calling them, "the most provocative professional annual meetings of any education-related

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<sup>52</sup> James H. Fox, Jr., "President's Page," Middle School Journal, 9 (February 1978), 17.

<sup>53</sup> Herbert Kaufman, The Limits of Organizational Change (University, Alabama: University of Alabama Press, 1971), p. 114.

<sup>54</sup> Kaufman, p. 117.

association in the country."<sup>55</sup> He gave praise to the participants of each conference:

The participants provided the leadership and energy for the vitality of these conferences. The challenges of today--financial, curricular, and others--are demanding the greatest temper of leadership in the history of American education. It is interesting to watch a young, energetic and vibrant movement such as the middle school movement grow in such a climate.<sup>56</sup>

Fox stated, "The National Middle School Association is at a cross-roads in its existence."<sup>57</sup> He urged the membership to push for the Association to emerge as a major force within the educational community. The challenges issued earlier were answered in reports of increased membership of nearly two thousand, and the attendance at the pre-ASCD National Leadership Seminar. Pauline Pavlick was elected as first parent board member, and an Executive Council of the Board of Directors was established. Howard Johnston was appointed Research Committee chairman.

According to Fox,

Another area necessary to our growth on the national scene is the establishment of relations with other major educational organizations. In September, Hal Gaddis and I met with the leadership of the National Association Secondary School Principals and the National Association of Elementary School Principals in Washington, D.C. The purpose of the meeting was to open up lines of communication between these organizations.<sup>58</sup>

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<sup>55</sup> James H. Fox, Jr., "President's Page," Middle School Journal, 9 (August 1978), 25.

<sup>56</sup> Fox, "President's Page," August 1978, p. 25.

<sup>57</sup> James H. Fox, Jr., "President's Page," Middle School Journal, 9 (November 1978), 25.

<sup>58</sup> Fox, "President's Page," November 1978, p. 27.

In November of 1979 John Swaim began his tenure as President of NMSA. He was president at the beginning of a new decade, a decade that offered new challenges for the Association. Swaim began his presidency by reviewing the past.

The NMSA served as the lighthouse to help these schools stay on a course that moved them toward creating an educational environment which met the needs and characteristics of emerging adolescents. Although the Association was in the process of developing itself, it provided six national conferences, several workshops and institutes, and a journal which was recognized by the end of the decade as the leading professional journal on middle school education.<sup>59</sup>

Swaim pointed out some of the critical reasons that middle schools may go adrift. One reason seemed to be a lack of a clear-cut commitment to prepare middle school teachers. The blame for this deficiency must be shared by higher education institutions, public schools, and state departments of education. Another reason cited was the external pressure caused by the expense of creating an educational environment in tune with the needs of emerging adolescents.<sup>60</sup> Swaim believed if the Association was to establish itself as a leader in the 1980's, it must be "involved in maintaining and defining the identity of the movement in the decade."<sup>61</sup>

In May of 1980 Swaim offered the following definition of a middle school: "Middle school is a unique educational environment created to

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<sup>59</sup> John H. Swaim, "President's Page," Middle School Journal, 11 (February 1980), 25.

<sup>60</sup> Swaim, "President's Page," February 1980, p. 25.

<sup>61</sup> Swaim, "President's Page," February 1980, p. 25.

meet the unique needs of the emerging adolescent."<sup>62</sup> Swaim believed it was the commitment to meet these "unique" needs that challenged the NMSA. It became the obligation of the Association to provide forums through which knowledge of the unique characteristics of the emerging adolescent may be shared and disseminated. He believed that through such professional organizations middle schools will become "unique educational entities."<sup>63</sup> Swaim attested the following:

At present NMSA finds itself in the driver's seat as far as the middle school movement. This is evident when we see that most of the state middle school organizations are now affiliated with NMSA, almost all of the nationally known middle school educators are members of NMSA, and there are no real rival professional organizations that have developed which would fractionalize the movement.<sup>64</sup>

The review of related literature has revealed voluminous works concerning middle schools; however, the number of writings concerned with the history of organizations specifically aligned with middle schools was limited. These works were useful in showing how other researchers have collected and organized their data and presented the information.

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<sup>62</sup> Swaim, "President's Page," February 1980, p. 25.

<sup>63</sup> Swaim, "President's Page," February 1980, p. 25.

<sup>64</sup> John H. Swaim, "President's Page," Middle School Journal, 11 (November 1980), 25.

## CHAPTER THREE

### THE STAGE OF ESTABLISHMENT

Because "middle school" was such a nebulous concept, one of the tasks of the educational community was to decide the direction needed to define such a concept. Traditionally, organizations were formed so that those with similar interests could meet and discuss like concerns. With the emergence of middle schools came such a need.

According to John Blight, the metamorphosis of the modern middle school movement began in 1960 with the opening of two new schools in Saginaw, Michigan. These schools opened under the direction of George E. Mills.<sup>1</sup> During the next few years there was a significant increase in the number of middle school openings in the midwestern area of the United States. It was Russell's opinion that as the number of schools grew, so grew a need to share ideas and experiences. Two conferences on the emergent middle school were held in 1967 at Miami of Ohio and Toledo Universities. These conferences gave additional impetus to the movement towards an association.<sup>2</sup>

#### Purposes of the Association

At the first formal meeting held in October of 1970, members of the newly-formed Midwest Middle School Association (MWMSA) expressed their

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<sup>1</sup> Telephone interview with John Blight, Middle School Consultant, Columbus, Ohio, 29 June 1982.

<sup>2</sup> Sheri Russell, Special Publications, National Middle School Association, 1978, p. 5.

purpose for existence. Promotion of the development and growth of the middle school, dissemination of information about the movement, and promotion of forums for sharing ideas were goals of the organization.<sup>3</sup>

The MWMSA Board of Control in their meeting of April 1972 issued a resolution to its members. This resolution called attention to the purposes and intent of the MWMSA and reaffirmed the Association's commitment to promote the welfare of the middle school movements. A warning was issued to the membership as to membership in rival organizations and the serious effect that a split in allegiance could produce.<sup>4</sup> According to Hal Gaddis, Executive Director of NMSA, several regional middle school groups were trying to come together, and larger organizations such as ASCD were making membership plans for middle school personnel. Several leaders feared for the unity in the middle school movement as a result.<sup>5</sup>

In 1973, the written purposes of the MWMSA were again affirmed when the Board of Control approved a revised constitution and by-laws (Appendix F). The Association members agreed with a unanimous vote for the board-approved document.<sup>6</sup>

Therefore, several proposed changes in the constitution and by-laws

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<sup>3</sup> Membership Brochure for the National Middle School Association, Report of Sheri R. Scott, 1978, National Middle School Association, Fairborn, Ohio.

<sup>4</sup> Midwest Middle School Association, Minutes of the Board of Control MWMSA, Detroit, Michigan, April 1972.

<sup>5</sup> Personal interview with Hal D. Gaddis, 26 May 1982.

<sup>6</sup> Midwest Middle School Association, Minutes of the Board of Control MWMSA, Indianapolis, Indiana, October 1973.



were made by Gaddis and the Board in 1973. Some of them were: (1) change the name "Midwest Middle School Association" to "United Middle School Association," (2) delete "in the states serviced by the association," (3) membership to be open to all professional educators or lay community members who have an interest in middle school education, (4) delete "fellows" and add "members," (5) delete "but not limited to the midwest," add "all of the United States and surrounding countries."<sup>7</sup> These changes were pending an approval by the membership when the decision was made to pursue national status for the organization. Therefore, the constitution and by-laws were rewritten and the proposed changes sidelined.

#### Organizational Structure

With the openings of more and more middle schools, several educators began to talk about an organization which would serve middle school personnel. In the spring of 1970, John Blight and Ron Maertens discussed the idea of an organization for middle school educators. A decision was made to issue a call to public school and university educators asking them to attend a conference to be held at the University of Toledo, October 12, 1970.<sup>8</sup> This call was sent to school districts and universities serving the area of southern Michigan and northwestern Ohio. The conference attracted twenty-two persons from public schools and universities. According to Blight, approximately fifteen of those attending were administrators from public middle schools and the rest from area

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<sup>7</sup> Hal D. Gaddis, handwritten note proposed changes to Midwest Middle School Constitution and By-Laws, November 1973.

<sup>8</sup> Blight, telephone interview, 1982.

universities.<sup>9</sup>

At the close of this first conference, an invitation was issued to those interested in organizing an association for the improvement of middle schools to stay for further discussion. A small group assembled for the purpose of drafting the organizational plan and by-laws of a new middle school association (Appendix A). The committee elected John Blight, secretary, and Anthony Topoleski, treasurer. The group decided not to appoint an Executive Secretary. These two officers were to function until sufficient members were available to select a full slate of officers as prescribed in the newly-worded by-laws. The early work was continued by telephone, informal meetings, and correspondence.<sup>10</sup> The new group, the Midwest Middle School Association (MWMSA), was thereby formed; and its organizational structure remained intact until the Detroit conference in 1971.

At that conference several resolutions concerning the organizational structure were made. One resolution gave Board status to area chairmen and chairmen of standing committees. The resolution passed and became policy. Another suggested that MWMSA members organize in each state and receive a portion of the membership dues for their work; this motion was tabled. One suggested that MWMSA become an "umbrella" organization for all state or regional middle school organizations; there was no action taken. This "umbrella" resolution was one of the first serious

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<sup>9</sup> Blight, telephone interview, 1982.

<sup>10</sup> John Blight letter to Gordon Vars, 21 June 1971.

considerations made toward MWMSA becoming a "National" association.<sup>11</sup> The Board of Control was revised by the by-laws so that the immediate past-president would become a voting member of the Board of Control, thus adding to the stability of the Association's leadership. John Blight was appointed to chair a committee for the establishment of middle school archives so that the records and documents of the Association would be preserved.<sup>12</sup> Evidently Blight's committee was not able to complete its charge. According to Gaddis, "Blight never got to it."<sup>13</sup>

As the MWMSA grew, so did the need for changed organizational structure. By 1973, there was a great deal of informal discussion about conversion to a national organization. Then President Hal Gaddis reported that a group of MWMSA leaders met one evening in

a smoke-filled room at a Holiday Inn in Indianapolis and talked for hours about the possibility of national status. Connie Toepfer succinctly summarized for that group the directions to be taken in the conversion process. It was the consensus of that group that the time was right for the proposal to the membership.<sup>14</sup>

Toepfer's proposal included emphasis upon the inclusion of teachers, parents, practicing administrators, and university personnel in the national organization. The Board of Control of the MWMSA officially began to consider becoming a national organization in September of 1973.

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<sup>11</sup> Midwest Middle School Association, Minutes of the Board of Control MWMSA, Detroit, Michigan, April 1972.

<sup>12</sup> Midwest Middle School Association, Minutes of the Board of Control MWMSA, Detroit, Michigan, November 1972.

<sup>13</sup> Personal interview with Hal D. Gaddis, 25 June 1982.

<sup>14</sup> Personal interview with Hal D. Gaddis, 26 May 1982.

The minutes reflect the decision to study the possibility of becoming national and include recording of discussion as to what changes in Constitution and By-Laws would be necessary for such a conversion.<sup>15</sup>

The stage of establishment saw an evolution of the organizational structure. The MWMSA grew from an idea by Blight and Maertens. Leaders of the MWMSA recognized the need for a national organization and began to look toward its formation.

#### Leadership

The leadership in the early days of the Midwest Middle School Association (MWMSA) came from middle school principals, school superintendents and university professors. According to Blight, the founders were of an administrative background.<sup>16</sup> Blight also stated, "The newly formed association, MWMSA, was designed as a leadership organization for middle school administrators and university personnel."<sup>17</sup> The by-laws of the Association had both "Fellows" and "Associates" as divisions for membership. Sheri R. Scott was one of the first female members. She contended that "the term 'fellow' was a sexist term and was intended to discourage females from active participation in the Association."<sup>18</sup> The distinction made in membership between Fellows and Associates was a problem for some from the beginning and was resolved with the writing of

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<sup>15</sup> Midwest Middle School Association, Minutes of the Board of Control MWMSA, Indianapolis, Indiana, October 1973.

<sup>16</sup> Telephone interview with John Blight, Middle School Consultant, Columbus, Ohio, 29 June 1982.

<sup>17</sup> Blight, telephone interview, 1982.

<sup>18</sup> Personal interview with Sheri R. Scott, 25 June 1982.

revisions to the NMSA constitution and by-laws in 1973.

The organization had leaders from university or public school administration in its early years. John Blight and others reported conflicting views as to where the leadership should be--either from classroom teacher ranks or administrator ranks. Blight believed that the MWMSA should be made up exclusively of administrators and university personnel.<sup>19</sup> Those selected in 1972 reflected his belief: president, Gordon Vars, a university professor; vice-president, Ron Maertens, a university professor; secretary, John Blight, a supervisor for middle schools; and treasurer, Anthony Topoleski, a middle school principal. The trend continued with the 1973 election of President Hal Gaddis, a university professor; first vice-president, Glenn Maynard, a university professor; second vice-president, James Dooley, a middle school principal; secretary, John Blight, a middle school supervisor; treasurer, Alfred Weingart, a middle school supervisor.<sup>20</sup> A complete list of officers is included (Appendix E).

With the change of MWMSA into a national organization in 1973, the leadership changed as well. The Board of Control issued a statement to members that read, "The Midwest Middle School Association prepares to transform itself into a national association of people interested in Middle Schools."<sup>21</sup> The implication of this statement was important--it

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<sup>19</sup> Gaddis, personal interview, 1982.

<sup>20</sup> Midwest Middle School Association Report on Elections, Dayton, Ohio, November 1972.

<sup>21</sup> Midwest Middle School Association Minutes, October 1973.

meant that anyone interested in middle schools might join or lead the organization. According to Hal Gaddis, "This move precipitated the break with John Blight who wished the group to be strictly an administrative one."<sup>22</sup> Blight believed that middle schools needed an administrative organization similar to those for high school and elementary personnel.<sup>23</sup> Gaddis contended that Blight was dissatisfied with the decision and its ramifications and that was the reason that he resigned his position as secretary and not for "personal reasons."<sup>24</sup> In a resolution approved at the annual conference in Indianapolis in 1973, Blight's contribution was recognized. The resolution read:

The Midwest Middle School Association gratefully acknowledges the untiring efforts of Mr. John Blight in organizing and directing the growth of this organization. He had a belief in the need for a faith in the potential of a middle school association which could serve educators across state boundaries. The success of Midwest Middle School Association is due in a large part to the unselfish giving by John of time, money, and above all else, great personal and professional sacrifice.<sup>25</sup>

Blight's resignation signaled a turning point for administrative leadership of the organization. From that time on, the leadership came from any area of the membership regardless of position or sex. Freda Carlson became the first female officer of the association in 1973 when she was

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<sup>22</sup> Gaddis, personal interview, 1982.

<sup>23</sup> Blight, telephone interview, 1982.

<sup>24</sup> Midwest Middle School Association, Minutes of the Board of Control MWMSA, Piqua, Ohio, March 1973.

<sup>25</sup> Midwest Middle School Association Report on the Annual Conference, Indianapolis, Indiana, November 1973.

appointed to fill Blight's position.<sup>26</sup>

As Gaddis' tenure as president came to an end in 1973, he summarized the following accomplishments of the leadership:

1. Revision of the Constitution and By-Laws.
2. Increase in membership.
3. Upgrading of the Middle School Journal.
4. Operating in the black.
5. Responsibility for a session at the ASCD National Convention in Minneapolis, Minnesota.
6. Constructive contact with reciprocal arrangements with ELI for reduced rate in bulk of our respective journals.
7. Increasing the annual dues from \$7 to \$10.
8. Groundwork started on becoming a national organization.
9. Held regular Board of Directors meetings.
10. Encouraged Ohio and Indiana to have state organizations, accepting the appointment of coordinators within each state.
11. Established one membership post office box for membership.<sup>27</sup>

In summary, the years of establishment were ones which saw a change from exclusively administrative and university leadership to leadership which could include anyone interested in middle schools. The organization's growth and direction were profoundly affected by this decision. Because this decision was made, a leadership split resulted. The resignation of Blight, one of the founders, was evidence of the schism that had occurred.

#### Publications

A publications committee was established in 1970 under provision

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<sup>26</sup> Midwest Middle School Association Report on the Annual Meeting, November 1973.

<sup>27</sup> Midwest Middle School Association, Report on the Annual Conference, Indianapolis, Indiana, November 1973.

7.0 of the By-Laws of the Association.<sup>28</sup> The newly-formed MWMSA mentioned its publication, the Midwest Middle School Journal, in the revised by-laws of October 1971.<sup>29</sup> The Journal was the responsibility of John Blight, then secretary. Tom Gatewood and Ronald Maertens served as co-editors.<sup>30</sup> The publication "included newsletter-type items, conference information, and association business as well as articles concerned with middle school education."<sup>31</sup> The original three volumes were printed on school duplicating equipment. (The National Middle School Association does not have copies of the original volumes in its files, nor were they available in private member files.) Articles considered to be important were later published in 1976 in a combined volume under the title Middle School Journal, volumes 1, 2, and 3, 1970-1972.<sup>32</sup>

The Midwest Middle School Association Journal attracted readers from coast to coast by the end of 1972. Blight reported that "the Midwest Middle School Journal, under the capable leadership of Tom Gatewood and Ron Maertens, has readers in the states of Alaska, New York, Minnesota, New Jersey and Florida."<sup>33</sup> Gatewood and Maertens accepted

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<sup>28</sup> Midwest Middle School Association, Minutes of the Board by John Blight, Toledo, Ohio, 1970.

<sup>29</sup> Midwest Middle School Association, By-Laws of the Association, Toledo, Ohio, 1971.

<sup>30</sup> "Preface," Editorial, Middle School Journal, inside front cover, Volumes 1, 2, and 3, 1970-1972.

<sup>31</sup> "Preface," Editorial, Middle School Journal.

<sup>32</sup> "Preface," Editorial, Middle School Journal.

<sup>33</sup> John Blight, Report of the Association Secretary, Detroit, Michigan, November 1972.



the editorship of the Journal from John Blight, the original editor. Blight had negotiated with the University of Michigan for the use of their printing facilities. Early copies were reproduced and the master copy stored by the editor for reproduction as needed. Several MWMSA members were asked to and did submit articles for the Journal. Members employed by universities were asked to encourage middle school people in their areas to submit materials to the publication committee.<sup>34</sup> The subscription rate was \$5.00 per annum or \$1.25 per copy with a 10 percent discount for two to ten copies of a single issue. Eleven to fifteen copies of a single issue could be ordered at a 15 percent discount.<sup>35</sup>

In 1973, a decision was made by the Board of Control to change the method of printing. The use of institutional equipment for printing had sufficed up to that point, but the needed volume and quality could only be achieved in professional printing. Cricket Press of Kent, Ohio, was awarded the bid for publication. The contract called for four hundred copies of each of four issues to be printed, saddle stitched, addressed and mailed at a cost of \$1,600.

In order to meet the need for additional revenue, the Journal price per copy was raised to \$1.50 in 1973.<sup>36</sup> A suggestion that a managing editor be created for the Journal was made by board member Gatewood. The rationale given included the need for consistent lay-out and make-up,

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<sup>34</sup> Midwest Middle School Association, Minutes of the Board of Control MWMSA, Toledo, Ohio, January 1972.

<sup>35</sup> Midwest Middle School Association Membership Brochure, 1973.

<sup>36</sup> Midwest Middle School Association, Minutes of the Board of Control MWMSA, Toledo, Ohio, January 1973.

proofreading, editing, controlling publication dates and meeting deadlines.<sup>37</sup> During the November board meeting that same year, Maynard announced that Ron Maertens had resigned his co-editorship with Tom Gatewood. The board awarded Gatewood full responsibility as editor.<sup>38</sup> President Maynard in his opening remarks informed the Third Annual Conference participants that the Midwest Middle School Journal was being sent to over three hundred subscribers. He also announced a new publications committee for the Journal. They were Tom Gatewood, chairman; Robert Malinka, Nicholas Georgiady, Max Bough and Glenn Maynard.<sup>39</sup> The committee was given new responsibilities and charged with establishing a newsletter and information brochure. In 1973 Robert Malinka assumed the responsibility as editor of the Midwest Middle School Newsletter.<sup>40</sup>

In summary, during the years of establishment, the MWMSA began two publications, the Journal and Newsletter. The early Journal issues, previously printed on duplicating equipment and university copying machines, led to a publication by Cricket Press which was of professional quality. The Newsletter had been discussed and an editor appointed yet the first publication was in 1975 during the expansion stage of the organization.

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<sup>37</sup> Midwest Middle School Association, Minutes of the Board of Control MWMSA, Perrysburg, Ohio, April 1973.

<sup>38</sup> Midwest Middle School Association, Minutes of the Board of Control MWMSA, Indianapolis, Indiana, November 1973.

<sup>39</sup> Glenn Maynard, Report to the Third Annual Conference, Indianapolis, Indiana, November 1973.

<sup>40</sup> Midwest Middle School Association, Minutes, April 1973.

### Conferences

In the spring of 1971 a committee was formed to plan the First Annual Meeting and Conference. This meeting was held at Dayton, Ohio, October 27 and 28. Hal Gaddis was selected chairman of the planning committee. He was assisted by Jerry K. Edwards, Sheri Russell, Ron Maertens and John Blight.<sup>41</sup> A decision to share the committee responsibility into co-chairmen was made. Hal Gaddis and Sheri Russell shared responsibility for the First Annual Meeting and Conference.<sup>42</sup> In July 1971 Gaddis, Russell, Edwards, Maertens and Blight met to discuss the facilities at the Holiday Inn - South in Dayton, Ohio. The committee discussed having Harold Shane as Keynote Speaker, renting school buses for transportation for school visits, printing the program for the conference and securing people to serve as chairpersons and recorders at each session of the conference.<sup>43</sup>

The Report on the First Annual Conference gave much descriptive information. The 1971 Annual Conference was co-sponsored by Wright State University and Centerville, Ohio, City Schools. The registration fee was \$5 for advance registration and \$6 at the desk. A one-day fee of \$4 was also available. The Conference dinner was \$4.50 per person and the luncheon only \$2 for a buffet lunch. One hundred twenty-eight people attended the first annual conference. Total receipts for the conference

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<sup>41</sup> Telephone interview with Ron Maertens, Superintendent of Schools, District 316, Coleraine, Minnesota, 30 June 1982.

<sup>42</sup> Sheri Russell, Special Publications, National Middle School Association, 1978.

<sup>43</sup> John Blight letter to Hal Gaddis, 2 July 1971.

were \$996.50 and total disbursements, \$956.02 for a conference profit of \$40.48.<sup>44</sup>

The evaluation of the conference was highly positive. Selected comments were as follows: "the best, most practical conference I ever attended," "excellent first efforts," and one concluded "excellent conference, reasonably priced meals, and excellent tours." Although there were many favorable comments, the co-chairmen saw need for improvement in planning the next conference. They recommended using printed name tags,<sup>45</sup> having free items with Association identification on them, establishing a budget for the committee, using bulk mailings, standardizing evaluation forms, and planning the program so that Board members and Association officers would be more visible.<sup>46</sup>

The Second Annual MWMSA Conference was held in Detroit, Michigan, at the Pick-Fort Shelby Hotel, November 9-10, 1972. Thomas Scullen was the conference chairman. MWMSA advanced the conference planning committee \$100 for "seed" money. The conference drew 302 participants. Of this number, 245 were paid registrants, and the remainder were conference speakers or honored guests. The registration fee for the conference was \$25 including meals and break items of coffee and donuts. The speakers and guests were given complimentary registrations. Each participant was given a printed program courtesy of Ludington News. An

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<sup>44</sup> Midwest Middle School Association, Report on the Annual Conference, Toledo, Ohio, January 1972.

<sup>45</sup> Report on the Annual Conference, January 1972.

<sup>46</sup> Report on the Annual Conference, January 1972.

evaluation form was included in the program. The profit of the conference was approximately \$340<sup>47</sup> (Appendix C). Evaluations were positive for the most part. When asked if they would be interested in future conferences, 93 percent participated and responded that they would.<sup>48</sup>

The Third Annual Conference was held at the Pilgrim Inn, Indianapolis, Indiana, November 1-2, 1973. The Conference drew 125 participants and guests and netted a profit of \$101.87 (Appendix C). The registration fee was \$25 and included three meals. A fee of \$30 provided registration, meals, membership and journals for new members only. Stephen Pierson in his report to the membership about the conference stated,

practical programs in progress was [sic] indicative of the functional orientation of the entire conference. . . . It would be difficult to imagine a conference better tuned to a prime purpose of our associates: to promote forums for the sharing of ideas and innovations among middle school professionals.<sup>49</sup>

Conrad Toepfer, Jr., of the State University of New York at Buffalo, provided the opening day keynote address. He addressed the group using the topic "How to Improve the Quality of Learning for Youngsters." George Mills, of the University of Michigan, was the second day keynote speaker. Mills addressed the group on "Reflection in the Middle School," a sharing of revelations encountered during his work in 1959 while opening the Saginaw, Michigan, middle school program.<sup>50</sup>

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<sup>47</sup> Midwest Middle School Association, Report on the Annual Conference, Toledo, Ohio, January 1973.

<sup>48</sup> Report on the Annual Conference, January 1973.

<sup>49</sup> Stephen E. Pierson, "Practical Programs in Progress," Middle School Journal, 4 (Winter 1973), 52.

<sup>50</sup> Pierson, "Practical Programs in Progress," p. 53.

The three conferences during the establishment years gave support to the organization. By bringing together middle school personnel who had heretofore found no meetings specifically for middle school educators, the Association gave credence to its claim of a forum for sharing.

#### Financial Status

The finances of the MWMSA began with donations from the original members. These donations served as "seed money" until membership dues were collected. By-laws in 1970 incorporated the following dues structure:

The dues of the Association shall be five dollars per annum for the Fellows, and four dollars per annum for Associates; (a) Dues are payable to the Treasurer of the Association; (b) The Board of Control may stipulate what portion of the annual dues shall be returned to area chapters for the organizational work of the chapters.<sup>51</sup>

Blight reported to Vars that he expected increased revenue from membership fees, donations, journal subscriptions and \$1,200 from 1971 conference registration fees.<sup>52</sup> The balance on hand as of February 1971 was \$104 according to Blight in his report to the Organization and By-Laws Committee.

Early in 1972, the Board considered financial concerns. In a move to establish a solid fiscal base, Maertens directed the Board of Control toward a fiscal year co-terminous with the calendar year. Any membership begun after October 1 was automatically extended to the end of the

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<sup>51</sup> Midwest Middle School Association, By-Laws of the Association, Toledo, Ohio, 1970, p. 2.

<sup>52</sup> John Blight letter to Gordon Vars, 21 June 1971.

following calendar year. The membership fee for "Fellows" was set at \$7. The year was begun with \$188.51. The dues for Fellows were increased to \$10 for the coming year. At the close of 1972, the Association had 125 members from the states of Michigan, Ohio, Indiana, Illinois, Minnesota and Wisconsin.<sup>53</sup>

The financial status of the MWMSA did improve somewhat during 1973. The treasurer posted a balance of \$191.82 in the first month of 1973 and a balance of \$89.13 by the end of the annual meeting in November. There was some question as to the control of expenditures. The Board passed a resolution requiring the treasurer to demand detailed information before paying any bill. A second recommendation was made that no expenditure be paid unless prior approval was given from the President or Executive Board. This was done to establish criteria for expenditures.<sup>54</sup>

The stage of establishment was not particularly financially prosperous for the Association. In the early years, the treasury "broke even" at best. The recommendation of the board in 1973 served to strengthen expenditure policy and lead toward a sounder financial status for future years.

#### Membership

The membership of the MWMSA during its first year consisted of the twenty-two people attending the first meeting in Toledo. The organization

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<sup>53</sup> Midwest Middle School Association, Minutes of the Board of Control MWMSA, Perrysburg, Ohio, December 1972.

<sup>54</sup> Midwest Middle School Association, Minutes of the Board of Control MWMSA, Indianapolis, Indiana, September 1973.

and by-laws defined membership as follows:

The Midwest Middle School Association is not a mass membership organization. It is an association of educators, of middle school administrators and curriculum specialists, educators of middle school personnel at the college and university level, and elected representatives of middle school faculties.<sup>55</sup>

The Association had twenty-nine members from Michigan, twenty-three from Ohio, and four from Illinois in February 1971 for a total of fifty-six members.<sup>56</sup>

At the close of 1972 there was a total of 125 members; by the close of the 1973 membership year there were 250 members (Appendix D). The form for membership was updated and presented by the membership committee to the Board of Control. President Gaddis appointed an ad hoc committee for membership and charged them with the responsibility of drafting revisions in the existing by-laws. One of the major concerns about membership had to do with the limitations of who could be a member and in which category new members were to be placed, fellow or associate.<sup>57</sup> A significant change in membership acceptance took place in November of 1973 when a resolution of intent to extend membership to all individuals interested in middle school education was made.<sup>58</sup>

As part of the metamorphosis to a national association, the deletion

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<sup>55</sup> Midwest Middle School Association, By-Laws of the Association, Toledo, Ohio, 1970, p. 1.

<sup>56</sup> John Blight letter to Organization and By-Laws Committee MWMSA, 10 February 1971.

<sup>57</sup> Midwest Middle School Association, Minutes of the Board of Control MWMSA, Piqua, Ohio, March 1973.

<sup>58</sup> Midwest Middle School Association, Minutes of the Board of Control MWMSA, Indianapolis, Indiana, November 1973.



of the term "fellow" and the insertion of the term "member" was suggested by President Gaddis in his proposals for constitutional changes.<sup>59</sup> These suggestions were later implemented and became part of the by-laws of the organization.

At the close of the 1973 membership year for MWMSA a ballot was issued to members questioning them as to their pleasure on the issue of becoming a national association. The result of that referendum was announced by President Maynard:

The ballots have been counted--nearly unanimous consent for the Midwest Middle School Association to become the NATIONAL MIDDLE SCHOOL ASSOCIATION. The mandate is clear. The membership expects the new organization, with its national scope, to be the leader in furthering the concept of "middle schools." Your Board of Directors has accepted this responsibility and, with the assistance of the membership, this new organization will become the national leader as expected.

A word about "middle schools." A middle school can be called a Middle School, or a Junior High School, or may be the top grades in an elementary school, or the bottom grades in a junior/senior high school. The term "middle school" stands for a concept--not an organizational pattern (thus lower case "m" and "s"). A school may be organized in one of several ways--it is when educators plan an educational experience specifically for middlescent youngsters using the concept of middle school education that there is truly a real Middle School.

There has been some question about membership in other educational organizations that appear to be in competition. The Middle School Association is not in competition with any educational organization whether it be national, state, or local for classroom teachers, principals, or other educational personnel. Indeed, the National Middle School Association annual dues are modest enough to allow an individual to belong to other higher-dues organizations as well.<sup>60</sup>

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<sup>59</sup> Hal Gaddis, handwritten note proposed changes to Midwest Middle School Constitution and By-Laws, November 1973.

<sup>60</sup> Glenn Maynard, "President's Corner," Middle School Journal, 4 (Winter 1973), 57.

Thus, during the years of establishment the organization grew from 22 to 250 members. Questions concerning who might belong to the group were answered--any person interested in middle schools was eligible. This decision may have caused Blight's departure from a leadership role. Another question regarding membership in other organizations was thereby answered as well. Because the organization was for all people interested in middle schools, membership elsewhere was not in conflict with MWMSA.

#### Summary

During the stage of establishment the MWMSA-NMSA changed dramatically. It began as a regional organization for middle school administrators and university professors. It evolved into a national organization for anyone interested in middle schools. This change was not without some difficulty. With the resignation of founder John Blight, leadership changed as did the membership base.

The early leaders of the MWMSA were: John Blight, Ron Maertens, Anthony Topoleski, Hal Gaddis, Sheri Russell, Tom Gatewood, Freda Carlson and Robert Malinka. These leaders organized the annual conferences which from all reports gave stability to the young organization. These gatherings offered the opportunity for growth and a place for a display of need for a unified group of middle school educators.

Financially, the MWMSA-NMSA was far from prosperous. From donations by members, a small treasury was maintained and dues were assessed. Despite a dues structure, during the stage of establishment there was little growth in financial resources.

The primary growth of the organization was in membership. From 22

members in 1970, the group totaled 250 in 1973. Membership status from "fellows" or "associates" was changed to "member" to reflect the national scope of the NMSA. The MWMSA-NMSA began to move in 1973 into the stage of expansion during which solidification of purposes, leadership and membership took place.

## CHAPTER FOUR

### THE STAGE OF EXPANSION

The second stage in the metamorphosis of the National Middle School Association (NMSA) brought about new organizational purposes, organizational structure, administrative leadership, publications, conferences, membership and financial status.

During his address to the First Annual Conference of the National Middle School Association in 1974, Paul George challenged NMSA and its members when he asserted:

I believe we must continue to develop a truly national strength and commitment to improving education for the emerging adolescent. The National Middle School Association must be strengthened and extended to permit continuing growth and self renewal on a truly national scale.

I believe we must view other school organizations working with transescents, junior high schools, intermediate schools, etc., as partner institutions rather than enemies.<sup>1</sup>

George's challenge was timely; however, the change from MWMSA to NMSA required gradual adjustment.

#### Purposes of the Association

Gaddis pointed out needed changes in the purposes as stated by MWMSA and urged dissemination of information about the middle school movement throughout the nation, not just in selected states. Gaddis proposed a new purpose which would encourage cooperation with other associations or

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<sup>1</sup> Paul George, "A Middle School If You Can Keep It," Middle School Journal, 6 (Spring 1975), 5.

organizations having common interest in the ideals and philosophy of middle school education. This purpose was not included in the 1973 revision of the Constitution and By-laws but appeared in the 1974 draft. The following was the fourth purpose of the organization: "To cooperate with organizations and associations with common interest to further the ideals and philosophy of middle school education."<sup>2</sup> Although this purpose was not officially approved until the 1976 revision of the Constitution and By-laws, it was in practice by the leadership as early as 1974. This fourth purpose was to build unity between organizations and associations having common interest in middle school education. Some of these organizations were: Association of Supervision and Curriculum Development (ASCD), National Association of Elementary School Principals (NAESP), and numerous state organizations.<sup>3</sup> A position paper on middle schools was one of the first examples of this purpose of cooperation put into practice. This paper was co-sponsored by ASCD and NMSA and presented to the New Orleans ASCD meeting in February 1975 by Tom Gatewood.<sup>4</sup>

John Breese, then Secretary of NMSA, was asked to contact John Blight asking him to help in establishing archives for NMSA. It was the consensus of the Board that this archives would serve as a monitoring system helping to keep NMSA on course as to its purposes.<sup>5</sup> Breese

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<sup>2</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Toledo, Ohio, March 1974.

<sup>3</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Plymouth, Michigan, February 1975.

<sup>4</sup> NMSA Minutes of the Board of Directors, February 1975.

<sup>5</sup> NMSA Minutes of the Board of Directors, February 1975.

reported that his efforts to secure past records were futile. Blight refused to comply with the request. Breese suggested that a request be printed in the next newsletter asking past members of MWMSA to send to the central office any material to be put into the archives.<sup>6</sup>

With the decision to become a national organization came the need for organizational change. One of the first concerns was revision of the Constitution and By-laws. The Board of Directors accepted and recognized the results of the balloting on revisions of the MWMSA Constitution and By-laws which approved the change. They immediately amended the name on the approved document to read "National Middle School Association Constitution and By-laws."<sup>7</sup> Even though the membership had just approved the document (November 1973), a new revision was considered important by the leadership. In response to the request for Constitution and By-laws revision, Malinka distributed to the Board of Directors in August 1974 a draft of proposed changes. There was much discussion about the clarity of many sections of the proposed changes, and it was decided that a review of the draft should be made by each Board member.<sup>8</sup> The proposed changes were left in limbo by the Board for three years. The final revisions were not completed and submitted to the membership for approval or rejection until October 1976.<sup>9</sup>

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<sup>6</sup> NMSA Minutes of the Board of Directors, February 1975.

<sup>7</sup> National Middle School Association Board of Directors NMSA, Toledo, Ohio, August 1974.

<sup>8</sup> National Middle School Association Board of Directors NMSA, Toledo, Ohio, August 1974.

<sup>9</sup> National Middle School Association Constitution and By-Laws, revised, October 1976.

In a letter to the Board of Directors, Keith Brown, the First Vice-president, called for a collective effort at the November 1974 meeting to resolve some of the problems with the new Constitution and By-laws. He directed the Board to:

1. Be as familiar with our constitution as you can be. We will operate "by the book" unless we find a completely impossible circumstance. To avoid such circumstances, we need to plan ahead, procedures need to be followed, and deadlines need to be met.

2. Some constitutional and by-law revisions are needed. Be prepared. Make the best decisions possible in relation to any recommendations that may come before the Board. Several suggestions were presented to you at our last Board meeting.<sup>10</sup>

In the November 1975 Board meeting, Gatewood appointed the Board of Directors a "committee of the whole." The Board action was deemed necessary because of the importance of proposed changes to the Constitution and By-laws. Vars and Gaddis were charged with the responsibility of working out mechanics of the proposed changes. "The Committee of the Whole" completed its work in one day and submitted the final draft to Gatewood for printing before the July 1976 Board meeting.<sup>11</sup> The Committee on the Constitution and By-laws reported at the Atlanta conference the balloting results on the proposed changes of the constitution and by-laws. The results were 103 votes for Constitution and By-laws changes and zero votes against. The Board of Directors unanimously accepted the report of the committee.<sup>12</sup> In Gatewood's

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<sup>10</sup> Keith Brown letter to NMSA Board Members, 25 October 1974.

<sup>11</sup> Personal interview with Hal D. Gaddis, 25 June 1982.

<sup>12</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Atlanta, Georgia, November 1975.

report at the Atlanta meeting, he commented on future goals of the organization and advocated an ad hoc committee as a way to establish future direction for NMSA.<sup>13</sup>

As the NMSA expanded, new meaning for the Association and its purposes evolved. Tom Gatewood, President of NMSA, declared,

Middle school education needs a systematic nationwide approach similar to that found in the field of medicine and agriculture where new and practical information is disseminated rapidly to practitioners through a great profusion of meetings, workshops and publications.

With this in mind, the NMSA is weighing its priorities and directing most of its resources toward assistance for kids and their teachers.<sup>14</sup>

The Board of Directors established an ad hoc committee on future goals and directions of NMSA. Bill Alexander was asked to chair this committee and report directly to the Board. This committee appointment on future goals prompted discussion on the need of the organization to encourage parents and teachers to be involved in leadership positions, especially as committee members. An ad hoc committee was appointed to research methods of increasing involvement of parents and teachers in NMSA. Dolly McMaster was appointed chairperson and asked to report back at the May 1976 meeting of the Board.<sup>15</sup>

Pauline Pavlick reported for McMaster the progress of their committee on parent involvement. Pavlick suggested in her recommendations a

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<sup>13</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Atlanta, Georgia, November 1975.

<sup>14</sup> Thomas E. Gatewood, "The President's Page," Middle School Journal, 7 (June 1976).

<sup>15</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Cincinnati, Ohio, February 1976.



Journal selection, "Tried and True," a teacher-to-parent, parent-to-teacher tips list on how to improve community and middle school relations for the betterment of the child. She also recommended that the editor of the Journal publish a position statement supporting greater parental involvement in NMSA. Pavlick provided a list of items needed for parent, school and Association communications. They were:

Develop an ongoing listing of resource people and materials for use in the middle schools. Listing should be a tear-out type. Plates should be kept, material compiled and then be available for sale to organizations. This resource bank should be published in each Journal and list some of the following each time: teachers' and parents' ideas, administrator tapes, curriculum guides, programs, packets, teaching units.<sup>16</sup>

In 1977 the written purposes were mated with the stated goals of the Association.<sup>17</sup> The most recent approved revision of NMSA Constitution and By-laws was then in the hands of the membership (revised October 1976). The addition of Section 4 of Article II, the stated purposes, and all six of the stated goals were in print for the first time. Article II contained the Purposes and Goals and were as follows:

Article II  
Purposes and Goals

The purposes of the Association are:

- Section 1. To promote the development and growth of the middle school as a distinct and necessary entity in the structure of American education.
- Section 2. To disseminate information about the middle school movement, and encourage continuing dissemination with other appropriate

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<sup>16</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Fairborn, Ohio, July 1976.

<sup>17</sup> National Middle School Association, Annual Business Meeting Report, St. Louis, Missouri, November 1976.

- organizations and individuals.
- Section 3. To promote forums for the sharing of ideas, innovations, and contemporary middle school programs.
- Section 4. To cooperate with organizations and associations with common interests to further the ideals and philosophy of middle school education.

The goals of the association are:

- Section 1. To improve the educational experiences of transescents by helping schools, homes, and other community institutions in their efforts to identify and meet the intellectual and personal-social needs of the age group.
- Section 2. Every student should be well known as a person by at least one adult in the school who accepts responsibility for his/her guidance.
- Section 3. Every student should be helped to achieve optimum mastery of the skills of continued learning together with a commitment to their use and improvement.
- Section 4. Every student should have ample experiences designed to develop decision-making and problem solving skills.
- Section 5. Every student should acquire a functional body of fundamental knowledge.
- Section 6. Every student should have opportunities to explore and develop interest in aesthetics, careers, and other aspects of life.<sup>18</sup>

The implementation of the Purposes and Goals was designed to challenge the leadership of NMSA. President Robert Malinka believed that middle school educators should be concerned about implementing new purposes and goals without proper research as a base from which to operate.

Malinka wrote:

A major concern is the lack of research. We just do not have the kinds of statistics which will prove the middle school is increasing achievement in students. For some sixty years the junior high school existed. Where is the evidence that proves that the junior high school provided

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<sup>18</sup> National Middle School Association, Constitution and By-Laws, revised, October 1976, p. 2.

significant increases in achievement levels of the students? We face a definite challenge from people who do not understand, or comprehend, the real middle school program.<sup>19</sup>

In response to his concern, in one of his first efforts as President, Malinka appointed Jon Wiles as Chairman of the Research Committee. In a letter to the Board of Directors, Malinka recorded:

This is one of the new committees which comes into existence as a result of the revisions of the Constitution. Jon is very high on the "innovative schools" listing, which is viewed as a starting point in this area. By employing our State Coordinators, Affiliate Members, and Membership Contact people, we should be able to assume the lead in providing materials and information concerning middle school research.<sup>20</sup>

In summary, the stage of expansion saw much change in the way of written purposes for the organization. In an effort to become a national organization in function as well as in name, the Constitution and By-laws were revised. State organizations were supported and parent involvement groups were formed. Most significant, the written purposes and stated goals of the organization were made parallel by the October 1976 revision of the NMSA Constitution. An effort to establish a national archives failed, however, due in some measure to John Blight's refusal to provide the material. This lack of archival data served as a major impetus for completion of this study.

#### Organizational Structure

During the stage of expansion, the organizational structure of NMSA

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<sup>19</sup> Robert M. Malinka, "President's Page," Middle School Journal, 8 (May 1977), 17.

<sup>20</sup> Robert M. Malinka letter to the Board of Directors NMSA, 13 Decmeber 1976.

changed rapidly. One problem surfaced early in 1974--that of increased mail and confusion in the mailing process. In a move to control incoming and outgoing mail, an address at Fairborn, Ohio, was established. Hal Gaddis was asked by the Board to seek office space and secretarial services on the campus of Wright State University. Discussion of a new position, Executive Secretary, surfaced for the first time since John Blight attempted to establish that position in 1970.<sup>21</sup> A decision was postponed until sufficient guidelines could be established.

Louis Romano in a letter to President Brown asked, "Are we really a non-profit organization?"<sup>22</sup> Queries such as that added impetus to the idea that a central and permanent office be established for NMSA. Gaddis reported to the Board the plan for operating an office in Fairborn. He offered the plan that the office's operations and personnel would:

1. Establish a non-profit status for NMSA
2. Obtain mailing permit
3. Send bulk mailings of:
  - a. Renewals
  - b. Appeals for membership
  - c. Conference registration
  - d. Newsletter
  - e. Publicity
  - f. Membership directory
  - g. Nominatory and election materials

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<sup>21</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Columbus, Ohio, November 1974.

<sup>22</sup> Louis Romano letter to Keith Brown, 4 December 1974.

After much discussion, the Board unanimously approved the plan and directed Gaddis to establish non-profit status and incorporate the National Middle School Association with a central office and mailing address in Fairborn, Ohio.<sup>23</sup>

Organizational changes for NMSA in 1975 occurred at most Board of Directors' meetings. A report from the national office in Fairborn became a standard agenda item for each meeting. At the February meeting in Plymouth, Michigan, Gaddis reported that NMSA had been incorporated and a mailing permit applied for. In addition, an Internal Revenue Service application (IRS) had been filed with the regional office of the IRS. After the report, Gaddis was appointed Director of the NMSA central office.<sup>24</sup>

A regional representation plan was submitted to the Board of Directors on July 11, 1975, by Jim Fox, Board Member charged with the responsibility for presenting a plan which would insure regional representation. The acceptance of the report by the Board of Directors indicated their commitment to make such a plan a reality.

The initial breakdown of the states was based on the membership of the Association. Attempts were made to establish regions which possessed, as closely as possible, like membership totals. It was possible that boundaries would change in the future as membership totals changed; however, the impact of this plan was that all sections of the

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<sup>23</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Indianapolis, Indiana, December 1974.

<sup>24</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Plymouth, Michigan, February 1975.

United States were assured representation on the Board of Directors of the National Middle School Association.<sup>25</sup>

The addition of state coordinators affected the organizational structure of the Association. At the beginning of 1975 nineteen states had Board-approved coordinators. This number was increased because the membership list included representatives from forty states and Canada. The structure was included in the proposed constitutional changes, allowing regional members to be seated on the Board.<sup>26</sup> Brown reported that he had received affiliation requests from the states of Arkansas, Florida, Georgia and the New England League of Middle Schools. The Georgia request posed serious questions of how to censor groups that did not meet NMSA guidelines for affiliation. The problem for Georgia was that they were titled "Georgia Middle School Principals' Association." Brown reported that upon reviewing the Georgia constitution, it was not harmonious with NMSA and, therefore, prevented their approval as an affiliate.<sup>27</sup> The key to the rejection of Georgia's request was that they were an administrative group. As NMSA evolved, it had begun as an administrative group, but in 1975 the membership consisted of any persons interested in middle schools.

A major organizational change was recommended by the ad hoc

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<sup>25</sup> National Middle School Association, Newsletter, December 1975, p. 1.

<sup>26</sup> National Middle School Association, Report on State Coordinators NMSA, 28 February 1975.

<sup>27</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Fort Wayne, Indiana, July 1975.

Committee on the National Office when it presented the following plan at the December 1975 Board meeting:

1. Establish the position of Executive Secretary. No salary at this time, small expense account (\$600). The Executive Secretary will be reimbursed at a mileage rate of twenty cents per mile.
2. Employ a half-time secretary, within or without Wright State University as determined by the Executive Secretary (\$4,800).
3. Procure office space (with telephone) from Wright State University as soon as possible.
4. Direct the Executive Secretary to make recommendations for the future step-by-step expansion of the National Office as we move towards a full time paid Executive Secretary with full time supportive staff.<sup>28</sup>

The Board discussed this plan and approved it during the December 1975 meeting.

NMSA underwent significant changes in organization and administration during the 1976 Association year. The Association's year is from annual conference to annual conference. These conferences are usually held in November each year. Gatewood addressed the 1976 membership at the Annual Business Meeting and gave the following summary:

1. The National Office in Fairborn, Ohio, became fully operational with an office staff and budget. The position of Executive Director was established and Hal Gaddis now serves in that position.
2. The Association's membership list was placed on an addressograph-multigraph system for highly improved and more efficient record-keeping and mailing purposes. A massive national mailing list was organized and consolidated for the first time and also placed on the addressograph-multigraph system.
3. An ad hoc committee on NMSA Future Goals and Directions was formed and made several major recommendations which were approved by the Board. This effort represented the first comprehensive long-term planning effort by the

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<sup>28</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Cincinnati, Ohio, December 1975.

Association.

4. From the recommendations of the NMSA Future Goals and Directions Committee, three task forces were formed to study and make recommendations in the following areas: National Conferences; Institutes and Workshops; and Research.

5. An ad hoc Committee on Governance was formed to consider short and long term improvements in the organizational-administrative structure of the Association.

6. Eight new organizations were approved for affiliation status. These were: Colorado, Texas, North Carolina, Maryland, Missouri, Georgia, the New England region, and Tennessee.<sup>29</sup>

Bill Alexander, chairman of the Committee on Future Goals and Direction, reported to the Board of Directors that the committee had three major points of their study. First, it was hoped that NMSA would remain a goal-oriented organization rather than become like so many other groups, organization oriented. The committee wanted the NMSA to continue to stand for something, not just recruit members and create and maintain its own bureaucracy. Second, the committee suggested that NMSA continue to involve its members in a wide variety of activities designed to achieve the central goal of the organization (the promotion of middle school education). The last major point the committee made was evaluation of NMSA. The committee stressed a program of carefully-designed, goal-oriented, continuous evaluation for NMSA. The committee expressed a need for a continued monitoring of the organization by a committee which did not include officers or Board members exclusively. The central theme of the committee report was clarification of NMSA as an organization dedicated to serving the goals and responding to the

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<sup>29</sup> National Middle School Association, Report on the Annual Business Meeting, St. Louis, Missouri, November 1976.



needs of its membership.<sup>30</sup> Alexander concluded, "National leadership should serve as a catalyst, rather than as a provider of all services. These should be maximum initiative and involvement at the grass roots level."<sup>31</sup>

Tom Hannan presented a report from the Committee on Nominal Procedures of which he was chairman. The committee recommended the following: (1) the immediate past president should serve as chairman of the Nominating Committee, (2) the committee should have equal representation of administration, parents, and teachers, (3) a slate should consist of at least two and not more than three candidates for each office to be filled, (4) nomination should be solicited from the general membership, (5) nominees must meet the requirements of office before being slated, (6) the work of the committee should be done prior to June 1 of each year. The Board accepted the report and its recommendations.<sup>32</sup> The 1976 Board of Directors included the recommendation of the committee on Future Goals and Direction and Nominal Procedures in the Constitution and By-laws, revised edition (Appendix G).

The organizational structure was solidified in 1977 through the wording of Article V of the revised Constitution and By-laws:

Article V  
Board of Directors

The governing body of the association shall be the Board of Directors.

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<sup>30</sup> William M. Alexander, "On Future Goals and Directions," Middle School Journal, 8 (November 1977), 16.

<sup>31</sup> Alexander, "On Future Goals and Directions," p. 16.

<sup>32</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Louisville, Kentucky, September 1977.

- Section 1. The Board of Directors shall consist of: the officers, six trustees elected on a regional basis, and six Affiliate Representatives.
- Section 2. The Board of Directors is charged with the business of the association, in the interim between annual meetings.
- Section 3. The Board of Directors shall meet a minimum of three times each year.
- Section 4. Officers, Trustees, and Affiliate Representatives shall be elected according to procedures specified in the By-laws.
- Section 5. A majority of the Board of Directors, including the President, the President-Elect, or the Vice-President, and at least two Trustees shall constitute a quorum to transact business.<sup>33</sup>

A year was required before the problem of selecting six affiliate states as voting representatives to the Board could be reviewed. During the 1977 year, thirteen affiliates drew for the first six seats. The following states were selected voting affiliates beginning in 1978: Texas, New England League, North Carolina, Missouri, Maryland, and Colorado.<sup>34</sup>

In August 1977, the Committee on Governance gave its report which was summarized by Chairperson Ruth Ann Peck. Her committee found that the membership questioned the Association's consideration for rewriting the Constitution. Peck wrote the Board:

Having been a member of the NMSA for only a year and a half, I recall vividly that it was not long ago that the membership voted to accept the present constitution. To rewrite it again so soon seems to suggest a certain instability in our organization. In view of my work on

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<sup>33</sup> National Middle School Association, Constitution and By-laws, revised, October 1976, p. 6.

<sup>34</sup> Robert M. Malinka letter to Board of Directors NMSA, 9 September 1977.

the Governance Committee, I can vouch for the need. What I am suggesting is that the whole structure be thought out slowly and carefully and that the wording be elastic enough to accommodate the goals and visions of the Board.<sup>35</sup>

The Board of Directors accepted Peck's recommendations for future revisions to the Constitution and By-laws.

In summary, the stage of expansion, organizationally, was significant for several reasons. There was establishment of a central office and an appointment of an Executive Director. The regional representation plan was put into effect as was a system of state coordinators. Because the organizational leaders saw a need for guidance, committees were formed for governance and future goals and directions. Task forces began their work in fulfillment of a need for monitoring and evaluation of NMSA. The Constitution and By-laws were revised and re-revised so that the organizational structure was clearly defined.

#### Administrative Leadership

During the stage of expansion, leadership continued to be, with few exceptions, from past officers. In 1974 Glenn Maynard was President, and those serving with him were: Keith Brown, President-elect (First Vice-President); Tom Gatewood, Second Vice-President; Freda Carlson, Secretary; Louis Tosi, Treasurer; and Hal Gaddis, Past-President. These officers were the first NMSA officers.<sup>36</sup> Maynard delegated responsibility for completion of jobs at hand. Several committees were

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<sup>35</sup> Ruth Ann Peck letter to the Board of Directors NMSA, 29 August 1977.

<sup>36</sup> Sheri Russell Scott, Special Publication, National Middle School Association, 1978, p. 10c.

established with the chair usually coming from the Board of Directors and other committee members from the membership at large. Letters and phone calls were more numerous and to a more diverse membership. Maynard suggested holding only one Board meeting between annual meetings. This would, he hypothesized, hold down costs for the Association. Brown, as President-elect, felt the need for at least three Board meetings because of the additional business items of becoming a national organization.<sup>37</sup> The Board upheld Brown's recommendations. Freda Carlson, the first female officer, resigned her position as Secretary of the Association. The Board of Directors accepted with regrets this resignation and appointed Bob Malinka temporary Secretary. President Brown issued to each Board member a handbook with the following comments:

The main intent of these handbooks will be to provide a handy place for each officer and trustee to house appropriate information which will allow us to conduct the business of the association in as efficient manner as we can. It is further my intent that everything having to do with the particular office to which you have been elected should be passed from you to your successor when that time comes. Therefore, when this year is over, I will be passing on to the incoming President, my particular notebook, which is labeled for the President and it will have in it everything that happens during the year that I think will be especially helpful for the President to have. The same thing applies to Trustees and all other officers.<sup>38</sup>

The administrative leaders in 1975 were: President, Keith Brown; President-elect (First Vice-President), Tom Gatewood; Second

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<sup>37</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Toledo, Ohio, August 1974.

<sup>38</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Indianapolis, Indiana, December 1974.

Vice-President, Robert Malinka; Secretary, John Breese; Treasurer, Louis Tosi; and Past-President, Glenn Maynard. This group continued the practice of delegation begun by President Maynard. Maynard took an active role in Association business by personally traveling and writing to middle school educators interested in NMSA. Some major contributions of this administrative group were the establishment of NMSA as a non-profit corporation and the inclusion of the first state affiliate representation on the NMSA Board of Directors.<sup>39</sup> The appointment of a committee for conference guidelines was established. This committee was asked to prepare a proposal establishing Guidelines for Preparing a National Conference including such items as:

- a. Duties of local committees
- b. Organization sponsorship
- c. Site selection
- d. Formation of National Steering Committee
- e. Financial framework and responsibility.<sup>40</sup>

In 1976, the leadership for NMSA came from President Tom Gatewood; President-elect, Robert Malinka; Vice-President, Nicholas Georgiady; Secretary, John Breese; Treasurer, Louis Tosi; and Past-president, Keith Brown.

The 1976 Board of Directors included the officers, Regional Trustees and State Affiliates from Indiana, Florida, Arkansas, Ohio, Michigan, New England League, Texas, North Carolina, Missouri, Maryland, Georgia,

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<sup>39</sup> Sheri Russell Scott, Special Publication, National Middle School Association, 1978, p. 10d.

<sup>40</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Fort Wayne, Indiana, July 1975.

Colorado, and Tennessee.<sup>41</sup> This diversified group of middle school representatives offered President Gatewood expertise from many parts of the country and from different levels of middle schools. Gatewood proved to be a task-oriented leader who used his personal resources well, according to Gaddis.<sup>42</sup>

The administrative leadership came in 1977 from President, Robert Malinka; President-elect, James Fox; Vice-President, Nicholas Georgiady; Secretary, Louis Tosi; Past-president, Thomas Gatewood; and Executive Director, Hal Gaddis<sup>43</sup> (Appendix E).

President Malinka used the many professional resources from his Board of Directors, Trustees, State Affiliates and members. A significant increase in the number of letters from the President was discovered in the files of NMSA headquarters. In one of these letters a change in the leadership was noted. Past-president Gatewood resigned his position on the Board of Directors. Gatewood stated that his professional judgment and integrity had been questioned and that an improper procedure was followed at the Board meeting of May 6, 1977. The minor technicalities surrounding the rejection of the slate of officers presented, coupled with "closed minds" on the part of the Board were, in Gatewood's opinion, sufficient reasons for his resignation<sup>44</sup> (Appendix H). Another

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<sup>41</sup> Sheri Russell Scott, Special Publication, National Middle School Association, 1978, p. 10.

<sup>42</sup> Personal interview with Hal D. Gaddis, 25 May 1982.

<sup>43</sup> Scott, Special Publication, p. 10c.

<sup>44</sup> Thomas E. Gatewood letter to Robert Malinka, 9 May 1977.

of these letters came from Malinka to Gaddis requesting that he consider serving as Executive Director for NMSA through June 30, 1980. Malinka gave the Board's reason as "wishing to retain stability in the national office."<sup>45</sup> Gaddis replied in September accepting the offer. He reasoned that the "challenge of developing an efficient office operation on a 'shoestring' budget has been and is a frustrating but rewarding experience."<sup>46</sup>

In summary, the stage of expansion was one in which a notebook/handbook system was instituted to insure consistence in changes of administrative leadership. Several committees were formed to attempt to streamline administration tasks. The stage was marred by a resignation of a leader, Tom Gatewood. He cited inflexibility of Board members as the reason. This event was unfortunate in that the growing organization needed men of Gatewood's caliber. In all, however, the leadership continued to serve the membership as it had in previous years.

#### Publications

By the beginning of the stage of expansion, the Middle School Journal was being received by more middle school educators at a steady increase. Cricket Press, Inc., was awarded the 1974 bid for printing. They printed five hundred copies of twenty pages for a cost of \$486 with each additional one hundred copies for \$50. Mailing cost was extra.<sup>47</sup>

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<sup>45</sup> Robert Malinka letter to Hal D. Gaddis, 1 July 1977.

<sup>46</sup> Hal D. Gaddis letter to Robert Malinka, 22 September 1977.

<sup>47</sup> Glenn Maynard letter to Board of Directors NMSA, 8 January 1974.

Gatewood, in a letter to President Maynard, reported the progress of his publication committee. He attested that NMSA had 650 Journal subscribers, a national mailing of Association brochures and conference flyers completed, the membership list computerized, and a backlog of articles for the Middle School Journal.<sup>48</sup> The Board of Directors changed the policy of mailing the Journal to coincide with the membership year which was strictly a calendar year. The Journal remained quarterly but Volume 1 began with the winter issue. Maynard requested the approval for addition to the number of Journals printed. He was given authority to raise the number from five hundred to seven hundred each run, with the option to go as high as one thousand copies if needed.<sup>49</sup> Gatewood, editor of the Journal, announced that all manuscripts were being reviewed by the publication committee of Glenn Maynard, Bob Malinka, Max Bough and Nick Georgiady. Malinka suggested that it was approved that meeting notices, results of nominations and election committees, Board meeting sites and dates, and Board action should be put in the Newsletter. The purpose of the Newsletter was to fill in the gaps of information between the Journals. It came out quarterly and kept members informed of activities of the Association.<sup>50</sup>

The Publication Committee for 1975 included Tom Gatewood, Glenn Maynard, Max Bough, Nick Georgiady and Robert Malinka. This committee

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<sup>48</sup> Tom Gatewood letter to Glenn Maynard, 20 August 1974.

<sup>49</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Columbus, Ohio, November 1974.

<sup>50</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Indianapolis, Indiana, December 1974.



functioned under the leadership of Gatewood. Georgiady served as co-editor of the Middle School Journal with Gatewood. One of their decisions was to publish the winter issue in December rather than February. This put all four issues of a single volume in the hands of members during the same membership year. Gatewood also initiated the review process and reported that the review process was working well. The cost of the Journal was increased to six dollars in 1975. Cricket Press was awarded a one-year contract for printing the Journal at a total cost of \$2,480.<sup>51</sup> Gatewood, in an editorial comment, exclaimed:

In the past three years, the Middle School Journal has grown into a major national publication, the only one of its kind in middle school education. Its practical format, articles by a broad range of contributors from teachers to college professors, and continuing features have appealed to a large and rapidly growing readership. We're proud of the Journal but realize the need for continuous improvement to meet the diverse needs of its nationwide constituency. Beginning with the first issue of 1976, the Journal will take on an entirely new appearance. Some of the changes will be physical--typeset copy, use of colors, justified margins, more artistic professional layout, photographs; others will involve content--new features, more articles.<sup>52</sup>

At the Annual Business Meeting in Atlanta a motion was presented from the floor that stated

that the Executive Board of the National Middle School Association charge a working group to undertake and complete a collection of case studies of selected, exemplary middle school programs. The findings of these studies should be compiled and made available to association members and the educational public in a

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<sup>51</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Plymouth, Michigan, February 1975.

<sup>52</sup> Tom E. Gatewood, "Editorial," Middle School Journal, 6 (1975), 74.

form deemed most appropriate and functional by the Board of Directors passed unanimously. (Toepfer-Fox)<sup>53</sup>

This set in motion a project that yielded a report from the ad hoc committee on Exemplary Middle School Programs chaired by Conrad Toepfer. This report recommended that a series of publications of thirty-page packages of several exemplary middle school programs be made available to the membership. The Board received the report and delayed action on the proposal until additional information could be secured.<sup>54</sup>

At the final Board meeting in 1975 several decisions were made concerning publications. The Board decided to consider the Publication Committee's report as a "Committee of the Whole." Considerable discussion ensued about the continuation of a co-editorship of the Journal, bid consideration for printing the Journal, and printing the compiled issues Volumes 1, 2, and 3 of the MWMSA Journal; action resulting from that discussion was taken.

Nick Georgiady stepped aside as co-editor of the Journal, opening the way for the appointment of John Lounsbury as editor. Lounsbury accepted the editorship effective 1976. A decision to print five hundred copies of the compiled version of MWMSA Journal Volumes 1, 2, and 3 was made. Cricket Press was awarded this printing job which was their final printing service for NMSA. Further action awarded Western Newspaper Publishing Company a one-year contract for printing the

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<sup>53</sup> National Middle School Association, Report on the Annual Business Meeting NMSA, Atlanta, Georgia, November 1975.

<sup>54</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Cincinnati, Ohio, December 1975.

Journal for the coming year, 1976.<sup>55</sup>

Publications in 1976 were directed by Kevin Swick, Chairman, and by members John Lounsbury, Bob Malinka, Max Bough and Don Eichhorn of the NMSA Publication Committee. One of the major tasks for this committee was the transition to Western Newspapers as printer for the Journal. Additional color, art work, pictures and a twenty-four-page layout were accomplished. George Bard of Western Newspapers pointed out that his company was, in fact, the printer, not the publisher as indicated in correspondence with NMSA. He suggested the NMSA was the publisher and should apply for copyrights in Ohio. Executive Director Gaddis was asked by the Board to secure information from Glenn Maynard on procedures to acquire the copyrights.<sup>56</sup>

For the first time NMSA began the process for special publications. The Board of Directors gave permission and encouraged Paul George to prepare a publication for NMSA titled Alternative Future for Middle Schools. Conrad Toepfer was asked to proceed with his work on Exemplary Middle School Programs. John Lounsbury outlined his proposal for a national shadow study that could begin with the selection of participants in St. Louis in November.<sup>57</sup> Lounsbury's study tracked a seventh grade student through a regular school day. A neutral observer from the staff of another school collected data begun in 1976 but required more than

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<sup>55</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Cincinnati, Ohio, December 1975.

<sup>56</sup> National Middle School Association, Report of Publications Committee, 7 May 1976.

<sup>57</sup> NMSA, Report of Publications Committee, 7 May 1976.

one year to complete. A debate as to the directions of advertising in the Journal began in 1976. Committee Chairman Swick wished to include advertising in the Journal so that improvements could be made with the additional revenue received. John Lounsbury recommended that no advertising be included in the Journal at that time, but that the idea be investigated for future consideration.<sup>58</sup>

In a report to the Board of Directors, Patricia Lally of the Publication Committee told of her committee's progress for 1977. One of the major accomplishments was the printing of Paul George's The Middle School: A Look Ahead. This paperback book was one of the first bonus publications of NMSA. Twenty-five hundred copies were printed and sold for \$4.50 each, providing extra revenue for the Association. As part of her request, Lally also suggested that the Journal be increased from twenty-four to thirty-two pages, allowing room for "much needed advertising space."<sup>59</sup> The Board took Lally's suggestion and approved a "thirty-two-page issue contingent upon advertising and article availability."<sup>60</sup> In further action, Omni Press of Macon, Georgia, was awarded the printing contract for Volume 9 of the Journal for two thousand copies at a cost of \$1,267. Editor Lounsbury suggested the rate for proposed advertising to be \$225 for a full page, \$125 one-half page, \$80 one-fourth

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<sup>58</sup> National Middle School Association, Minutes of the Board of Directors NMSA, St. Louis, Missouri, November 1976.

<sup>59</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Denver, Colorado, November 1977.

<sup>60</sup> Ruth Ann Peck letter to the Board of Directors NMSA, 29 August 1977.

page, \$50 one-eighth page.<sup>61</sup> For the first time, the Board approved advertising in the Journal. Jim Fox was appointed as Board representative for advertising.<sup>62</sup>

All 1977 issues of the Journal were late reaching the members. Heated exchanges ensued between Gaddis and other Board members concerning allegations that he had not done his job. In a special report to the Board, Gaddis gave what he considered to be strong censure of the Board of its publication/delivery policy (Appendix H). Gaddis blamed this failure for the loss of 318 renewals.<sup>63</sup> While that may have been an overstatement, certainly there were problems to overcome. Lounsbury and Gaddis issued an apology in the Newsletter of September 1977:

The May issue of the Middle School Journal was approximately two weeks late in getting to the membership. For this we sincerely apologize. Neither the editor nor the Executive Director was directly at fault. The Journals were printed on schedule, envelopes were ready at the Fairborn office--but the shipment was misplaced by the freight company! When the situation was discovered, a series of phone calls over several days--interspersed with a few threats--ultimately led to the discovery of the boxes of the Journals intact. They were in Dayton, but undelivered.

To avoid a similar situation, we have moved deadlines back and will try air freight instead of a trucking company. We think the additional cost will be offset by a significant saving of time.<sup>64</sup>

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<sup>61</sup> National Middle School Association, Report on Publications, Columbus, Ohio, September 1977.

<sup>62</sup> National Middle School Association, Report on Publications, Columbus, Ohio, September 1977.

<sup>63</sup> Hal D. Gaddis special letter to the Board of Directors, 6 May 1977.

<sup>64</sup> National Middle School Association, Newsletter, September 1977, p. 2.

Although the situation was temporarily solved by these efforts, it was evident that further Board action in the coming year was necessary to prevent similar happenings.

### Conferences

Conferences during the stage of expansion were of primary importance in expanding the membership base and encouraging the research on middle schools. By providing a forum for middle grade educators, the conferences strengthened NMSA and thereby encouraged the middle school movement.

The 1974 conference was held at Columbus, Ohio, at the Scot's Inn, November 7 and 8, 1974. This conference was called the First Annual Conference because of its national scope. Tom Hannan, Conference Chairman, wrote:

Your conference committee welcomes you to the first National Middle School Conference. We are proud to be a part of this "first-ever" venture and hope that you will take advantage of the program as planned. Even beyond the program itself is the opportunity for personal contact with other middle school educators from across the country. Take advantage of all of these opportunities and go home with several ideas to improve the educational environment for transescent learners.<sup>65</sup>

The conference registration fee was \$35 and included admission to all sessions, two luncheons and annual dinner. The conference drew 372 participants and provided the Association \$4,056.99 in profits (Appendix C).

The conference was designed so that, hopefully, participants were motivated and challenged by a program encompassing special interests,

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<sup>65</sup> Tom Hannan letter to conference participants, October 1974.

sharing and active involvement. Throughout the two-day schedule of general meetings, mini-sessions, state meetings, luncheons, exhibits, and conference dinner, the conference was designed to examine its theme, "The Middle School--Past, Present, and Future." The Conference keynote speaker was William Wayson of Ohio State University. The conference dinner speaker was Paul George of the University of Florida. Both speakers were well known as middle school specialists. Closing the conference was luncheon speaker, Jesse Stuart, educator and author. The conference evaluations were generally positive. Of a possible score of 30, the following were the results: school visitation, 11.7; mini-sessions, 29; presenters, 24; conference facilities, 24.5; and overall reactions, 23.7. It should be noted that fewer than one-third of those attending completed evaluations.

The states having the greatest numbers of participants were Ohio, 151; Michigan, 66; Pennsylvania, 14; and West Virginia, 13.<sup>67</sup> Although the membership was growing outside the Midwest, most of the participants still came from that area.

Plans for the 1975 conference in Atlanta began shortly after the close of the Ohio conference. In a report to the Board of Directors, Tom Hannan, annual conference monitor for the Board, reported several problems for consideration. One of the problems came about because of the thirty-five mini-sessions planned, many of the presenters had not

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<sup>66</sup> National Middle School Association, Report on the First Annual Conference (Columbus, Ohio, December 1974).

<sup>67</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Indianapolis, Indiana, December 1974.

been verified as registrants for the conference. Another problem was the inadequate brochure. A new, more detailed brochure was to be printed and mailed. A final problem was the change of starting time for the opening day. Hannan assured the Board that those problems would be resolved within the month of September.<sup>68</sup>

The following advertisement was printed in the Middle School Journal, fall issue 1975:

Atlanta, America's next great city, will play host to the National Middle School Association Annual Conference, November 5-7, 1975. The conference promises to be the biggest and the best yet with all the elements of a major convention including general sessions, major speakers, meal functions, lots of mini-sessions, school visits, clinics, exhibits, a free evening, plus, of course, that most satisfying opportunity of meeting and talking with middle school educators from across the country. The conference planning committee under the direction of H. Gary Johnson has been meeting and working for months preparing this exciting conference.<sup>69</sup>

President Keith Brown reported meeting with the conference planning committee in Atlanta, October 1975. In his report Brown announced that a complete review of the conference program was made by him. Reports from all subcommittee chairmen were given. At the conclusion of all reports Brown made a few suggestions for improvement and then accepted these reports for the Board of Directors. In his address to the Atlanta Conference Planning Committee, Brown expressed appreciation for being able to attend the planning session and participate in the discussion,

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<sup>68</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Fort Wayne, Indiana, September 1975.

<sup>69</sup> "Annual Conference Advertisement," Middle School Journal, 6 (Fall 1975), 51-52.



as well as the opportunity to represent the National Board in the planning. He outlined general concerns that the National Board always has during the planning of a national conference. These concerns were outlined so that members of the committee would understand if and when any of these concerns were voiced:

1. This is only the fifth conference ever arranged by the group, and only the second one to be arranged since becoming a National Association;
2. It is the first time the conference has ever been located outside the geographic Midwest. This is probably the primary source of concern and uncertainty of individual Board members;
3. It is the first time the Board has ever advanced a large amount of money to support preliminary activities of a planning committee;
4. It is imperative that the National Conference operate financially in the black, and it is hoped that conferences will in fact provide some revenue for the Association;
5. Another possible source of concern is the unspoken atmosphere of regret that the Board has agreed to share proceeds from the conference with a state association.
6. The Board understands the point of view and attitude of a more localized group which must do most of the actual work in planning for such a conference, but it is also aware of the many benefits that can come to a local or state group from having a national conference located in the area. There should be sufficient exchange of influence and benefits without engaging in financial arrangements. It still must remain a national conference rather than a local or state conference. Since agreeing to share the proceeds with the Georgia Association of Middle School Principals, the Board has approved specific guidelines for all future conferences. These guidelines insure that such arrangements do not recur.<sup>70</sup>

Brown's report to the Board of Directors was accepted and recorded for future use as guidelines for conference planners.<sup>71</sup>

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<sup>70</sup> Keith Brown letter to the Board of Directors NMSA, October 1975.

<sup>71</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Atlanta, Georgia, November 1975.

The 1975 Annual Conference was held in Atlanta, Georgia at the Stouffer's Atlanta Inn. This conference, the Second Annual, was attended by 792 participants and yielded \$3,500 in profits for NMSA (Appendix C).

The keynote address was made by William Alexander and was evaluated by the participants as "above average." John Lounsbury gave the luncheon address and was evaluated "good" by the participants. The closing session and luncheon address was given by Conrad Toepfer and rated "very good" by the participants. Some conference weaknesses listed by participants on their evaluation forms were: repetitiveness of ideas, too many groups in the same room or area, facilities too small, and noisy. Several said there was a need for coffee breaks of free coffee at sessions. Strengths listed for the conference were: well-planned, good variety, friendly atmosphere, mini-sessions excellent and a broad focus on middle school education.<sup>72</sup>

St. Louis, Missouri, was the site for the 1976 annual conference. The Stouffer's Riverfront Towers was conference headquarters located on the banks of the Mississippi River near the famous Jefferson National Expansion Memorial. The location of the conference made the conference title, "Arching the Gap," especially suited for middle school educators interested in transescent learners. This conference drew 975 participants from all areas of the United States and Canada for dates of November 18, 19, 20<sup>73</sup> (Appendix G).

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<sup>72</sup> National Middle School Association, Report on the Second Annual Conference, Atlanta, Georgia, 1975.

<sup>73</sup> Sheri Russell, Special Publications, National Middle School Association, 1978, p. 11.

Conference chairman Jim Fox reported that the conference cost would be \$15 higher than the Atlanta Conference but that three meals would be provided, tours available, school visitation arranged, and a pre-conference workshop co-sponsored by the National School Counselors Association and NMSA.<sup>74</sup>

Highlights of the St. Louis conference came from key speakers, mini-sessions, middle school tours, informal discussions, and outside attractions. Gordon Vars gave the keynote address of the conference. Donald Eichhorn addressed the luncheon participants and focused on the "middle school student." Al Arth used a novel approach in his introduction comparing middle school students to squirrels, middle school teachers as teachers of squirrels and Eichhorn as head squirrel. Mel Heller closed the conference, speaking in a "light but provocative way." The Colorado conference planning committee made a hit with St. Louis participants when they hosted an advertising party at the close of daily activities. Their drawing card was free Coors beer for those attending.<sup>75</sup>

Several improvements for future conferences were made in 1976. They were:

1. New Guidelines for Handling the National Conference of the National Middle School Association were approved and put into operation. These guidelines created a stronger liaison between the local conference planning committee and the NMSA Board of Directors. This was accomplished through the appointment of a National Conference Coordinator and Assistant Coordinator for each annual conference. Louis

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<sup>74</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Cincinnati, Ohio, February 1976.

<sup>75</sup> James H. Fox, "The St. Louis Conference--A Pictorial Report," Middle School Journal, 7 (December 1976), 11-14.

Romano and Paul George served in these capacities for the 1976 St. Louis Annual Conference. Also, major conference responsibilities such as budgeting and publicity mailings were centralized more through the National office and Board of Directors.

2. The Board of Directors met formally with the Annual Conference Planning Committee at the site of the conference for the first time.

3. Longer-term commitments were made for future conference sites than before. Pittsburgh, Pennsylvania, was awarded the site for the 1978 and Dearborn (Detroit Area), Michigan, for 1979. A new policy for rotation of annual conferences among six regions was implemented for the first time.<sup>76</sup>

John Swaim and Galen Crowder co-chaired the 1977 annual conference "Transescent Trails--Tall and Terrific." The conference centered at the Regency Inn in Denver, Colorado, on November 3, 4, and 5. Attendance was the best in the history of NMSA, 1,138, with a conference profit of \$15,535.<sup>77</sup>

The keynote speakers, Marilyn Van Derbur, Nancy Doda, and Georgia Walter, addressed the participants and "each presented a message of great importance to those involved in middle school education" recorded Robert Malinka in the NMSA Newsletter.<sup>78</sup> Malinka also reported that over 150 presenters from all areas of middle school education provided information at no cost to NMSA and rendered a great service to the participants.<sup>79</sup>

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<sup>76</sup> National Middle School Association, Report on the Annual Business Meeting, St. Louis, Missouri, November 1976.

<sup>77</sup> Sheri Russell, Special Publication, National Middle School Association, 1978, p. 11.

<sup>78</sup> Russell, Special Publication, 1978, p. 12.

<sup>79</sup> Russell, Special Publication, 1978, p. 12.

As the Annual Conference grew, so did the need for advance planning. The Pittsburgh Conference Committee for 1978 was well into their plan and announced at the Denver Conference the title, "Pittsburgh--Someplace Special--Middle School--Someplace Special." Plans for the 1979 Dearborn Conference were underway in 1977 and the committee for the conference was organized and working. Malinka reported meeting with Tennessee representatives Winston Pickett and William Durham in Nashville prior to the Denver Conference. In November 1977, the Board of Directors announced Nashville as the site for the 1980 conference. Advance planning, the passing of records and time-line information to planning committees proved to be wise as the annual conferences continued to grow and return increased profits.<sup>80</sup>

In summary, the conferences during the stage of expansion grew in number attending from 372 in 1974 to 1,200 in 1977. The amount of money generated by the conferences grew from \$4,056 in 1974 to \$15,535 in 1977. Even though many measure success in terms of numbers and dollars, the real measure of success came from the evaluation by those attending. Most evaluations were positive; however, much was learned from those negative comments. These comments were useful for future conference planners attempting to prevent problems and improve their conferences.

#### Financial Status

The NMSA financial situation improved during the 1974 year. The

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<sup>80</sup> National Middle School Association, Treasurer's Report, January 1974.

treasurer reported a balance of \$897.13 in January of 1974.<sup>81</sup> At the close of 1974, a balance of \$7,561.49 was reported by Treasurer Tosi.<sup>82</sup>

The financial status of NMSA in 1975 was also improved; a beginning balance of \$7,516 was given by Treasurer Tosi. However, the major expense for the Association continued to be Board meeting expense. In a move designed to control Board meeting expenses, a proposal was presented by Treasurer Tosi. The proposal called for the identification of Board members eligible for reimbursement. Only those eighteen members identified in Section 1, Article V of the Constitution were eligible. Any member receiving reimbursement from other organizations was not eligible for NMSA reimbursement. Reimbursement was set at 12¢ per mile in private cars, not to exceed \$50; maximum air fare \$75; housing not to exceed \$18 per day; meals maximum \$9 per day (receipts to accompany expense statement); and a yearly maximum of \$300.<sup>83</sup> The NMSA bank balance as of April 1975 was almost \$7,000 and the anticipated revenue from the annual conference was approximately \$20,000. This increase in funds handled was a concern of the Board of Directors. A \$20,000 bond for the Conference Treasurer and Association Treasurer was purchased.<sup>84</sup>

Treasury reports continued to be positive in 1976. Treasurer Tosi

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<sup>81</sup> National Middle School Association, Treasurer's Report, January 1974.

<sup>82</sup> National Middle School Association, Treasurer's Report, December 1974.

<sup>83</sup> Louis Tosi, proposal for Board meeting expenses NMSA, September 1975.

<sup>84</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Dayton, Ohio, May 1975.

reported an opening balance of \$6,414.35 for 1976 and a closing balance of \$18,525. Several improvements were made in 1976. An annual audit became a part of the Association's regular business. This first audit found the books and reports in good order. The Association achieved non-profit status as a corporation for the first time. Treasurer Tosi was asked by the Board of Directors to secure information about short-term investments.<sup>85</sup>

A proposal was made at the July meeting of the Board of Directors concerning payment of meeting expenses.

PROPOSAL: Procedure for payment of Board of Directors' expenses while attending scheduled Board of Directors' meetings.

1. This proposal shall apply to the eighteen members identified as the Board of Directors in Section 1, Article V, of the Constitution of the NMSA.

2. Members who are eligible to have their expenses paid by any other organization shall not be eligible for reimbursement by the NMSA.

3. In order to regulate and control this reimbursement, the following procedure shall be followed:

- a. Each member shall submit his expense statement to the NMSA Treasurer, not more than two weeks after a given Board of Directors' meeting.
- b. Private automobile mileage will be reimbursed at a rate of 15¢ per mile, not to exceed a maximum of \$60.
- c. Round trip transportation costs will be paid at actual public transportation costs (air travel to be limited to coach class); or 15¢ per mile. Maximum reimbursement for transportation costs shall be \$100.
- d. Housing will be paid not to exceed \$22 per day.
- e. Meal expenses will be reimbursed to a maximum of \$12 per day.
- f. Prior to reimbursement, receipts must be furnished to the NMSA Treasurer with each Expense Statement.

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<sup>85</sup> National Middle School Association, Report on the Annual Business Meeting, St. Louis, Missouri, November 1976.

g. The maximum total for which any member of the Board may be reimbursed during any one fiscal year shall be limited to \$450.

4. The President, upon recommendation of the Treasurer, may suspend this procedure at any time by written notification to the members of the Board of Directors.<sup>86</sup>

This proposal was passed by the Board in an effort to control one of their major costs, travel and meetings.

There was much concern with finances in 1977. Although revenue continued to increase, so did expenditures. In the report of the Governance Committee, Chairperson Ruth Ann Peck summarized:

NMSA occupies a position filled with paradox. While we stand at the threshold of unparalleled growth and eminence in the field of education, we are simultaneously confronted by factors inhibiting and limiting the realization of that promise. NMSA leadership is outstanding and the vision these officers hold for our future is both exciting and realistic. However, our organization must synchronize growth and income with plans and expenditures. This is the greatest discrepancy I see. Comments from respondents in all three Governance workshops voiced concern again and again over the inconsistency between income and outflow of cash. In our enthusiasm for NMSA and all it stands for, we must not gloss over the fact that funds simply have not yet reached the level of NMSA's current and/or projected spending. Borrowing on the future can only backfire on the present.<sup>87</sup>

Peck's committee offered three possible solutions in order to establish financial consistency: (1) present superior annual conferences attracting new members, (2) return to present members their \$15 worth, (3) drastically reduce reimbursements for persons attending Board meetings. The Board accepted the report and delayed action pending further discussion.

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<sup>86</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Fairborn, Ohio, July 1976.

<sup>87</sup> Ruth Ann Peck letter to the Board of Directors NMSA, 29 August 1977.



A budget for 1977 of \$35,000 was set at the January Board meeting. There was concern that this budget would be hard to support and might not be sufficient. In a letter to Treasurer Tosi in May of 1977, Malinka asked that 1978 membership and Journal money be accounted for aside from 1977 monies. He also advocated separate conference monies, and a reporting of any account running close to or over budget. He wished to examine the projected Board members' expenses for the remainder of the year. The treasury balance in 1977 began at \$18,525 and closed at \$4,788.<sup>88</sup>

In summary, the financial status of NMSA during the stage of expansion was mixed. Although the organization continued to gain members and new subscribers to the Journal, funds for Board meetings and other expenses rose alarmingly. By 1977, Governance Committee-woman Peck voiced concern that the budget was an austere one which might prove insufficient. Measures were taken to control Board expenses for travel and reimbursements. It became evident that more careful financial planning was necessary if the organization was to remain solvent.

#### Membership

Membership for NMSA in 1974 grew from 250 in January to 425 in December. This was due to an increase in membership advertisement, conference participation and the national scope of the Association<sup>89</sup> (Appendix D). Gatewood recommended that the Fairborn office categorize

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<sup>88</sup> Robert M. Malinka letter to Louis Tosi, 25 May 1977.

<sup>89</sup> Tom Gatewood letter to Glenn Maynard, 20 August 1974.

membership by state to expedite mailings. He further advocated publicity mailings to new one-year members to encourage retention of their membership and publicize the 1975 conference.<sup>90</sup>

Membership for 1975 was coordinated by Robert Malinka. Malinka reported that a mass mailing to 2,200 schools had been sent. He also recommended that the official list of NMSA members be controlled by the Association and not provided to any commercial organizations requesting the list.<sup>91</sup> Malinka presented an updated membership list to the Board in Atlanta. Membership for 1975 was 863 (Appendix D). These members represented forty-four states and Canada.<sup>92</sup>

In 1976, membership had reached the one thousand mark for the first time in NMSA history. Membership Committee Chairman Nick Georgiady announced that as of May 1976, NMSA had a total of 1,004 members (Appendix D). He also reported that letters had been sent to people in each state which had no identified contact person requesting that they serve as a membership coordinator for their state.<sup>93</sup>

President Gatewood, in his report to the Annual Business Meeting in St. Louis, announced that a student membership policy had been approved during his tenure. Gatewood made awards to the first teacher to be a

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<sup>90</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Indianapolis, Indiana, December 1974.

<sup>91</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Plymouth, Michigan, February 1975.

<sup>92</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Atlanta, Georgia, November 1975.

<sup>93</sup> National Middle School Association, Minutes of the Board of Directors NMSA, St. Louis, Missouri, May 1976.

member of NMSA, Sheri Russell; first parent member, Pauline Pavlick; and the one thousandth member, Patricia Miller. A wall plaque was given to each of them signifying their importance to the organization.<sup>94</sup>

Membership for 1977 came from all the continental United States with the exception of Alaska and Hawaii. The membership was also international. Thirteen members represented Canada, The Netherlands, Brazil or Japan. An increase of 27 percent was noted by membership chairman Georgiady when he reported the final membership count of 1,278 (Appendix D). Leading states for membership for 1977 were Michigan, 190; Ohio, 87; North Carolina, 70; Pennsylvania, 70; Indiana, 65; and Colorado, 56.<sup>95</sup>

The membership during the stage of expansion grew significantly. The four-fold increase was due to increased publicity and conference participation, plus the establishment of the organization nationally. While Michigan and Ohio still had the most members at the close of the stage of expansion, other states' memberships increased as well.

#### Summary

The stage of expansion was a stage in which NMSA became established as a national organization. All areas of the Association were adjusted and fitted to the expanding need of a body of educators and parents dedicated to serving the transescent learner.

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<sup>94</sup> National Middle School Association, Annual Business Meeting Report, St. Louis, Missouri, November 1976.

<sup>95</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Denver, Colorado, November 1977.

The written purposes of NMSA were published in the revised Constitution and By-laws of the Association. Those purposes were expanded to include all people interested in the middle-school-aged child. Including parents and other educational groups were stressed in NMSA's purposes. Many attempts were made to include these support groups in all activities of the Association.

Organizationally, NMSA expanded in several ways. The establishment of a central office with a staff of Executive Director and secretary was significant. Regional representation and state coordinators for communication purposes were established in the stage of expansion. Many working committees were begun, including the important Committee on Governance. The revised and re-revised Constitution and By-laws clearly defined NMSA organizational structure.

Leaders during the stage of expansion included: Glenn Maynard, Keith Brown, Tom Gatewood, Robert Malinka, James Fox, Freda Carlson, and Hal Gaddis. The resignation of Tom Gatewood and Freda Carlson indicated disagreement among the leadership during this stage.

The greatest area of NMSA expansion during this stage was publication. The Journal expanded not only in pages printed but in the number of Journals printed. It expanded from twenty to thirty-two pages and from five hundred printed to two thousand. The overall quality improved dramatically. For the first time, NMSA began to publish special publications. The first bonus publication was Paul George's The Middle School: A Look Ahead. Problems with shipping and processing of publications was a major trouble for NMSA during this stage.

Conferences became more important year by year as they grew in

number of participants and profits were realized. Participants grew from a small gathering of 372 to over 1,200 by the end of the stage of expansion. The Association expected each annual conference to provide impetus for a successful year. Expected also were new contacts and members as numbers of attendants grew.

Membership and finances grew during the stage of expansion. Suggestions from the Governance Committee helped to stabilize finances. Membership grew four-fold, but increased costs, due mainly to inflation and added expenditures by the Association, resulted in a low treasury balance at the close of the stage of expansion. For the first time in NMSA's history, membership passed the one thousand mark.

## CHAPTER FIVE

### THE STAGE OF REVISION

The stage of revision in the metamorphosis of the National Middle School Association (NMSA) took place in 1978, 1979, and 1980. The activities during those years brought needed revisions and refinements of the Association's purposes, organizational structure, administrative leadership, publications, conferences, membership and financial conditions.

#### Purposes of the Association

In 1978, the purposes of NMSA were established and recorded in the Constitution and By-laws of the Association (Appendix G). Yet, many middle school practitioners still questioned NMSA leaders as to whether those purposes were followed. William Alexander in his article, "How Fares the Middle School Movement?" wrote, "There has been little progress toward the objectives of the middle school movement, but it has been much too little, much too slow. We must do better!"<sup>1</sup> Alexander cautioned middle school educators including those in NMSA that the purpose and objectives must be met if the movement was to remain in the educational scheme of this country. Jim Fox, President of NMSA for 1978, warned the membership in February of 1978 of the Association's challenge when he affirmed:

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<sup>1</sup> William Alexander, "How Fares the Middle School Movement?," Middle School Journal, 9 (August 1978), 19.

The National Middle School Association is at a crossroads in its existence. While the Association has been a vital part of the national middle school movement in the past, it is time for this group to emerge as a major force within the educational community.<sup>2</sup>

Fox continued his warning that the Association must adhere to its stated purposes. He outlined the areas that he believed would strengthen NMSA. Fox included the following in his recommendations: increase membership; broaden participation to include parents, Board members, superintendents and supervisors; broaden and add publications; strengthen the Association's governance; and establish middle school research projects.<sup>3</sup>

During 1978 the concept of sharing ideas and cooperating with other organizations with common interests gained attention. In a letter dated February 13, 1978, Past-president Bob Malinka addressed a request for a joint workshop with Educational Leadership Institutes, Inc., of Springfield, Massachusetts. Malinka replied to Preston Brown, Coordinator of the project:

At the meeting of the Board of Directors held in Indianapolis, in January, I approached the President, Dr. James Fox, with your letter. He indicated that the NMSA would be implementing a committee on workshops and institutes this year, as recommended last year. Since the committee will just be forming this year and coming in with some basic kinds of recommendations, we do not feel as though we should pressure them into something which they might not want to do at this time. I would guess that they want to investigate all aspects of institutes and workshops prior to coming back to the Board with some ideas for consideration.<sup>4</sup>

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<sup>2</sup> James H. Fox, "President's Page," Middle School Journal, 9 (February 1978), 17.

<sup>3</sup> Fox, "President's Page," p. 18.

<sup>4</sup> Robert Malinka letter to Preston Brown, 13 February 1978.

The Board of Directors considered the offer from Educational Leadership Institutes, Inc. and referred the idea to the new committee on Institutes and Workshops for future considerations. The committee was chaired by Alena Evans.<sup>5</sup> A purpose of NMSA was an effort to establish working relations with organizations such as the Association of Supervision and Curriculum Development (ASCD), National Association of Secondary School Principals (NASSP), the National Association of Elementary School Principals (NAESP). In September and October, 1978, President Fox and Executive Director Gaddis met with the NASSP and NAESP in Washington, D.C. This involved two separate meetings, one in late September with NASSP, attended by Fox and Gaddis, and one in early October with NAESP, attended by Gaddis. Basically, the discussion in both instances revolved around the following six items:

1. It was pointed out to NAESP that the establishment of some formal relationship with NMSA might speak to the kinds of pressures that caused NAESP to seriously consider changing its title a little less than a year previously.
2. The development of the National Association of Middle School Administrators was discussed, and it was emphasized that NMSA does not have any relationship with that group, nor does NMSA endorse any of their policies, practices, or conferences.
3. A discussion focused upon pressures for an expansion of services to middle school administrators.
4. The growth of NMSA membership at almost 5 percent per month was pointed out to both groups.
5. The growth of the NMSA Journal subscriptions (50 percent during the last year) was also pointed out to both groups.
6. Between twenty thousand and twenty-five thousand educators are potential members of NMSA and NAESP.<sup>6</sup>

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<sup>5</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Indianapolis, Indiana, January 1978.

<sup>6</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Pittsburgh, Pennsylvania, November 1978.



Two proposals were made to the NASSP and NAESP. They were as follows:

1. A liaison concept: It was proposed that one person from each Board of Directors be invited to one meeting of the other Board of Directors each year. The expenses would be paid for by the sending organization.

2. A joint conference concept: A conference would be jointly designed and implemented by NMSA, NASSP and NAESP. The basic premise would be that NMSA would handle the curriculum end of the conference, while the other two groups would handle the administrative side.<sup>7</sup>

It was agreed that all groups would explore these possibilities with their respective Boards of Directors in the fall of 1979 and communicate the feelings of their Boards of Directors to accept one or both of these proposals following those meetings.

The NMSA Board decided to limit association with NASSP and NAESP to liaison only. The Executive Secretary of NMSA was to serve as the liaison with other organizations.

An ad hoc Committee was established in 1978 by President Fox. The purpose of this committee was to study the relationship of NMSA to state associations. The committee surveyed membership from various parts of the United States by asking for responses to four questions. The questions and a summary of the replies were as follows:

1. What does affiliation with National mean?
  - a. The opportunity for a state to become a part of a national body, of which the goals and purposes are the same.
  - b. Has the form of a parent organization and supportive organizations on a regional scope.
  - c. There is a larger resource of materials and expertise available to facilitate the sharing of common goals.
  - d. Gives national support to the middle school movement within a state.

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<sup>7</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Pittsburgh, Pennsylvania, November 1978.

2. What should the NMSA expect from an affiliate?
  - a. The National should expect each state to foster and further the growth and membership in the National.
  - b. Each state should send to the National resource centers materials, research, and expertise from their state for dissemination.
  - c. Aid in keeping the National informed as to the needs of the various regions.
3. What should an affiliate expect from NMSA?
  - a. An affiliate should expect the National to provide assistance where needed in the areas of materials, speakers bureau, resource centers.
  - b. The National can be a clearing house to avoid duplication of resources.
  - c. Expect support, direction, and leadership.
  - d. If at all possible, have representation at state meetings.
4. What should the minimum membership in the National and State organizations be before a state would be eligible to affiliate?
  - a. It was the consensus of the committee that the membership questions should be left open.
  - b. If a state organization is active and has some national memberships, it should be encouraged to affiliate during this time of growth at the national and state levels.
  - c. If a quota were established it would hinder states just starting out to receive expertise from a national source.<sup>8</sup>

Executive Director Gaddis was instructed to modify the existing affiliation application, attach the results of the Committee's survey, and send this new document to all state affiliates.

The year 1979 was a troubled time for NMSA. One of the major concerns was with the pre-ASCD meeting. Mary Compton had been assigned to coordinate the Atlanta pre-ASCD workshop. Compton reported that "ASCD is sponsoring a Middle School Workshop and the only facilities available to NMSA in the city of Atlanta are the dates following the ASCD

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<sup>8</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Dearborn, Michigan, November 1979.

Conference."<sup>9</sup> Some of the Board members questioned why ASCD was holding their own Middle School Workshop. Several members of the Board voiced concern that ASCD and other organizations feared loss of members and that NMSA should act in order to remove those concerns.<sup>10</sup>

Jim Fox and other Board members discussed the circumstances surrounding the failure of the pre-ASCD meeting in Atlanta. Fox proposed that NMSA contact the American Association for School Administrators (AASA) to propose a NMSA institute prior to the AASA summer curriculum conference. The success of this venture had the potential to heal several wounds. First, it provided much needed contact with middle school administrators reducing the chance that the new middle school administrator group would draw from NMSA membership. Second, this meeting provided the opportunity to sell central office personnel on the middle school concept and its development. Third, this cooperative venture would make inroads available to the AASA, an untapped source of possible support for middle schools. The Board instructed Fox and Compton to contact AASA concerning the possibility of NMSA conducting such a middle school institute with their Association.<sup>11</sup>

As a result of Fox's and Compton's efforts, the Leadership Conference was set as follows:

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<sup>9</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Dearborn, Michigan, August 1979.

<sup>10</sup> Personal interview with Hal D. Gaddis, 26 May 1982.

<sup>11</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Dearborn, Michigan, November 1979.

The National Middle School Association will hold its Fifth Annual Leadership Conference in Chicago, July 9-11, 1980 at the Hyatt Regency Hotel immediately following the AASA Summer Instructional Leadership Conference. NMSA offers this conference to all persons interested in sharing information concerning today's middle schools with a variety of audiences.

The program will include individual counseling and small group sessions including thirteen symposia offered on a rotating basis four times. These symposia will be conducted by renowned middle school educators representing a diverse array of school personnel. Handouts will be available to all participants.

The Conference will open Wednesday evening, July 9, with an address by Dr. James Fox, Superintendent of Mansfield (Ohio) Schools. Dr. Mel Heller of Loyola University of Chicago will conclude the conference with an address Friday morning. Both Drs. Fox and Heller offer insights about the instructional management of today's middle schools.

Enrollment is limited to 250. Assure yourself of an opportunity to share and enrich your knowledge of middle schools. Send your name and address along with a registration fee of \$150 IMMEDIATELY to: Leadership Conference, NMSA, P. O. Box 968, Fairborn, Ohio 45324. Registration closes June 23, 1980.<sup>12</sup>

The conference never came about because of the failure to receive a sufficient number of paid registrants.

In July 1979, a problem arose that stressed NMSA's stated purposes of disseminating information about middle schools with other appropriate organizations and individuals. Paul George and Tom Gatewood planned a pre-NMSA clinic for interested individuals prior to the Dearborn Conference. Heated exchange took place through a series of letters. The first letter from Paul George to Jim Dooley, Program Chairman for the Dearborn Conference, opened the exchange. George reminded Dooley of the clinics and included a brochure for his inspection. Dooley sent a copy

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<sup>12</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Dearborn, Michigan, November 1979.

of the letter and flyer to Pauline Pavlick, Conference Chairperson, disavowing knowledge of the clinic prior to receiving the brochure from George.<sup>13</sup> Pauline Pavlick wrote Paul George telling him of her disapproval of his clinic and why. Executive Director Hal Gaddis was informed of the exchanges and contacted an attorney. The trademark NMSA had been used without permission, according to the Association's attorney. Attorney Gary Wright wrote George advising him that the trademark NMSA had been used without the Association's permission. He further said the holding of a pre-conference event was against the wishes or approval of the Board of Directors of NMSA.<sup>14</sup> George responded with a letter to Wright acknowledging the receipt of his letter. George cited much displeasure with the misunderstanding since he claimed to have worked hard and long with and for NMSA. George related his problem to his attorney and was convinced that he had violated no law in the use of NMSA's name. He compared the use of the term "pre-NMSA" to the use of "pre-Mardi Gras" as a reference to time, not an organization.<sup>15</sup>

Misunderstandings between the leaders of NMSA in 1979 and Paul George were evidences of conflict with some middle school educators in Florida. These differences were to resurface when the planning of the 1981 conference to be held in Florida was put into motion in 1980.

In 1980, a significant proposal was made to the Board of Directors of NMSA. This proposal called for an exercise of the purposes of NMSA.

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<sup>13</sup> Paul George letter to James Dooley, 10 July 1979.

<sup>14</sup> Gary Wright letter to Paul George, 30 July 1979.

<sup>15</sup> Paul George letter to Gary Wright, 20 August 1979.

Pamela Chiles Hall submitted to the Board of Directors a written request for the formation of a committee for the purpose of writing a position paper defining a middle school and setting a clear definition of a middle school. Hall wrote:

The National Middle School Association is at the cross-roads of becoming an educational organization which holds a position of prominence in this country. If the organization is to take that lead in middle schools which it should, it must begin to find ways to deal with the complex questions which continue to confront middle school educators across the country. The primary question which is asked annually and daily is "What is a middle school?" Let's begin to forge answers to this complex question before some other organization or group does it. Our Association should be leading the way for educators. I contend this is only one of the pressing questions or problems which must be dealt with; let's start here.<sup>16</sup>

The proposal made by Hall was received and acted on by the Board of Directors. President John Swaim appointed Al Arth, William Alexander, Charles Cherry, Conrad Toepfer, Donald Eichhorn, and Gordon Vars to a Position Paper on Middle Schools Committee and requested that they begin work no later than the National Conference to be held in Tennessee. The work of this committee marked the first attempt of NMSA to establish a definition and base for organization of the middle school, a work that was very important for NMSA and its purposes. The Association had been in existence for nearly ten years before this attempt was made. It took nearly two years before an approved document could be provided. At the date of this report, no official release had been made by NMSA of the

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<sup>16</sup> Pamela Chiles Hall letter to the Board of Directors NMSA, 2 February 1980.

definition of a middle school.<sup>17</sup>

The NMSA Institutes and Workshops Committee reported to the Board of Directors NMSA in October of 1980 that the exercise of the stated purpose of cooperation with organizations interested in middle education had had both positive and negative results. The Leadership Conference for AASA in Chicago was cancelled because of insufficient registrants. The format for such a conference, however, was in place and ready for use. Mary Compton reported that no ASCD/NMSA Middle School Conference in Atlanta was possible. Compton also announced an AASA Conference to be held in Atlanta in early 1981. It was scheduled and to be headed by John Lounsbury. An ASCD Leadership Conference in Memphis, Tennessee, was being planned by NMSA Executive Director Hal Gaddis.<sup>18</sup>

In summary, the stage of revision was one in which much exercise in the written purposes for the organization took place. William Alexander's questions posed for NMSA in his article "How Fares the Middle School Movement?" drew much attention. The leaders of NMSA now had in writing needed questions by which the written purposes could be examined for consistency. Jim Fox outlined ways for the Association to use its purposes for the improvement of its image. Fox and Gaddis made efforts toward better cooperation and understanding between NASSP, NAESP and NMSA. State affiliation was studied and implications drawn from the data. The lines of communication between NMSA and ASCD became fouled and complicated

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<sup>17</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Fairborn, Ohio, February 1980.

<sup>18</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Fairborn, Ohio, October 1980.

with some cooperative works cancelled. The Florida connection was damaged by the misunderstanding between Paul George and his pre-Dearborn clinic and the Dearborn Conference leaders and NMSA. A position paper containing a definition of middle schools was initiated. Cooperative work was begun between NMSA and AASA and its many thousand school administrators.

### Organizational Structure

As NMSA moved into the stage of revision in 1978, an examination of existing policies was undertaken. Vice-President Sheri Russell presented to the Board of Directors a report from a Committee on Constitutional Changes. Recommendations from that report were:

Article IV, Section 5: Item C shall be changed to read:

"The treasurer shall serve for a two-year term, and is eligible for reappointment by approval of the Board of Directors. (ADDITION) As an appointed Board official, the treasurer shall not hold voting power."

Article V, Section 7:

"Only those persons in elected positions from the membership at large, regional representatives, and voting state affiliates shall hold the power to vote. Those persons in appointed and/or ad hoc positions shall not hold power to vote at Board of Directors' meetings."<sup>19</sup>

President-elect Lou Romano reported at the Annual NMSA Business Meeting in Pittsburgh that the membership had been polled and the Constitutional changes were passed with only two dissenting votes.<sup>20</sup>

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<sup>19</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Pittsburgh, Pennsylvania, November 1978.

<sup>20</sup> National Middle School Association, Report on the Annual Business Meeting, Pittsburgh, Pennsylvania, November 1978.



A move to begin the transition to a full-time Executive Director was begun in 1978. An ad hoc committee was established and given the responsibility of clarifying the transition process. President Fox pointed out the possible need for an acting Executive Director until the committee clarified the transition process without prejudice. The committee was to report to the Board of Directors at the next meeting of the Board.<sup>21</sup>

A major revision in the organizational structure was presented by the Committee on Governance. In a letter to the Board of Directors, President Fox submitted the following proposals as received from the Governance Committee:

Problem 1: Governance representation from teachers and parents.

Problem 2: Greater representation from teachers and parents.

Problem 3: Need for secretarial help.<sup>22</sup>

In a letter to Lou Romano from NMSA Secretary Galen Crowder, the solution to the problems posed by Jim Fox of the Governance Committee were reported as follows:

Problem 1: Governance representation and costs of meetings:

Proposal A: That an Executive Board consisting of Past President, President-elect, President, Vice-President, Secretary, Treasurer, and Regional Trustees, along with the Executive Director serving in an ex-officio capacity, be named as a group sufficiently representative to carry on the business of the Association in terms of policy and administration.

Proposal B: This Executive Board shall meet twice annually.

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<sup>21</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Pittsburgh, Pennsylvania, November 1978.

<sup>22</sup> James H. Fox, Jr. letter to the Board of Directors, 8 December 1977.

Proposal C: That a division of the Executive Board designated as the Executive Council, with a membership including the Past-President, President-elect, President, Vice-President, Secretary, Treasurer, and Executive Director meet as necessary annually between meetings of the full Executive Board, to carry out business of the Association requiring interim action.

The solution was as follows:

Problem 1: Governance representation and the cost of meetings. Proposal A was rejected. Proposal B was rejected. Proposal C was rejected and a substitute submitted as follows:

That a division of the Executive Board designated as the Executive Council, with a membership including the Past-President, President-elect, President, Vice-President, Secretary, Treasurer and Executive Director meet as necessary annually between meetings of the full Executive Board to carry out business of the Association requiring interum action.

Problem 2: Greater representation from teachers and parents. The idea behind Proposal A was accepted; however, it was reworded as follows:

As NMSA is sincerely aware of this problem and working more than other educator groups to open and extend this involvement, the Board of Directors will work to extend parent and teacher involvement within the framework of the Constitution.

Problem 3: Need for secretarial help. A motion was made to accept the proposal which states:

The creation of a position in an NMSA office of Secretarial Assistant to the Executive Secretary is proposed.

The Secretary of NMSA noted that budget considerations were given and this should be in effect during the 1978 calendar year.<sup>23</sup> This quick action taken by the Board offered some evidence that the Association's committees were working and that their suggestions were acted upon.

In compliance with previous NMSA Board action, Doris Kozak was added to the National office staff and given the title of Executive Assistant to the Executive Director. Her duties included serving as receptionist,

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<sup>23</sup> Galen Crowder letter to Lou Romano, 13 February 1978.

typing, recording of meeting minutes, filing, and other clerical duties.<sup>24</sup>

The organizational structure of NMSA was revised with the action of the Board of Directors on the report of the Ad Hoc Committee for Full-time Executive Director. The report of the committee was given by Sheri Russell at the February Board meeting. After lengthy discussion the following amended recommendation was accepted:

A five year phase-in program be started not later than January, 1980, culminating in a full-time paid Executive Director. Financial remuneration to be paid either 1/5, 2/5, etc., or according to a predetermined time line which would allow for upward adjustment to full-time salary in any given year, prior to the fifth year, if it is financially feasible.<sup>25</sup>

At the June 1979 Board meeting in Indianapolis, the Committee for Full-time Executive Director presented a report that included the Executive Director's job description, duties, responsibilities, and authority. This report was accepted by the Board of Directors and was listed as part of the policy handbook of the Association. The report included the following:

The Executive Director's Job Description

The Executive Director is charged with the general management of the Association. Basic responsibilities of the Executive Director are to: (1) recommend new policies and participate in their formulation; (2) effect management decisions within limitations established by existing policies as approved by the Board of Directors; (3) direct and coordinate the activities of the national office; (4) manage programs and activities of the Association so as to ensure objectives are attained, plans fulfilled, and member needs met; (5) maintain effective internal and

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<sup>24</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Pittsburgh, Pennsylvania, November 1978.

<sup>25</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Indianapolis, Indiana, February 1979.

external relationships; and (6) provide efficient management and strong leadership that results in forward-looking programming and constructive growth for the National Middle School Association.

Duties, Responsibilities, and Authority

Within constraints established by the Association's constitution, by-laws, beliefs and policies, the Executive Director is authorized to:

1. Ensure that the Board of Directors, Executive Committee, and officers of the NMSA are kept fully informed of the conditions of the Association and of action of all meetings of the Board of Directors, Executive Committee, and other appropriate organization meetings.
2. Plan, formulate, and recommend for the approval of the Board of Directors basic programs designed to further the objectives of NMSA.
3. Execute all decisions of the Board of Directors except where such execution is specifically assigned elsewhere by the Board of Directors.
4. Manage a sound organizational structure for the Association.
5. Administer and coordinate all approved activities of the Association.
6. Recruit, hire, train, and motivate Association staff personnel, and assume responsibility for all supervision, promotions, and dismissals.
7. Provide liaison and staff support sufficient to enable committees of the Association to perform their functions properly.
8. Promote interest and active participation in the Association's activities, and report activities of the Board of Directors and the Association in general through the appropriate communications media of the Association.
9. Provide a variety of services and activities to promote public awareness of the NMSA.
10. Establish and maintain effective relationships with other organizations and groups, and ensure that the position of the Association and its members is enhanced in accordance with the objectives and policies of the Association.
11. Plan, organize, and direct membership promotion, and evaluate results and recommend procedures and/or actions to attain membership goals.
12. Assume responsibility for the planning and administration of all official meetings of the Association including conferences and workshops.
13. Be responsible for the printing and distribution of all NMSA materials.
14. Supervise the maintenance of all Association records.

15. Develop, recommend, and upon approval of the Board of Directors, operate within an annual budget that has been planned in cooperation with the Executive Committee and Treasurer of the Association.

16. Receive and disperse funds within the established NMSA policies and procedures.

17. Serve as an ex-officio member of the Board of Directors and Executive Committee, without vote.

18. Assist the President in establishment of Board of Directors' meeting agenda.

19. Carry out such other general assignments as may be delegated by the Board of Directors and Executive Committee.<sup>26</sup>

Hal Gaddis had been appointed Executive Director for several years and had volunteered his service. The Board of Directors apparently assumed that the acceptance of the report put Gaddis into office as the paid Executive Director on a phase-in basis. The yearly salary would be phased-in at one-fifth intervals year-by-year until complete, according to Bob Malinka, a visitor at the Board meeting.<sup>27</sup> Though no Search Committee ever functioned, Gaddis continued in the Executive Director's role. Estimated cost factors and project revenue for the position were included in the appendices (Appendix I).

Stability of the organizational structure of NMSA was questionable in 1980. A few revisions were made and additions were supportive of rules already established. One of the major supportive measures was the presentation of a copy of the policies of the Board of Directors to all 1980 Board members. These policies were the accumulation of information and procedure of past Boards of Directors.<sup>28</sup>

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<sup>26</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Indianapolis, Indiana, June 1979.

<sup>27</sup> Telephone interview with Bob Malinka, Director, Middle Resource Center, Indianapolis, Indiana, 24 September 1982.

<sup>28</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Fairborn, Ohio, February 1980.

Alma Evans wrote Hal Gaddis, Executive Director, stating her concern for black representation in all key positions of NMSA. Evans requested that data be compiled on the number of blacks involved in NMSA activities. Gaddis sent a letter to each past president and conference chairperson from 1974 through 1979 requesting them to complete the information. Gaddis wanted to know how many blacks, parents, women and Hispanics had held the position of Board member. He also asked if these individuals were members at large, regional or state representatives, committee chairpeople, committee members, dais guests, or presenters at a conference. Gaddis reported the findings to Evans. Forty-five women had served on the Board or on committees; 262 participated in conference leadership. Ten parents had served on the Board and sixty-four held conference leadership positions. There had been nine black members of the Board and eighty-one had held conference positions. No Hispanic had served on the Board, but three were conference leaders.<sup>29</sup> The results of Evans' inquiry was that the Board of NMSA and its leaders became aware of an area that they had neglected. More blacks and minorities were added to key jobs. As an example, Dudley Flood, a black man, was a keynote speaker at the 1980 conference.

Another problem of organizational structure was the number of elected Board of Directors from various parts of the country who continuously missed important meetings. In an effort to prevent this problem, Hal Gaddis proposed the following:

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<sup>29</sup> Hal Gaddis letter to Alma Evans, 4 June 1980.

Each voting state affiliate shall have representation (regular or substitute) at every Board of Directors' meeting. Failure to fulfill this requirement will result in automatic removal of the state from a voting position on the Board. The next state in order will be assigned the vacated position for the remainder of the unexpired term as well as their regular term. The removed state will be placed back on the rotation list in the proper position as though they had completed their term. This responsibility will be a condition for all future affiliations as well as a requirement being transmitted to the existing affiliates.<sup>30</sup>

The Board of Directors rejected this proposal as presented. The President appointed Winston Pickett to present some alternative plans at the June meeting which would permit voting affiliate representatives to be removed from the Board of Directors by the Board of Directors for failure to attend and represent their state or region.<sup>31</sup>

In summary, the stage of revision had significant organizational changes. There was the change in the Constitution that allowed the Board of Directors to appoint the Treasurer for two years; the Treasurer then was eligible for reappointment. A constitutional change defined those persons eligible to vote at Board of Directors' meetings. The report of the Governance Committee gave NMSA organizational direction. The establishment of a full-time Executive Director's position coupled with guidelines and suggestions for financing the position and job description, duties, responsibilities, and authority were completed. Consideration was given to the status and representation of minority members of NMSA.

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<sup>30</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Nashville, Tennessee, November 1980.

<sup>31</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Nashville, Tennessee, November 1980.

Administrative Leadership

Leadership during the stage of revision was directed in 1978 by President, James Fox; President-elect, Louis Romano; Vice-President, Sheri Russell; Secretary, Galen Crowder; Treasurer, Louis Tosi; and Past President, Robert Malinka.<sup>32</sup> For the first time NMSA had voting affiliates from selected rotating states (Appendix E). Hal Gaddis was the Executive Director and Doris Kozak was hired as Executive Assistant.

As NMSA began in 1973 there was much concern as to an open membership and equal leadership. In a report in the March 1978 NMSA Newsletter, Robert Malinka reported:

An analysis of the make-up of the National Middle School Association Board of Directors for 1978 shows the following breakdown by job description: Principal, seven; assistant principal, one; college and university personnel, three; central office personnel, four; teacher, two; parent, one; state department personnel, one. Surprisingly this represents a close parallel to the make-up of the total membership of the NMSA this year, in terms of percentages. This speaks well to the charge which was accepted by NMSA in Indianapolis, Indiana, in 1973, when the NMSA was established and membership became open to all interested in education in the middle grades.<sup>33</sup>

Malinka's report offered evidence that the concerns of a diversified leadership had been met by the election process of the membership.

Leadership continued to come from a broader base of the total membership when Pauline Pavlick was unanimously approved as a member of the Board of Directors of NMSA. Upon her appointment, she became the first parent to hold Board status. Pavlick replaced trustee Louis Romano

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<sup>32</sup> Sheri Russell Scott, Special Publication, National Middle School Association, 1978, p. 10g.

<sup>33</sup> National Middle School Association, Newsletter, March 1978, p. 1.



who had been selected as President-elect for 1978.<sup>34</sup>

The leaders of NMSA in 1978 faced a new challenge. A new middle school organization resulted from a meeting in Atlanta, Georgia, in February of 1978. A group of people interested in middle school administration including Howard Stroud, John Blight, Garry Adams, William Leaphart, Carl Steklenburg and Norman Shirley drafted a resolution defining their intentions. Some of their reasons for establishing the National Association of Middle School Administrators (NAMSA) were:

WHEREAS, the administration of the middle school is a distinct and dynamic challenge; and

WHEREAS, middle school administrators represent a unique group of professional educators; and

WHEREAS, middle school administration is the only segment of educational administration which has no national professional organization; and

WHEREAS, the need and desire for a national professional organization of middle school administrators has been expressed in several states; and

WHEREAS, professional organizations based upon the particular needs, interests, and concerns of designated divisions of the education profession have proven to be of significant value to members and to the education profession as a whole; and

WHEREAS, the growing number of middle schools indicate a future trend for the necessity of provision of specific services for a growing number of middle school administrators; and

WHEREAS, all schools designed to provide a transition for pupils from elementary to high schools based upon the unique needs of pupils have similar purposes, goals, and objectives; now

THEREFORE BE IT RESOLVED that there be established a National Association of Middle School Administrators which is entirely devoted to the interests and concerns relating to improvement of middle grades education, actively promotes the cause of middle school recognition and middle school certification at state and national levels, seeks to develop a national program for professional advancement in the field of middle school management, is dedicated to

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<sup>34</sup> James H. Fox, Jr. letter to Pauline Pavlick, 31 January 1978.

providing services exclusively for middle school administrators, and is dedicated to upholding and promoting the unique identity and the independent integrity of the middle school as a necessary and viable institution in American education;

BE IT FURTHER RESOLVED that all middle school administrators, central office administrators concerned with the day-to-day operation of middle school, county office administrators directly involved with administration and/or supervision in middle schools, officials of state departments of education who have a genuine concern for the education of middle school children, faculty members of colleges of education who are making a contribution to the field of middle school education are urged to support the formation and continuation of the National Association of Middle School Administrators;

BE IT FURTHER RESOLVED that the National Association of Middle School Administrators, created solely for the needs, interests and concerns of middle school administrators, be based upon a spirit of educational professionalism which extends cooperation and support for other professional educational organizations;

BE IT FURTHER RESOLVED that copies of this resolution be sent to other national organizations, agencies, and pertinent media in order to demonstrate the openness of purpose of the National Association of Middle School Administrators and to display a willingness to support the education profession.<sup>35</sup>

The resolution was reviewed by the Board of Directors of NMSA at their June meeting. Concerns about duplication of services, loss of members and continued moves to discredit NMSA by some of the organizers of NMSA were discussed. It was decided that NMSA should contact NASSP and NAESP and discuss with them joint concerns and problems with NMSA. The Executive Director and President Fox were asked to contact these organizations.<sup>36</sup> According to Executive Director Hal Gaddis,

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<sup>35</sup> National Association of Middle School Administrators, "Resolution," Atlanta, Georgia, February 1978.

<sup>36</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Pittsburgh, Pennsylvania, June 1978.

after meeting with the officials of NASSP and NAESP in Washington, D.C., he and President Fox decided that the best course that NMSA could take would be to improve its services to its members as prescribed in the Constitution and fear no new or outside group not wishing to cooperate with NMSA for the improvement of the middle schools movement.<sup>37</sup>

The matter was decided; NMSA lost few members and NAMSA attracted few followers. However, this threat of a new middle school organization did serve as a motivating force to help NMSA refocus its direction.

Leadership in 1979 came from President, Louis Romano; President-elect, John Swaim; Vice-President, Sheri Russell Scott; Past President, James Fox; Secretary, Galen Crowder; Treasurer, Louis Tosi; Executive Director, Hal Gaddis; and Executive Assistant, Doris Kozak.<sup>38</sup> A shift in leadership came with new responsibilities and duties of the Executive Director and Executive Assistant as presented previously in the section titled "Organizational Structure" (Appendix E).

New methods of establishing leaders and their expected roles were outlined in the proposed constitutional changes in Article IV, Officers, Sections 1 through 6. They were as follows:

Section 1. The officers of the organization shall include: a President, a President-elect, a Vice-President, a Treasurer, a Secretary, and an Immediate Past President.

Section 2. President-elect. This officer shall be a member in good standing and shall have served for at least one year as Vice-President, Secretary, Treasurer, and a voting member of the Board of Directors at the time of slating.

Section 3. Qualifications of the Vice-President, Secretary and Treasurer. All officers shall be members

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<sup>37</sup> Personal interview with Hal D. Gaddis, 25 May 1982.

<sup>38</sup> Sheri Russell Scott, Special Publications, National Middle School Association, 1978, p. 10h.

in good standing of the Association, and shall have served for at least one year as a Trustee, Affiliate Representative, or as an active member for one year of an Association standing committee appointed by the President and/or Board of Directors.

Section 4. The Immediate Past President shall have full voting powers in any and all Association policy making, and shall assist the President upon request.

Section 5. The Association shall have an Executive Director. He shall be chosen by the Board of Directors and shall hold the position at the pleasure of the Board of Directors. The Executive Director shall not hold voting power, and shall perform duties as outlined in the By-laws.

Section 6. Terms of Office.

- A. The President, President-elect, and Immediate Past President shall serve one year terms.
- B. The Vice-President, Treasurer and Secretary shall serve for two year terms, unless replaced prior to completion of the term.
- C. The terms of office for all officers shall commence at the conclusion of the regular annual business meeting of the Association.<sup>39</sup>

Past President Fox introduced these proposed changes. In January of 1980 these proposed changes were accepted by the Board as passed by the membership and put into effect.<sup>40</sup>

Leadership in 1980 came from the first woman President-elect and the first parent officer. Sheri Russell Scott was President-elect; Pauline Pavlick was elected Vice-President. John Swaim was the 1980 President and assisted by Past President, Louis Romano; Secretary, Pam Hall; and Treasurer, Winston Pickett. Executive Director, Hal Gaddis, and Executive Assistant, Doris Kozak, continue as ex-officio non-voting members of the Executive Council (Appendix E). In the NMSA Newsletter

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<sup>39</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Indianapolis, Indiana, June 1979.

<sup>40</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Fairborn, Ohio, January 1980.

March 1980, the following analysis of the leadership was given:

An analysis of the newly elected National Middle School Board of Directors indicates the following breakdown by job description: Central office personnel, four; principal, six; assistant principal, two; teachers, three; college personnel, two; parents, one; retired, one. Not surprisingly, this closely correlates the make-up of our membership. This speaks very highly of an organization whose membership is open to all persons interested in middle school age students.<sup>41</sup>

This report again supported the idea set forth in 1973 that NMSA could represent all interested parties concerned with middle grades education.

The Board of Directors accepted with regrets the resignation of Pauline Pavlick, Vice-President and past chairperson of the Annual Conference at Dearborn. Pavlick cited personal reasons including the death of her son and the fact that she and her family were moving to California. A resolution was passed recognizing Pavlick for her work with NMSA.<sup>42</sup>

In summary, the concern for equal administrative representation from a diversified membership proved not to be a problem during the stage of revision. Each time that the Board of Directors were analyzed as to its make-up, each major area of the membership representation in proportion to its number of members was noted. The threat of an administrative association for middle school leaders never become more than a threat. The election of the first female President, the election of the first parent officer and the appointment, rather than election, of a Treasurer were highlights during the stage of revision.

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<sup>41</sup> National Middle School Association, Newsletter, March 1980, p. 5.

<sup>42</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Nashville, Tennessee, November 1980.

### Publications

By the time the stage of revision began developing, publications for NMSA were expensive items. In a letter to Publication Committee Chairperson Patricia Lally, James Fox wrote:

The Board of Directors of the National Middle School Association, at their meeting of January 20, 1978, in Indianapolis, Indiana, approved your 1978 budget request with one amendment. The Journal was approved for \$8,000; the Newsletter for \$500; the brochure for \$500; the publication for members was cut from \$4,000 to \$2,000, in conjunction not to underwrite the cost of publishing a report on the status of the middle school movement, as offered by Ken Brooks from the University of Kentucky.<sup>43</sup>

The approved budget was applied to four issues of the Journal with eight pages added to each issue. The Newsletter was continued with four issues of the same or better quality. An improved membership brochure was planned. Renewed efforts to produce a bonus publication were made by the Board. The Publication Committee was presented a manuscript by Kenneth Brooks as an NMSA book publication. The rejection of Brooks' manuscript for publication was due to insufficient funds during 1978. Brooks was asked to submit his work to the Journal for publication as a three-part work.<sup>44</sup> The editor of the Middle School Journal, John Lounsbury, accepted this proposal and selected Brooks' work for publication in the Journal.

At the 1977 conference, Phyllis Messer proposed that NMSA support the writing of a position paper on middle school education. At the first Board meeting in 1978 action was taken on Messer's proposal. Fox

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<sup>43</sup> James Fox letter to Patricia Lally, 31 January 1978.

<sup>44</sup> James Fox letter to Ken Brooks, 31 January 1978.

forwarded the decision of Messer, writing:

At its meeting of January 20, 1978, held in Indianapolis, Indiana, the Board of Directors took action with regard to your proposal for funding of the research involved to produce a position paper to speak to the concern of minimal criteria for middle school teacher education, administrative preparation, and curriculum rationale. The Board of Directors analyzed your request, along with several others. Against a background of having to cut our proposed budget for the National Middle School Association by close to 33 percent, the Board indicated through action that it would not be able to fund this proposal.<sup>45</sup>

Similar proposals were to be submitted to NMSA and be postponed repeatedly until November 1980, when a committee was formed to begin work on a comprehensive position paper about what a middle school should be. This document was unfinished at the time of this writing.

Several other important publications took place in 1978, some of which were:

1. Journal subscriptions were up to 750, about 350 over 1977.
2. Approximately 2,500 of William Morrison's Good Schools for Middle Grade Youngsters; Characteristics, Practices, Recommendations were made available to the membership.
3. Herschel Thornburg's The Bubble Gum Years, Sticking with Kids from 9-13 was received for consideration.
4. Omni Press was awarded bid for printing the Journal at a cost of \$2,067.
5. The Middle School: A Look Ahead, edited by Paul George, became the first major publication and was given to all 1977 NMSA members as a bonus.<sup>46</sup>

At the close of 1978, President Louis Romano received a letter from Bob Malinka giving reasons why he was resigning as Editor of the

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<sup>45</sup> James Fox letter to Phyllis Messer, 31 January 1978.

<sup>46</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Pittsburgh, Pennsylvania, November 1978.

Newsletter of NMSA. Malinka was returning to graduate school and would not have time to work on the Newsletter. Romano expressed his appreciation to Malinka for his untiring efforts and promised to seek someone of Malinka's ability as a replacement.<sup>47</sup>

One of the first problems in 1979 was the replacement of NMSA Newsletter editor Bob Malinka. President Louis Romano discussed the problem with Hal Gaddis and members of the 1979 Board of Directors. It was concluded that the editorship should not be rotated but someone in a stable position should be selected. Romano asked John Swaim, President-elect, to serve as editor of the Newsletter. It was believed that the President-elect would have clearer insights into the NMSA operations.<sup>48</sup> Swaim accepted the appointment and in the April 1979 issue of the Newsletter wrote:

As a result of the Board action, the editorship of the Newsletter will not be rotated from year to year. The current President-elect will assume this responsibility. This will provide him with a vehicle to fulfill his constitutional responsibilities of keeping himself and the membership informed about current issues and activities relative to middle school education. Hopefully this will also assist him in developing close contacts with middle school educators throughout the nation. Such contacts can only enhance his term as President of the NMSA.<sup>49</sup>

Swaim edited four issues of the Newsletter in 1979.

In a report to the Board of Directors, Publication Committee Chairman Don Steer outlined his committee's plans for 1979. The committee

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<sup>47</sup> Louis Romano letter to Robert Malinka, 22 November 1978.

<sup>48</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Indianapolis, Indiana, February 1979.

<sup>49</sup> National Middle School Association, Newsletter, April 1979, p. 1.



supported the change of the Newsletter editor and format. The committee supported a three-year contract for the editor of the Journal and modest funding for secretarial assistance and postage costs. A suggestion was made that additional meetings be funded for the committee since the burden of the job had increased. The committee wished to add a publication of a research-oriented work as a bonus to the membership. At the conclusion of the report to the Board, discussion and controversy ensued over the Journal, its editor as a paid person, and how to fund this change. Steer was reminded of previous action of the Board to expand the Journal and add advertising as a measure to cover the cost of a paid editor and secretarial help. Steer asked for a copy of this action and commented that this action was contrary to the wishes expressed by his committee. Hal Gaddis reminded the group that a maximum of eight pages was added by the action of the 1977 Board and that only four of these pages were to be used for advertising.<sup>50</sup> Hal Gaddis commented that "advertising never appeared in the Journal until 1981 because of disagreement between the Board, Publication Committee, and the Journal editor."<sup>51</sup>

A final report of the Publication Committee in November of 1979 yielded the following information:

1. The publication committee met three times in 1979 as opposed to one time in past years.
2. Omni Press was awarded the 1980 contract for printing at a cost of \$2,460 for three thousand copies.

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<sup>50</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Indianapolis, Indiana, February 1979.

<sup>51</sup> Personal interview with Hal Gaddis, 24 September 1982.

3. It was recommended that John Lounsbury continue as editor of the Journal.

4. A bonus publication for 1979 was delayed until early 1980.

5. A recommendation that phasing in of a full time paid editor for the Journal be established beginning 1981 with a one-third salary to begin and one-third added yearly.

6. A suggestion that a yearly budget of \$1,000 be set aside for the publication committee for travel expenses.

The Board accepted and approved these recommendations.<sup>52</sup>

The Publication Committee proposed several ideas for the improvement of NMSA publications in 1980. One of the major issues was the support of a paid editor of the Journal. In 1979, it was agreed that a phase-in of a paid editor would begin at one-third salary in 1982. The 1980 committee suggested that the Board move immediately to support a part-time editor and consider moving the phase-in effective in 1980 if monies were available. In an effort to have sufficient evidence for Board consideration, President Swaim appointed an ad hoc committee to study this proposal. The committee consisted of President-elect Sheri Russell Scott, Robert Malinka and Donald Steer.<sup>53</sup>

The committee to study the possibility of a paid, full-time editor reported to the Board of Directors in Nashville in November 1980. The committee concluded that NMSA having a full-time, paid editor of the Journal was not feasible for 1980. Chairperson Scott submitted the following recommendations to the Board:

However, because we do recognize, appreciate, and admit we are indebted to the services our volunteers have

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<sup>52</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Dearborn, Michigan, November 1979.

<sup>53</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Fairborn, Ohio, February 1980.

so generously donated, we feel the NMSA Board should, in some manner, publicly honor the volunteer editors, past and present; and make the following recommendations for Board consideration ONCE MONIES ARE AVAILABLE (and the Association is operating "in the black" in reality--not simply on paper via the yearly budget).

The editor of the Middle School Journal be paid a starting quarterly salary of \$2,000 for part-time service increasing yearly \$1,000 until . . .

1. paid salary for a part-time editor reaches a maximum of \$5,000 yearly where it will remain until the Association is financially able to move the publication of the Journal to the National office, or

2. monies become available prior to reaching the \$5,000 maximum for a part-time editor for a full-time editor to be housed at the National office at a salary comparable to salaries paid to other editors of quarterly publications, or

3. the Publication Committee can guarantee a continual income with which to pay a full-time editor of the Middle School Journal and other publications to be housed as part of the National office.<sup>54</sup>

The Board accepted the committee's report, and after much consideration took action to table each item recommended.<sup>55</sup> This action was necessary since monies for funding were not available.

Other proposals offered by the Publication Committee included moving the editorship of the Newsletter to the National office in Fairborn, effective January 1981. The committee also proposed a publication of selected materials on "Growth and Development of the Emerging Adolescent." This collection of materials was possible because of the success of the regional conference held on the subject in Colorado. Included in the proposals was the filmstrip/tape kit prepared by Louis Romano and Nick Georgiady. Conrad Toepfer's project on exemplary middle schools which

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<sup>54</sup> Sheri Russell Scott letter to the Board of Directors NMSA, 5 November 1980.

<sup>55</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Nashville, Tennessee, November 1980.

began in 1975 was still of interest to the committee but was still being compiled. The committee decided to pursue a collection of articles from the Journal series, "Teacher-to-Teacher" by Nancy Doda. The final project proposed for 1979 was the completion of the Shadow Study begun in 1976 by Lounsbury, Compton and Marani.<sup>56</sup>

The Publication Committee report reflected the increase in work and accomplishment of many interested in middle school publications. It was reported that several projects were refused and backlogged by the Committee. The Board accepted Dellar's report and approved each project proposed. The committee was charged to initiate and complete as many as possible in 1980.<sup>57</sup> According to Executive Director Hal Gaddis, "NMSA was at a point in 1980 of refusing projects, articles, and manuscripts that would probably have been welcomed in the early years of NMSA."<sup>58</sup>

In a written report to the Board in Nashville, November 1980, a summary of committee activities for the year was presented. President Swaim reported for Chairman Don Steer who failed to appear before the Board of Directors. The following policy and procedural recommendations are among those which were submitted to the Board:

1. Journal advertising responsibility should be assumed by the National office.
2. The Journal editor's expense allowance of \$2,000/year (for postage and eight hours/week secretarial assistance) should be continued.

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<sup>56</sup> National Middle School Association, Report of the Publication Committee, Fairborn, Ohio, February 1980.

<sup>57</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Fairborn, Ohio, February 1980.

<sup>58</sup> Personal interview with Hal D. Gaddis, 24 September 1982.

3. The Board should move immediately to establish support for a paid Journal editorship on a part-time basis, to begin no later than 1981 and phasing to a one-third time position within three years.

4. Journal subscriptions should be promoted at the local level through a broadened role of regional trustees or state liaison persons.

5. For 1980 the Newsletter format and procedure should continue relatively unchanged from 1979 under the editorship of President-elect Sheri Russell Scott.

6. Effective January 1981 the editorship of the Newsletter should be moved to the Executive Director in the National office.

7. Writing for NMSA publications should continue to be a professional service without reimbursement.

8. A budget allotment (\$2,000 per year?) should be continued for this committee to help defray such expenses as manuscript duplication, committee travel expenses, and promotion of Journal and other publications.

9. A member discount (10 percent to 15 percent range) on all publications should be considered.<sup>59</sup>

The Committee also presented information for Board approval concerning the five publications finalized in 1980. Four of the five were scheduled for release immediately before the November conference. They were:

The Emerging Adolescent: Characteristics and Educational Implications. 56pp., 1980, \$2.95. A collection of articles by Drash, Eichhorn, Epstein, James, Thornburg, and others related to physical, intellectual and social development of early adolescents. (This book had been intended to serve as 1979 bonus publication, but the Executive Committee decided to offer it as a sale item only.)

Five "R's" for Middle School: Strategies for Teaching Affective Education in the Schools, by Faith Brown. 47pp., 1980, \$2.50. Practical suggestions are provided for incorporating reality and relating into homerooms through an effective adviser-advisee program. (This booklet will be distributed as the 1980 bonus publication.)

The Middle School in Profile: A Day in the Seventh Grade, by John Lounsbury, Jean Marani, and Mary Compton. 80pp., 1980, \$4.95. Using the shadow study technique, observations of one hundred students are summarized and analyzed to present a picture of today's middle schools.

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<sup>59</sup> National Middle School Association, Report of the Publication Committee, Nashville, Tennessee, October 1980.

Middle School Research Studies 1980. 120pp., 1980, \$5.00. Twelve research studies selected for presentation at the 1980 NMSA Symposium of Middle School Research.

Middle School Research: Selected Studies 1977-79. 141pp., 1980, \$6.00. Fourteen research studies selected from among those presented at the 1977, 1978 and 1979 NMSA Symposia of Middle School Research. (To be released late 1980 or early 1981.)<sup>60</sup>

The Board accepted Swaim's report and took action on the nine policy and procedural recommendations of the committee. Eight of the nine items were approved as presented. The exception was the recommendation that the Board immediately move to establish a paid Journal editor on a part-time basis. This recommendation was tabled for the remainder of 1980.<sup>61</sup>

In summary, the stage of revision was a significant era for publications for several reasons. There was an increase in the production of published works on middle schools. The rejection of several manuscripts and proposed writings indicated an increase in desire to have professional writings published by NMSA. A committee was formed to begin work on a comprehensive position paper about what a middle school should be. A change in editors of the Newsletter from appointed to automatic editor when elected to the office of President-elect was approved. Repeated efforts were made by the publication committee to establish a paid editor of the Journal. The first bonus publication for all members was completed. Several books, monographs and pamphlets were finished during the stage of revision.

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<sup>60</sup> National Middle School Association, Report of the Publication Committee, Nashville, Tennessee, October 1980.

<sup>61</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Nashville, Tennessee, November 1980.

### Conferences

A new type of NMSA conference was begun during the stage of revision in 1978. In addition to the annual nationwide conference, regional conferences were attempted. One of the first was proposed by Conrad Toepfer of The State University of New York at Buffalo. The title was "Implications of Emerging Biological, Medical, and Educational Research for Middle Grades Education." The proposal included offering college credit for attendance and participation. This was a new approach for NMSA and offered a broader appeal for attendance. The conference was directed by Conrad Toepfer, a nationally-recognized authority in middle grades education. Guest presenters were Herman Epstein, Professor of Biophysics at Brandeis University, an authority on brain growth periodization, and Donald Eichhorn, a leading theoretician-practitioner in the middle school area.<sup>62</sup> The Board approved this proposal and offered support to Toepfer in his attempts. The conference proved to be successful and encouraged others to organize similar conferences.<sup>63</sup>

John Swaim proposed a western regional conference to the Board of Directors in 1978. This conference was slated for the summer of 1979. Swaim wrote to the Board:

We would appreciate consideration of this proposal by the Board of Directors. With the success of the 1977 NMSA Annual Conference in Denver and the growth in NMSA membership in the Western Region, it would seem that an institute of this type would be another way to stimulate continued

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<sup>62</sup> Conrad Toepfer letter to James Fox, 15 December 1977.

<sup>63</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Indianapolis, Indiana, January 1978.

membership growth as well as offering quality programs for those in the Western Region.<sup>64</sup>

This conference was to be co-sponsored by University of Northern Colorado and included the main speakers of Toepfer's conference in New York. In addition to Toepfer, Epstein, and Eichhorn, speakers Herschel Thornburg and Al Arth were assigned the area of social and psychological growth spurts associated with the early adolescent.<sup>65</sup>

In 1978, the Annual Conference titled "Pittsburgh--Someplace Special--Middle School--Someplace Special" was held in Pittsburgh, Pennsylvania, at the William Penn Hotel, November 9, 10, and 11.

The Pittsburgh Conference Planning Committee was chaired by Jack Wasson, assisted by Ann Moniot. Wasson in his welcome to the conference participants proclaimed:

We are proud to provide a wide variety of topics about middle school education via 223 mini-sessions, twelve general sessions, two symposiums, a parent-community forum and four keynote addresses. This is the largest program in the history of our organization. Even beyond the program itself is the opportunity for personal contact with other middle school parents, students, and educators.<sup>66</sup>

The Pittsburgh Planning Committee began its work on the conference in 1976 and planned for over fourteen hundred participants. NMSA President James Fox welcomed those attending and stated:

Welcome to Pittsburgh! We expect this conference to be the most exciting and significant of the annual National Middle School conferences to date. As you join over fourteen

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<sup>64</sup> John Swaim letter to the Board of Directors NMSA, 24 June 1978.

<sup>65</sup> John Swaim letter to the Board of Directors NMSA, 24 June 1978.

<sup>66</sup> National Middle School Association, Annual Conference Handbook, Pittsburgh, Pennsylvania, November 1978.



hundred other middle schoolers, please keep in mind that the program so carefully developed by the Pittsburgh Conference Committee is simply an instrument for the purpose of allowing you to exchange ideas. You are leaders of the middle school movement in the United States and across the free world. You are the ones that will make it happen for students in over four thousand middle schools. Please take the time to carefully examine the program and your role in it as a participant.<sup>67</sup>

Although the plans were for fourteen hundred, the attendance at the conference was over two thousand according to President James Fox in his report to the membership at the final business meeting in Pittsburgh. The conferences were growing in such proportions that planning was begun at least two years in advance. At that same business meeting, Hal Gaddis, Executive Director, reported:

The 1979 conference will be held in Dearborn, Michigan at the Hyatt Regency; the 1980 conference in Nashville, Tennessee, Opryland Complex; the 1981 conference in Miami, Florida, at the Deauville-Clarion facilities, and a recommendation as to the site of the 1982 conference is to be made at the next Board meeting. For the Tennessee conference participants, a block of fifteen hundred tickets has been purchased for the Grand Ole Opry. Tickets will be sold at a lower rate than they will be sold at in 1980; thus saving the convention attendees money on the purchase of tickets, as well as guaranteeing the ability to attend.<sup>68</sup>

"Advance planning was a factor in the success of the 1978 conference and is necessary for continued success of our annual conferences," stated Hal Gaddis.<sup>69</sup>

Keynote speakers were a main draw for the 1978 conference in

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<sup>67</sup> National Middle School Association, Annual Conference Handbook, Pittsburgh, Pennsylvania, November 1978.

<sup>68</sup> National Middle School Association, Report on the Annual Business Meeting, Pittsburgh, Pennsylvania, November 1978.

<sup>69</sup> Personal interview with Hal Gaddis, 26 May 1982.

Pittsburgh. The first speaker was Ruth B. Love, Superintendent, Oakland Unified School District, Oakland, California. Her address was titled "The Middle School: Fact or Fiction." The speech was delivered by a black woman, a first for NMSA. The Friday luncheon had two speakers: Dwight Allen, Professor, School of Education, University of Massachusetts, was the first speaker. Allen's address was "Middle Schools--Where Optimism Remains." The second speaker was Charles Galloway, Professor, School of Education, Ohio State University. Galloway's address was: "Listen to What I'm Not Saying." This dual arrangement was necessary because of limited seating at the hotel and proved to be a negative aspect of the conference because participants could not attend both. The concluding luncheon was held on the final day of the conference. Zacharie J. Clements, Associate Professor of Education, University of Vermont, spoke on "Putting Sense and Humanities into Schools." According to evaluations, Clements inspired the audience and was a highlight of the conference.<sup>70</sup>

The 1978 conference drew over two thousand participants. These participants generated several thousand dollars for the Association. A profit of over \$16,000 was realized (Appendix C).

The 1979 conference was held at the Hyatt Regency Hotel, Dearborn, Michigan, October 31 through November 3, 1979. The Hyatt Regency in Dearborn proved to be the most luxurious and impressive conference site

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<sup>70</sup> National Middle School Association, Annual Conference Evaluation, Pittsburgh, Pennsylvania, November 1978.

of all past NMSA conferences.<sup>71</sup>

Pauline Pavlick was the conference chairperson. Pavlick was the first parent to chair a National NMSA Conference. The organizational structure of the 1979 conference established by Pavlick was a model for future conferences. The following committees were formed: audio-visual, banquet, information and expediting center, evaluation, exhibitors, facilities, finance, parent and student involvement, program, publicity, registration, school visitation, tours and transportation.

The major strength of this organizational plan was that each committee had its own chairperson who reported to Pavlick. The committees were given autonomy for their outlined duties. Pavlick used "buzz" and "trouble shooting" sessions at each meeting of the total conference committee. These sessions were timed and speakers rotated until all had exchanged ideas and problems. Chairperson Pavlick intervened when necessary for control.<sup>72</sup>

The Dearborn conference was titled "Middle School--A Journey in Dynamic Directions." Chairperson Pavlick welcomed the participants to a conference that offered 125 mini-sessions from a wide variety of topics on middle school education. Large group presentations on "Current Issues" were offered covering ten different topics for participants' selection. Two symposia were conducted concerning the most recent middle school research. There were four general sessions each having a speaker

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<sup>71</sup> National Middle School Association, "Program Book," Dearborn, Michigan, November 1979.

<sup>72</sup> Personal interview with Hal Gaddis, 25 May 1982.

address the audience. The first session was used to open the conference. Zacharie Clements opened the conference using the theme "Teaching: A Combination of Head, Heart, and Ham." Clements' impact upon the participants in Pittsburgh at the closing session of that conference was so well received that he was selected to open the Dearborn conference. Harold Shane, the author of over four hundred books, and well-known educational consultant and lecturer in more than fifty countries, addressed the second session of the conference using the theme "Some Speculations About Middle Schools in the 1980's."

The third general session was held on Friday night at a banquet. Because of limited seating at the Hyatt Regency, the banquet was held at the Fairlane Manor Convention Center. This required bus service for 1,310 banquet participants, a very expensive and time-consuming venture. Wayne Dyer, educator, writer, and speaker, was the featured speaker. Dyer had appeared on over 2,800 television and radio talk shows. His address, "Education and Self Actualization--A Curriculum for Fully Functional People," was informative but considered by many to be too long. Dyer spoke for almost two hours.

The closing session was the fourth general session. This session was a luncheon, and the address, "Attend to Me Said the Child," was given by Daniel Fader, author of eight books and twenty-three articles.<sup>73</sup>

Conference Chairperson Pauline Pavlick in a letter to the NMSA Board of Directors wrote:

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<sup>73</sup> National Middle School Association, "Program Book," Dearborn, Michigan, November 1979.

My concerns are we continue to provide quality to our participants by maintaining the standards that have been set by previous conferences and especially ours. It is essential that the Board place their confidence in the Executive Director's ability to coordinate future conferences as I firmly believe unless you have a real vested interest in NMSA and its welfare you could incur many problems.<sup>74</sup>

Pavlick also recommended that conference meals be eliminated because of costs, that speakers be better screened, that presenters be required to register, and that publicity be stressed for future conferences. Pavlick also reported a total of 1,636 participants who generated a conference profit of \$17,000 for NMSA in 1979<sup>75</sup> (Appendix C).

In 1980, the Annual NMSA Conference was held in Nashville, Tennessee, at the Opryland Hotel, November 12, 13, 14, and 15. In preparation for this conference, an exhibit was set up in Dearborn for the purpose of advanced advertising. This exhibit was staffed by volunteers from Tennessee. Each volunteer wore the traditional "Tennessee Tuxedo," plaid shirt, hillbilly hat, a corncob pipe, and brogue boots. This mode of dress was rather distinctive in the luxurious hotel surroundings. The attention drawn and the enthusiasm generated by the Tennessee volunteers during the Dearborn conference set the mood for the Nashville conference.<sup>76</sup>

The Nashville conference was organized, planned and directed by the

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<sup>74</sup> Pauline Pavlick letter to the Board of Directors NMSA, 30 January 1980.

<sup>75</sup> Pauline Pavlick letter to the Board of Directors NMSA, 30 January 1980.

<sup>76</sup> National Middle School Association, "Program Book," Nashville, Tennessee, November 1980.

Tennessee Association of Middle Schools, TAMS. The 1980 President of TAMS, Winston Pickett, was the Conference Steering Committee Chairman. The Steering Committee was composed of Conference Chairman, TAMS President, committee chairmen, a steering committee secretary and NMSA liaison Hal Gaddis. James Ivey was the Conference Chairman for the Nashville conference. Since TAMS was the conference host and its members made up the conference planning committee, only a limited number of committee meetings were held due to the hundreds of miles separating committee members.

Planning for the Nashville conference began in 1976 when TAMS President Bill Durham received correspondence from TAMS Secretary-Treasurer Winston Pickett. Pickett notified Durham of the possibility of Tennessee being the host state and requested that this be discussed at the next TAMS Board of Directors' meeting.<sup>77</sup> A letter requesting NMSA to consider Tennessee as conference host was sent to Executive Director Hal Gaddis. In 1977 at the Denver conference, Tennessee was chosen as host state and Nashville's Opryland Complex as the conference site.<sup>78</sup>

By 1980, the annual conference had grown in numbers of participants. The financial success of the conference helped ensure NMSA's survival. The leaders of NMSA wished to bring to an end dependence upon state associations for planning and operation to annual conferences. Tennessee

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<sup>77</sup> Winston Pickett letter to Bill Durham, 20 August 1976.

<sup>78</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Denver, Colorado, November 1977.

was to be the last state to plan a national conference for NMSA. The paid staff of NMSA was to take the lead and plan future conferences. Action on this plan was underway and the 1981 site was selected and hotels contracted by Executive Director Hal Gaddis.<sup>79</sup>

The Nashville conference was planned around the theme of music. Since Nashville is considered the Capitol of Country Music, the title "Middle Schools in Concert--A Grand Old Oprytunity" was selected by the Conference Planning Committee. Advanced planning done by TAMS leaders in 1978 assured a block purchase of Grand Ole Opry tickets. In response to the request by Opryland sales director, Mike Dimond, the Board of Directors borrowed \$9,000 for Opry tickets. Dimond wrote to the Board:

It is extremely important that you go ahead and secure Opry tickets in the event that this is of interest to you for Friday, November 14. The Opry only performs on Friday and Saturday evenings. Tickets need to be purchased almost two years in advance to assure seats. The charges for Opry tickets in 1978 will be \$6 per reserved ticket.<sup>80</sup>

The tickets were purchased and sold at \$9 each to the first fifteen hundred registrants requesting them. All of the tickets were sold and the Opry proved to be a successful venture and important part of the 1980 conference according to Hal Gaddis.<sup>81</sup>

In an effort to become familiar with the facilities and get first-hand experience with the Opryland Hotel, TAMS held its 1979 Summer Conference in the hotel. Hal Gaddis and Sheri Russell Scott attended

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<sup>79</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Pittsburgh, Pennsylvania, November 1978.

<sup>80</sup> Mike Dimond letter to Hal Gaddis, 15 November 1977.

<sup>81</sup> Personal interview with Hal Gaddis, 25 May 1982.

the state conference representing NMSA. The planning committee for the 1980 conference met during this time, and Gary Ubben, Conference Treasurer, provided the following projections:

Ubben suggested members might postpone some billing until after the convention to cover the pre-conference costs since the convention itself should generate \$25,000-\$30,000 with a break-even point of 600-700 registrations at \$60-\$65 registration fee. Operating expenses estimated at \$20,000.<sup>82</sup>

Ubben's projections were conservative and a registration fee of \$75 was set for NMSA members and a fee of \$85 for non-members.

In his welcoming remarks, NMSA Executive Director Hal Gaddis wrote:

It seems quite appropriate that we are meeting in Nashville this year. The warmth, sincerity, caring and dedication to the real meanings of life are no better exhibited in our country than here in Tennessee. In working with this local committee, it struck us from the beginning how the philosophical beliefs undergirding the middle school concept are the normal way of life for these middle school supporters.<sup>83</sup>

Additional welcoming remarks were made by Governor of Tennessee Lamar Alexander, Grand Ole Opry stars Minnie Pearl and Dolly Parton, Conference Committee Chairman James Ivey, and host TAMS President Winston Pickett.

The conference offered the participants several added opportunities to the expected offerings and experiences. A "Media Display" was set up at the entrance of the exhibit hall and ran from Wednesday until Saturday. This display included micro-computers for middle schools, audio-visual displays of various middle school programs, and the latest

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<sup>82</sup> National Middle School Association, Minutes of the Conference Planning Committee NMSA, Nashville, Tennessee, July 1980.

<sup>83</sup> National Middle School Association, "Program Book," Nashville, Tennessee, November 1980.



in media equipment. A new idea for the 1980 conference was initiated: "Rap Sessions," with keynote speakers, middle school specialist, NMSA President and middle school principals were scheduled. These sessions were held in the exhibit hall vestibule. These sessions were informally designed for open discussion.<sup>84</sup>

The Annual Symposium, sponsored by the Research Committee of NMSA, was conducted as part of the program. Research papers were given by selected presenters chosen by a national panel of referees representing NMSA.<sup>85</sup>

The mini-sessions plan of the other conferences was followed in Nashville, but a new idea was incorporated. Facilitators for each session were assigned the task of distributing and collecting session evaluations. This idea served several purposes. Some of these purposes were: to provide a person in charge of starting and stopping on time, a person to control the evaluation process, and to involve more people in the program. In all mini-sessions, presenters and facilitators totaled over five hundred persons representing forty-two states. All of those people made contributions of their time without reimbursement or honorarium.<sup>86</sup> Eight special sessions were available throughout the conference. Leaders from each special session were provided topics

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<sup>84</sup> National Middle School Association, "Program Book," Nashville, Tennessee, November 1980.

<sup>85</sup> National Middle School Association, "Program Book," Nashville, Tennessee, November 1980.

<sup>86</sup> National Middle School Association, "Program Book," Nashville, Tennessee, November 1980.

relating to the middle school and to education in general. Participating in these sessions were such leaders as Gordon Cawelti, President of ASCD; Conrad Toepfer, Professor of Education and authority in brain growth periodization; Charles Chance, Professor of Education and middle school curriculum specialist; Russell French, Professor of Education, middle school student learning styles; Jack Frymier, Professor of Education, learning and curriculum; Herschel Thornburg, author, The Bubble Gum Years; and Harold Ledford, public school administrator, drug education.<sup>87</sup>

The keynote speakers for the 1980 conference were Art Garner, Dudley Flood and Reid Lewis. Art Garner opened the first general session with a multi-media show and speech titled "Astronauts, Elephants, and Ragpickers." Dudley Flood gave the keynote address following the banquet meal. Flood spoke on the topic "Different Does Not Necessarily Mean Deficient." Flood's speech was well received and many conference participants were later heard discussing his speech. The banquet was called the "extravaganza," and following Flood's talk, a group from Opryland's Country U.S.A. performed for the eighteen hundred banquet guests. Reid Lewis closed the conference and third general session. Lewis told of his "LaSalle: Expedition II" journey. Lewis' central theme was to relive the past in order to explore the future.<sup>88</sup>

The 1980 Nashville conference was the best attended conference ever for NMSA with over twenty-two hundred paid registration fees. A

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<sup>87</sup> National Middle School Association, "Program Book," Nashville, Tennessee, November 1980.

<sup>88</sup> National Middle School Association, "Program Book," Nashville, Tennessee, November 1980.

conference profit of \$60,633 was realized and presented to NMSA (Appendix C).

Considerable controversy arose concerning the management of conference funds. Executive Director Gaddis questioned Conference Chairman James Ivey's management of profits since NMSA had not received funds when they were expected by Gaddis. Because Tennessee members had assumed total responsibility for funding, they believed that funds and debts were to be completely paid before turning over profits. A conference telephone call designed to settle the matter was held among NMSA President, Sheri Russell Scott; Past President, John Swaim; President-elect, Mary Compton; Vice-President, Ken McEwin; Treasurer, Winston Pickett; and Executive Director, Hal Gaddis. Pickett's position was unusual in that he was newly-appointed NMSA Treasurer, yet he was representing the host organization. Most of the questions were directed toward him. Pickett then told the group that a profit of over \$60,000 would be turned over to NMSA within a week along with financial statements and a letter of explanation of the management of funds. The dollar amount seemed to surprise several members of the telephone conference. The most conference profit prior to the Nashville conference was \$17,110. Gary Ubben, Conference Treasurer, had evidently managed the monies to show maximum profits for NMSA. The matter was resolved at the end of the conversation<sup>89</sup> (Appendix H).

In summary, the stage of revision was also a time in NMSA's history when new regional conferences were implemented. The eastern conference

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<sup>89</sup> Telephone conference with Executive Committee NMSA, 11 February 1981.

held at SUNY at Buffalo was very successful and marked the beginning of college credit for those attending. A western regional conference in Colorado was held at the University of Northern Colorado. The major conferences continued to be the annual ones. The conference in 1978 in Pittsburgh, Pennsylvania, was the first to draw over two thousand participants. The 1979 annual conference was held in Dearborn, Michigan. Although this conference did not draw as many participants as the previous year, it was financially more profitable for NMSA. The 1980 conference proved to be by far the most profitable at a time when NMSA was struggling financially.

#### Financial Status

During the stage of revision, financial matters received much attention from the leaders of NMSA. President James Fox suggested an outside audit of the books by a certified public accountant. Fox reasoned that an outside view of NMSA's financial matters would provide valuable information as to the use of funds and the available funds for the Association's business. The Board approved Fox's recommendation for an annual audit.<sup>90</sup>

Executive Director Hal Gaddis, in his report to the Board of Directors on NMSA's financial status, stated:

The expenses of operating this Association are steadily increasing. More realistic pricing of all services must be considered. In addition, costs must be reduced and profits increased at personal sacrifice of all who work with and

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<sup>90</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Indianapolis, Indiana, January 1978.

for us. (Membership fees, more profit making publications, maximize all conference profits, etc.)<sup>91</sup>

Gaddis submitted a budget proposal for 1978 of \$32,678 expected expenditures and a projected income of \$44,500. According to Gaddis, "measures to assure proper funding for the budget were not taken by the Board."<sup>92</sup> In a letter to the Board, Gaddis lamented:

The financial base upon which our Association is reliant is tenuous to say the least. Although we have taken measures the last two years to reduce all non-vital expenditures, we have not significantly increased our income to overcome original errors nor the unbelievable inflation we have and must absorb.<sup>93</sup>

Gaddis acknowledged that guidelines set by the Board to have a pre-determined number as a break-even point for conferences was a move to save funds. The failure of the Board to approve a dues increase from \$15 to \$20 was difficult for Gaddis to understand. He also disapproved of Board action allowing universities and other groups to sponsor events using NMSA's name without requesting funds or part of their profit from such events.<sup>94</sup>

Hal Gaddis continued his plea for attention to the rapid expansion of financial concerns and wrote to the Board:

I must start with referring to my memo dated August 15, 1978. I do not intend to defend any statements in that memo in this writing. There was no intent to accomplish anything except to inform you that we are already "big business" and have not seen fit to undergird

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<sup>91</sup> Hal Gaddis letter to the Board of Directors NMSA, 24 June 1978.

<sup>92</sup> Personal interview with Hal Gaddis, 25 May 1982.

<sup>93</sup> Hal Gaddis letter to the Board of Directors NMSA, 15 August 1978.

<sup>94</sup> Hal Gaddis letter to the Board of Directors NMSA, 15 August 1978.

our responsibilities and services with a realistic financial structure. Certain indisputable needs are present now. We cannot wait a year or more to come to grips with these problems. Study committees for long range plans and solutions are necessary and desirable but during the intervening years we must remain solvent both with personnel and funding. Your broad knowledge of finances can tell you the condition we are facing today without increasing our costs for membership in four years and having to absorb the same inflationary spiral you have faced professionally and personally. We cannot "cut back." There is nothing we can do as an expanding business but become "business like" and solve our problems.<sup>95</sup>

Gaddis concluded his letter with some positive measures for the Board's consideration: (1) sell the current mailing list to groups requesting at a rate of \$10 per one hundred addresses, (2) charge for all display areas at conferences, (3) increase membership fees to \$25 per year, (4) provide another publication for sale in 1979, and (5) stop providing desk copies of new publications for all who request them.<sup>96</sup> The Board approved all but the membership fee increase. The membership fee for 1979 was set at \$20 per member.

Treasurer Louis Tosi reported an initial fund balance of \$4,788 in 1978 and a closing balance of \$3,428. This report seemed to bear out the Executive Director's fears of dwindling funds.<sup>97</sup>

Remaining financially solvent continued to be a primary concern in 1979. Even though some budget income projections were better than expected, steadily increasing expenditures absorbed them. According to

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<sup>95</sup> Hal Gaddis letter to the Board of Directors NMSA, 8 November 1978.

<sup>96</sup> Hal Gaddis letter to the Board of Directors NMSA, 8 November 1978.

<sup>97</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Pittsburgh, Pennsylvania, November 1978.

Hal Gaddis, money from the annual conference was the major revenue keeping NMSA afloat.<sup>98</sup>

In keeping with the wishes of the 1978 Board, an audit report was given in February of 1979. This report clarified many questions and established a code for accounts. A budget was approved using the newly established codes. The budget was as follows:

101 - President's Office	\$ 1,500
102 - Publications	16,000
103 - National Office	57,000
104 - Board of Directors	8,000
105 - Treasurer's Office	200
106 - Secretary's Office	100
107 - National Conference	-0-
108 - Membership	3,000
109 - Contingency	900
110 - Capital Reserve	8,700

The major sources of revenue were membership fees, publications and conference profits.<sup>99</sup>

A major change for finances took place in 1979. Treasurer Louis Tosi reported that all accounts under his jurisdiction had been closed in Burnswick, Ohio. NMSA funds were now controlled by the Fairborn office.<sup>100</sup>

At the close of 1979, a necessary interim budget was proposed by Hal Gaddis. It provided funds for the national office operation until permanent fiscal year could be established. President-elect John Swaim requested that the fiscal year be changed to end December 1979. This

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<sup>98</sup> Personal interview with Hal Gaddis, 26 May 1982.

<sup>99</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Indianapolis, Indiana, February 1979.

<sup>100</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Dearborn, Michigan, August 1979.

recommendation was approved and enacted immediately by the Board. Board member Gerald Bourgeois stated his displeasure and hoped deficit spending would no longer be required. Although budgets were much higher in 1979, the fund balance remained low. The Treasurer posted an opening balance of \$3,428 and a closing balance of \$2,447.<sup>101</sup>

By the close of the stage of revision in 1980, NMSA finances had escalated from a meager \$104 operation in 1971 to an annual budget of over \$107,000. Stability in projected funds and accountability of monies was accomplished through previous Board actions. The only major concern was deficit spending. In a move to prevent deficit spending, a dues increase was established by the 1980 Board of Directors. The increase was from \$20 to \$30 per year.<sup>102</sup>

The proposed budget for 1980 was presented to the Board of NMSA in early January 1980 by the Executive Director, Hal Gaddis. With the budget Gaddis warned:

As you review the budget, please be aware that although it balances there must be major efforts exerted if we are going to achieve anything close to the projected income. It would seem our deliberations and considerations at this time must not only solve potentially more serious problems in 1981.<sup>103</sup>

The following is a line item form of the proposed budget as submitted by Gaddis:

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<sup>101</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Dearborn, Michigan, November 1979.

<sup>102</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Fairborn, Ohio, February 1980.

<sup>103</sup> Hal Gaddis letter to the Board of Directors NMSA, 8 January 1980.



Office Budget

Facility	\$ 6,350
Personnel	28,071
Mailing	10,500
Printing	2,500
Telephone	4,800
Conference Sites and Consultations	3,500
Mileage	1,100
Equipment	3,575
National Conferences (TN and FL)	2,500
Interest on Loan	900
Insurance	500
Deficit	<u>9,011</u>
Total Office Expense	\$ 73,307

Combined (Total) Budget

Office Expenses	\$ 73,307
President's Office	750
Secretary's Office	100
Membership	1,500
Board of Directors	8,000
Publications	19,372
Research	2,500
Institutes and Workshops	1,000
Miscellaneous	<u>500</u>
Grand Total	\$107,029

Projected Income

3200 Members @ \$20	\$ 64,000	
Dearborn Conference	12,000	
1300 Subscribers @ \$15	19,500	
Publications	6,200	
Conference	<u>6,000</u>	
Total	\$107,700	104

The Board of Directors adjusted the projected income from thirty-two hundred members to a conservative number of twenty-five hundred, but raised the membership fee from \$20 to \$30 for a total of \$75,000

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<sup>104</sup> Hal Gaddis letter to the Board of Directors NMSA, 8 January 1980.

expected from membership.<sup>105</sup> A weakness in projection is reflected in the amount of money expected from the 1980 conference. Only \$6,000 was put into the projected income column, but as was reported in the section concerning conferences, the Nashville conference reported a profit of \$60,663.18. According to Hal Gaddis, "this significant margin of profit received from Tennessee was a savior for NMSA."<sup>106</sup>

In summary, the financial status of NMSA during the stage of revision was troublesome for the Association. Although the Association continued to grow and expand in revenue and services, so did the expenses. Audit procedure and budget projections were added during this stage. Deficit spending, created partly because of a change in fiscal year, was a major concern. Revenue was increased with the significant increase in membership dues. Continued success with each annual conference, particularly the Tennessee conference in 1980, kept the Association solvent.

#### Membership

The number of members during the stage of revision ranged from 1,772 in 1978, to 1,959 in 1979 and 1,678 in 1980. This fluctuation in membership may have had several causes (Appendix D).

In 1978, membership was managed by Sheri Russell. A goal of two thousand members was set. Russell reported to the Board that the mid-year increase for 1978 was five hundred over the previous year.

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<sup>105</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Fairborn, Ohio, February 1980.

<sup>106</sup> Personal interview with Hal Gaddis, 25 June 1982.

According to Russell this increase was due to information packets being mailed to the newly organized State Membership Coordinators. The coordinators mailed to individual middle school building representatives from each state membership information received in their packets.<sup>107</sup>

The top five states in membership for NMSA in 1978 were Michigan, Pennsylvania, North Carolina, Ohio, and Colorado. Of the top five states in membership, three of these states, Colorado, Pennsylvania and Michigan, had just hosted the National conference or were in the late planning stages.<sup>108</sup>

In 1979, the goal of two thousand members was continued from the previous year. Again Sheri Russell chaired the membership committee. Russell presented a membership report to the Board dated February 6, 1979, showing a total membership of 1,231 compared with a membership of 995 at the same time in 1978. This was a 24 percent increase.<sup>109</sup> By the close of 1979, the goal of two thousand was almost reached. Russell reported a year-end total membership of 1,959, a few short of the goal, but an 11 percent increase over the previous year. Again the leading states were the same but in a different order. The leading states in membership were Ohio, Michigan, Pennsylvania, North Carolina, and Colorado.<sup>110</sup>

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<sup>107</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Pittsburgh, Pennsylvania, June 1978.

<sup>108</sup> National Middle School Association, Newsletter, June 1978, p. 1.

<sup>109</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Indianapolis, Indiana, February 1979.

<sup>110</sup> National Middle School Association, Newsletter, November 1979, p. 2.

Membership during the last year of the stage of revision was lower than the two previous years. In February of 1980, Pauline Pavlick was the Vice-President of NMSA and also membership coordinator. Pavlick and President John Swaim presented a plan to promote membership in NMSA. President Swaim, using an organizational chart, discussed organizational services and the role of the Board in promoting membership in the national organization. Vice-President Pavlick discussed the role of the Vice-President and one-on-one membership recruiting called "Reach Out and Touch Someone." She reminded the Board that many people in middle schools across the nation do not know about the National Middle School Association, and it is the responsibility of Board members to help promote the Association. Pavlick proposed a membership promotional travel case to be used as a resource for Board members in soliciting membership and informing people about the Association. A six-point plan was submitted to the Board for their approval. The plan was:

1. The Vice-President will plan and coordinate the membership drive.
2. A membership drive report shall be submitted to the Board for their information, not approval.
3. The Trustees will be responsible for compiling an annual membership drive report for their region. This should be submitted to the Vice-President on a pre-determined date.
4. The Affiliate Representative will also submit an annual report to the Vice-President.
5. The Vice-President will decide, from the information received from the Trustees and affiliate members, the best allocation of human and financial resources.
6. The Executive Director will be responsible for the accounting and distribution of money for the drive.<sup>111</sup>

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<sup>111</sup> National Middle School Association, Minutes of the Board of Directors NMSA, Fairborn, Ohio, February 1980.

The Board approved the promotional travel case idea and the six-point plan for membership improvement. Despite Pavlick and Swaim's plan, membership in 1980 dipped to a low of 1,678. This was due primarily to increased dues, \$30, and continued recession in the economy.

In summary, the stage of revision had significant gains and losses in membership. Efforts to reach the two thousand member goal were almost realized. The increase in membership dues brought in more revenue for NMSA, but halted the steady increase in member numbers.

#### Summary

The stage of revision was one in which the written purposes were questioned by William Alexander. The Association was challenged by Alexander to adapt and exercise its written objectives in order to escape the bureaucratic entrenchment that had impeded the professional growth and service intended by their founders. Attempts were made to exercise the purpose of cooperation with other professional associations interested in middle school age students. This purpose was initiated by the efforts of James Fox and Hal Gaddis to hold joint meetings with NASSP, NAESP, AASA, and ASCD.

A major force in shaping the organizational structure of NMSA was the work done by the Governance Committee chaired by Ruth Peck. Most of Peck's recommendations were given top priority and many were adopted as policy. Some of these were: cut cost for Board meetings, greater participation by teachers and parents, need for secretarial help in the central office, and a full-time Executive Director.

Administrative leadership was representative of the general

membership during the stage of revision. The major areas of university personnel, principals, central office personnel, teachers and parents were proportionate to the membership. Leadership came from the first female president and elected parent Board member was established during the stage of revision.

The area of publications was one that grew at a greater rate than any other area of NMSA during the stage of revision. Manuscripts were being received at a rate faster than they could be processed. Many that were probably acceptable in the early stages were rejected for publication during the stage of revision.

A major area of concern for publication was the push for a paid editor of the Journal. This idea had merit but was delayed because of inadequate funds. Another concern was with the Newsletter editor. It was decided that the President-elect would serve as editor. This would provide valuable insight into the actual operations of the Association. Conferences during the stage of revision grew in number of participants, quality of programs and amount of profit for NMSA.

Not only were annual conferences conducted, but regional conferences offering college credit were added.

Financially, NMSA struggled to remain solvent during the stage of revision. The inclusion of annual audits and advanced budgets aided in the attempts to stay afloat. Monies from the conferences came in at a higher than expected rate, thus saving the Association financially.

Membership during the stage of revision was on a "roller coaster." The high mark was almost reaching the goal of two thousand members. The records show that a decline in membership occurred during the last

years of NMSA's first decade. Only 1,678 were members in 1980 (Appendix D).

## CHAPTER SIX

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This study was conducted to determine if the National Middle School Association (NMSA) has been consistent with its established written purposes, organizational structure, administrative leadership, publications, conferences, finances, and membership. An examination was made of available records of NMSA from its beginning in 1970 through 1980. Personal and telephone interviews were conducted. These interviews provided information not available in the records of the NMSA.

Specific objectives of this study were established as follows: (1) provide a written historical document; (2) to investigate NMSA's accomplishments as well as difficulties during its first decade; and (3) to analyze past events so that NMSA leaders might profit from historical compilation.

The study was limited to an investigation of events during NMSA's first decade, 1970-1980. NMSA was the only middle school association investigated in this study.

The investigation of NMSA revealed that from the discussions and meetings of John Blight and Ron Maertens came the idea of a middle school association. Blight and Maertens called for an organizational meeting in October of 1970. From the meeting of twenty-two interested individuals grew the Midwestern Middle School Association (MWMSA) and, three years later, the National Middle School Association. The growth of the middle school association was not without disagreement and strife. The



resignation of John Blight, one of the co-founders, signaled a change in direction for the Association. Blight had opposed the idea of a national organization. He supported the idea of an exclusive organization consisting of college professors and middle school administrators. The resignation of Blight opened the way for the MWMSA to become a national organization, and in 1973 the Association officially became the National Middle School Association (NMSA).

Finances for MWMSA-NMSA began with individual member donations. Finances for NMSA, at the close of 1980, came from membership fees, publication sales and conference profits. A budget of over \$100,000 was funded in 1980.

Publications for MWMSA-NMSA in the early days were printed on borrowed duplication equipment. At the close of 1980, professionally printed Journals, newsletters, brochures, books, pamphlets and monographs were being published for NMSA.

Membership in MWMSA-NMSA was first available only to "fellows" and "associates." The change to NMSA in 1973 opened the membership to anyone interested in middle schools. Membership rose steadily from that point and neared the two thousand mark before the close of the first decade for the Association's existence.

The written purposes of MWMSA-NMSA were established during the first official meeting. The only addition came when the Association became a national organization. This addition encouraged NMSA to cooperate and share common interests and ideas with other organizations and associations working in middle grades education.

Conferences were a mainstay of MWMSA-NMSA. The first meeting in

October 1970 was conducted in conference style and had twenty-two attending. In 1971, the first official conference was held in Dayton, Ohio, attracting 129 and producing \$40.48 in profits. The conference held in Nashville in 1980 drew over 2,200 participants and produced over \$60,000 in profits.

Organizationally, MWMSA-NMSA endured many changes. The original organizational plan of an elitist association consisted of "fellows" and "associates" changed to a broad base organization of members from all areas of education. The NMSA was organizationally changed to include parents, teachers, administrators, and professors. These categories were designed in a way to encourage members to be included at all levels within the Association and accepted from all parts of the country. The Constitution and By-laws were written and amended several times by the leadership. These changes were made in order to accomplish the written purposes of the Association.

Administratively, MWMSA-NMSA was led, for the most part, by its founders. As the organizational plan for NMSA changed and adapted, the need for administrative help was increased. No longer could an elected body of president, secretary, and treasurer conduct all the business of the Association. The National Middle School Association grew to need an Executive Director, full-time secretarial help and an Executive Administrative Assistant. A central headquarters was established in Fairborn, Ohio, providing space for administrative offices.

### Conclusions

1. The National Middle School Association has emerged from a small

group of individuals in the midwestern part of the country to a larger group of individuals from all over the United States, Canada, Greece, Japan, and Great Britain. This collection of individuals established and maintained the Association. Although the Association existed, it had not accomplished its goal of establishing the middle school as a distinct and necessary entity in the structure of American education. The Association was concerned with the organization and continuation of itself and sometimes neglected the middle school concept as stated in the written purposes.

2. Organizationally, NMSA has undergone dramatic changes during its metamorphosis. Herbert Kaufman, in his book The Limits of Organizational Changes, concluded:

The concept of organization death presents a troublesome logical problem. As organizations learn what sorts of adaptations are required for survival, they may theoretically change themselves to satisfy those requirements. But how many changes can an organization make before it is regarded as a totally new organization?<sup>1</sup>

Kaufman's warning and questions are applicable to NMSA. If NMSA is to achieve its purposes and goals, organizational stability must be established so that the Association can concentrate on advancing the middle school concept.

3. Publications produced by NMSA are at the height of the Association's accomplishments. Early publications were produced by volunteers. A major evolution for publications was a professionally printed Journal with its own editor. The number and quality of books,

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<sup>1</sup> Herbert Kaufman, The Limits of Organizational Change (University, Alabama: University of Alabama Press, 1971), p. 114.

monographs and brochures has increased significantly. Manuscripts were called for in the early days of the Association. However, by the end of the first decade, manuscripts were backlogged. Many that would have been welcomed earlier were later rejected, thus indicating the success enjoyed by NMSA as it selected quality works for publication.

4. Finances for the Association began with private individual donations. Monies later came from membership dues, publication sales, and conference profits. Financial stability was never achieved during the first decade of NMSA. Although efforts were made to establish controls on money flow and audit procedures initiated, NMSA continued to struggle financially. The Association began with no official budget but, by the end of the first decade, has established a budget of over \$100,000. As revenue grew so did inflation and the cost of supporting an active Association seeking national prominence. The financial records of NMSA indicate that membership revenues were not sufficient to support the Association. As membership dues were increased, the number of members declined. Had it not been for increased publications and conference profits, NMSA would have been forced to cease its operations.

5. Conferences conducted by the Association were of major importance. These conferences served as a sounding board for the middle school concept as it grew and changed. Another role that these conferences served was in recruiting new members. This method of recruiting provided new members, usually from the general geographical area of each conference. Investigation of later membership lists showed that members were lost from these geographical areas indicating that interest in the Association lessened as the conferences moved to new

locations. The Association failed to follow up on each conference and encourage these new recruits, thus failing to capitalize on groundwork that could have gained much needed support for NMSA and the middle school concept.

6. Conferences were also a source of revenue for NMSA. The profits from conferences began with approximately \$40 and by the end of the first decade of growth grew to over \$60,000. A major problem with this experience was not the fact that profit was made, but that the Association became dependent upon the money for survival. The records indicate that with the failure financially of any annual conference would come the financial failure of NMSA.

7. The compilation of data from the records of MWMSA-NMSA during its first decade indicate that the Association established, expanded and refined its written purposes, organizational structure, administrative leadership, publications, conferences, finances and membership. The National Middle School Association has established itself. However, the Association has not accomplished its first stated purpose, to promote middle schools as a distinct and necessary entity in the structure of American education.

#### Recommendations

1. Extensive research should be conducted on all major areas of the National Middle School Association. Special emphasis should be placed upon the effect of NMSA upon the middle school concept and the objective of establishing middle schools as an entity in American education.

2. A comprehensive communication network should be established by NMSA. This network should include communication to its members at frequent intervals, dissemination of information about the middle school concept to the general public as well as educators, and the solicitation of new members from all areas of the population interested in middle grades education. This network should include those geographical areas where each annual conference is held. This inclusion would provide means by which follow up and support could be communicated to new members.

3. A comprehensive membership should be established to include institutional as well as individual memberships. Research shows that in 1980 over 8,000 middle schools existed and probably constituted a professional staff of over 160,000. The National Middle School Association has attracted two thousand individual members and provides no institutional members. If only 10 percent of the potential individual members were recruited, over \$480,000 could be realized. If only 10 percent of the institutions joined NMSA, over \$32,000 additional could be realized. This change alone would raise revenue for NMSA to over a half million dollars per year. A full-time membership coordinator's position should be established and charged with the responsibility of attaining greater participation nationwide. This financial base would enable NMSA to expand all facets of the Association. This expansion could provide better service to the membership and produce the much needed impetus for an Association seeking ways to fully accomplish its objectives as written in its Constitution.

4. The National Middle School Association should work toward greater visibility especially in the state boards of education, state

departments of education and the legislative branches of government.  
The National Middle School Association should be a voice for the middle school concept available and ready to answer questions as they arise concerning the transescent learner.

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**APPENDICES**

APPENDIX A

MIDWEST MIDDLE SCHOOL ASSOCIATION

FIRST BY-LAWS

THE  
MIDWEST MIDDLE SCHOOL  
ASSOCIATION

By-laws: ADOPTED OCTOBER 12, 1970; REVISED  
OCTOBER 29, 1971.

**1.0 NAME AND PURPOSES:**

- 1.1 The NAME of the association shall be the Midwest Middle School Association.
- 1.2 The PURPOSES of the Association are three-fold: a) To promote the development and growth of the middle school as a distinct and necessary entity in the structure of American education; b) To disseminate information about the middle school movement in the states serviced by the Association; and, c) To promote forums for the sharing of ideas and innovations among middle school professionals.

2.0 MEMBERSHIP: The Midwest Middle School Association is not a mass membership organization. It is an association of middle school administrators and curriculum specialists, educators of middle school personnel at the college and university level, and elected representatives of middle school faculties.

2.1 FELLOWS OF THE ASSOCIATION are those named in 2.0.

2.2 ASSOCIATES include any in education or related fields, holding a serious interest in middle school organization and curriculum: a) Associates shall hold all privileges of full membership, except that they may not vote at meetings of the Association nor hold office in the Association; b) Associates of the Association may be interested persons residing in any state or foreign country.

3.0 ANNUAL MEETING: The Annual Meeting constitutes the governing body of the Association.

- 3.1 The date and time of each Annual Meeting is set by the Annual Meeting of the previous year: a) All members of the Association shall be notified of the date and time of said meeting not less than one calendar month preceding the date of the meeting: b) All Fellows in good standing, as of the date of the Annual Meeting, are eligible to vote at the Annual Meeting.
- 3.2 The Officers of the Annual Meeting shall be the Chairman, Secretary, and Parliamentarian, elected according to the prescriptions of Roberts' Rules of Order, Revised: a) The Chair may appoint such other officers as may be necessary for the conduct of the Annual Meeting: b) The proceedings of the Annual Meeting shall be governed by Roberts Rules of Order, Revised.
- 4.0 OFFICERS OF THE ASSOCIATION:
- 4.1 The Annual Meeting shall elect a President, First Vice-President (President-Elect), Second Vice-President (Membership Chairman), Secretary, and Treasurer, who shall serve until the date of the next Annual Meeting. The Annual Meeting shall elect six Trustees of the Association, who shall serve until the date of the next Annual Meeting.
- 4.2 The Officers and Trustees of the Association constitute the Board of Control of the Association: a) The Board of Control is charged with the business of the Association in the interim between Annual Meetings: b) The Board of Control shall meet at least three times in each calendar year: c) The Call to each Annual Meeting shall include an agenda proposed by the Board of Control.
- 4.3 Each elected Board of Control shall have the option of conducting nominations and balloting, for Officers and Trustees of the Association, prior to the date of the next Annual Meeting: a) Such nominations procedures and balloting shall be completed not less than 20 days prior to the date of the next Annual Meeting: b) All fellows of the Association shall be invited to submit nominations for any and all offices, to a Nominations Committee appointed by the Board of Control: c) All nominees, who are Fellows in good standing, nominated according to 4.3(b), shall be placed on a mail ballot prepared under supervision of the Board of Control and its Nominations Committee.
- 4.4 The Board of Control may appoint such ad hoc committees as it deems necessary for the good and welfare of the Association.

5.0 AREA CHAPTERS: Area Chapters may be organized by members of the Association resident within an appropriate geographic area.

5.1 Area Chapters may elect an Area Coordinator (or Area Coordinators), who shall have responsibility for calling meetings of the Area Chapter, and for notifying members of such meetings.

5.2 Area Coordinators may assume such other duties as may be in compliance with the wishes of the membership of the Area Chapter.

5.3 In appropriate geographic areas, where no chapter organization exists, the Board of Control of the Association may appoint an Area Coordinator.

5.4 Where areas served by chapters are adjacent or overlap, members of the Association may elect which of the chapters to join.

6.0 MEMBERSHIP DUES:

6.1 The annual dues for Fellows of the Association shall be seven dollars.

6.2 The Annual Dues for Associates shall be five dollars.

6.3 The Association's Board of Control has responsibility for designating that date or period in a given calendar year when annual dues shall be payable.

6.4 The fee for subscriptions to the Association's organ, the Midwest Middle School Journal, shall be set by the Board of Control, upon recommendation by the Publications Committee.

7.0 STANDING COMMITTEES: The standing committees of the Association shall be as follows: Information Services, Organization and By-laws, Program Planning, and, Publications: Chairmen or Co-Chairmen of said committees may be appointed by the Board of Control, or, at the Board's discretion, may be elected by the members volunteering to serve on said committees: b) The Board of Control may recommend to the standing committees such actions as may be deemed suitable for the good and welfare of the Association.



APPENDIX B

REVISED CONSTITUTION AND BY-LAWS

CONSTITUTION  
of the  
MIDWEST MIDDLE SCHOOL ASSOCIATION

ARTICLE I  
Name

The name of this organization shall be THE MIDWEST MIDDLE SCHOOL ASSOCIATION.

ARTICLE II  
Purposes

The purposes of the Association are three-fold:

- Section 1. To promote the development and growth of the middle school as a distinct and necessary entity in the structure of American education.
- Section 2. To disseminate information about the middle school movement in the states serviced by the Association.
- Section 3. To promote forums for the sharing of ideas and innovations among middle school professionals.

ARTICLE III  
Membership

There shall be two classes of membership: FELLOWS and ASSOCIATES.

- Section 1. FELLOWS of the Association are:
- (a) personnel who, by job description, spend at least a portion of their time in leadership and supervision of middle school curriculum and/or personnel,

(b) elected representatives of middle school faculties, and

(c) college/university personnel with specific responsibilities in the area of middle school education.

**Section 2.** ASSOCIATES of the Association include individuals in professional education or related fields who are seriously interested in middle school organization and curriculum. Associates of the Association may reside in any state or foreign country.

**Section 3.** APPROVAL of MEMBERSHIP:

(a) The Board of Directors shall approve all new applications for membership as a Fellow; the Membership Chairman (Second Vice-President) shall make recommendations to the Board of Trustees with proper documentation of qualifications.

(b) Applications for Associate membership shall be approved by the Membership Committee.

**Section 4.**

(a) FELLOWS of the Association shall be entitled to vote, hold office, serve on committees, propose amendments to the Constitution and By-Laws, speak on any issue at the annual business meeting, and shall receive all of the regular publications of the Association.

(b) ASSOCIATES of the Association shall be entitled to attend meetings of the Association, speak on any issue at the annual business meeting, serve on standing or special committees, and shall receive all of the regular publications of the Association. Associate members are not entitled to vote or hold office or serve on certain committees as designated in this Constitution.

Section 5. The Board of Directors has the authority to grant membership as a Fellow in the Association to other individuals whose membership is viewed as beneficial to the purposes of the Association.

ARTICLE IV  
Elected Officers

Section 1. The officers of this organization shall be a President, a First Vice-President, a Second Vice-President, a Secretary, and a Treasurer.

Section 2. Qualifications of officers. All officers shall be FELLOWS of the Association and shall have served for at least one year as member of the Board of Directors or as an active member of any Association Standing Committee.

Section 3. Duties of the Officers:

A. The President

(1) Shall preside at all meetings of the Association.

(2) Shall call a meeting of the Board of Directors within sixty (60) days after the beginning of his term and shall call other meetings which seem necessary for the carrying out of the policies of the Association.

(3) Shall appoint standing and special committees necessary to carry on the business of the Association. All appointments are to be subject to the approval of the Board of Directors.

(4) May invite such persons to attend Board of Directors meetings as deemed proper.

(5) May serve as an ex-officio member of any committee or commission.

(6) Shall be responsible for the Association's representation at any requested function.

B. The First Vice-President (President-Elect)

(1) Shall preside in the absence of the President.

(2) Shall serve as Chairman of the Organization and By-Laws Committee.

(3) Shall keep the membership adequately informed of the policies and actions of the Association.

(4) Shall serve as an ex-officio member of any committee or commission.

C. The Second Vice-President

(1) Shall preside in the absence of both the President and First Vice-President.

(2) Shall serve as Chairman of the Membership Committee.

(3) Shall maintain the official record of membership.

D. The Secretary

(1) Shall keep the records of all official proceedings of the Association.

(2) Shall carry on necessary Association correspondence and other duties as directed by the President or the Board of Directors.

E. The Treasurer

(1) Shall keep a record of the funds of the Association and shall certify or make such payments as authorized by the Board of Directors.

(2) Shall submit to the Board of Directors at each meeting an itemized list of all receipts and disbursements since the last report to the Board of Directors.

(3) Shall prepare a tentative budget for presentation to the Board of Directors.

Section 4. Succession of Officers

(a) The First Vice-President (President-Elect) shall succeed the President.

(b) In the event of a vacancy in the office of President, the President-Elect shall assume that office for the unexpired term and continue in that office for the next full year.

(c) When a vacancy occurs in the office of President-Elect, the Board of Directors shall fill

such vacancy within sixty (60) days, through a special election by the Fellows of the Association.

(d) Should vacancies occur in the office of both President and President-Elect, the Board of Directors shall fill such vacancy within sixty (60) days through a special election by the Fellows of the Association.

(e) When a vacancy in an office other than the office of President or President-Elect occurs, the Board of Directors shall, by majority vote, fill such vacancy for the unexpired term.

Section 5. Terms of Office.

A. The President, and First Vice-President (President-Elect), shall serve one-year terms.

B. The Second Vice-President, Secretary and Treasurer shall serve for terms of two years.

C. The terms of officers shall commence at the conclusion of the regular annual business meeting.

ARTICLE VI

Board of Directors

The Governing Body of the Association shall be the Board of Directors.

Section 1. The Board of Directors shall consist of the elected officers of the Association and six (6) directors elected for staggered two-year terms by the Fellows of the Association.

- Section 2. The Board of Directors is charged with the business of the Association in the interim between annual meetings.
- Section 3. The Board of Directors shall meet a minimum of three (3) times each year.
- Section 4. Officers and Directors shall be nominated and elected by mail ballot according to procedures specified in the By-Laws.
- Section 5. The immediate Past-President of the Association shall be a member of the Board of Directors with full voting privileges.
- Section 6. Duties of the Board of Directors:
- (a) Shall meet upon call of the President or at the request of a majority of the members of the Board of Trustees.
  - (b) Shall act as a policy-forming group of the Association and present such policies for approval at the annual meeting.
  - (c) Shall act as the body through which the policies of the Association are put into effect.
  - (d) Shall define the duties of all committees necessary to carry into action the policies of the Association.
  - (e) Shall approve the annual budget of the Association.
  - (f) Shall authorize all expenditures.
  - (g) Shall provide for the auditing of the Treasurer's books.



(h) Shall fill vacancies on the Board of Directors as specified in Article IV, Section 4.

(i) Shall be responsible for rulings on any questions of constitutional interpretations.

(j) Shall establish procedures for the review and recall of all members of the Board of Directors.

**Section 7.** A majority of the Board of Directors shall constitute a quorum to transact business.

#### ARTICLE VI Meetings

##### Meetings of the Membership:

**Section 1.** Annual Meeting: The Fellows of the Association shall meet annually to transact the business of the Association.

(a) The date and time of the annual meeting of the membership shall be set by the Board of Directors of the Association. Fellows and Associates of the Association shall be notified in writing of the date and time of said meeting not less than one calendar month preceding the date of the meeting.

(b) The call to each annual meeting shall include an agenda proposed by the Board of Directors.

(c) Fellows of the Association in good standing, as of the date of the annual meeting, shall be eligible to vote.

(d) The President shall appoint a Parliamentarian and such other officers as may be necessary for the conduct of the meeting.

(e) The proceedings of the meeting shall be governed by the latest edition of Roberts Rules of Order.

**Section 2.** Special Meetings: Special meetings of the membership may be called at the discretion of the Board of Directors or upon petition by twenty-five (25) percent of the Fellows in good standing.

#### ARTICLE VII

##### Amendments to the Constitution

This Constitution may be amended as follows:

**Section 1.** An amendment with appropriate rationale may be proposed in writing by a Fellow of the Association to the Board of Directors. The Board of Directors shall act upon the proposal within a sixty (60) day period. The proposed amendment, if recommended by the Board of Directors, shall be presented to the Fellows by mail ballot within thirty (30) days of action by the Board of Directors.

**Section 2.** An amendment with appropriate rationale may be proposed in writing by petition of twenty-five (25) Fellows of the Association to the Board of Directors. The proposed amendment, together with the recommendation and/or rationale of the Board of Directors, shall be mailed to the Fellows of the Association within thirty (30) days of the action by the Board of Directors.

Section 3. Only those ballots postmarked within thirty (30) days after the date of mailing shall be counted as valid. The results of the balloting on amendments shall be certified by the Elections Committee to the Board of Directors within sixty (60) days after the voting deadline.

ARTICLE VIII  
Effective Date

This amended Constitution and By-Laws shall be effective upon the affirmative vote of two-thirds (2/3) of the mail ballots returned, and the acceptance of the report of the Elections Committee by the Board of Directors

BY - LAWS

ARTICLE I  
Election Procedures

Section 1. Election of Officers.  
A. The election of officers (President-Elect, Second Vice-President, Secretary, and Treasurer) shall be conducted by mailed ballots which shall be sent to all Fellows of the Association in good standing.

B. The President, with the approval of the Board of Directors, shall appoint a Nominating Committee.

(1) The Nominating Committee shall invite Fellows of the Association to submit nominations for any and all offices.

(2) The Nominating Committee shall certify that nominees have met the qualifications for holding office as stated in Article IV, Section 2 of the Constitution.

(3) The Nominating Committee shall receive the consent of and name not more than three (3) candidates for each of the following offices: First Vice-President (President-Elect), Second Vice-President, Secretary, and Treasurer.

(4) The Nominating Committee shall submit its report to the Chairman of the Elections Committee.

C. The President, with the approval of the Board of Directors, shall appoint an Elections Committee.

(1) The Elections Committee shall prepare the ballot to include the names and addresses of the candidates as reported by the Nominating Committee.

(2) The Elections Committee shall also prepare a report to accompany the ballot to include:

(a) Information about all candidates for office: professional preparation, professional teaching and administrative experiences, and other special qualifications, and

(b) The names and addresses of the Nominating and Election Committees members.

(3) The Elections Committee shall also include in the elections mailing an envelope addressed to the Chairman of the Elections Committee and clearly marked "BALLOT".

(4) Candidates who receive the highest number of votes shall be declared elected. In case of a tie vote, the issue shall be determined by a type of chance mutually agreeable to the candidates concerned.

(5) The Elections Committee shall report the results of the election to the Board of Directors and to the membership at the annual meeting.

**Section 2. Election of Trustees**

A. The election of the Trustees of the Association shall be by the same method as described in Section 1 of this article.

B. Three Trustees for two-year terms shall be elected each year. (In the 1973 election, three Trustees for one-year terms shall be elected, and three Trustees for two-year terms shall be elected. Determination shall be by plurality.)

**Section 3.** All above nominating and election procedures shall be completed not less than twenty (20) days prior to the date of the annual meeting.

Section 4. Dates for the submission of nominees and the return of ballots shall be determined by the committees concerned. However, in no case shall Fellows be allowed less than twenty (20) days for submitting nominations or returning marked ballots.

ARTICLE II  
Committees

- Section 1. Standing Committees of the Association shall be:
- A. Membership (Second Vice-President, Chairman)
  - B. Information Services
  - C. Organization and By-Laws (First Vice-President, Chairman)
  - D. Program Planning
  - E. Publications
- Section 2. Ad Hoc Committees shall include the Nominating and Elections Committees and any other committee considered necessary for the welfare and work of the Association.
- Section 3. Chairmen or Co-Chairmen of Standing and Ad Hoc Committees may be appointed by the President, with the approval of the Board of Directors, or at the Board of Directors' discretion, may be elected by the members of the Committee.
- Section 4. Committee members shall be appointed by the President. However, the President may allow committee chairmen to appoint committee members, subject to the President's approval.

- Section 5. The Board of Directors may recommend to the Standing or Ad Hoc Committees such actions as may be deemed suitable for the good and welfare of the Association.
- Section 6. Committee chairmen, co-chairmen, and members are appointed for one year terms.
- Section 7. Operating procedures shall be established by each committee and approved by the Board of Directors.

ARTICLE III  
Official Business

Official business of the Association shall be conducted by the latest revision of Robert's Rules of Order.

ARTICLE IV  
Membership Year

The membership year is from January 1 through December 31.

ARTICLE V  
Dues

- Section 1. The annual dues for Fellows of the Association shall be ten (10) dollars.
- Section 2. The annual dues for Associate Members of the Association shall be eight (8) dollars.
- Section 3. The fee for subscriptions to the Association's publication: Middle School Journal shall be set by the Board of Directors upon recommendation by the Publications Committee.

ARTICLE VI  
Service Area

The geographical focus of the Association's activities shall include, but not be limited to, the Midwest States.

ARTICLE VII  
Chapters

- Section 1. Chapters may be organized by the members of the Association residing within an appropriate geographic area.
- Section 2. To be recognized as an official chapter of the Midwest Middle School Association, the chapters shall apply in writing to receive approval of the Board of Directors. Chapter By-Laws must conform to the Constitution and By-Laws of the Midwest Middle School Association.
- Section 3. Chapters shall elect officers who shall assume responsibility for the activities of the Chapter.
- Section 4. Where areas served by Chapters which are adjacent or overlap, members of the Association may choose which of the Chapters to join.

ARTICLE VIII  
State Coordinators

- Section 1. The Board of Directors of the Association may appoint State Coordinators.
- Section 2. State Coordinators may serve as non-voting, ex-officio members of the Board of Directors. Coordinators may assume such other duties as may be in compliance with the wishes of the State Chapter.

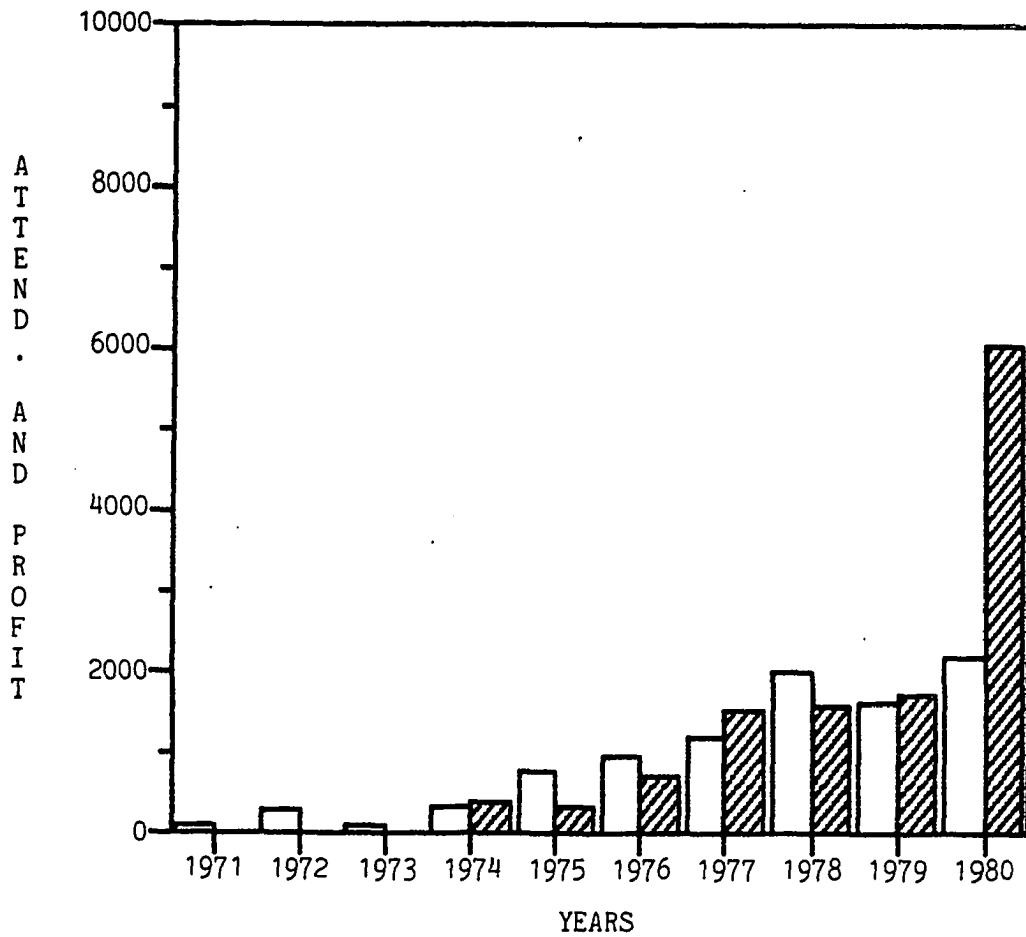


APPENDIX C

CONFERENCE ATTENDANCE AND PROFIT

Date	Number of Conference Participants	Conference Site	Conference Profit
1971	128	Dayton, Ohio	\$40.48
1972	302	Detroit, Michigan	\$344.00
1973	125	Indianapolis, Indiana	\$101.87
1974	372	Columbus, Ohio	\$4,056.99
1975	792	Atlanta, Georgia	\$3,500.00
1976	975	St. Louis, Missouri	\$7,500.00
1977	1200	Denver, Colorado	\$15,535.00
1978	2000	Pittsburgh, Pennsylvania	\$16,000.00
1979	1636	Dearborn, Michigan	\$17,100.00
1980	2200	Nashville, Tennessee	\$60,663.18

APPENDIX C

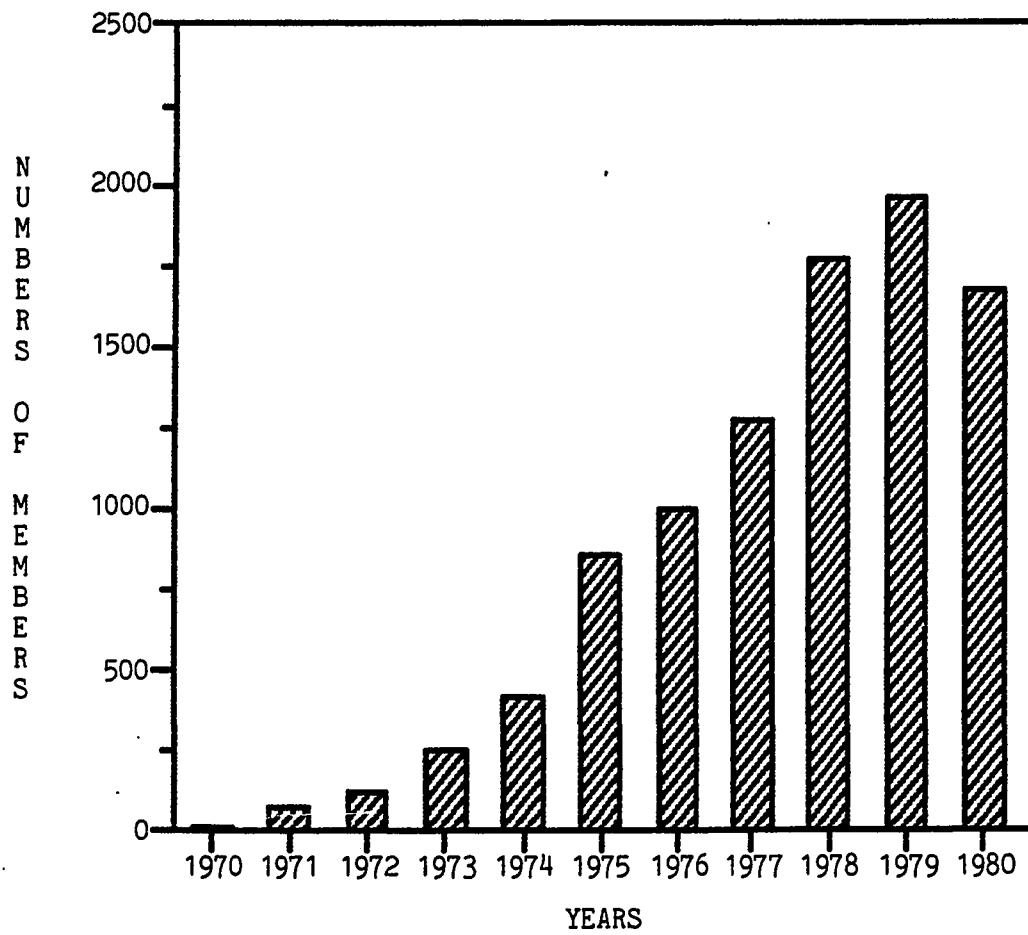


APPENDIX D

MEMBERSHIP

<u>Date</u>	<u>Members</u>
1970	22
1971	76
1972	125
1973	250
1974	425
1975	863
1976	1003
1977	1278
1978	1772
1979	1959
1980	1678

## MEMBERSHIP



APPENDIX E

LIST OF OFFICERS, TRUSTEES AND  
VOTING AFFILIATES

## OFFICERS 1971

Officers

Secretary - John Blight  
 Treasurer - Anthony Topoleski

## OFFICERS AND TRUSTEES FOR 1972

Officers

President - Gordon F. Vars  
 Vice President - Ron Maertens  
 Secretary - John Blight  
 Treasurer - Anthony Topoleski

Trustees

Jerry Edwards  
 Louis Tosi  
 Robert Gross  
 Hal Gaddis

## OFFICERS AND TRUSTEES FOR 1973

Officers

President - Hal D. Gaddis  
 President-Elect (First Vice-President) - Glenn Maynard  
 Membership Chairman (2nd Vice-President) - James L. Dooley  
 Secretary - John Blight  
 Treasurer - Alfred C. Weingart  
 Past President - Gordon Vars

Trustees

Keith A. Brown  
 Freda Carlson  
 Thomas E. Gatewood  
 Jerry K. Edwards  
 Anthony J. Topoleski  
 Louis J. Tosi

## OFFICERS AND TRUSTEES FOR 1974

Officers

President - Glenn Maynard  
 President-Elect (First Vice-President) - Keith A. Brown  
 Membership Chairman (2nd Vice-President) - Thomas A. Gatewood  
 Secretary - Freda C. Carlson  
 Treasurer - Louis J. Tosi  
 Past President - Hal D. Gaddis

Trustees

John Blight  
 James L. Dooley  
 Nicholas P. Georgiady  
 Robert M. Malinka  
 Jack D. Riegler  
 Gordon F. Vars

## OFFICERS AND TRUSTEES FOR 1975

Officers

President - Keith Brown  
 President-Elect (First Vice-President) - Tom Gatewood  
 Membership Chairman (2nd Vice-President) - Robert Malinka  
 Secretary - John Breese  
 Treasurer - Louis Tosi  
 Past President - Glenn Maynard

Trustees

James Fox, Jr.  
 Hal D. Gaddis  
 Thomas Hannan  
 Louis Romano  
 Jack Riegler  
 Gordon Vars

## OFFICERS AND TRUSTEES FOR 1976

Officers

President - Thomas E. Gatewood  
 President-Elect - Robert M. Malinka  
 Vice-President - Nicholas Georgiady  
 Secretary - John S. Breese  
 Treasurer - Louis Tosi  
 Past-President - Keith A. Brown

Trustees

Mary F. Compton  
 James H. Fox, Jr.  
 Hal D. Gaddis  
 Thomas P. Hannan  
 Louis Romano  
 Conrad F. Toepfer

Affiliate Representatives

Jerry Daniel  
 Paul S. George  
 Charles Dilg  
 Dolly McMaster  
 Robert T. Grotzky  
 Gerald P. Bourgeois  
 Jon Wiles  
 Ken McEwin

Officers

President - Robert M. Malinka  
 President-Elect - James H. Fox, Jr.  
 Vice-President - Nicholas Georgiady  
 Secretary - John S. Breese  
 Treasurer - Louis J. Tosi  
 Past-President - Thomas E. Gatewood  
 Executive Director - Hal D. Gaddis

Trustees

Conrad F. Toepfer - Northwest Region  
 Louis Romano - Midwest North Region  
 Thomas P. Hannan - Midwest East Region  
 Sharon Roberts - Midwest Central Region  
 Mary F. Compton - Southeast Region  
 John H. Swaim - Far West Region

Affiliate Representatives

Don K. Deller  
 Paul S. George  
 Ken Brooks  
 Patricia M. Lally  
 Thomas Scullen  
 Gerald Bougeois  
 John Wiles  
 Ken McEwin  
 Thomas Moeller  
 Howard McIntyre  
 Mary F. Compton  
 James A. Ivey, Jr.

OFFICERS, TRUSTEES AND VOTING  
 AFFILIATES FOR 1978

Officers

President - James H. Fox, Jr.  
 President-Elect - Louis Romano  
 Vice-President - Sheri Russell  
 Secretary - Galen Crowder  
 Treasurer - Louis J. Tosi  
 Past-President - Robert M. Malinka  
 Executive Director - Hal D. Gaddis

Trustees

Gerald Bourgeois - Northeast Region  
 Thomas P. Hannan - Midwest East Region  
 Elmer Watson - Midwest Central Region  
 Ginger Childs - Southeast Region  
 John H. Swaim - Far West Region  
 Pauline Pavlick - Midwest North Region



Voting Affiliates

Gerald Bourgeois  
 Frank Whittlesey  
 Ken McEwin  
 Thomas Moeller  
 Howard McIntyre  
 Thomas Maglaras

OFFICERS, TRUSTEES AND VOTING  
 AFFILIATES FOR 1979

Officers

President - Louis Romano  
 President-Elect - John H. Swaim  
 Vice-President - Sheri Russell  
 Secretary - Galen Crowder  
 Treasurer - Louis J. Tosi  
 Past President - James H. Fox, Jr.  
 Executive Director - Hal D. Gaddis

Trustees

Gerald P. Bourgeois - Northeast Region  
 Ginger Childs - Southeast Region  
 Thomas P. Hannan - Midwest East Region  
 Pauline Pavlick - Midwest North Region  
 Elmer Watson - Midwest Central Region

Voting Affiliates

Tom Maglaras  
 Howard McIntyre  
 Ken McEwin  
 Frank Whittlesey  
 Thomas Moeller  
 Mary Compton

OFFICERS, TRUSTEES AND VOTING  
 AFFILIATES FOR 1980

Officers

President - John H. Swaim  
 President-Elect - Sheri Russell Scott  
 Vice-President - Pauline Pavlick  
 Treasurer - Louis J. Tosi  
 Secretary - Pamela Childs Hall  
 Past President - Louis Romano  
 Executive Director - Hal D. Gaddis

Trustees

Gerald P. Bourgeois - Northeast Region  
Ginger Childs - Southeast Region  
Mel D. Coleman - Midwest East Region  
Ronald L. Johnson - Midwest North Region  
Elmer Watson - Midwest Central Region  
Tom Maglaras - Far West Region

Voting Affiliates

Claude Massocco  
Timothy Daniels  
Mary Compton  
Dillmon Cunningham  
Vedith Teesdale-Smith  
Winston Pickett

APPENDIX F

NATIONAL MIDDLE SCHOOL ASSOCIATION

FIRST CONSTITUTION AND BY-LAWS

CONSTITUTION  
of the  
NATIONAL MIDDLE SCHOOL ASSOCIATION

ARTICLE I

Name

The name of this organization shall be the NATIONAL MIDDLE SCHOOL ASSOCIATION.

ARTICLE II

Purposes

The purposes of the Association are:

- Section 1. To promote the development and growth of the middle school as a distinct and necessary entity in the structure of American education.
- Section 2. To disseminate information about the middle school movement.
- Section 3. To promote forums for the sharing of ideas, innovations, and contemporary middle school programs.

ARTICLE III

Membership

Membership will be open to all professional educators and lay community members who have an interest in middle school education.

ARTICLE IV

Officers

- Section 1. The officers of this organization shall be a President, a President-Elect, a Vice-President, a Secretary, a Treasurer, and an Immediate Past President.
- Section 2. Qualifications of Officers. All officers shall be members of the Association and shall have served for at least one year as a Trustee or Affiliate Representative, or as an active member of any Association standing committee.
- Section 3. Duties of the Officers:
  - A. The President

- (1) Shall preside at all meetings of the Association.
- (2) Shall call a meeting of the Board of Directors within sixty (60) days after the beginning of his term and call other meetings which seem necessary for the carrying out of the policies of the Association.
- (3) Shall appoint standing and ad hoc committees necessary to carry on the business of the Association.
- (4) May invite such persons to attend Board of Directors meetings as deemed proper.
- (5) May serve as an ex-officio member of any committee or commission.
- (6) Shall be responsible for the Association's representation at any request function.

B. The President-Elect

- (1) Shall preside in the absence of the President.
- (2) Shall serve as Chairman of the Organization and Bylaws Committee.
- (3) Shall keep the membership adequately informed of the policies and actions of the Association.
- (4) Shall serve as an ex-officio member of any committee or commission at the direction of the President.

C. The Vice-President

- (1) Shall preside in the absence of both the President and President-Elect.
- (2) Shall serve as Chairman of the Membership Committee.
- (3) Shall maintain the official record of membership.
- (4) Shall serve as a liaison between the Board of Directors and recognized Affiliates and State Coordinators.

D. The Secretary

- (1) Shall keep the records of all official proceedings of the Association.
- (2) Shall carry on necessary Association correspondence and other duties as directed by the President or the Board of Directors.

E. The Treasurer

- (1) Shall keep a record of the funds of the Association and shall certify or make such payments as authorized by the Board of Directors.
- (2) Shall submit to the Board of Directors at each meeting an itemized list of all receipts and disbursements since the last report to the Board of Directors.
- (3) Shall prepare a tentative budget for presentation to the Board of Directors.
- (4) Shall cooperate and assist in an annual audit of the financial records of the Association.

Section 4. Terms of Office

- A. The President, President-Elect, and Immediate Past President, shall serve one year terms.
- B. The Vice-President and Secretary shall serve for two (2) year terms.
- C. The Treasurer shall serve a one year term, and is eligible for reappointment under provisions in Article V, Section 5.
- D. The terms of office shall commence at the conclusion of the regular annual business meeting.

Section 5. Succession of Officers

- A. The President-Elect shall succeed the President.
- B. In the event of a vacancy in the office of President, the President-Elect shall assume that office for the unexpired term and continue in that office for the next full year.

- C. When a vacancy occurs in the office of President-Elect, the Board of Directors shall fill such vacancy within sixty (60) days, through a special election by the members of the Association.
- D. Should vacancies occur simultaneously in the offices of both President and President-Elect, the Board of Directors shall fill such vacancies within sixty (60) days through a special election by the members of the Association.
- E. When a vacancy occurs in the offices of Vice-President, Secretary, or Treasurer, the Board of Directors shall, by majority vote, fill such vacancy for the unexpired term.

#### Section 6. Recall Procedures

Officers and members of the Board of ~~Trustees~~ <sup>Directors</sup> may be recalled by their constituencies for misfeasance, malfeasance, or nonfeasance in office, as follows:

- A. Recall of an elected officer or member of the Board of ~~Trustees~~ <sup>Directors</sup> may be initiated by a petition containing the signatures of at least fifteen (15) percent of the officer's or Trustee's electing constituency.
- B. The petition shall be submitted to the Association Secretary who shall inform the President of the petition. If the Secretary is the accused party, the petition shall be submitted to the Vice-President. The President shall verify the signatures and then appoint a Board of Review. If the President is the accused party, this responsibility shall rest with the Vice-President.
- C. The Board of Review shall consist of one non-office holding member from each of the six (6) sections of the country from which members of the Board of ~~Trustees~~ <sup>Directors</sup> are drawn. These individuals may not be members of the Board of ~~Trustees~~ <sup>Directors</sup>. This board shall be ad hoc and shall disband following a report to the President (or Vice-President where necessary) and to the membership at the next annual business meeting.
- D. After a due process hearing, a two-thirds vote (4) by the Board of Review, vacates the office. The Board of Review shall report their findings to the President (or Vice-President) who shall act to fill the vacancy as provided in Article IV, Section 4.

- E. The officer or member of the Board of Trustees who has been removed from office may appeal the decision to the entire Board of Directors. After a due process hearing, the Board of Directors, by a two-thirds vote of all Board members, may repeal the decision of the Board of Review.

#### ARTICLE V

##### Board of Directors

The governing body of the Association shall be the Board of Directors.

- Section 1. The Board of Directors shall consist of (a) the officers, (b) six (6) Trustees elected on a regional basis, and (c) six (6) Affiliate Representatives.
- Section 2. The Board of Directors is charged with the business of the Association in the interim between annual meetings.
- Section 3. The Board of Directors shall meet a minimum of three (3) times each year.
- Section 4. Officers, Trustees, and Affiliate Representatives shall be elected according to the procedures specified in the Bylaws.
- Section 5. Duties of the Board of Directors.
  - A. Shall meet upon call of the President or at the request of a majority of the members of the Board of Directors.
  - B. Shall act as a policy forming group for the Association and present such policies for approval at the annual meeting.
  - C. Shall act as the body through which the policies of the Association are put into effect.
  - D. Shall define the duties of all committees necessary to carry into action the policies of the Association.
  - E. Shall approve the annual budget of the Association.
  - F. Shall authorize all expenditures and contracted services.
  - G. Shall provide for the auditing of the Treasurer's Books.



- H. Shall fill vacancies in offices on the Board of Directors as specified in Article IV, Section 4.
- I. May fill vacancies that occur in the position of Trustee until regional elections can be held at the next annual meeting.
- J. Shall be responsible for rulings on any questions of constitutional interpretation.
- K. Shall establish procedures for the review and recall of all members of the Board of Directors.
- L. Shall appoint a Treasurer, annually, who serves at the discretion of the Board of Directors.

Section 6. A majority of the Board of Directors, including the President, or President-Elect, or Vice-President, and at least two (2) Trustees, shall constitute a quorum to transact business.

#### ARTICLE VI

##### Meetings

Section 1. Annual Meeting: The members of the Association shall meet annually to transact the business of the Association.

- A. The date and time of the annual meeting shall be set by the Board of Directors of the Association. Members of the Association shall be notified in writing of the date and time of said meeting not less than one calendar month preceding the date of the meeting.
- B. The call to each annual meeting shall include an agenda proposed by the Board of Directors.
- C. Members of the Association in good standing, as of the date of the annual meeting, shall be eligible to vote.
- D. The President shall appoint a Parliamentarian and other such officers as may be necessary for the conduct of the meeting.
- E. The proceedings of the meeting shall be governed by the latest edition of Roberts Rules of Order.

Section 2. Special Meetings: Special meetings of the membership may be called at the discretion of the Board of Directors or upon petition by twenty-five (25) percent of the members in good standing.

The purpose of the meeting must be presented in writing to the membership not less than four (4) weeks in advance of the proposed meeting date.

#### ARTICLE VII

##### Amendments

- Section 1. An amendment with appropriate rationale may be proposed in writing by a member of the Association to the Board of Directors. The Board of Directors shall act upon the proposal at their next regular meeting. The proposed amendment, if recommended by the Board of Directors, shall be presented to the members by mail ballot within thirty (30) days of the action by the Board of Directors.
- Section 2. An amendment with appropriate rationale may be proposed in writing by petition of twenty-five (25) members of the Association to the Board of Directors. The Board of Directors shall act upon the proposal at their next regular meeting. The proposed amendment, together with the recommendation and/or rationale of the Board of Directors, shall be mailed to the members of the Association within thirty (30) days of the final action of the Board of Directors.
- Section 3. Only those ballots postmarked within thirty (30) days after the date of mailing shall be counted as valid. Results of the balloting on amendments shall be certified by the Board of Directors within sixty (60) days after the voting deadline.

#### ARTICLE VIII

##### Effective Date

Amendments to the Constitution and Bylaws shall be immediately effective upon certification by the Board of Directors of the affirmative vote of two-thirds (2/3) of the mail ballots returned.

#### BYLAWS

#### ARTICLE I

##### Election Procedures

- Section 1. Election of Officers
- A. The election of officers (President-Elect, Vice-President, and Secretary) shall be conducted by mail ballots which shall be sent to all members of the Association in good standing.

- B. The President, with the approval of the Board of Directors, shall appoint a Nominating Committee.
- (1) The Nominating Committee shall invite the members of the Association to submit nominations for any and all offices becoming vacant at the next annual meeting.
  - (2) The Nominating Committee shall certify that all nominees have met the qualifications of holding office as stated in Article IV, Section 2, of the Constitution.
  - (3) The Nominating Committee shall receive the consent of, and submit a slate of at least two (2) but not more than three (3) candidates for the following offices: President-Elect, Vice-President, and Secretary.
- C. The President, with the approval of the Board of Directors, shall appoint an Elections Committee.
- (1) The Elections Committee shall prepare the ballot to include the names and addresses of the candidates as reported by the Nominating Committee.
  - (2) The Elections Committee shall also prepare a report to accompany the ballot to include:
    - (a) Information about all candidates for office: professional preparation, professional teaching and administrative experience, and other qualifications, and
    - (b) The names and addresses of the Nominating and Elections Committee members.
  - (3) The Elections Committee shall also include in the elections mailing an envelope addressed to the Chairman of the Elections Committee and clearly marked "BALLOT."
  - (4) In case of a tie vote, the issue shall be determined by a type of chance mutually agreeable to the candidates concerned.
  - (5) The Elections Committee shall report the results of the election to the Board of Directors which shall certify the results to the membership at the annual meeting.

:

- Section 2. All above nomination and election procedures shall be completed not less than twenty (20) days prior to the date of the annual meeting.
- Section 3. Dates for submission of nominees and the return of ballots shall be determined by the committees concerned. However, in no case shall members be allowed less than twenty (20) days for submitting nominations or returning ballots.
- Section 4. Election of Trustees
- A. One Trustee shall be elected from each of six regions, as defined by the Board of Directors.
  - B. Trustees shall be elected by the NMSA members present from each defined region at the annual conference.
  - C. The term of office shall be three years, with staggered terms.
- Section 5. Election of Affiliate Representatives
- A. There shall be a maximum of six (6) Affiliate Representatives on the Board of Directors.
  - B. Affiliate Representatives shall be chosen by each affiliate.
  - C. The term of office shall be two (2) years, with staggered terms.
  - D. Rotation of Affiliate Representatives shall be determined by the date of affiliation.
  - E. An affiliate that is not represented on the Board is entitled to select one non-voting ex-officio member of the Board of Directors.

## ARTICLE II

### Committees

- Section 1. Standing Committees of the Association shall be:
- A. Membership Services (Vice-President, Chairman)
  - B. Organization and Bylaws (President-Elect, Chairman)
  - C. Annual Conference Steering Committee
  - D. Publications

- Section 2. Ad Hoc committees shall include the Nominating Committee, the Elections Committee, the Annual Conference Planning Committee, and any other committee considered necessary for the welfare and work of the Association.
- Section 3. Chairmen or Co-Chairmen of Standing and Ad Hoc Committees may be appointed by the President, with the approval of the Board of Directors, or at the Board of Directors discretion, may be elected by the members of the committee.
- Section 4. Committee members shall be appointed by the President. However, the President may allow chairmen to appoint committee members, subject to the President's approval.
- Section 5. The Board of Directors may recommend to the Standing or Ad Hoc Committees such actions as may be deemed suitable for the welfare of the Association.
- Section 6. Committee Chairmen, Co-Chairmen, and members are appointed for one year terms to run concurrently with the term of the appointing President.
- Section 7. Operating procedures shall be established by each committee and approved by the Board of Directors.

### ARTICLE III

#### Official Business

Official business of the Association shall be conducted by the latest revision of Roberts Rules of Order.

### ARTICLE IV

#### Membership Year

The membership year is from January 1 through December 31.

### ARTICLE V

#### Dues

- Section 1. The annual dues for members of the Association shall be fifteen (15) dollars.
- Section 2. The fee for subscriptions to the Associations publication, Middle School Journal, shall be set by the Board of Directors upon recommendation by the Publications Committee.

ARTICLE VI

## Coordinators

- Section 1. The Board of Directors of the Association may appoint Coordinators for states or regions not currently represented by an Affiliate.
- Section 2. Coordinators may serve as non-voting, ex-officio members of the Board of Directors.

ARTICLE VII

## Affiliates

- Section 1. State or regional associations of middle school educators whose purposes are in harmony with those of this Association may affiliate by written application to the Board of Directors.
- Section 2. Upon approval of the Board of Directors, each affiliate is entitled to select one member to the Board who shall exercise all prerogatives of the office, and serve as defined in Article I, Section 5, of these Bylaws.

ARTICLE VIII

## Amendments to the Bylaws

The Bylaws may be amended by a two-thirds affirmative vote of the entire voting membership of the Board of Directors.

APPENDIX G

NATIONAL MIDDLE SCHOOL ASSOCIATION REVISED  
CONSTITUTION AND BY-LAWS, 1976

## CONSTITUTION &amp; BYLAWS

ARTICLE I

## Name

The name of this organization shall be the National Middle School Association.

ARTICLE II

## Purposes &amp; Goals

The purposes of the Association are:

- Section 1. To promote the development and growth of the middle school as a distinct and necessary entity in the structure of American education.
- Section 2. To disseminate information about the middle school movement, and encourage continuing dissemination with other appropriate organizations and individuals.
- Section 3. To promote forums for the sharing of ideas, innovations, and contemporary middle school programs.
- Section 4. To cooperate with organizations and associations with common interests to further the ideals and philosophy of middle school education.

The goals of the association are:

- Section 1. To improve the educational experiences of transescents by helping schools, homes, and other community institutions in their efforts to identify and meet the intellectual and personal-social needs of the age group.
- Section 2. Every student should be well known as a person by at least one adult in the school who accepts responsibility for his/her guidance.



- Section 3. Every student should be helped to achieve optimum mastery of the skills of continued learning together with a commitment to their use and improvement.
- Section 4. Every student should have ample experiences designed to develop decision-making and problem-solving skills.
- Section 5. Every student should acquire a functional body of fundamental knowledge.
- Section 6. Every student should have opportunities to explore and develop interests in aesthetics, career, and other aspects of life.

### ARTICLE III

#### Membership

Membership shall be open to all professional educators and lay community members interested in the education of transescents.

### ARTICLE IV

#### Officers

- Section 1. The officers of the organization shall include: a President, a President-Elect, a Vice-President, a Treasurer, a Secretary, and an Immediate Past President.
- Section 2. Qualifications of Officers. All officers shall be members in good standing of the association, and shall have served for at least one year as a Trustee, Affiliate Representative, or as an

active member of an association standing committee.

Section 3. The Immediate Past President shall have full voting powers in any and all association policy making, and shall assist the President upon request.

Section 4. The association shall have an Executive Director. He shall be chosen by the Board of Directors and shall hold the position at the pleasure of the Board of Directors. The Executive Director shall not hold voting power, and shall perform duties as outlined in the Bylaws.

Section 5. Terms of Office.

- A. The President, President-Elect, and Immediate Past President shall serve one year terms.
- B. The Vice-President and Secretary shall serve for two year terms, unless replaced prior to completion of the term.
- C. The Treasurer shall serve for a one year term, and is eligible for reappointment by approval of the Board of Directors.
- D. The terms of office for all Officers shall commence at the conclusion of the regular annual business meeting of the association.

Section 6. Succession of Officers.

- A. In the event of a vacancy in the office of President, the President-Elect shall assume the office for the unexpired term and continue

in that office for the next full term.

- B. When a vacancy occurs in the office of President-Elect, the Board of Directors shall fill the vacancy within sixty (60) days, by means of a special election, to include all of the active membership of the association.
- C. Should vacancies occur simultaneously in the offices of both President and President-Elect, the Board of Directors shall fill the vacancies within sixty (60) days, by means of a special election, to include all of the active membership of the Association. The Vice-President shall oversee this special election.
- D. When a vacancy occurs in the offices of Vice-President, Secretary, or Treasurer, the Board of Directors shall, by a majority vote, fill the vacancy for the unexpired term.
- E. The Immediate Past President shall not be eligible to seek a position on the Board of Directors, as an Officer or Trustee, for at least one year following the vacating of the office, and is not eligible for succession in the event of vacancies in officers positions.

**Section 7. Recall Procedures.**

Officers and Trustees may be recalled by their constituents for the following reasons:

misfeasance, malfeasance, and nonfeasance.

Affiliate Representatives may be recalled for the same reasons in accordance with regulations set forth by the Affiliate Representative group. Chairpersons, and members of standing and ad hoc committees of the association may be removed by the Board of Directors, following due process procedures, for the same reasons outlined for the recall of officers and trustees. The procedure for removal of committee Chairpersons, and/or members of committees, shall be a majority vote by the Board of Directors at a regular scheduled board meeting. The majority vote favoring removal, may be appealed in accordance with association procedures, as outlined:

- A. Recall of an elected officer or trustee may be initiated by a petition containing the signatures of at least five (5) per cent of the officers or trustees electing constituency.
- B. The petition shall be submitted to the Secretary of the association who shall inform the President of receipt of the petition. If the Secretary is the accused party, the petition shall be submitted to the Vice-President. The President shall verify the signatures and appoint a Board of Review. If the President is the accused party, the responsibility of verification shall rest with the Vice-President.

- C. The Board of Review shall consist of one (1) non-office holding active member from each of the six (6) association regions. The membership of the Board of Review must not be members of the Board of Directors. The Board of Review for recall procedures, is considered an ad hoc committee and shall disband following their report to the President, or Vice-President, when necessary, and to the membership at the next annual business meeting.
- D. After a due process hearing, a two-thirds (2/3) vote (four members) by the Board of Review vacates the office. The Board of Review shall report their findings to the President, or Vice-President, who shall act to fill the vacancy as provided in Article IV, Section 5.
- E. The officer or trustee who has been removed from office may appeal the decision to the entire Board of Directors. After a due process hearing, the Board of Directors, by a two-thirds (2/3) vote of all members, may repeal the decision of the Board of Review.

#### ARTICLE V

##### Board of Directors

The governing body of the association shall be the Board of Directors.

Section 1. The Board of Directors shall consist of; the officers, six (6) trustees elected on a regional

basis, and six (6) Affiliate Representatives.

Section 2. The Board of Directors is charged with the business of the association in the interim between annual meetings.

Section 3. The Board of Directors shall meet a minimum of three (3) times each year.

Section 4. Officers, Trustees, and Affiliate Representatives shall be elected according to the procedures specified in the Bylaws.

Section 5. A majority of the Board of Directors, including the President, the President-Elect, or the Vice-President, and at least two (2) Trustees, shall constitute a quorum to transact business.

#### ARTICLE VI

##### Meetings

Section 1. Annual Meeting. The members of the association shall meet annually to transact the business of the association.

A. The date, time, and location of the annual meeting shall be set by the Board of Directors of the association. The membership shall be notified, in writing, concerning the meeting not less than one calendar month preceding the meeting date.

B. The call to the annual meeting shall include an agenda proposed by the Board of Directors.

C. Members in good standing, as of the date of the annual meeting, shall be eligible to vote

on proposed association policy.

- D. The proceedings of the meeting shall be governed by the latest edition of Roberts Rules of Order.

Section 2. Special Meetings. Special meetings of the membership may be called at the discretion of the Board of Directors or upon petition by twenty-five (25) percent of the members in good standing. The purpose of the meeting must be presented in writing to the membership not less than one calendar month in advance of the proposed meeting date.

#### ARTICLE VII

##### Amendments

- Section 1. An amendment, with appropriate rationale, may be proposed in writing by a member of the association to the Board of Directors. The Board of Directors shall act upon the proposal at their next regular meeting. The proposed amendment, if recommended by the Board of Directors, shall be presented to the membership by mail ballot within thirty (30) days of the final action by the Board of Directors.
- Section 2. An amendment, with appropriate rationale, may be proposed in writing by petition of twenty-five (25) members of the association to the Board of Directors. The Board of Directors shall act upon the proposal at their next regular meeting. The

proposed amendment, together with the recommendation and/or rationale of the Board of Directors, shall be mailed to the members of the association within thirty (30) days of the final action of the Board of Directors.

Section 3. Only those ballots postmarked within thirty (30) days after the date of mailing shall be counted as valid. Results of the balloting on amendments shall be certified by the Board of Directors within sixty (60) days after the voting deadline.

#### ARTICLE VIII

##### Dissolution

Upon the dissolution of the association, the Board of Directors shall, after paying or making provision for the payment of all liabilities of the association, dispose of all of the assets of the association to such organization or organizations operated exclusively for educational purposes and are exempt under the codes of the Internal Revenue Service. Any assets not so disposed of shall be disposed of by the Court of Common Pleas in the county in which the principal office of the association is then located. The jurisdiction of the court shall prevail in the disposition of the assets of the association, with the guidance of the Board of Directors.

#### ARTICLE IX

##### Effective Date

Amendments to the Constitution and Bylaws shall be effective immediately upon certification by the Board of Directors of the affirmative vote of two-thirds (2/3) of the mail ballots returned.



## BYLAWS

ARTICLE I

## Duties of the Officers

## Section 1. The President shall:

- A. Preside at all meetings of the association.
- B. Call a meeting of the Board of Directors within sixty (60) days after the beginning of his term, and call other meetings necessary for carrying out the policies of the association.
- C. Appoint Chairpersons for standing and ad hoc committees deemed necessary to carry on the business of the association.
- D. Appoint a Parliamentarian for the purpose of presiding over the conduct of all association meetings, including the annual business meeting.
- E. Invite such persons to attend meetings of the Board of Directors as deemed proper.
- F. Serve as an ex-officio member of any association committee or commission.
- G. Be responsible for the association's representation at any request function.

## Section 2. The President-Elect shall:

- A. Preside in the absence of the President.
- B. Serve as Chairperson of the Organization and Bylaws Committee.
- C. Serve as Chairperson of the Election Committee.
- D. Keep the membership adequately informed of the policies and actions of the association.

- E. Serve as an ex-officio member of any committee or commission of the association at the direction of the President.

Section 3. The Vice-President shall:

- A. Preside in the absence of both the President and President-Elect.
- B. Serve as Chairperson of the Membership Committee.
- C. Maintain a record of association membership.
- D. Serve as a liaison between the Board of Directors and recognized State Coordinators and Affiliate Representatives.

Section 4. The Secretary shall:

- A. Keep the records of all official proceedings of the association.
- B. Carry on necessary association correspondence and other duties as directed by the President or the Board of Directors.

Section 5. The Treasurer shall:

- A. Maintain a record of the funds of the association and certify payments of debts as authorized by the Board of Directors.
- B. Submit to the Board of Directors at each meeting an itemized list of all receipts and disbursements since the last report.
- C. Assist in the preparation of a budget for presentation to, and consideration by, the Board of Directors.

Section 6. The Immediate Past President shall:

- A. Serve as Chairperson of the Nominations Committee.
- B. Assist the President on call, and carry out duties requested by the President or the Board of Directors.

ARTICLE II

Duties of Executive Director

Section 1. The Executive Director shall:

- A. Act as the agent through which the policies of the association are put into effect.
- B. Assist in the development of meeting agenda items.
- C. Prepare all forms pertaining to membership, with the Membership Chairperson.
- D. Mail association publications and other appropriate materials to the membership and other appropriate recipients.
- E. Maintain accurate office records and files.
- F. Attend all meetings of the Board of Directors and committee meetings when appropriate.
- G. Answer membership requests directly, or through appropriate referral.
- H. Prepare, and distribute meeting notices, and other information pertinent to association policy.
- I. Assist the Treasurer in the preparation of the annual budget.

- J. Refer appropriate issues to legal counsel for study and action.
- K. Recommend to the Board of Directors appropriate actions necessary to the maintenance of the associations offices.
- L. Supervise membership processing and accounting.
- M. Represent the association, at the request of the Board of Directors, at meetings with other educational organizations, civic, service, and other appropriate groups.
- N. Serve as a legislative agent, when necessary.
- O. Prepare state and national tax reports.

### ARTICLE III

#### Duties of Board of Directors

##### Section 1. The Board of Directors shall:

- A. Meet upon the call of the President or at the request of a majority, ten (10) of the members of the Board of Directors.
- B. Act as the policy forming group for the association and present such policies for approval at the annual meeting.
- C. Define the duties of all association committees.
- D. Approve the annual budget of the association.
- E. Authorize all expenditures and contracted services.
- F. Provide for the auditing of the Treasurers books.
- G. Fill vacancies in offices on the Board of Directors as specified in Article IV, Section 6.

- H. Fill vacancies that occur in the position of Trustee until regional elections can be held.
- I. Be responsible for rulings on any questions of constitutional interpretation.
- J. Establish and be responsible for the procedures for Review and Recall.
- K. Approve the appointment of the Treasurer, annually, who serves at the discretion of the Board of Directors.

#### ARTICLE IV

##### Election Procedures

##### Section 1. Election of Officers.

- A. The election of officers shall be conducted by mail ballots which shall be sent to all members of the association in good standing.
- B. A Nominating Committee shall be appointed, and shall be chaired by the Immediate Past President. Members shall also include a selected Board member, teacher, and parent.
  - (1) The Nominating Committee shall invite the membership of the association to submit nominations for any and all offices becoming vacant at the next annual meeting.
  - (2) The Nominating Committee shall certify that all nominees have met the qualifications of holding office as stated in Article IV, Section 2, of the Constitution.

- (3) The Nomination Committee shall receive the consent of, and submit a slate of at least two (2), but not more than three (3) candidates for the appropriate offices.
- C. An Election Committee shall be appointed and shall be chaired by the President-Elect. Members shall also include a selected Board member, a teacher and a parent.
- (1) The Election Committee shall receive the report of the Nomination Committee, and prepare the ballot, to include the names and addresses of the candidates.
  - (2) The Election Committee shall also prepare a report to accompany the ballot, including:
    - (a) Information about the candidates; professional preparation, professional experience, and previous experience in the National association.
    - (b) The names and addresses of the Election Committee.
  - (3) The Election Committee shall also include in the mailing an envelope addressed to the national office, and clearly marked "BALLOT."
  - (4) In case of a tie vote, the issue shall be determined by a type of chance mutually agreeable to the candidates concerned.

- (5) The Election Committee shall report the results to the Board of Directors, which shall certify the results to the membership at the annual meeting.
- D. All of the presented Nomination and Election procedures shall be completed not less than twenty (20) days prior to the date of the annual meeting.
- E. Dates for submission of nominees and the return of ballots shall be determined by the committees concerned. However, in no case shall members be allowed less than twenty (20) days for submitting nominations or returning ballots.

Section 2. Election of Trustees.

- A. One Trustee shall be elected from each of the six (6) regions as defined by the Board of Directors.
- B. The term of office shall be three (3) years, with staggered terms.

ARTICLE V

Affiliate Representatives

Section 1. There shall be a maximum of six (6) Affiliate Representatives on the Board of Directors.

- A. Representatives shall be chosen by the Affiliate group.
- B. The term of office shall be two (2) years, with staggered terms.

- C. Rotation of Affiliate Representatives shall be determined by the date of affiliation.
- D. An Affiliate that is not represented on the Board of Directors is entitled to select one non-voting, ex-officio member to meet with the Board of Directors at regular meeting.

#### ARTICLE VI

##### Committees

- Section 1. Standing Committees of the association shall be:
  - A. Membership Services
  - B. Organization and Bylaws
  - C. Annual Conference Steering Committee
  - D. Publications
  - E. Nominations
  - F. Elections
  - G. Research
  - H. Workshops and Institutes
- Section 2. Ad hoc committees shall be established and shall function as considered necessary for the welfare and work of the association.
- Section 3. Chairpersons of standing and ad hoc committees shall be appointed by the President, or at the discretion of the President and Board of Directors, may be selected by the members of the committee.
- Section 4. Committee members may be appointed by the President. However, the President may allow Chairpersons to appoint, subject to his approval.



- Section 5. All standing and ad hoc committees of the association shall reflect the presence of equal representation of parents, teachers, and administrators in their numbers.
- Section 6. The Board of Directors may recommend to the committees actions which are deemed suitable for the welfare of the association.
- Section 7. Committee Chairpersons, and members, are appointed for one year terms, to run concurrently with the term of the appointing President.
- Section 8. Operating procedures shall be established by each committee and approved by the Board of Directors.

#### ARTICLE VII

##### Official Business

All official business of the association shall be conducted in accordance with the latest revision of Roberts Rules of Order.

#### ARTICLE VIII

##### Membership Year

The membership year is from January 1 through December 31.

#### ARTICLE IX

##### Finances

- Section 1. The annual dues for members shall be \$15.00.
- Section 2. The annual dues for student members shall be \$7.50.  
Student membership shall not exceed two (2) years.
- Section 3. Fees for subscriptions to the Middle School Journal

and costs of other association publications, shall be set by the Publication Committee, with the approval of the Board of Directors.

#### ARTICLE X

##### Coordinators

- Section 1. The Board of Directors may appoint Coordinators for states or regions not currently represented by an Affiliate.
- Section 2. Coordinators shall serve as non-voting, ex-officio members of the Board of Directors.

#### ARTICLE XI

##### Affiliates

- Section 1. State or regional associations of middle school educators whose purposes are in harmony with those of this association may apply for affiliation by means of written application.
- Section 2. A Constitution and list of officers of the group shall accompany the request for Affiliation.
- Section 3. Upon approval of the Board of Directors, each Affiliate is entitled to select one (1) member to the Board of Directors who shall exercise all of the prerogatives of the office, and shall serve as defined in Article V, Section 1, of these Bylaws.

#### ARTICLE XII

##### Amendments

These Bylaws may be amended by a two-thirds (2/3) affirmative vote of the entire voting membership of the Board of Directors.

APPENDIX H

LETTERS OF IMPORTANCE



**NATIONAL  
middle  
school  
ASSOCIATION**

HAL D. GADDIS  
EXECUTIVE DIRECTOR

DORIS D. KOZAK  
EXECUTIVE ASSISTANT

June 24, 1982

The Executive Board of the National Middle School Association commends and supports the present study undertaken by Winston Pickett. This study, related to the development of the Association from its beginning as a regional association to the present national structure, will provide additional insight into the history of the middle school movement.

The direct and indirect impact provided by this Association, which is devoted entirely to the middle school concept, has been significant. A study of this nature will provide needed insight into how a relatively new concept in education has developed an effective support organization. This organization is devoted entirely to the education of a relatively narrow band of students with membership consisting of interested parents and professionals on an equal basis.

Approved by the Board of Directors

June 26, 1982  
Date

*Hal D. Gaddis*  
Per Hal D. Gaddis, Ph.D.  
Executive Director

HDG:dk

P.O. BOX 968 · FAIRBORN, OHIO 45324 (513) 878-2346

## SPECIAL REPORT

May 6, 1977

THE JOURNAL

It appears that the publication and mailing of the Journal is remaining a continuing source of concern and a negative factor in the success of our association. Before proceeding I wish to state that in my opinion Dr. Lounsbury, as editor, has given us the quality Journal to which we always aspired.

However, as Executive Director of the association I must be concerned with more aspects than the quality of the journal. The best journal which can be produced is of no value if it is not delivered to our customers when promised. The realities of lead time for shipping, processing and mailing by bulk rate will not go away regardless of how much the publishing operation would like to place the blame for late delivery to some other aspect of the procedure.

In order to clarify the situation with facts, the following information is given to the Board of Directors:

## Volume VII issue #4

- (1) Delivered to my office Thursday, January 13.
- (2) Friday and Saturday we had a Board of Director's meeting.
- (3) Monday, January 17; University was closed, energy shortage, secretary and myself worked in 42° temperature to process the journals.
- (4) Placed in mail Tuesday, January 18.
- (5) Not bad? No - not unless one considers this was (1) to be delivered in December (2) it was "hinted" that the problem with delivery of the journal was with the national office (3) actual delivery to addresses could be as much as three weeks from date of mailing and (4) I resent freezing my a\_\_ off to carry out my duty when it can be hinted that I haven't done my job.

## Volume VIII issue #1

- (1) Delivered to my office Thursday, February 24.
- (2) Processed over the weekend by the secretary.
- (3) Placed in the mail Monday, February 28.
- (4) Processing took longer this issue because of the need to include two additional items with the journal.
- (5) Not bad? Not unless you consider this issue was promised in February and with this mailing date we were going to be delivering to our customers as much as 3 weeks into March.

Important? It depends on whether or not we mind a cancelation being received on March 8 because we did not produce what we had promised and other inquiries to which we had to write letters of apology and assurance.

Volume VIII issue #2

- (1) Received in the office ?
- (2) Mailed on (within three working days) maximum.

My case on this matter rests!

Next issue: Mailing - by whom - from where - and I don't give a damn!

The following statement is being given to the Board of Directors in order that I can not be misquoted.

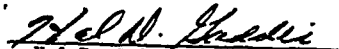
- (1) Mailing from Georgia certainly can be done.
- (2) Addressed envelopes can be shipped to the publisher.
- (3) Addressed envelopes cannot be printed unless the permit # to be used in Georgia is furnished the National Office.
- (4) The mailing of Volume VIII #1 was done at the office based on an agreement reached between the editor and Executive Director. It was not believed wise to do the mailing in Georgia because of the additional inserts.
- (5) The mailing of issue #2 will be from the Fairborn office because I do not believe we should draw attention to our permit at this time. It is my understanding that a permit in Georgia will, in some way, be based on our permit in Fairborn. If my information is accurate our IRS status would be raised and I quite frankly do not want any "boat rocked" at this time. In conclusion, if the publication committee decides the journals should be mailed from the publishers I will gladly give up the task and especially, the monitoring of delivery and mailing dates.

To fulfill this pledge the office will need the following:

- (1) Assurance that our non-profit status is once again secure.
- (2) Instructions (sample) related to the exact mailing imprint which must be printed on the envelopes to mail from Georgia.
- (3) Receive in writing for each journal when the publisher must have the addressed envelopes.
- (4) For ordering envelopes, printing, addressing and shipping I must be given a 5 week lead time.

- (5) The publisher must ship all extra journals to the national office immediately so we may fill the foreign and bulk orders which must have special handling.

I close by repeating a statement made at the beginning. I have nothing but praise for Dr. Lounsbury as editor of our journal. He has raised the quality to the level where we can all be proud to say we are associated with its parent organization. I am certain all our mechanical problems with the journal can be equally resolved but not without open discussion and direction being supplied by the proper source - the publication committee and/or Board of Directors.

  
Hal D. Gaddis, Ph.D.  
Executive Director



CENTRAL MICHIGAN UNIVERSITY  
DEPARTMENT OF SECONDARY EDUCATION

May 9, 1977

Mr. Robert M. Malinka  
National Middle School Resource Center  
120 E. Walnut Street  
Indianapolis, Indiana 46204

Dear Bob:

I wish to resign my office and all associated responsibilities in the National Middle School Association. I feel that my professional judgment and integrity have been questioned by the Board of Directors.

Compared to past years, extraordinary measures were taken by the Nominating Committee and me to insure that the nominations process this year was fair, proper, and open. Through its action on May 6th, the Board of Directors apparently did not concur. Whenever minor technicalities are allowed to intervene in place of open-mindedness and flexibility in the Board's decision-making process, I no longer wish to be a part of that process. In addition I feel that an improper procedure was followed in the May 6th action. Why weren't questions raised while the Nominating Committee's recommendations were on the floor and being discussed, at which time I could have personally stated and defended my position?

The nominations process was designed this year to overcome and eliminate the innuendo and veiled secrecy of past nominations procedures. Thus, it is ironic that the May 6th action and my resignation will serve only to create further division at a time when the Association needs all the solidarity and support it can get. This is an expensive price to pay because of such a minor issue.

I have given the past several years of my life to building a stronger National Middle School Association. My actions as Chairman of this year's Nominating Committee were intended solely to achieve that end. I regret that the Board of Directors could not see it that way.

Sincerely,

*Thomas E. Gatewood*  
Thomas E. Gatewood

P.S. I would like to request that this letter be read in its entirety at the next official Board of Directors meeting.





**NATIONAL  
MIDDLE  
SCHOOL  
ASSOCIATION**

Robert M. Malinka  
*President*  
Indianapolis Public Schools  
120 E. Walnut Street  
Indianapolis, IN 46204

July 1, 1977

Dr. Hal D. Gaddis, Executive Director  
National Middle School Association  
P. O. Box 968  
Fairborn, OH 45324

Dear Hal:

In accordance with direction from the Board of Directors of the National Middle School Association, I am requesting that you consider serving as Executive Director for the NMSA through June 30, 1980. The Board wishes to retain the stability of the national office, and also to provide you with the assurance necessary to allow you to function as Executive Director.

I am requesting that the national office be retained at Wright State University for a three year period, at which time future considerations can be made. In the event that you leave Wright State prior to completion of the agreement, the Board of Directors will exercise the privilege of relocating the national office at a more appropriate site.

If this arrangement is agreeable, please notify me at your earliest convenience. The Board of Directors of the NMSA wishes to thank you for your efforts in making the association a viable force in American education, and extend the hope that we will be able to continue the relationship which has been established. I will look forward to receiving your reply in the near future.

Sincerely,

Robert M. Malinka  
NMSA President

cc: Roger G. Iddings



**NATIONAL  
MIDDLE  
SCHOOL  
ASSOCIATION**

Hal D. Gaddis  
Executive Director  
P.O. Box 968  
Fairborn, OH 45324

September 22, 1977

Mr. Robert Malinka  
NMS Resource Center  
120 East Walnut Street  
Indianapolis, IN 46204

Dear Bob:

Sorry I have taken such a long time to respond to your letter regarding serving as Executive Director of N.M.S.A. through June 30, 1980. I am willing to continue in this position during the period of time you have stipulated. The challenge of developing an efficient office operation on a "shoestring" has been and is a frustrating but rewarding experience.

Although continued growth is vital to our very existence, I hope we do not allow increased numbers to effect the personalized attention we give to our membership. It makes us different and, from comments received in the office, appreciated.

Again, I do accept. It will be an honor to receive this appointment from our Board of Directors. We in Fairborn will do our best to serve the needs of the Association as directed by the Board of Directors.

Sincerely,

Hal D. Gaddis  
Executive Director

HDG:jbv



## TENNESSEE ASSOCIATION OF MIDDLE SCHOOLS

219 HENSON HALL - UNIVERSITY OF TENNESSEE  
KNOXVILLE, TENNESSEE 37916

TREASURER

Dr. Gary Ubben  
219 Henson Hall  
Univ. of Tennessee  
Knoxville, TN 37916

February 13, 1981

Mr. James Ivey  
Halls Middle School  
NMSA Conference Committee Chairman

Dear Jim:

Enclosed is a check for sixty thousand, six hundred sixty-three dollars and 18 cents (\$60,663.18) to be sent on to the National Middle School Association. This represents the balance of the account from NMSA 1980 National Convention with all known receipts as well as bills paid. Included in this figure is four thousand two hundred ninety-six dollars and eight cents (\$4,296.08) in donations to the conference that TAMS obtained from several benefactors in Tennessee.

I apologize for the delay in the closing of this account but the final deposits and statements were not in until just this week. A final treasurer's report is enclosed that updates the report I gave at the final conference meeting January 16.

Sincerely,

Gerald C. Ubben  
NMSA 1980 Conference Committee Treasurer

GCU/skp



### MIDDLE SCHOOLS IN CONCERT

**BANQUET - FOOD & BEVERAGE**  
Donald R. Rhodes  
615-956-8758

**CONVENTION HANDBOOK**  
An Gimes  
901-454-7372

**EVALUATION**  
Margaret S. Phelps  
615-528-4133

**EXHIBITORS**  
George Perry  
615-693-9242

**FACILITIES**  
Mary Ruth Martin  
615-226-1494

**FINANCE**  
Gerard Ubben  
615-974-2214

**HOSPITALITY**  
James W. Coors  
615-929-6090

**OUTSIDE ATTRACTIONS**  
Bill Durham  
901-947-7815

**PROFESSIONAL PROGRAM**  
Liz Lane  
901-458-7561

**PUBLICITY**  
Tom Terpening  
615-693-4262

**REGISTRATION**  
Boe Goff  
615-521-2596

**SCHOOL VISITATIONS**  
John W. Ladd  
615-254-0529

**STUDENT AND PARENT INVOLVEMENT**  
Judy Cannizzaro  
615-383-9687

**TRANSPORTATION & PRINTING**  
J.B. Whisman  
615-741-7856

**NMSA LIAISON**  
Ma D. Gaddis  
Executive Director  
613-878-2346

# NATIONAL MIDDLE SCHOOL ASSOCIATION

Annual Conference - Oryland Hotel - November 12-15, 1980  
Nashville, Tennessee 37918 - 615-659-1000

James A. Ivey, Jr., General Chairman  
Halls Middle School, Route 30, Emory Road  
Knoxville, Tennessee 37918 - 615-922-7494



"A Grand Old Oprytunity"

February 19, 1981

Dr. Hal Gaddis  
P.O. Box 968  
Fairborn, Ohio 45324

Dear Hal,

I am forwarding on to you the enclosed check which arrived today in the amount of

\$60,663.18

This is the largest check ever to have been deposited by NMSA as income. I'm extremely happy to have been a part in making this possible. Also, enclosed is a financial statement from the Committee Treasurer.

My efforts to send this check earlier have been futile. A statewide conference committee, sickness, and the size of this conference multiplies the time necessary to complete the job. However, you will find this financial statement is of the utmost importance to future committees.

Materials, notebooks, etc. are being mailed to you. Hope they help.

Thank you for your apology concerning the hotel cancellations. Apology accepted!

Good Luck in 1981! Call me if you have questions that I might answer.

Sincerely,

*James A. Ivey, Jr.*

James A. Ivey, Jr.

JAI:db

CC: Sheri Scott  
John Swain  
Mary Compton

Conference Host: Tennessee Association of Middle Schools  
President: Winston Pickett 615-943-4149

Financial Statement  
1980 N.M.S.A. Annual Conference  
Nashville, Tennessee

Receipts:

N.M.S.A. Front Money	\$ 2,000.00	
T.A.M.S. Front Money	1,000.00	
Contributions	4,296.08	
Registration	153,472.24	
Exhibits	12,450.00	
Transportation	1,100.00	
Tapes	<u>240.00</u>	\$174,558.32

Disbursements:

Audio-Visual	1,808.87	
Banquet - Food & Beverage	44,422.99	
Conference Handbook	4,875.00	
Evaluation	168.11	
Exhibits	4,828.37	
Facilities	375.94	
Finance	1,237.73	
Outside Attractions	- 0 -	
Parent/Student	- 0 -	
Program	5,642.98	
Publicity	1,002.21	
Registration	5,891.56	
School Visitations	1,192.62	
Transportation	4,825.54	
Welcome & Information	70.75	
General Chairman	1,410.76	
Committee Travel	7,374.45	
T.A.M.S. - Repay Loan	1,000.00	
N.M.S.A. - Opry Tickets	12,862.50	
N.M.S.A. - Memberships	10,562.00	
Registration Refunds	3,751.70	
American Exchange	75.56	
Bad Checks	<u>515.50</u>	<u>113,895.14</u>

Income:

\$ 60,663.18

Sent to N.M.S.A. National Office

APPENDIX I

EXECUTIVE DIRECTOR'S COST AND PROJECTED REVENUE

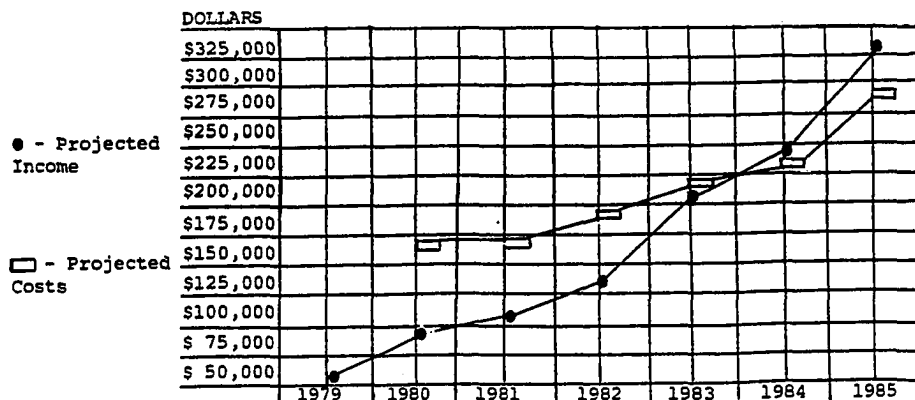
ESTIMATED COST FACTORS IN ESTABLISHING NATIONAL  
OFFICE FOR NMSA WITH FULL-TIME DIRECTOR

	(17%)						
	Exec. Dir. Salary without Benefits (3%)	Exec. Dir. Salary with Benefits	2 Full-time Secretaries & Benefits	Lease Space For Office	Initial Office Equipt. (10%)	Association Operational Budget (10%)	Total Budget
1980	\$26,000	\$30,420	\$28,000	\$20,000	\$14,000	\$77,000	\$160,420
1981	\$28,080	\$32,854	\$29,400	\$21,000	\$15,400	\$87,780	\$186,434
1982	\$30,326	\$35,481	\$30,071	\$22,500	\$16,940	\$100,069	\$295,861
1983	\$32,752	\$38,320	\$32,414	\$23,750	\$18,634	\$114,079	\$227,197
1984	\$35,372	\$41,395	\$34,035	\$23,938	\$20,497	\$130,050	\$250,905
1985	\$38,202	\$44,896	\$36,856	\$26,085	\$22,547	\$182,070	\$312,254

ESTIMATED REVENUES FROM MEMBERSHIP FOR NMSA INCOME ON PROPOSED DUES STRUCTURE

	Membership Fee Proposal	% Increase	Dues Structure 3% Increase Per Year	Projected Number of Memberships	Income on Proposed Fee Structure Projection
1979 Present Year	\$20	--		2,500	\$50,000
1980	\$30	50%	\$30.00	2,800	\$84,000
1981	\$30	--	\$32.50	3,500	\$105,000
1982	\$30	--	\$35.00	4,500	\$135,000
1983	\$40	33 1/3%	\$37.80	5,000	\$200,000
1984	\$40	--	\$40.82	6,000	\$240,000
1985	\$50	25%	\$44.09	6,500	\$325,000

CHART ON ESTIMATED INCOME FROM MEMBERSHIPS ONLY AND NMSA COSTS



VITA

WINSTON DONALD PICKETT

Personal Data: Date of Birth: January 15, 1942  
Place of Birth: Chattanooga, Tennessee  
Marital Status: Married to Marsha A. Pickett  
Children - Christy, 14; Steven, 12

Education: David Lipscomb College, Nashville, Tennessee;  
health, physical education, and recreation, B.S.,  
1965.  
Tennessee Technological University, Cookeville,  
Tennessee; educational administration, supervision,  
and curriculum development, M.A., 1974.  
Tennessee Technological University, Cookeville,  
Tennessee; educational administration, supervision,  
and curriculum development, Ed.S., 1979.  
East Tennessee State University, Johnson City,  
Tennessee; administration and supervision (collateral  
area - reading), Ed.D., 1982.

Professional Experience: Teacher and coach, Dunlap Elementary School, Dunlap,  
Tennessee, 1965-1969.  
Teacher and coach, Sequatchie County High School  
(grades 9-12), Dunlap, Tennessee, 1969-1972.  
Principal, Griffith Elementary School (grades K-8),  
Dunlap, Tennessee, 1972-1973.  
Principal, Sequatchie County Middle School (grades 5-8),  
Dunlap, Tennessee, 1973-1979.  
Principal, Sequatchie County Middle School (grades 4-6),  
Dunlap, Tennessee, 1979-1981.  
Doctoral Fellow assigned to the Dean of the College of  
Education, East Tennessee State University, Johnson  
City, Tennessee, 1981-1982.  
Principal, Sequatchie County Middle School (grades 4-6),  
Dunlap, Tennessee, 1982-present.

Professional Affiliations: NEA, National Education Association  
TEA, Tennessee Education Association  
SCEA, Sequatchie County Education Association  
TAMS, Tennessee Association of Middle Schools  
NMSA, National Middle School Association  
ASCD, Association for Supervision and Curriculum  
Development



TASCD, Tennessee Association for Supervision and Curriculum Development

IRA, International Reading Association

PDK, Phi Delta Kappa

PKP, Phi Kappa Phi

Professional Activities and Honors:

Consultant on Middle Grades Education to Bristol, Tennessee Public School, 1981-1982.  
 Coordinator of Visiting Scholar Series, College of Education, East Tennessee State University, 1981-1982.  
 President, Tennessee Association of Middle Schools, 1979-1980.  
 Steering Committee Member, Principals' Study Council. Board of Directors, National Middle School Association, 1979-1981.  
 Treasurer, National Middle School Association, 1980-1981.  
 Policy Board Chairman, Title IVC Teacher Center Project, Sequatchie County, 1980-1981.  
 Steering Committee Chairman, National Middle School Association Annual Conference, 1980.  
 Slated for President-Elect, National Middle School Association.  
 Recipient of Outstanding Educational Administrator Award, Tennessee Technological University Phi Delta Kappa Chapter, 1981.  
 Editor, The Bulletin Board, College of Education Weekly Newsletter, East Tennessee State University, 1981-1982.  
 President, Advanced Doctoral Seminar, East Tennessee State University, 1981.  
 Host, Tennessee Reception, Association for Supervision and Curriculum Development, Annual Convention, Atlanta, 1980.  
 Listed in Who's Who in the South and Southwest, 1982.  
 Coordinator of Faculty Exchange between Appalachian State University and East Tennessee State University.

Professional Conference Participation and Papers:

"Conceptual Basis for Curriculum Thought in the Lower School," National Association of Independent Schools Conference, Knoxville, Tennessee, 1982.  
 "Language Arts in Action," paper presented at the Tennessee Association of Middle Schools Sixth Annual Conference, Gatlinburg, Tennessee, 1982.  
 "Discipline: Middle School Dilemma," paper presented at the National Middle School Association Annual Conference, Kansas City, Missouri, 1982.

- "Advanced Graduate Student Seminar," seminar directed at the Tennessee Association of Supervision and Curriculum Development Summer Conference, Gatlinburg, Tennessee, 1982.
- East Tennessee State University Host, Graduate School Deans' Conference, Appalachian State University, July 1982.
- "Timely Topics in Education." Coordinator of workshop involving Principals' Study Council, Tennessee Association of Supervision and Curriculum Development, and East Tennessee State University faculty, East Tennessee State University, 1982.
- "Parental Involvement: When? Where? and How?" Paper presented at the Tennessee Association for Supervision and Curriculum Development, Winter Conference, Memphis, Tennessee, 1982.
- "Classroom Management and Behavior Modification." In-service program for Holston Valley Middle School, Sullivan County, Tennessee, 1981.
- "From Colorado to Tennessee," paper presented at the National Middle School Annual Conference, Miami, Florida, 1981.
- "Parents and Schools--Partners in Education." Workshop speaker for Parent Advisory Council, Sullivan County, Tennessee, 1981.
- "Parental Involvement: When? Where? and How?" Paper presented at the Tenth Annual East Tennessee Education Conference (State Department of Education sponsored), 1981.
- "Reading and the Tweenager," paper presented at the National Middle School Association Annual Convention, Nashville, Tennessee, 1980.
- "Middle School Reading," paper presented at the Tennessee Association of Middle Schools Drive-in Conference, Knoxville, Tennessee, 1980.

Professional  
Publications:

- Phelps, Margaret, and Winston Pickett. "The Principal--Key to Middle School Success," Focus (TASCD Journal), Spring, 1980.
- Pickett, Winston and Susan Strader. "Tennessee's Middle Schools--the Challenge at Hand," TSBA Bulletin, January-February, 1982.
- Pickett, Winston and Susan Strader. "Tennessee's Middle Schools--the Challenge at Hand," TAMS Journal, Spring, 1982.
- Pickett, Winston and Margaret Phelps. "Cost-Free Steps to Increased Students Achievement," Principal, National Elementary Principal Association, September, 1982.

Pickett, Winston and Margaret Phelps. "Cost-Free Steps to Increased Students Achievement," United Press International, September, 1982.

(Accepted for Publication)

Swain, Sue and Winston D. Pickett. "From Colorado to Tennessee by Way of L. A. (Language Arts)," National Middle School Journal.