NADAM IN THE NATION AND ON THE CAMPUS

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Mr. Chairman and Members of Nadam. The fraternal atmosphere of this meeting indicates that we here are essentially an administrative family which, in addition to a few patriarchs, is made up of a large number of maturing elder brothers and a generous sprinkling of younger men newly sprouting the pinfeathers of administrative responsibility. We have gathered here in St. Louis partly for the business of educating one another. But I suppose it is even more in the spirit of reunion and the exchange of greetings. Among other things we shall catch up on the usual supply of good stories. Then we shall return to our campuses spiritually refreshed through an interchange of experiences and with reassurance that each of us is not alone in the problems of administering out-of-class life on the campuses of our nation.

In past years our annual meetings have been centered largely on solutions to common problems of campus life. This year we have reached the time when we may devote major attention to studying the nature and purpose of our national organization. You will find that this year's meetings are not filled to the usual pitch with suggested methods for the handling of local campus problems; rather they are devised to give focus to two issues: the National Emergency, and a study of the role and function of NADAM as it serves personnel administrators in the colleges and universities of the country.

The Defense of the Nation

First, we may consider briefly and very generally some aspects of the present emergency on the colleges and universities. In marked contrast to the sudden entry of our country into World War II we are approaching a coming conflict methodically and in the midst of unhurried debate. No immediate feeling of desperation need force us into unwise programs. The colleges and universities of the land need not submit themselves meekly and passively to a military organization unready and unprepared to use them. Today the universities, well represented in top planning councils, can outline reliable ways in which their resources may be used to greatest effect in the long range protection of the nation.

In this day young men need not adopt cheap definitions of patriotism nor leave the colleges or universities in search of spectacular or superficial ways of demonstrating loyalty to their country. When a young man leaves school to enter military service it is not inappropriate this year to hold suspended judgment as to whether or not he has had special help toward the patriotic urge through lack of taste for the rigors of the academic, a tough examination ahead or fear of low rating in a course. It is legitimate these days to remember that it is the Government of the United States that arranges deferments and for causes beneficial to the nation. It is now well recognized that the military uniform is not the only badge of honor and that loyalty is dependent not so much upon where a man is placed as upon what that man is doing.

The first task of our institutions of higher learning has been to teach students to think. This has been our chief "stock in trade"; our reason for being. Each institution now searches for ways of retaining and enriching this
this historic role, without which it is reduced to a mere promotorship among the other promotional agencies. This searching constitutes a critical problem in a time when the most colorful and spectacular military emphases are on mechanical and technical training rather than on critical social analysis.

In the settlement of this problem it is not appropriate either to turn to the military for leadership or to stretch ourselves toward superficial leadership of our own. We hear these days common repetitions of a story, either true or imagined, which emerges from the time of the French Revolution when a much concerned voice was heard to cry out, "The mob is in the street. I must find out where they are going for I am their leader." Such leadership will be cancelled if it is discovered in the universities in the decade ahead. In these days of multiplying jobs and functions it may be difficult for university men to remember which job to put first. You recall the imaginary dilemma of the centipede, some of you will recall the name of the author:

"The centipede was happy quite
Until the toad in fun
Said, Pray which leg moves after which?
This raised his doubt to such a pitch
He fell exhausted in the ditch
Not knowing how to run."

The democratic way demands that university faculties and administrators take high ground in the continued growth of their institutions as centers of objective thought and that this function be kept in first place. Without this we are reduced to the stature of the confused as well as the controlled state. What part of this leadership can be given to our own campuses and to the nation by deans and other members of this Association? The work of our universities and colleges in this emergency will be detailed and discussed further in our later meetings.

NADAM Finds Its Way

Now to a consideration of NADAM, its present status and its future among the colleges and universities of the country. Let me step back for a moment to 1938 when, as a new Dean of Men, I first became acquainted with this Association. In that year I journeyed to Madison, Wisconsin to attend the annual meeting and to get answers to the problems that crowded my inexperience. There I found the Goodnights, the Barsleys, and the Coulter; men of vision, of faith, and of sound leadership. It seemed in those days that your strength had come largely, not so much from a skillfully set and regulated program, as from a refreshing quality found in strong men. For in some fashion there had come together a respected and nationally recognized group of Deans of Men.

In 1938 I heard rumors that NADAM was a closed Association dominated by a small circle of the older members. Yet, looking around for the first time, I found no closed brotherhood, but rather the greatest friendliness and welcome by all members regardless of length of membership. Soon I was asked to serve on a committee and later to serve as a member of the Executive Committee. Just a year ago, this so-called "closed brotherhood" nominated me, one of the "younger guard" and from the West, as President of our Association. In attempting to decide why they had taken such drastic action I came to the conclusion that the
"old guard", as it was sometimes called, was a group so conceited that it was ready to prove that regardless of who was President of NADAM, the organization could withstand any kind of shock. I harbor no fears regarding the healthy future of this Association. Its wings have been tried. Today it flies high in the hearts and thoughts of its members.

With full faith in NADAM we need not shield it with protective devices in the form of sung compliments. Rather we may throw it into the expanding ocean of student personnel problems and examine it, not with the protective eye of a sentimental guardian, but with critical analysis. We shall want to see if this organization is adapted to carrying the responsibilities of leadership among student personnel administrators in the nation's colleges and universities in the days immediately ahead.

I should like to set the remainder of these remarks in the atmosphere of frank and honest questions. Have we as an Association delayed opportunities for national leadership among administrators in our field through being ultra-conservative, overly cautious, unduly sensitive of our chronological prestige, or simply disinterested in significant personnel developments outside of our own organization?

I suppose wise Presidents speak largely about issues on which there is general agreement; yet such luxury seems to me inappropriate in this stage of the history of our Association. I shall speak frankly knowing full well that Presidents here are not regarded as oracles and that you who elect them prefer straight talk above hidden phrases and political maneuvering. These remarks have not been submitted to a national board of censors.

For a realistic description of NADAM, I review a few items well known to most of you. This organization started in 1919 and continued for at least two decades as a closely knit brotherhood of Deans of Men; pioneers in student personnel work. About fifteen years later the organization listened to the predictions of W. H. Cowley on "The Disappearing Dean of Men". Even then it seemed evident that student personnel administration involved major functions that crossed sex lines and reached beyond the usually assigned responsibilities of the Dean of Men.

By 1950 more than half of the institutions represented in NADAM had reorganized their student personnel work and had appointed administrative officers with responsibilities for the broad areas of student life. The natural result was that many of the Deans of Men had been appointed to the new offices. In a recent poll of men attending our meetings, it was found that fewer than one-half of the members held the title of Dean of Men.

We may, for purposes of clarification, compare simple figures on the number of colleges and universities of the nation and the number holding membership in NADAM. A recent edition of American Universities and Colleges lists approximately 1700 institutions of higher learning in this country. Two hundred and two of these hold membership in NADAM. Six deans attended the first meeting in 1919. In 1925 the attendance was 31; in 1930, 52; in 1935, 63; in 1940, 102; in 1945, 116; and in 1950, 185. During this time numerous institutions had changed the titles of the officers representing them in NADAM. Our Association
debated the problem of changing its name to one more descriptive of its personnel, and of encouraging expansion in membership to meet the needs of a nation of colleges and universities suddenly sensitive to expanding student personnel services. This in contrast to remaining a small but strong brotherhood of intimate members. In 1948 a motion not to change the name of the Association carried by a vote of 60 to 11. In 1949, after a more careful discussion of this problem, the conference voted 65 to 36 to change the name to include Deans of Men and Deans of Students. This lacked by one or two votes the necessary two-thirds majority to change the constitution and thus no change was made in the name.

During the latest decade, large numbers of newly appointed Deans of Students and officers with closely related titles have desired membership in some national organization devised primarily to meet their needs. These men generally have had two possible choices: The American College Personnel Association or the National Association of Deans and Advisers of Men. A number of these chose NADAM regardless of the difficulties they encountered in establishing travel budgets to attend meetings of an organization named in contrast to the changed philosophy of their own campus personnel programs; some have affiliated with ACPA and its growing trend to emphasize administrative problems in student personnel services; and others have joined one of a growing number of state or regional organizations of deans operating without national leadership and related to NADAM only through a partial duplication of personnel. It is not the practice of this Association to extend invitations for membership. It has taken some pride in its limited numbers and has shown no concern that a large number of newly appointed student personnel administrators were finding it advisable to join other organizations.

NADAM Choices and Procedures

NADAM now finds itself in a somewhat enviable position. It seems clear that our Association will be well within its right to choose a limited membership of deans and advisers of men and to perpetuate the organization on the strength of an informal and intimate brotherhood and thus to decline the various and responsibilities of national leadership in this field. There seems to be a strong case for such a small organization somewhere in the national scene.

It seems equally clear that NADAM could legitimately expand its title and functions to meet the national need of a growing body of college and university personnel administrators. In certain sections of the country NADAM seems to have exerted significant influence. In other sections it has not reached the colleges and universities. Our present limitations can be clearly demonstrated by calling your attention to one part of the nation where our organization has reached but few. I mention an area with which I am somewhat familiar. In three states of the Rocky Mountain area (Utah, Colorado and Idaho) there are about twenty institutions of higher learning. It is reasonable to expect that more than half of these will be represented in meetings of national or sectional student personnel organizations this year. Three of these only have made reservations to attend the NADAM meetings. A number of the deans have expressed their desire to be active with the men of this Association but not under the present Association title. In fairness to other associations of personnel workers and in fairness to Deans of Students seeking membership in national organizations, NADAM should now clarify its role and function and specify more clearly the type of college and university officials whose participation it shall encourage.
Such a clarification would be helpful to the Association's future membership.

Through recent years of discussion there seems to have been common agreement among us on two points. First, that regardless of the official title of the Association, we like the idea of retaining the historic nickname of NADAM; and, second, that within the constitution there should remain a provision that men only should be sent to these meetings as representatives of the member institutions. It seems possible and advisable to retain these two provisions if we desire them regardless of possible changes in the official name.

Related to the above problem is that of forming working relationships with other student personnel organizations in the nation. There are approaches to this problem which could be mutually beneficial. Are we paying too dearly for the luxury of isolation from other national organizations that are doing work closely related to our own?

In short, we may, in good order in the year 1951, ask ourselves the following questions:

A. What shall be the size of this Association?

B. Does the Association plan to meet the needs of the colleges of the country in their recent trends in administrative organization or rather to perpetuate itself as an intimate and limited group of Deans and Advisers of Men?

C. Shall the Association be renamed for a more accurate description of its present membership and in order to attract administrative heads of personnel organizations in the colleges and universities? If such a course is not desirable to the membership, shall we announce frankly that we do not desire to program for a large membership and thus leave other organizations to supply this need without feeling that they are encroaching on the territory of NADAM?

D. To what extent shall state and regional organizations of Deans of Students and Deans of Men be invited to affiliate with NADAM as sub-divisions, and groups be encouraged to organize in other areas and become parts of the national organization?

E. Shall we encourage a working relationship with CGPA and other student personnel organizations?

These Meetings and Our Present Membership

These questions, in addition to the problems of the National Emergency, will occupy us during these meetings. It is not the work of Presidents to settle the problems of their organizations but rather to outline the problems as they see them. I have asked for a committee of discussants, capable representatives of various viewpoints. These Deans have been furnished advance copies of these remarks as a basis for their discussion and comments. Following their discussion there will be a period of questions and comments from the floor. This may result
naturally in the appointment of committees for bringing specific recommendations to the membership.

In these days there is little room for narrow thinking. Somehow I feel that we are ready to enserse NADAM into the ocean of student problems and personnel movements with full faith that she will swim.

To the members of the Association who have been with us through recent and earlier years we give greetings. To meet you each year is for me a special kind of therapeutics. As you search for answers to critical problems on your campuses, we say, "Good Hunting". And now to you with the green ribbons who this year take your maiden voyage and chart your course with us. Your new experience, and this address in particular, may leave you a bit in the air, but your officers, the Executive Committee, and the body of this Association extend to you a warm and genuine welcome and our good wishes for an early and happy landing.