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Report, 1955-57, by the Retiring General Secretary

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Report, 1955–57, by the Retiring General Secretary

This rather personal report to the Association contains an account of developments since my assumption of the General Secretaryship on September 1, 1955, together with a statement of the possibilities of progress for the Association which my experience in office leads me to envisage. I hope it will not seem overly fulsome for me to say at the outset how greatly I value the opportunity I have had to serve the Association and higher education as the administrative head of our organization. The membership has provided every facility that could be used, and I have met with cordiality and cooperation on all sides. Within the Association there is unity and strength of purpose; on the outside, among other organizations in higher education, there is encouragement for the Association to play the significant role of which it is capable. We have many reasons to look forward to the future with assurance.

The Situation in September, 1955

In September, 1955, augmented financial resources, produced by the increase in dues, effective that year, had become available. A very large accumulation of work, produced by the previous inadequacy of resources and the misfortunes of staff illness, was awaiting attention. The *Bulletin*, however, was well on the way to resumption of its regular schedule of publication; and the Association's office had been placed in good order through the herculean efforts of Dr. Shannon, Dr. Middleton, and the members of the nonprofessional staff. All of these loyal co-workers have my eternal gratitude and have received numerous indications of the respect and appreciation of the officers and Council of the Association. I bespeak for them and for their newer colleagues the continued thanks and regard of the entire membership.

In confronting its tasks, the Association possessed several invaluable assets, as I have pointed out to numerous chapters before which I have spoken. One of these was the staff of the Washington office, to which I have just referred. Another was the ideal location and characteristics of the headquarters, comprising the entire fourth floor of the building of the American Council on Education. The headquarters are large, attractive, and comfortable, and they afford every

facility for effective work. The offices of many other organizations in the field of higher education are located in the same building. A third major asset, present since the founding of the Association, was the nature, at once unified and diversified, of its support by the dues of the members. A fourth asset was the Association's record of consistent adherence to unweakened principles of academic freedom and tenure, courageously enunciated anew during a difficult period. Our debt to my predecessor, Dr. Ralph E. Himstead, for these assets is immeasurable.

The obvious need in September, 1955, was to marshal these assets effectively, and to add others to them, in dealing with the Association's current problems. The most pressing tasks clearly were (1) to develop the staff and facilities of the Washington office commensurately with the enhanced financial resources; (2) to complete restoring the *Bulletin* to its publication schedule, and to make full use of it to convey information on organizational and professional matters to the membership; (3) to deal effectively with an accumulation of instances of alleged violation of academic freedom and tenure; (4) to keep abreast of current demands for Association activity in other areas of concern; and (5) to maintain more effective contact with the members, chapters, and regional groups of the Association, and improve the recruitment of new members and the stimulus to new chapters, which should come from the national organization. Beyond these immediate tasks lay the need for developing an expanded and more diversified program of activities, involving widespread membership participation and enhanced Association influence in a broad range of professional matters.

Administrative Changes

In order to meet the expanded needs of the Association and use its enlarged resources effectively, the Council approved increasing the Association's professional staff from three members to five. A happy combination of circumstances made it possible to secure the services of Dr. Rorabacher, commencing March 1, 1956, as a collaborator in many phases of the Association's work and as the director of relations with members and chapters. On June 1, 1956, Dr. Fidler joined the staff as an additional participant in handling academic freedom and tenure cases and as the initiator of several new lines of activity. The *Bulletin* problem was solved by securing the agreement of Dr. Shannon to become permanent Editor in complete charge of the publication, with Dr. Middleton as Associate Editor. In many phases of the operations of the professional staff, there has been a sharing of responsibility, with coordination secured by means of staff meetings and informal conferences, as well as by daily review by all staff members of copies of the dictated outgoing correspondence of the preceding day.

Because of the loss to the American Council on Education of Mrs. Dorothy Smith, for many years editorial assistant on the *Bulletin* and staff assistant in the Association's office, it became necessary to organize the work of the office somewhat differently. Mrs. Stockton Banks became editorial assistant on the *Bulletin* in September, 1955, and was also charged with developing the Association's accumulation of books and pamphlets into an organized, though small, library, under the general direction of Dr. Middleton. The supervisory responsibilities of Mrs. Florence Kite and Mrs. Mary V. Wilson, senior staff members, were specifically allocated. On July 1, 1956, after a survey by Mrs. Opal D. David as temporary consultant had identified future needs, Mrs. Marjorie Moore became administrative assistant to the General Secretary, charged with making arrangements for the Annual Meetings and other arrangements for which the General Secretary is responsible, and with handling personnel matters and coordinating the work of the office on behalf of the General Secretary. Despite the addition of three members to the stenographic and secretarial staff to provide for the needs of the enlarged professional staff, turnover in the clerical staff and the adoption of certain improvements in work methods have made it possible to keep the size of the total nonprofessional staff at the same number, eighteen, as in September, 1955.

Dr. Owens' acceptance of the treasurership in late 1955 and the appointment of an investment committee have rendered the Association's financial reserve far more productive than before. Earnings from it have risen from approximately \$800 a year to approximately \$3000. Financial procedures have been improved in a number of respects, including the bonding of Association personnel who handle funds. The auditing of the Association's books, which had fallen behind, was brought down to date promptly. A businesslike handling of financial affairs seems assured for the indefinite future.

Physical changes in the headquarters office, previously summarized in the *Bulletin*, made possible a rearrangement and consolidation of personnel, together with a redistribution of shelving and storage space, which both added to the efficiency of operations and permitted sub-renting of six rooms on one portion of the floor, instead of two as before. The benefit of enlarged income as a result of this development is enhanced by the advantage of having the staff of the American College Public Relations Association added to that of the American Alumni Council as close neighbors. Other physical changes which have resulted in improved operations include the installation of automatic letter-opening and mailing machines and of an automatic intercommunicating telephone system with two outside lines. If, as is to be expected, the staff of the Association grows in size with the future growth of the Associa-

tion, re-absorption of the space now rented to others and the addition of lines to the telephone system will easily accommodate four more professional staff members and the additional equipment and non-professional personnel that will be needed.

Academic Freedom and Tenure Cases

The precise size of the September, 1955, backlog of pending academic freedom and tenure cases was not immediately ascertainable. The latest available statistics (*Bulletin*, Vol. 41, p. 20) showed 108 cases pending at the end of 1954; but these were not identifiable in the files, in which many cases previously closed had not been segregated, and which embodied no classification to show the disposition of cases subsequently received. Most of the cases in need of attention were, however, known to the members of the staff. A subsequent survey of the files (*Bulletin*, Vol. 42, p. 706) produced an accurate count of the cases and determination of their disposition, and resulted in the segregation of pending cases into a single file. A card file of the docket of pending cases has also been established, so as to permit ready reference and periodic checks upon the status of these cases. A definition of the concept of a "case," limiting it to instances in which the freedom or tenure rights of individual faculty members are alleged to be threatened or to have been violated, has been adopted, so as to permit more accurate statistics to be kept.

Many of the cases pending in 1955 involved situations that had developed out of Congressional investigations and other measures which formed part of the national effort to combat Communism. Professor Sullivan, who became Chairman of Committee A at the expiration of the 1955 Annual Meeting, and who, at President Britton's request, had examined the case files earlier in that year, did not feel that his committee should assume responsibility for disposing of this backlog and also for keeping abreast of current business. The manner in which this situation was handled through the appointment of the Special Committee on Academic Freedom and Tenure in the Quest for National Security is now well known. The membership of this committee overlapped largely with that of the new Committee A which President Britton appointed; and the two committees proceeded in collaboration; but the Special Committee reported independently to the Council and to the Forty-second Annual Meeting. Its province was twofold: (1) to enunciate the application of the 1940 Statement of Principles on Academic Freedom and Tenure to circumstances brought about by the national effort to combat Communism; and (2) to render a report on those situations in which academic administrations had, on the basis of facts which were not in dispute, established a public record of their actions on which a judgment could be expressed. The quality and importance

of the Committee's report and the resulting actions of the Forty-second Annual Meeting require no amplification here.

The Special Committee was unable to deal finally with incidents it reviewed in the New York municipal colleges and six other institutions, because the public record surrounding the actions taken was not sufficiently complete. Supplementary investigations by visiting committees into the incidents at five of these institutions, together with other freedom and tenure investigations, required a large amount of time and correspondence during the ensuing year. Several additional inquiries into long-pending cases have been completed, and several new inquiries have been launched.

Members of the Association who have been asked to serve on investigating committees have responded willingly, and have devoted untold amounts of time to their tasks. The identification of members who might be invited to serve has occasionally not been easy; for not only must there be adequate acquaintance with those approached, but consideration must be given to geographical factors, subject-matter fields of those approached, and types of institutions in which they are faculty members. To be available for service as investigating committee members, and to assist in the informal adjustment of difficulties which often are brought to the attention of the Association before a dismissal or non-reappointment has taken place, members of the Association throughout the country have agreed to serve as members of panels to aid in the work of Committee A, which have been established in each of the Association's ten electoral Districts. A considerable number of panel members have already served on investigating committees, and in one important instance a panel member has performed noteworthy service by visiting an institution and rendering effective advice to the parties to a bitter dispute, after consultation with them and their colleagues. The Association's office continues to conduct a large volume of correspondence, inquiring into alleged violations of freedom and tenure rights and seeking adjustments where possible.

The Association's views of the application of the 1940 Statement of Principles on Academic Freedom and Tenure to situations growing out of the effort to combat Communism, based on the report of the Special Committee on Academic Freedom and Tenure in the Quest for National Security, have not been fully accommodated to those previously expressed by other organizations in higher education. The task of securing an adjustment of such conflicts as exist remains to be accomplished and is one of the most important confronting the Association. Wise action in cases still before the Association will assist in this task. Court decisions adopting the same viewpoint as the Association's on some issues, including the effect that may be given to invocation of the

Fifth Amendment in passing on the fitness of a staff member, have been helpful. Careful analysis of the positions actually taken by various organizations, including this Association, as distinguished from the emphases and verbal embellishments in the formulation of these positions, indicates that the actual conflicts of policy are minimal. The elimination of these conflicts through future collaboration and interchange of views seems probable.

Cordial collaboration by the Association with the Commission on Academic Freedom and Tenure of the Association of American Colleges has gone forward. A special joint committee to formulate advisory procedural standards for colleges and universities in situations where the dismissal of faculty members is contemplated has been at work since the spring of 1956. The completion of these standards, which have received preliminary approval within both organizations, seems assured. Their availability should contribute much to eliminating procedural deficiencies that have caused trouble in past situations, including many of the incidents reviewed by the Special Committee. Collaboration in formulating other model statements in matters of freedom and tenure, such as a statement of desirable regulations on the bestowal of tenure, would be of benefit and should be attempted. The 1940 Statement of basic principles is ambiguous on several points and is not beyond improvement. Although its modification should not be attempted before substantial indications of probable agreement are obtained, the Statement should not be regarded as final. The seven-year maximum period of probation, which the 1940 Statement specifies, is violated in a number of institutions. Enforcement of this maximum should be improved, or a more effective provision be drafted.

It is important to recognize, too, that the Association has not brought its own investigative procedures to a final state. Informal in character and resting to a large extent on the voluntary cooperation of witnesses and administrations, these procedures involve peculiarly difficult problems of evidence, notice to affected parties, and the like. Committee A approved a new detailed formulation of these procedures in August, 1957. A radically different process of enforcing the principles of academic freedom and tenure from that now prevailing is at least theoretically possible. If the principal organizations in higher education were to achieve substantial unity and firmness of purpose with regard to these principles, they could establish a joint tribunal to entertain complaints of violation. The American Association of University Professors, in instances where attempts at adjustment failed, might present cases to the tribunal according to a procedure that permitted stronger effort to ferret out the truth. It is not my intention to advocate even the ultimate adoption of such a procedure; but the possibility of a firmer sanction than the present

method of unilateral inquiry and censure, as a means of sustaining the principles of freedom and tenure, should not be placed out of mind. Effective use of the accrediting process should be sought for this purpose; and there seems to be no barrier to cooperation with accrediting agencies to this end.

In certain situations it may fall within the province of the Association to forestall great harm to higher education by focusing professional and public attention upon practices violative of academic freedom and tenure, that would be generally opposed, but which other organizations in higher education tend to overlook. Such a situation is presented by the conflict over integration in Southern colleges and universities today. Prompt, vigorous action should be directed against any demonstrable invasion of the freedom of faculty members to discuss the integration issue both within their institutions and publicly, to the end that a pattern of enforced conformity over this issue may not harden into a permanent impairment of the quality of higher education in the South. There is no doubt that, as of 1957, many present and prospective faculty members in Southern colleges and universities are choosing to go elsewhere when opportunity offers, or that, for this reason, the condition of higher education in the Deep South will have deteriorated deplorably in another ten years if corrective steps are not taken.

In general, the Association's work in the freedom and tenure field will be rendered increasingly effective as means are found to supplement the traditional case-by-case enforcement of principles with other measures. The specific formulation of views to meet new issues and the preparation of new standards, whether advisory or designed to be implemented, serve as examples of the methods that can be used. The work of the new Committee on State Antisubversive Legislation involves a promising attack on conditions lying outside the colleges and universities themselves.

Enlarged Program of Activity

In the early years of the Association's history numerous committees, concerned with many subjects of professional importance, came into existence and functioned actively. Some of them rendered noteworthy reports which remain influential. The Association, moreover, played an active role in the formation of the Teachers Insurance and Annuity Association and the American Council on Education. On the whole, however, absorption of the Association's resources by work in the freedom and tenure field caused its work in other areas, aside from the publication of the *Bulletin*, to diminish until, during the decade since World War II, only Committee T and Committee Z have remained active in addition to Committee A. The biennial salary reports of

Committee Z and the occasional noteworthy reports of Committee T on faculty participation in college and university government absorbed the resources of those committees. The staff of the Association, and particularly Dr. Himstead as General Secretary, remained active in the affairs of higher education centering in Washington; but means were lacking for conveying the results of this activity to the membership. It seemed essential, in September, 1955, that the Association's expanded resources be used in part to re-establish a balanced program, and to secure the participation of representative members of the Association throughout the country in carrying that program forward.

In the fall of 1956, the Council approved an expanded committee structure, which has since been placed in effect (*Bulletin*, vol. 43, p. 93). The Council's statement of the functions of the committees served also as a statement of the Association's projected program. This program has been initiated through the appointment of many committee members, through correspondence, and through meetings of all but a few of the committees during the spring of 1957, mostly in conjunction with the Forty-third Annual Meeting. In this way, professional ethics, the problems of teaching and research (including recruitment of the academic profession), accreditation, faculty-administration relations, various aspects of the economic status of faculty members, and the Association's own history, are commencing to receive their due share of attention.

It is unnecessary to summarize here the present status of the work of the various committees, since an account of the committee meetings and programs will be included in the issue of the *Bulletin* which carries this report. The committees fall into two categories: those concerned with the matters of professional concern that have been mentioned in this report, and those that deal with certain matters internal to the Association.

The province of Committee B on Professional Ethics has evoked considerable interest among members of the Association, for the feeling is strong that much needs to be done to render the members of college and university faculties more genuinely and fully a unified profession, and that proper attention to standards of professional conduct is an essential part of this process. Such standards will, of course, reflect a sense of professional responsibility, such as is already encouragingly widespread. Success in Committee B's work will unquestionably enhance the influence of the Association, as well as render material aid in appraising the alleged misconduct of faculty members which is sometimes put forward in justification of dismissals and non-reappointments that come to the attention of Committee A.

The charge of Committee C on Teaching, Research, and Publication, which includes the problems of recruiting and training new members of the academic profession, is of enormous importance in the present stage

of educational affairs, in which enlargement of numbers and increased effectiveness in the performance of duties are an obvious necessity because of prospective increases in enrollments. Faculty members, more than any other element in higher education, are charged with responsibility for doing everything possible to meet future needs and at the same time safeguard the quality of teaching and the adequacy of ongoing research and creative work. The responsibility of Committee Z on the Economic Status of the Profession is closely related to that of Committee C, and it embraces many aspects. Not only salaries, but retirement annuities and other "fringe benefits," tax questions, and methods of securing the needed resources fall within this committee's province. Subcommittees have been established to deal with these matters, and the one on taxation is actively presenting the Association's views in Federal tax proceedings.

The responsibility of Committee T on Faculty-Administration Relations breaks down into similarly numerous categories. These embrace all aspects of faculty-administration relations, not only by way of research, but also with relation to methods of securing the adoption of desired policies. In the long run, in my opinion, the attainment of a secure position of responsibility for faculties in the conduct of colleges and universities would contribute more to the attainment of the Association's objectives for higher education than any other possible development.

Committee D on Accrediting has a difficult assignment, cutting across all matters of major concern to the Association. The needed participation of faculty members in the accrediting process, both as members of visiting committees and as faculty members bringing conditions and problems in their institutions to the attention of these committees, is a widely neglected aspect of academic citizenship. At the same time, many of the policies espoused by the Association, in addition to the maintenance of freedom and tenure, could be largely effectuated through the accrediting process, if fruitful relationships with the accrediting agencies could be established. The National Commission on Accrediting, with which Committee D and the Association's office have been in close touch, affords a channel through which these matters can be considered.

The words "academic citizenship" seem best to express the professional responsibilities of which the Association seeks to become a more adequate instrument. Many of the Association's chapters have done effective work in certain of the areas mentioned. If the national organization can become a reasonably effective means of stimulating, strengthening, and coordinating future efforts by the chapters, as well as of dealing with the same problems at the national level, much progress can be made.

The Association's National Role

The Association's continuing place in national educational affairs remains to be determined. Its role in relation to academic freedom and tenure is well established and remains secure. An equal role with relation to professional ethics seems clearly attainable. Numerous organizations in higher education, composed largely of colleges and universities as institutions or of academic administrators, are actively at work on all of the other problems of current importance. The faculties, not less than other elements in the academic community, are represented by the administrative officers of their institutions in the work of these organizations. Much of this work is conducted effectively with the aid of foundation grants. There is some question, therefore, whether the faculty interest and viewpoint require representation at the national level through a separate organization, and whether a primarily dues-supported operation can be successful. The indications are favorable, however, and the need for the Association's work is generally recognized.

The Association is an important constituent member of the American Council on Education, which embraces virtually all of the organizations concerned with higher education, and it is regularly requested to participate in the conferences and meetings which the Council and other educational organizations, as well as the United States Office of Education, summon from time to time. The Association could itself initiate meetings and conferences to take up problems of especial concern to it. In many gatherings, the representatives of the Association are regularly assumed to possess the ability to state faculty viewpoints with considerable authority, and it seems to be definitely useful for them to attempt to do so. They can succeed only if the affairs of the Association are so conducted as to marshal the judgment of its members for expression by the Association's representatives, and if Association members can become available for continuous work on some of the problems that require attention at the national level. It is legitimate to hope that, by means of such activity, the Association will occupy an increasingly influential place in the deliberations of higher education on many subjects, and that the sparseness of direct faculty representation on official and semiofficial educational bodies, which has been the subject of considerable comment in the Association, will consequently tend to disappear.

Primary reliance on dues to support the Association's work does not preclude an effort to enlarge the extent and effectiveness of the Association's program by means of specific research projects, conferences, and publications, financed by grants from foundations and other outside sources. There is every reason to believe that suitably formulated projects presented by the Association would be cordially re-

ceived by organizations having funds to dispense. The Association's continuing program would be greatly aided, and many collateral benefits would probably ensue, if special inquiries into such matters as the actual status of faculty members in their institutions, faculty attitudes, faculty working conditions, the methods of teaching, the motivation of young people with relation to academic careers, the structure of faculty organization, and economic conditions affecting the status of faculty members could be carried on with granted funds. It would also be beneficial to finance by the same means broadly representative conferences and special publications on matters of concern to the Association. As soon as the professional staff can be enlarged sufficiently to prepare projects of this sort for submission, a beginning should be made along this line. Even without this form of assistance, a program of special publications, setting forth the Association's position on freedom and tenure, faculty salaries, and perhaps other matters, should be undertaken.

Special services by the Association to higher education or to the academic profession might also be financed by grants from outside. In the fall of 1955, conversations were begun with the Association of American Colleges, looking to the establishment of a register of retired faculty members available for employment in institutions other than those from which they have retired. Several conferences on the same subject, initiated by other organizations, also took place. As a result, pursuant to authorization by the Association's Council, a project for the establishment of such a register was submitted jointly by the two associations, in August, 1956, to the Fund for the Advancement of Education. A six-member joint committee of the two associations was established in the spring of 1957, to give preliminary consideration to the register plan and to submit a revised proposal and prepare for administering the project if the grant should be made. The Ford Foundation, in June, 1957, awarded the amount requested, and preparations are under way at this writing to launch the project as an undertaking of the two associations under a director responsible to the joint committee.

The retired professors' register will be valuable not only for what it may accomplish, but as an indication of continued close cooperation with the Association of American Colleges, and as a forerunner of other possible services to higher education by the Association in collaboration with others. The development of the register has been paralleled by joint efforts, including a conference, between the Subcommittee on Retirement of Committee Z and the Association of American Colleges' Commission on Faculty and Staff Benefits, to prepare an up-to-date statement on retirement and other faculty benefits, replacing the Statement of 1950. A tentative draft of the new statement has been agreed upon.

Also by way of special projects, the Association has recently undertaken to administer the annual Academic Freedom Award, made possible by a gift to the Association from the alumni and faculty of the University of Wisconsin Experimental College. A further project will result from the Association's own Academic Freedom Fund, established by gifts of certain of the Association's members and supporters in appreciation of the accomplishments of the 1956 Special Committee and Annual Meeting. These evidences of confidence in the Association's work and opportunities for enlarged service are highly gratifying.

Organizational Structure and Operations

A major accomplishment of the past two years has been the adoption, by the Forty-third Annual Meeting, of a new Constitution, which was proposed by Committee O after elaborate consideration. This document, replacing the former Constitution and By-Laws, simplifies the organization's governing law and defines for the first time the scope of the powers of the Council and of Meetings of the Association. The new Constitution also makes specific provision for area conferences of chapters, such as had become established in a considerable number of states, metropolitan areas, and regions for the purpose of exchanging information and experience and of considering common problems. Interest in organizational issues had been intense among the membership, and numerous proposals for reorganization, including some which involved a high degree of decentralization, had been made. The new document preserves the former centralized structure, but encourages local initiative as well as effective deliberation and action by national meetings. I am confident that the unity which emerged in the consideration and adoption of the new Constitution will continue, and that future organizational changes, if required, can be made without sharp controversies.

The means of communication between the officers, Council, and Washington office on the one hand, and the members, chapters, and area groups on the other hand, which have been employed during the past two years, have included new departments in the *Bulletin* and rather frequent visits to chapters by members of the headquarters staff and by Council and committee members. These, plus a generous use of letters from headquarters to the chapters, have increased the spread of representation in the Annual Meetings. The attendance in both 1956 and 1957 was considerably larger than before; but more important is the fact that the attendance consisted largely of accredited delegates who sat throughout the sessions, rather than of casual attendants from the vicinity of the Meetings, and that there was a wide geographical distribution of delegates. Given the further development of the Associ-

ation's program and of membership participation in that program, additional progress in transforming the meetings into important constituent assemblies seems likely.

Chapter Activities

The level of activity and of effectiveness among the Association's 518 chapters inevitably varies from place to place and from time to time; but I have been impressed by the number of instances in which strong chapters have contributed effectively to the formulation and adoption of sound educational policies by their institutions. Even where faculties are well organized officially, there often is need for local watchfulness in freedom and tenure matters, and for discussion and research leading to chapter proposals to faculty and administration. I have noted significant instances of this kind of chapter activity, in some of which the national organization has aided by means of stimulation and advice. There is need for national correlation of the research activities of chapters and regional groups, such as it will be one of the functions of the national committees to supply.

In addition to influencing institutional policies, chapters should be alert to discover and point out to the faculties those areas in which individual and collective faculty responsibility calls for work to be done. The attraction of qualified young people to the academic profession and their preparation for faculty membership is such an area at the present time. Undoubtedly, the strongest Association possible will be one in which local groups are aware of local and national needs and are zealous to meet those needs by wise, vigorous action.

Membership and Organizational Prospects

There has been need to adopt many measures to strengthen the relations of the Association to its members and chapters, and to stimulate the Association's growth. The accuracy of the mailing list of the *Bulletin* has been improved; the membership figures have been rendered more precise and detailed; and the speed in handling membership transactions has been increased. The deposit of checks, the handling of membership correspondence, and the coordination of membership lists with those of the chapter officers and of the *Bulletin's* printer are handled on a current basis, without delay. Lapsed memberships are counted as of the year in which they occur, instead of with a year's lag, as before. Membership figures now reflect the different classes of membership, and continuous effort is made to see to it that required transfers from Junior membership and to Associate membership take place. Hence the Association's actual strength appears in the published figures, and the waste of returned *Bulletins* and communications is reduced to a minimum.

Coordination with chapter officers is secured by means of several devices: (1) continuous correspondence with regard to membership lists and operating problems; (2) circular letters to chapter officers; (3) an annual report from chapter secretaries each fall, not only with respect to membership, but, commencing in the fall of 1955, with an account on a form sent from Washington of significant activities and developments; and (4) a new loose-leaf manual, *Information for Chapter Officers*, which was distributed initially in the fall of 1956 and will be rendered current by the mailing of supplementary and replacement pages from time to time. This manual contains full data, instructions, and suggestions with regard to membership eligibility, classes and conditions of membership, the Association's organization, and chapter activities and policies. The formation of new chapters has been stimulated in several different ways. Recruitment of new members has also been intensified. In all of this work the assistance of members of Committee E has been invaluable, and the organizing efforts of Committee E and Committee F promise to be of great assistance in the future.

Careful consideration needs to be given as promptly as possible to the dues structure of the Association, and to the level of dues. A sliding scale, geared to the income of the members, might afford needed relief to some whose salaries are still woefully inadequate, and might stimulate the growth in membership. Nevertheless, administrative problems would arise, and possibilities of dissatisfaction cannot be overlooked. Membership eligibility was given extensive consideration by a special committee in the fall of 1955, and has had continuous administrative consideration since that time. Many problems, especially those relating to college and university staff members whose duties are only doubtfully academic, have been resolved. The list of institutions approved for membership purposes has been adjusted more closely to national and regional accreditation. The maintenance of satisfactory policies should not present a major problem in the future.

A loss of approximately ten per cent in the membership of the Association took place in the two years 1955 and 1956. This decline, resulting largely from lapsed memberships and a severe reduction in nominations to new membership in 1955, seems to have been occasioned by the dues increase and by a relaxation of recruitment activity. Approximately 100 resignations were grounded on disagreement with the Association's policies. There was a gratifying increase of nominations in 1956, followed by a still further increase in the first part of 1957. Dues income in 1957 has more than kept pace with that in 1956. A resumption of the Association's steady growth, as it occurred prior to 1955, is not yet assured, however. The augmented current budget involves a deficit, which has been incurred in the belief that increased

activity would stimulate membership growth. This growth must materialize if curtailment of staff and program in 1958 or, at the latest, 1959, is to be avoided.

The state of the Association's membership is reflected in detail in a report, elsewhere in this issue,¹ by Dr. Rorabacher. Her work in improving the Association's membership position has been prodigious, and the organization is heavily in her debt for her accomplishment, produced by intelligent and devoted effort, during the sixteen months she served on the Association's staff. We have her assurance that she will remain active as a member at Purdue University and on Committee F.

Conclusion

The succession of Professor Carr to the General Secretaryship, effective September 1, 1957, gives justification for increased confidence in the future. He is ideally qualified for the post. I bespeak for him the same support and cooperation as have been extended to me. It is gratifying to me that I shall continue to serve in an advisory capacity as counsel to the Association, and I look forward with great pleasure to my future contact with many in the Association whom it has become my privilege to know. I shall contribute as much as possible from the store of information I have built up in two years of enriching experience.

Ralph F. Fuchs

August, 1, 1957

¹ See below, pp. 523–31.