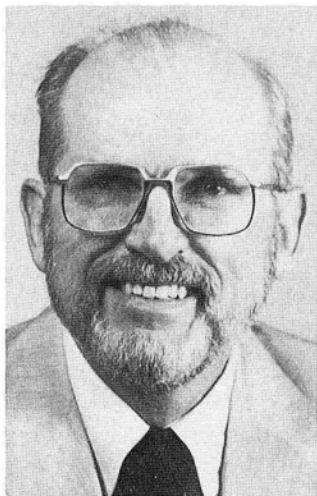


The State of the Society

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Association of Cereal Chemists) of about \$1 million and attests to the high quality and foresight of the APS leadership at that time. APS's income from all sources was \$173,838 in 1971 and \$1,075,288 in 1981—a 394% increase when adjusted for changes in the consumer price index. The difference reflects increased APS membership, services, and activities; eg, headquarters had 7,564 business transactions in 1971 and 34,280 in 1981. Membership dues contributed 18% of total income in 1971 and 17% in 1981.

When I became councilor from the North Central Division at Mexico City in 1972, Council had a strong Executive Committee of dedicated, knowledgeable officers but used its councilors ineffectively. APS rotated new blood and ideas onto Council annually while retaining knowledge and continuity through the sequence of vice-president, president-elect, president, and immediate past president. But this principle was not applied elsewhere. One councilor-at-large was elected each year for a 2-year term, and six division councilors served 2-year terms at each division's pleasure. The Executive Committee met twice a year; Council met only at the annual meeting. Thus, each councilor attended two Council meetings, then rotated off. Time was never available at the annual meeting for the Executive Committee to fully inform councilors. Changes were indicated and effected.

First, the ever-increasing APS activity required a midyear Council meeting if Council was to deal responsibly with Society business. This was called by the 1973-74 president, Ralph Green. Next, the Constitution was amended to mandate the midyear meeting, establish three councilors-at-large to serve staggered 3-year terms, and require divisions to elect their councilors to serve specified 3-year staggered terms. This increased Council by only one councilor-at-large, but the fine tuning had far-reaching consequences. Suddenly, councilors attended six meetings and could participate with confidence in all Council decisions. And suddenly, 15 instead of six knowledgeable, effective people were on Council.

Some argue for "the good old days" when the Society was run entirely by volunteers—but no dean or director would allow faculty time for that with today's budgets. Some still argue for a strong Executive Committee and a dutiful, relatively "rubber-stamping" Council—much as a business-for-profit might be run. Council considered this while drafting the current Constitution and soundly rejected it. Why? Councilors have become a knowledgeable, useful APS resource.

Consider APS committees. Some used to have memberships as high as 50 and haphazard terms. Council corrected this by appointing the three councilors-at-large to serve as the Committee on Committees and orient, oversee, and annually nominate, for Council's consideration, members and officers for

The state of the Society is A-OK—the result of 74 years of evolutionary "fine tuning" by each APS generation.

It is a tremendous honor to serve as President of our dynamic Society, which represents participatory democracy in action. When I rotate from the Council in 1983, I will have been privileged to serve 10 years on that body—an exciting decade of great APS activity and of no little fine tuning.

In 1971 the new headquarters building was occupied. Costing \$383,000, it has a current value (shared by APS and the American

the approximately 50 committees of APS. The maximum size of a committee became 12, with one-third on and one-third off each year and with the immediate past chairman retained a year for continuity. Some 500 people—one-eighth of our membership—are involved, and all members have an equal chance to volunteer or be nominated to serve.

APS committees now are very effective operating units of our Society. Each area of special concern is overseen by a committee to advise Council and carry out other functions, especially program building. The president-elect, the chairmen of the subject matter committees, and the chairmen of the Industry, Extension, Teaching, and Public Relations committees constitute the Program Committee. The effectiveness of this system was reemphasized to me in 1981 when, as president-elect, I chaired the Program Committee. Council feared a shortage of APS members in hot, humid New Orleans in August; we experienced a shortage of space and time. Why? When the members saw the exciting program put together by the committees, 1,339 registered.

In 1980 the councilors-at-large were appointed to serve with the division councilors and secretaries as the Membership Committee. The intermediate councilor-at-large serves as chairman, the junior as vice-chairman, and the senior as immediate past chairman. The result of this fine tuning was dramatic. APS membership rose from 2,758 in June 1971 to 3,766 in June 1980—then to 4,100 in December 1981! For the first time, APS had devised an effective way to recruit members.

The division councilors are a unique Society resource. Chaired by the vice-president, they constitute the Meeting Site Selection Committee; chaired by the intermediate councilor-at-large, they constitute the Nominating Committee. They also serve in many ad hoc ways; eg, they constitute most of an ad hoc committee considering a new APS membership directory.

APS promotes "the increase and diffusion of all aspects of knowledge relating to plant diseases and their control" primarily via the annual meeting and publications. The annual meeting must be judged successful as it undergoes continual fine tuning in response to committee and individual participation. The same is true of publications. *Phytopathology* long has been secure as a—if not *the*—preeminent international journal of plant pathology.

But PLANT DISEASE has had growing pains. Even with a generous USDA subsidy to ease the transition from the USDA's *Plant Disease Reporter* to APS's PLANT DISEASE, it must be admitted that the APS Council and advisory bodies had a root beer pocketbook to finance a champagne appetite. Editorials and features did not attract significant advertising, so on recommendation of the professional staff, Council effected significant economies in PLANT DISEASE, and the journal should be self-supporting by 1983. During this period, some mistakes were made by this Society run by elected amateurs. We don't have tremendous experience giving birth to new journals; the last one founded by APS was *Phytopathology* in 1909. And the subject isn't taught in graduate schools. All of us associated with PLANT DISEASE appreciate the patience you have shown.

The beautiful, authoritative Disease Compendia have been especially successful, with 75,000 copies on seven titles sold to date. The *Compendium of Barley Diseases* is new this year, and next year four more titles are due.

One of the most exciting APS ventures and services promises to be an expansion of our book publishing program. Council recently approved APS publication of books that normally would be considered only by commercial publishers. For example, Baker and Cook's 1974 *Biological Control of Plant Pathogens* was reprinted in April of this year and their new *Nature and Function in Biological Control of Plant Pathogens* is due next year. Another example is Schenck's *Methods and Principles of Mycorrhizal Research*, which is now available.

See why I am excited about APS and its continual fine tuning and why I conclude the state of the Society is A-OK!