

## NACAC HISTORY 1970s

### NACAC History: 1970

#### A Decade of Personalities, Passion and Politics

The end of the decade of the 1960s had raised many questions for the association about the composition, mission and direction of NACAC. President-Elect Margaret Perry, associate director admission and aid at the University of Chicago, wrote after the 1969 conference:

*There is still too much homogeneity in ACAC membership—especially in the membership which attends national conferences. Too many of us represent small private colleges or relatively rich suburban public and private schools. To be intelligently and realistically informed about trends in college admissions we need to have, at our national conferences, and in our membership, a better cross section of schools, colleges and admissions counselors; more junior college representatives; more representatives from small, and large, public colleges and universities, more counselors from economically disadvantaged schools...*

But if the turbulent '60s had ended with the association focused beyond its usual comfort zone—looking to the needs of the greater student community and those who were educationally disenfranchised, the '70s developed into a decade of true associational self-absorption. In an oral history interview, 1977 NACAC President Evelyn Yeagle described an association at the time of her presidency that was marked by, “dissension, lack of faith in leadership, declining membership and political unrest” within.

By the mid-1970s a nascent program of National College Fairs run by NACAC had come into being. An idea that seemed a departure from NACAC's past activities, this precipitated some controversy among the S/R groups. Still, by the late '70s, college fairs had clearly replaced the no-longer lucrative College Admissions Center as the primary revenue stream of the association.

The association struggled with significant budget deficits at the beginning and well into the decade. A deficit of \$50,000 was projected for 1972, but was reduced to \$20,000 after a dues increase and improved publication sales. By the end of the decade the success of the National College Fair program placed the association in the strongest fiscal position it had enjoyed since growing into an organization of national stature.

The association continued to debate the pros and cons of relocating the national office to the Washington, DC area throughout the decade. Surveys showed a membership clearly divided on this issue.

NACAC was surely no longer a comfortable “old boy's network.” Instead, it represented a diversity of membership and membership loyalties and ideas. As a result, consensus on nearly every issue became more difficult to achieve. Tension and even open conflict between national office staff, members of the Executive Board and committee members became visible by 1975 and 1976.

#### 1970:

It was clear that concerns over a lack of diversity preoccupied NACAC as it moved into the 1970s. Perry expanded her message in her remarks in the 1970 NACAC Conference program:

*The Silver Anniversary Conference in Chicago demonstrated that it is neither humane nor feasible for NACAC to ignore some of the major crises in education. It thus helped to project a truly national image for NACAC which many individual members, committees, and state/regional ACAC groups have reinforced during the past year... The (Conference and Meetings Committee) has dedicated these meetings to the goals of NACAC and to the principle that the diversity of educational interests and the multiplicity of schools and colleges engaged in the concerns for college-bound young people and those who counsel them shall have a proper hearing in the sessions.*

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#### NACAC Mission

The National Association for College Admission Counseling advocates and supports ethical and professional practice in helping students transition to postsecondary education. NACAC promotes high professional standards and social responsibility through collaboration, knowledge and education.

For more information, visit [www.nacacnet.org](http://www.nacacnet.org)

In accordance with the directive from the 1969 Assembly, President Perry appointed a Human Relations Committee, chaired by Charles Malone of The University of Tulsa. It was clearly the first truly “diverse” NACAC member committee and included African Americans, Hispanics, as well as the president of the Navajo Community College. This committee set itself to developing interpretations of the 11 resolutions on minority participation in higher education that had been passed by the 1969 Assembly. These interpretations were prepared for presentation to the 1970 Delegate Assembly, which approved them. (See Appendix A)

In the March 1970 *ACAC Newsletter*, Perry identified additional immediate challenges facing the association. These included:

- Continuing concern over the association’s “financial situation,”
- Definition of the organization, responsibilities and functions of the national office,
- Refining the relationship of state/regional ACAC groups to the national association.

Perry was one of the early proponents of closer articulation between state/regional association organizational structures. She recommended that S/Rs consider their standing committees “to be parallel to those of the national.”

By the end of a presidential term characterized by outspoken and strong leadership, Perry reported a year of mixed progress on several fronts. National committees had been energized and their membership diversified. Committees were working in closer articulation with state/regional associations. Yet, despite staying within the limits of a scaled down and fiscally responsible budget, the year ended with a deficit. No new resources had been developed to offset the continuing failure of the College Admissions Center (renamed in 1970 “ASK US” — standing for “Admissions Search Kit Unrestricted Search” ) to generate revenue as it had in the past. This was exacerbated by the fact that the handbook had not been issued for several years, another previous source of significant income.

At the same time, Executive Director Ted Cooper expressed optimism about the financial future of NACAC. He noted that future consolidation of standing committees, major cost-cutting measures in the national office, and republication of the handbook would move the association toward financial solvency in following years.

A particular disappointment was, according to President Perry, “the inability of a larger number of high school representatives to have the time to participate more actively in the national committee and assembly structure. To have a majority of members of NACAC be secondary schools, and to have the majority of functions carried forth by the minority, is neither a desirable nor a healthy legislative situation.” She placed the responsibility for remedying this challenge on the state/regional organizations.

In his remarks to the 1970 Assembly, newly elected President Robert Kirkpatrick noted that the association would need to revisit the location of the national office as its lease in Evanston expired in two years. He once again raised the issue, introduced and defeated previously by the Assembly

(in 1969), of a possible relocation to the Washington, DC area. Joe Monte (NACAC President 1975) introduced a formal motion proposing, “That the responsibility for a study of the desirability or feasibility of transfer of NACAC headquarters to Washington, DC, or other suitable locations, be entrusted to the Administrative Committee, which will welcome the written recommendations of state/regional chapters and will present a preliminary draft of its finding at the March 11 conference of (state and regional presidents).”

In other action, a vote of the 1970 NACAC Membership Meeting (then called the “legislative” meeting) extended NACAC membership to include not-for-profit educational and professional associations, as well as talent search groups. A proposed constitutional amendment offered by the Credentials Committee that would have allowed for the election of Assembly delegates by S/R members, without requiring NACAC membership, was defeated.

Beginning in 1970, there was a growing awareness that the association and its members would be called upon to respond to an aftermath of the nation’s involvement in the Vietnam War. College members of NACAC were beginning to address the educational needs of service men and women who were returning from Vietnam. In December 1969, thirty admissions, administration and association officers had traveled to Vietnam to explain the GI education benefits available, make presentations on post-service educational planning, and to solicit names and information for individuals desiring assistance with college placement as part of “Project MEMO” (More Education, More Opportunity). When more than 50,000 service personnel registered their desire to participate in Project Memo, the association realized that much would need to be done to accommodate returning GIs.

Some of the most intriguing points of NACAC’s history are often found in the minutia of archived correspondence. Though frequently incomplete, records of memos and letters give a glimpse of what lay behind the minutes of Assembly and Legislative meetings. Some moments caught on paper appear humorous, when viewed in today’s cultural context. As an example, a memo from the Executive Director to office staff:

*To: The national office staff (female contingent)*  
*From Ted S. Cooper*  
*Date: October 28, 1970*  
*Subject: Fashions*

*In view of the strong change in trends for certain fashions to be allowed as wearing apparel in the on-going, daily routine of office work, the following statements will be adhered to regarding the national office viewpoint:*

1. *Pants suits will be permitted to be worn in the office, except during the time in which the standing committees, or special meetings of the Executive Board are in session.*
2. *It is requested that any pants suit that is worn be chosen in good taste, and bear an element of sophistication as to its appearance.*
3. *Styles, such as jeans, Levis or suede pants will not be acceptable as being in good taste.*

4. *It is further understood that the definition of a “pants suit” is as follows: A finger-tip or tunic-length jacket with a pair of matching, contrasting or complementing pants.*

Other documents show the drama behind the face of Executive Board deliberations. Somewhat heated correspondence between officers of the Illinois ACAC and those of NACAC address demands of the former for more transparency regarding NACAC finances. A membership drive, spurred by the ad hoc Human Relations Committee, is documented with lists sent from S/R's, over the summer of 1970, to fulfill a request for names of appropriate high schools to be invited into a “minority/poverty trial membership.”

A trail of correspondence regarding a proposal (not found) for support of human relations initiatives, made to both the Carnegie Corporation of NY and the Ford Foundation, is a reminder of how courageous were NACAC's first efforts in the area of affirmative action. Following a letter from Carnegie's Executive Associate, E. Alden Dunham that in parts said:

*Perhaps the basic question has to do with the power and influence of admission officers within their own institutions. Leaving aside the merits of the resolutions (and I do have questions about some of them), they are really aimed at influencing fundamental institutional policies over which admission officers have little or no control. Admission officers simply have very little authority over many of the issues involved, including admission policy. Indeed, my own view is that the admission officer should not set admission policy... I 'm very skeptical, by the way, of the implications of a quota system, whether for or against a particular group. I assume that the resolutions, though they don't so state, include blacks (sic), Mexican-Americans and Indians as minority/poverty youngsters. Does this mean poor whites as well? The 10% figure makes one suspicious that blacks are the target group. If this is true, the goal may be laudable but unrealistic if, as I understand the situation, only about 6 or 7% of high school graduates are black.*

In addition, a very lukewarm response was received from Florence Anderson, Secretary of the Carnegie Corporation:

*I also think the committee's statement is too strong in inferring that anyone who doesn't get to college is automatically “condemned to a life of frustration and defeat.” Although it reiterates the words “opportunity for all,” I do not see anything but the most fuzzy reference to even potential ability to do acceptable, college-level, intellectual work. There is, of course, much with which I agree in both the resolutions and the statement and I certainly appreciate the spirit in which they were written. But I am afraid that I am left with the feeling that the considerable portion is more emotional than realistic.*

To this President Margaret Perry responded:

*Sure, some of these resolutions are seeped in emotion. But we had a “revolution” at the meeting in Chicago last October, and the members adopted a position through an emotional “binge” of the kind, for years, they have been asked to take logically. Whether the association will now have the wisdom to consolidate its position in a reasonable and effective manner,*

*only time will tell. My only consolation is to think back on history. Thomas Paine was a nutty guy; he sold a bill of goods to the ragged troops to keep them going, and see what happened!*

The final response from Carnegie was less eloquent and more blunt: “Unfortunately, the general consensus is that a proposal along the lines of your prospectus probably would not rank sufficiently high among our current priorities to warrant favorable consideration.”

Margaret Perry on her year as President of NACAC in 1970:

*That NACAC is still hanging in there is no tribute to me. It begins each year, with new committees, to redefine itself. So each year there is always a period of backward movement; there is always a forward movement too as the concerns of the membership make themselves known. This discovery, rediscovery and action gives vitality to the association. And no president can do much to hamper or accelerate that forward movement.*

*I am not making these comments out of disappointment or frustration over my accomplishments while in office. Not at all. I had a lot of fun being President of NACAC, and I will always be grateful for the experience. It was like being a character in a novel, always the protagonist but not necessarily the heroine. I think it was in this way that my presidency differed from the rest. All of you had a different image—suave, noble, inventive, protective, deliberative—the heroes who would somehow or other rise above dues increases, flabby budgets, and disgruntled clients. I was the villain—that person responsible for the Chicago Conference who accidentally invented a four-letter word beginning with f—and refused to stop every speaker who used it.*

*So I couldn't very well always be noble, inventive, and protective because in addition to dues increases and flabby budgets I had to deal with raw human emotions. That is why the novel entitled Maggie at the Helm has very little interest to others but one of the reasons why it has a great deal of significance for me.*

## NACAC History: 1971

As Robert Kirkpatrick began his year as 1971 NACAC president, he identified several initiatives that would move the association forward in addressing the changing admissions scene. These included:

- A self study leading to long-range planning, including the future location of the national office,
- Increased coordination with allied organizations
- A “vigorous approach” to bring into membership more institutions serving diverse students
- Strengthening the support of state/regional associations
- Decisions regarding a national role in issues concerning education.

State and regional associations were taking the lead in initiating programs to address the educational needs of veterans; notably Illinois, Potomac and Chesapeake and New England ACACs. NACAC formed an alliance with the Veteran's Administration for this purpose, the Veterans Admission Assistance Program (VAAP).



Facing loss of the association's lease at 801 Davis Street in Evanston, IL, a decision was made to relocate the national office nearby, largely to keep moving costs to a minimum. The date of January of 1972 was set for the move to 9933 Lawler Avenue, Skokie, IL. Any decision regarding moving to the Washington, DC, area was deferred. President Kirkpatrick noted, "Central to our decision was the belief that the development and growth of NACAC over the next five years will come largely on the broad base of state and regional ACACs and not on active political lobbying. Additionally, it seemed that NACAC could not financially afford to relocate outside the greater Chicago area."

In anticipation of the 1971 national conference, the Admission Practices and Procedures Committee undertook revisions of the Code of Ethics. A new edition of the *NACAC Handbook* was authorized, to be published in 1972. It was anticipated that this publication would provide a return of \$50,000 to the cash reserves of the association. Additionally, the national college search service, ASK-US (formerly the College Admissions Center), launched in October of 1970, was successful in its new "search" vs. "salvage" concept. Seventy percent of NACAC college members used the service on a regular basis, and income exceeded expense by almost \$18,000.



The proposed revised Code of Ethics was presented to the 1971 Assembly at the national conference, held in San Francisco (location based on a desire to expand the national presence of NACAC).

A report of the Ad Hoc Human Relations Committee to the Assembly, given by Chair Alfred Price, co-director of Afro-Americans for Educational Opportunity, expressed

continuing concern over lack of diversity within the association membership and its leadership. A resolution was passed asking each state and regional association to "take clear and positive action toward achieving increased minority group membership in S/R ACAC affiliates and, further, that to insure the achievement of this goal, chairs of Human Relations Committees of S/R associations be charged with the responsibility of embarking upon a special membership drive" for that purpose.

For the second time in a few years, a quorum was not attained at the 1971 legislative meeting of members.

## NACAC History: 1972

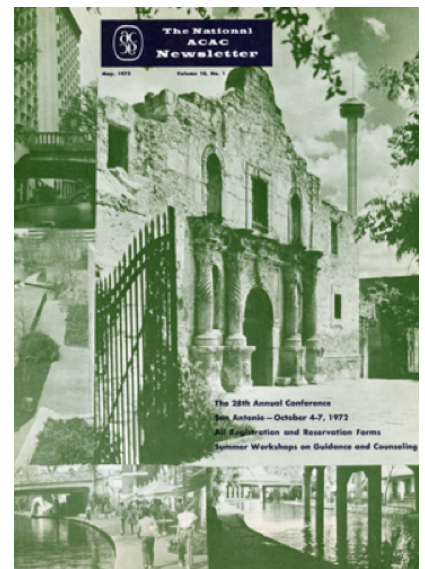
Following closely on the heels of the 1971 national conference, NACAC was busy with housekeeping issues, as it moved to its new headquarters in Skokie, IL. President Charles Malone stressed the importance of inter-association cooperation. He encouraged the association to work toward a joint ethics statement including AACRAO and the College Board

The Admission Practices and Procedures Committee prepared revisions to the *Statement of Principles of Good Practice* to be sent to the 1972 Assembly for final approval. That committee completed a year-long study of the issues surrounding a national trend in high schools toward pass/fail grading. This discussion was taken up with a larger group of interested parties when NASSP expanded the dialogue to a national level, including representatives from NAIS, AACJC, AACRAO, APGA, ASCA NACAC, NASSP and NCEA in "The Cooperative for School/College Communication Studies." Apparently "communication" within this group was problematic, because NACAC withdrew from the cooperative in late 1972 over disagreement in the process of developing a revised secondary school report form and guidelines.

Silas Purnell, director of the Ada S. McKinley Center in Chicago, was appointed chair of the Human Relations Committee, which continued to work to create more minority representation, initially at state and regional meetings.

A new handbook was published in 1972, reflecting the recognition of a new audience. The handbook was addressed, not only to high school students, but to a wider college-going population including veterans, returning adult students, and two-year to four-year college transfers.

The ad hoc Veterans Concerns Committee worked through state/regional associations to encourage a focus on admission for and support of Vietnam veterans on member campuses. Several



resolutions were passed in the 1972 Assembly, recommending favorable consideration to Vietnam veterans.

In March, the Sixth Annual Conference of State and Regional ACAC Presidents was held in San Antonio—to be the site of the 1972 national conference.

The association continued to struggle to identify new revenue sources. The services of the College Admissions Center/ASK US were rethought, as registration dropped from a high of 12,000 registrants in 1,964 to 2,000 registrants in 1972. For a fee of \$25, students who registered received, not only the college search/matching service, but also the handbook and NACAC college maps.

In July, a dues increase of \$15 per member institution, that had been approved by the 1971 Assembly, was implemented. Along with a \$5 increase in 1972 conference registration fees and improved handbook revenues, this helped to decrease to something less than \$20,000 a fiscal-year deficit that had initially been projected at \$50,000.

The 1972 Assembly charged the Admission Practices and Procedures Committee to “generally examine the multiplicity of notification and response date procedures, and bring to the Assembly at its next annual meeting a resolution which will offer clarification of the point (Candidate’s Reply Date Agreement) which might include a recommendation for an NACAC Common Response Date agreement or option.” For the second consecutive year a quorum was not present at the 1972 Annual Legislative Meeting of members.

In an interesting footnote to 1972 NACAC business, a communication was received from the American School Counselor Association (ASCA) “regarding counselors completing the endorsement section of college application materials.” ASCA stated that counselors should not complete that section of college application forms asking for a rating on the scale of “recommend” to “not recommend”. The rationale was, basically, that trying to objectify what is essentially a subjective process, and without clear knowledge of any given college’s data pool, was a deterrent to responsible counseling. This concern has continued to generate discussion among NACAC members to the present day.

## NACAC History: 1973

“Meetings” might well have been the theme of NACAC’s year of 1973. The first NACAC Newsletter of the calendar year was devoted to summarizing the scope of meetings scheduled for members at the national, state and regional levels. The national conference was to take place in Chicago. Each of the state and regional associations planned conferences, with New York ACAC, according the NACAC Newsletter, planning its first annual conference. In addition, a pilot “regional” conference was scheduled for April in Los Angeles deemed the “Western Regional Conference” sponsored by Western, Rocky Mountain and Pacific Northwest ACAC’s and National ACAC. (The conference title seems somewhat confusing, given the existence of a Western ACAC made up of California and Arizona members.) This was viewed, according to President-elect Don Dickason, as an opportunity to “provide professional

personal interaction between national conferences—‘between’ in the sense of periods when the national conference for that year is located in distant parts of the country; ‘between’ in the sense of a time of year between national conferences.” He added that “it has become increasingly apparent that the lifeblood of this organization is at the state and regional level, and that alone makes the state and regional conferences urgently important.” In addition to these ACAC meetings, plans were underway for a “multi-association” institute for May in Philadelphia, jointly sponsored by NACAC, College Board and AACRAO.

The Executive Board appointed a new Self-Study Task Force charged with reviewing:

- The Constitution and Bylaws in light of current association needs.
- The governing structure of NACAC, including the roles of the Assembly, Legislative Assembly (membership meeting) and the Executive Board.
- The relationship between NACAC and the state and regional associations.
- Frank W. Hetherington of the University of Rochester was appointed chairman.

As the national conference approached, James Alexander of Illinois ACAC (and, later, NACAC President in 1979) penned an impassioned plea to the Executive Board which was reproduced in the March Newsletter, calling for members to remedy their casual attention to responsibilities to the association by attending and attaining a quorum at the Legislative/Membership meeting in Chicago. He wrote:

*My decision to speak out has been prompted by our recent failure to achieve a quorum for the second time in succession... Many seem to expect this sort of behavior. I do not! I fail to see the professionalism that causes despair and requires our elected leaders to beg us to support our own rights and obligations... I am tired of attending “non-meetings” where no legal business can be transacted... It is incongruous to me that the annual business meeting, with nothing in a conflicting time slot and being an integral part of the conference, failed to draw 375 people. At the same conference a private suite party to which twenty-five were invited managed to attract over 400 uninvited guests... At the very time that we are faced with this professional problem, the association is producing guidelines and ethics. We had better start policing ourselves, or, in all fairness, cater to the majority and call 1973 in Chicago “The 29th Annual NACAC Cocktail Party.”*

In March, the Executive Board voted to establish the Admission Practices and Procedures (AP&P) Committee as separate from the Research and Experimentation Committee. This was in recognition of increased activity for both committees and especially the responsibilities of the AP & P Committee in relation to the *Statement of Principles of Good Practice*.

1973 continued to be another “lean” financial year for NACAC. The cost for publishing the new 1972-73 edition of the handbook had been \$100,000 and \$60,000 of unsold books remained in the warehouse. ASK US service fees were raised



for participating colleges and lowered for students, in order to address decreasing numbers of registrant students. Executive Director Ted Cooper identified a dilemma for members: that there was insufficient staff presence to promote sales of association goods and services, and, therefore, there were limited resources to bring on new staff.

The 1973 Assembly Meeting convened at 9:10 a.m. and adjourned at 4:00 p.m. In a departure from recent past practice, delegates did not unanimously elect the single-slate nominated for the Executive Board brought by the Nominating Committee. Instead, Joseph Monte of Albert Einstein High School in MD was chosen as president-elect, after being nominated by “petition” of members.

Following a report from the Conference and Meetings Committee, procedures were established for selecting future conference sites.

Of particular interest is the establishment of authority for confirming locations: “The Assembly shall be considered the ultimate decision-maker in the selection of future conference sites,” and “... the Executive Board normally will take no formal action regarding approval or disapproval of any of the Conference and Meetings Committee’s recommendations (the Executive Board will serve in a consulting capacity.)”

Delegates adopted new sections of the *Statement of Principles of Good Practice* dealing with “clearinghouses and matching services.” In addition, they were presented with a draft of the revised and expanded *Statement of Principles of Good Practice* on which that AP & P Committee had been working. Included were monitoring procedures for the *Statement*. The committee noted that members had begun meeting with allied professional organizations in order to seek endorsement of a joint ethics statement, including ASCA, AACRAO, NASSP, NAFSA, ACT, NCEA (National Catholic Education Association), and College Board. NACAC’s George Giampetro was chairing this group. (Note: This process took until 1976, when the joint statement was finally and lastly endorsed by College Board.)

The Professional Education Committee reported on the development of two “professional audits,” setting professional standards, which were under development with AACRAO, for admission offices, and the American School Counselors Association (ASCA) for school counseling programs. The provision of these audits remained a service of the association for many years to come.



An early reference to “college fairs” and “college fair revenue” appears in the minutes of the 1973 Assembly meeting—a new NACAC undertaking. The recorded discussion within the Assembly indicates that the college fair concept was not without controversy. Comments excerpted from these minutes include:

- *It looks as though college fair income is being substituted for former ASK US income, with members actually paying only about a third of actual expense of membership through their dues—which seems out of proportion.*
- *Through a membership dues raise, colleges are being taxed twice—in membership dues and in paying for college fairs.*
- *Since college fairs benefit the college more than secondary schools, they should be the ones to bear the greatest financial brunt.*
- *The college fair this year almost excludes the secondary school counselors. Counselors should not be pushed aside in the concept of the college fair.*
- *Is it sensible for NACAC to go into an expensive venture like this when many high schools can do this type of thing, perhaps better?*

It was noted that the Chicago National College Fair, alone, was anticipated to have income of \$40,000 to \$50,000. But beyond the potential as a revenue generator, Executive Board member David Kent, director of NSSFNS, supported the fairs as a way of creating an opportunity for many students to meet with colleges that would likely not visit their high schools.

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*NACAC Newsletter* (March 1973)—a sign of the times: “Changes: Amherst College will admit women transfer students for 1974-75 and become coed in the fall of 1975. Manhattan College will become coed in September 1973.”

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## NACAC History: 1974

In the 1974 Assembly, once again, the delegates did NOT elect the candidate brought forward by the nominating committee. Instead, Russell Gossage, nominated by petition, was elected. Likely as a result, the delegates voted to amend the constitution so that, in future, the Nominating Committee would be directed to “present to the Assembly a slate of two candidates for each position open on the Executive Board.”

President-elect Joseph Monte introduced a motion: “That National College Fairs be established as a regular service of NACAC; and that the service be reviewed at each annual meeting of the Assembly.” There was extensive discussion of this motion and, among others, the following points were made: (quoted from minutes)

- *The College Fair program compromises the association philosophically. Fairs are one of the poorest devices for counseling students in the country.*
- *Income-producing services should not support membership services.*

- *S/R ACAC's have been given little say in the fair dates, even to the extent of Boston's having had one imposed on it on SAT day.*
- *College fairs seem to be a mandate from NACAC membership since, to date, 91 percent of the participants at fairs are NACAC members.*
- *The number of students and parents attending fairs seems to indicate that the fairs are filling a need in the country. Fairs seem to be a money-making device and only colleges are charged.*
- *The State of Iowa feels fairs have a place in the school-to-college process, enjoys them, and hopes there are many more.*
- *Participation in fairs by colleges does not mean fairs are deemed valuable by colleges since many colleges attend solely because certain other colleges are attending.*
- *College fair sites are difficult to obtain and fairs are considered, by many cities, as a "nuisance," but these sites go along with the idea because they consider the fairs a public service.*

The position of the S/Rs ranged from that of Southern ACAC, reluctant to endorse the concept of college fairs until a method of evaluating the benefits had been established, to NYACAC that rose in support of fairs as a revenue generating mechanism.

The motion failed by a vote of 29 yes, 48 no and 1 abstention. However, after further discussion, the ad hoc National College Fairs Advisory Committee, which had been established at a previous Executive Board meeting, was charged with: both establishing a method of evaluating fairs and seeking the endorsement of fairs from the S/R ACACs in which fairs were proposed.

In a loosely related motion, Bonnie Butler, chair of the College Admissions Center Advisory Committee, proposed that 1974-75 be the last year of the CAC's operation.

It appeared that the CAC had run its course in terms of service to students and income to the association. The motion carried, setting the stage for future dependence upon college fair revenue.

At this meeting, in a very significant action, the first *Monitoring Procedures for the Statement of Principles of Good Practice (SPGP)* were adopted on the recommendation of the Admissions Practices and Procedures Committee. When this Assembly action was reported at the General Membership Meeting, it was

also noted that, in the future, institutions should publish adherence to the *SPGP* in their admission literature.

In other new business of the 1974 General Membership Meeting, Silas Purnell, of the Ada S. McKinley Center in Chicago, proposed the following motion, in light of a failure of NACAC "to represent adequately the concerns of its total national constituency by over-representing the concerns of the middle- and upper-income student at the expense of the less affluent:"

*Be it resolved that an aggressive effort be made by the membership of NACAC, through the state, regional, and national apparatus, to recruit and actively involve minority/poverty participation in all program sessions, workshops, standing and ad hoc committees and conference planning bodies. Further, that all future conferences reflect in their themes the critical national issues common to all of its constituencies, including Blacks, Mexican-Americans, Puerto Ricans, and other Latinos, Native Americans, Asian Americans, low-income whites, and women.*

The motion carried.

Issues related to veterans continued prominently on the NACAC agenda in 1974. Members lobbied Congress to increase and extend benefits available for college attendance.

The year-end audit of the association's finances showed that income had risen from \$354,986 in 1973 to \$837,987. With the exception of a small increase in membership dues collected, college fair income of \$488,560 accounted for nearly all of the increase. This transformed a 1973 deficit of \$68,048 into a 1974 profit of \$17,704. The National College Fairs were producing, as had been hoped.

## NACAC History: 1975

The first edition of the NACAC Newsletter for 1975 was primarily concerned with the burgeoning NACAC National College Fair program. Pages were filled with positive reviews of the previous year's fairs and information for future participants. In a first for NACAC, it was announced that cassette tapes had been made of sessions at the 30th Annual Conference in New York City and were available by mail order at the cost of \$6.35 each.

1975 President Joseph Monte demonstrated a highly proactive style of leadership. Among his presidential recommendations were what he called a "unified membership," which would mandate concurrent membership in both S/Rs and national ACAC, and a two-year term for NACAC president. He openly favored a move of the national office to Washington, DC, and initiated a study of the feasibility of such a move.

*At the time of the writing of this history, Bonnie Butler, a former vice president of NACAC, shared her reflections on the evolution of the NACAC college fairs during the mid-1970s:*

*I served on the Executive Board from 1972 to 1975. In the beginning, my title was vice president for ACAC College Admissions Center, the primary money-maker of the association. Early in my tenure, the idea of the college fairs emerged, with its discussions about impact on NACAC income, logistics,*




interest on the part of the colleges, local areas, etc. Eventually this service to students and families became the substitute for the College Admissions Center—the students/parents would now be able to visit with the colleges' representative directly and conveniently... As the fairs became a reality, my title changed to vice president for student services—no longer tied to a non-existent College Admissions Center.

At the end of my term in fall 1975, Don Dickason, NACAC past president, leaned over to me and whispered “from heat to light in 3 years.” That was so true. The hesitations and concerns had been addressed and eliminated. NACAC had found a new, expanded way to be of service to its target population. NACAC had a secure source of income and students/families/colleges/universities were all benefitting. The information sessions on financial aid, making the most of a college visit, etc. were a vital part of the no-vested-interest component of the fair. Especially for students in disadvantaged neighborhoods, the information shared and encouragement given were support for what most likely seemed impossible dreams.

In other business of the association's year, the Educational Policy Committee reported that efforts to enter into a dialogue with the NCAA had been rebuffed. The association's Self-Study Task Force completed its work and issued a report in the spring of 1975.

By this date, the Admissions Practices and Procedures Committee had matured to the point that it was functioning very much as it does today. The committee was assertive in disseminating the *SPGP* throughout the affiliates. Now armed with the statement of a “Monitoring System,” it developed a uniform process for responding to infractions of the association's *Statement of Principles of Good Practice*. Committee Chair Sister Lucille Egan, noted that in 1975, just as is true today, ... in almost every case of alleged violation of the *SPGP*, a solution was brought about by discussion or correspondence—further proof of the quality of NACAC membership.” The Admissions Practices and Procedures Committee saw growing concern over the “proliferation... of no-need scholarships, the pressure on students to commit themselves by a non-refundable deposit to a college before they have heard from all... and the implications of the Buckley Amendment (the precursor to FERPA).” It continued its work with allied organizations toward one recognized code of ethics for the admission process.

**MORE EFFECTIVE COMMUNICATIONS II**



**WELCOME**—to NACAC's 31st Annual Conference in Atlanta.

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**EXCHANGE** ideas with national pacesetters on timely issues affecting the transition of students.

**EXERCISE** your membership rights at the annual General Membership Meeting.

**ENLIVEN** conference activities: workshops, sessions, School and College Conference.

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**THANK YOU** to the many conference volunteers and staff without whose dedicated help there would be no conference.

**ENJOY** our Atlanta Conference!

*Joseph A. Monte*  
President

As directed by the 1974 Assembly, the College Admissions Center/Ask Us services were discontinued on August 15, 1975. Thus ended an important, and now nearly forgotten, part of NACAC's history. Concomitantly, National College Fairs were creating a time of prosperity for the association. Fairs provided 60 percent of income in 1974 and 1975, and were estimated to contribute 70percent of revenue in 1976.

When the association met for the national conference in October in Atlanta, the Assembly authorized a formal feasibility study of moving the national office to Washington, DC.

But this action was clearly overshadowed by a surprising proceeding in which two sets of possible constitutional amendments were placed before both the delegate Assembly and the general membership for deliberation.

The Self-Study Task Force, which had been appointed for that purpose in 1973, brought forward one set of recommended constitutional amendments and the Credentials Committee, which had met in January, presented a very different set of amendments. The recommendation of the Credentials Committee had bypassed the Task Force and received the endorsement of the Executive Board in March of 1975. After “vigorous debate” the 1975 Assembly chose not to endorse either version, deferring to the will of the full membership. A primary point of disagreement was over who should be afforded voting membership. The Credentials Committee recommended a continuation of the constitutional tradition of institutional membership. The task force recommended the addition of individual memberships. A second area of disagreement was over the task force's recommendation for the institution of “constituent groups” within the association, similar to the divisions of what was then the American Personnel and Guidance Association (now the American Counseling Association) into the American School Counselor Association and other subgroups. The Credentials Committee viewed this as a “splintering” of the membership and as counterproductive to the state and regional representation, since delegates would also come from the constituencies.

The deliberation of these proposals in front of and within the general membership, at its annual meeting, shed light on the philosophical, procedural and personal impasse that had developed between the task force and the Credentials Committee. A public squabble between the two sides over the proposals ensued and a chaotic deliberation threatened. However, led by a motion from Roger Campbell (NACAC president 1984), then of Northwestern University and Illinois ACAC, the membership instructed the Executive Board to refer the issues of constitutional revision to a reconciliation committee to be appointed by the president: “Two members who are sensitive to the Task Force, two members who are sensitive to the thinking of the Credentials Committee and three NACAC members who have not served on either of these groups or on the Executive Board during the past year, and by legal counsel.”



## NACAC History: 1976

Tensions within the association escalated to a crisis-point in 1976. Many factors contributed.

College fairs, while increasingly seen as a legitimate NACAC endeavor, experienced growing pains. Specific concerns related to cost of booths and contract deadline and refund issues. Grassroots input, support and leadership for fairs was solicited from S/Rs in order to improve communication and cooperation.

The Constitution Revision Committee, mandated by the membership at its 1975 meeting, worked through the first half of 1976, chaired by Anne Kennedy of St. Mary's University in Texas. By summer, a final draft of proposed amendments to the NACAC Articles of Incorporation, Constitution and Bylaws was complete. A key provision, which received support of both national and S/R officers, was that: "Voting Membership in the National Association of College Admissions Counselors shall be extended to *individuals* whose professional activity in the area of counseling or admitting students is at NACAC member institutions."

In May, the results of the survey regarding a possible move of association headquarters to the Washington, DC, area were released. The membership was clearly divided in its positions. Some of the most salient member responses to the survey included (raw numbers):

- *In favor of moving national office to Washington, DC: 454*
- *Should remain in its present location: 418*
- *Should establish a liaison office in DC: 437*
- *Conduct government relations from Skokie: 284*
- *Should employ a full-time director of government affairs: 397*
- *Should handle government affairs with member volunteers: 450*
- *Should employ a legislative reporter for NACAC publications: 375*
- *Should employ a legislative reporter: 491*

The majority of the August 1976 *National ACAC Newsletter* was devoted to a detailed analysis of results of the survey and the comments of individual members.

To say that the legislative meetings of the 1976 national conference in Denver were complex is an understatement. The table of contents, alone, for the Assembly meetings numbered 11 pages. In a positive item of business, the treasurer was able to report a fund balance of \$272,148 for fiscal year to date.

Later in the Assembly, Cooper presented his Annual Report to the Assembly. This took the form of a carefully documented argument for moving the national office of NACAC to Washington, DC, and establishing regional offices in the Midwest and Western regions. He attempted to circumvent the lack of uniform support of the Executive Board by appealing directly to the Assembly.

As an item of new business, Past President Joe Monte moved, "That NACAC relocate its national office in the Washington area, the move to be completed by December 31,

1979." Discussion on the motion was brief, after which it was tabled indefinitely. A second motion to establish "two regional offices: an eastern regional office to be housed in Washington, DC and to be opened by July 1, 1977; and a western regional office to be housed at a Rocky Mountain or West Coast school, college or university and to be opened by July 1, 1977," was also tabled.

The Assembly directed the Admissions Practices and Procedures Committee to develop guidelines for fair practices "in publications, public relations, financial aid and allied policies" and to report back to the 1977 Assembly.

The proposed constitutional revisions were brought forward by the Constitutional Review Committee, which reconciled the conflicting proposals of the previous 1975 General Membership meeting. These were unanimously approved by those present, without discussion.

When the Assembly reconvened on October 8, it considered the Bylaws revisions recommended by the Constitutional Review Committee. As a result of deliberations of these recommendations and further Assembly action, the responsibility for chairing the Human Relations Committee was assigned to the vice president for admissions practices and procedures, in effect raising the stature of this committee within the structure of the association. In addition, a resolution was passed to charge the association to become more actively attentive to the needs of secondary school counselors.

## NACAC History: 1977

In November, following the 1976 national conference, the Executive Board met to address the challenges presented by changes within the association. Associate Executive Director Charles Marshall was appointed to serve as acting executive director until that position was filled. The Publications and Research Committee was charged with the development of a "Future Directions Survey" of members. A process and budget of \$40,000 were set for the search for a new Executive Director.

Just prior to a February board meeting, Jack Allen unexpectedly resigned as president-elect. The board appointed Jeanette (Jan) Hersey of Connecticut College as "president-elect pro tem" until the annual conference.



**WELCOME** to the 32nd Annual Conference! Evelyn Yeagle and her committee have done an outstanding job of putting together an interesting program that will benefit you in many ways. Please let us know if we can do anything to make your stay at the Conference more pleasant and meaningful. We are here to serve the membership.

**IF** you have any suggestions for the meeting next year in Washington, please give them to Evelyn so that she can pass them along to the people planning the Conference.

**THE BOARD** tried to make sure that the membership was heard this past year. I feel that we reached many objectives, and that with continued hard work and even more help from the membership, this Association will go a long way in the future.

**ONE** of my big concerns is that we are not doing enough for high school counselors. I hope we can find ways to help them so that their high schools will want to become members of our organization.

**IN CLOSING**, I would like to thank the Board for doing an outstanding, time-consuming job this year. It caused you many frustrations but it was worth it.

Russell Gossage  
President

The board adopted a new document in February, spelling out the “Role and Function” of the executive director. That month, Jeanette Hersey was sent on a fact-finding trip to Washington, DC, to interview several allied professional associations about their decision to locate there, as well as their activism in governmental affairs.

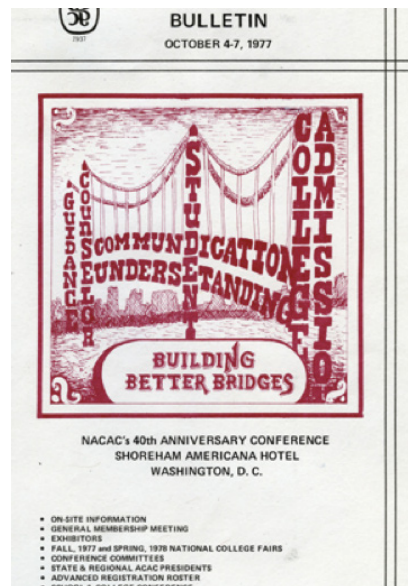
Following a summer board meeting, the Professional Education Committee began planning for a structured professional education program for admission officers.

After an extensive national search for a new executive director, Robert Hanrahan was hired on March 19, immediately following the annual S/R Leadership meeting. Hanrahan had been a school counselor, was former Cook County (IL) superintendent of schools, a United States Congressman and, most recently, deputy assistant secretary for education. Also at this time, Charles Marshall, who had been a candidate for the executive director’s position, received a title promotion to Deputy Executive Director.

An initiative was undertaken to set up the mechanism for a new college “hot-line” service to operate out of the National Office. In some measure, this was intended to replace the Center for College Admissions/ASK US programs as a service to students. Funding was sought from Exxon Corporation. The hotline was to be a computerized search mechanism, much like that then available through “Guidance Information Services,” a commercial enterprise. This service would be free to secondary members and mimicked once-a-year programs already in place in Illinois and Pennsylvania ACACs. School counselors would be able to call into the hotline with a student’s college search criteria and receive a list of matched colleges by phone and mail. In addition, plans were made to reinstitute the Ask It materials in microfiche format.

President Evelyn Yeagle, in her report to membership in the August Newsletter, commended the members and leaders for effective problem solving during the year. She wrote, “It has been a year of turmoil and hard work. The Executive Board, the national staff, and the membership pulled together to move the Association ahead. It could not have been done without teamwork.”

In an oral history tape, Yeagle noted that the 1977 annual meeting started off in chaos, “My conference was in Washington, DC. There was a flood and many of rooms were flooded. They lost all of our room assignments... There wasn’t enough space for the conference.” Jim Alexander added: “We set up our own housing office in the lobby and we had to do our own (hotel) room assignments.”



Yet when the Assembly convened in Washington, DC, in October, to all appearances, the association had established a new equilibrium. President Evelyn Yeagle stated that, “Your association has identity, stability, dedicated leadership and membership.” Robert Vikander, chair of the Publications and Research Committee, presented an extensive report from the Future Directions Survey undertaken that year that he stated would provide a solid foundation for further association direction and decisions.

In the report from the Admissions Practices and Procedures Committee it was noted that the “Candidate Reply Date” of the *Statement of Principles of Good Practice* remained a point of controversy within the membership.

In a new organizational structure, it was reported that charters were approved for several state and regional affiliate associations that had amended their constitutions, making them consistent with the new national constitution. The list approved included: Illinois, Great Plains, Indiana, Iowa, Michigan, Minnesota, Missouri, New England, Ohio, Rocky Mountain, and Southern.

Under new Assembly business, a motion carried specifying that: “NACAC hold its annual conference, commencing in May 1981, in late May on collegiate campuses that can centrally, inexpensively, and adequately house and serve our organization and its members.” (At the General Membership Meeting following, however, the membership voted to refer this motion to a committee for fact-finding and further deliberation.) In addition, a motion to change the name of the association to “The National Association for Secondary School and College Admissions Counselors (sic)” was ruled out of order as it involved a constitutional amendment.

At the 1977 General Membership Meeting, those present passed a constitutional revision that substantially extended eligibility for nomination to the Executive Board beyond currently seated Assembly delegates, to include:

1. *Past or present members of the Assembly;*
2. *Past or present officers of chartered state or regional associations who are NACAC voting members*
3. *A past or present committee person of a standing or other officially recognized NACAC Committee who is an NACAC voting member.*

In 1977 the process for students applying for financial aid at the nation’s colleges underwent significant revision. The American Council for Education invited NACAC to be part of a new Coalition for Coordination of Financial Aid, the purpose of which was to make recommendations to the US Office of Education. An important change in the procedure, to take effect for the 1978-79 academic year, was that students apply for aid after January 1 of their senior year using a single application form, under development separately by College Board and ACT. In response, the NACAC General Membership Meeting generated resolutions asking that the forms be available no later than September 15 and that processing begin by October 1. In addition, a request was to be made to the College Board that implementation of an “Early Financial Aid Planning Service” be referred to a committee to include all sectors of the NACAC membership, as well as financial aid officers.

## NACAC History: 1978

NACAC's new Government and Inter-Association Relations Committee (GIRC) was busy throughout 1978 responding to federal legislative issues. The association lobbied against provisions of the Buckley Amendment (Family Educational Rights and Privacy Act) and H.R. 9982, the latter which would provide applicant access to admission folders, including recommendations. John Vlandis of the University of Connecticut summarized the feeling of many NACAC members:

*The Buckley Amendment did irreparable damage to the admission process. H.R. 9982 will frighten off the remaining diehards who believed in the evaluation and recommendation procedures of the admission process. The legislation appears to be negative and punitive in nature and does not acknowledge educators' attempts to use information for the purpose of helping guide and counsel young people.*

A task force was appointed to work with the American Council on Education and the Coalition for Coordination of Financial Aid, in order to address members' ongoing concern regarding the changed financial aid application deadlines referenced previously.

NACAC members called for an associational response to the June 1978 "Bakke Decision" of the US Supreme Court, which declared affirmative action constitutional, but invalidated the use of racial quotas. In addition, many members vehemently objected to NACAC holding its 1978 Annual Conference in Bal Harbour, FL, given that state's failure to ratify the Equal Rights Amendment. Despite the fact that the meeting was held at this location, the Assembly later took a stance to bar the association from holding any meetings in non-ERA states after 1980. (It should be noted that in response to a motion made the previous year, a study directed by the membership and related to holding future conferences on member college campuses in order to decrease cost, showed that logistics made this unfeasible. Very few campuses could handle the size of the conference, and those only in summer months.)

The Publications and Research Committee undertook studies of:

- Collegiate budgetary practices
- Secondary school budget practices
- Admission officer salaries

The 1978 Assembly affirmed a commitment to the *Statement of Principles of Good Practice* and stipulated that all postsecondary members "place on file in the national office a statement concerning their deposit, aid and refund policy." The *SPGP* was amended such that member institutions were encouraged to "support the principle of distributing financial assistance funds on the basis of financial need." In addition, a new *Statement of Students' Rights and Responsibilities* was approved. Policy statements were adopted regarding "early admission" programs (for those leaving high school early with a diploma).

A new non-voting membership category was instituted for retired members who had been NACAC members for at least 10 years.

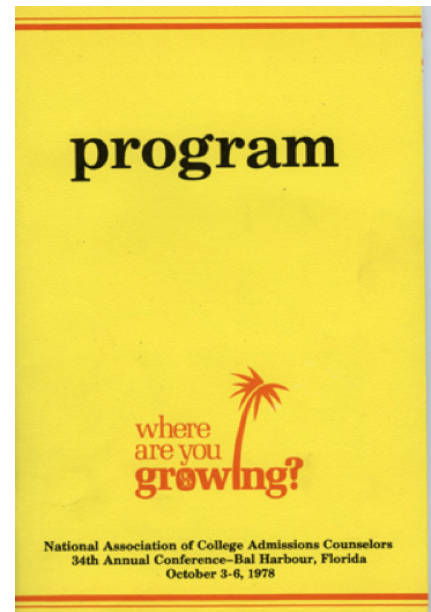
The \$1.4 million budget passed for 1979 included funding for a new staff position, Director of Professional Education Programs. The budget also provided funds for further implementation of the "NACAction Center," the fruition of the hotline proposal funded largely by a grant of \$75,000 from Exxon.

At the culmination of the first of many discussions within NACAC over many years, the Assembly took a stance regarding the "inherently questionable value" of recognition programs such as that of the "Who's Who" publication.

When the 1978 General Membership Meeting convened, the constitution was amended, adding two new officers: vice president for government and inter-association relations and vice president

for human relations. The duties for chairing the Credentials Committee were transferred from the president-elect to the past-president. In addition, the membership passed a constitutional amendment requiring that the Executive Board approve any change in state or regional association geographical composition.

In final business of the 1978 Annual Conference, Assembly III voted to combine the Bylaws and Constitution of the association into one document, thereby meeting legal requirements of the State of Iowa where the association was incorporated.



## NACAC History: 1979

Late 1978 and early 1979 once again saw upheaval surrounding the office of executive director. Charles Marshall was promoted to that position by July of 1978.

But despite the uncertainty, business ostensibly went on as usual. In winter, the Executive Board voted to develop guidelines for advertising in association publications. It prepared a strong statement of position and policy supporting affirmative action, to be recommended to the membership. At its March meeting, the board endorsed the publication of a Guide to the College Admissions Process. In July, the board set as one of its highest goals to have an influence on national legislation. Evelyn Yeagle, chair of GIRC, announced her intention to seriously investigate a move to Washington, DC. Plans for the 1983 conference to be held in Chicago were canceled due to Illinois' failure to ratify the Equal Rights



Amendment. The board received reports of the Admission Practices Committee as it began early efforts to monitor the *SPGP*, most notably in relation to violation of the May 1 candidate reply date.

The 1979 Assembly instituted an NACAC Consultants' Clearing House Service the purpose of that was to present experts to the public through NACAC. The Admission Practices Committee presented the draft of a *Statement of Transfer Students' Rights and Responsibilities* under development.

In one more move toward Washington, DC, the Assembly directed the Executive Board that "the question of whether or not to move the national office of NACAC to Washington, DC, or a site near Washington, DC, be a definite agenda item for consideration of the 1980 Assembly" with appropriate reports being made to the delegates previous to deliberation.

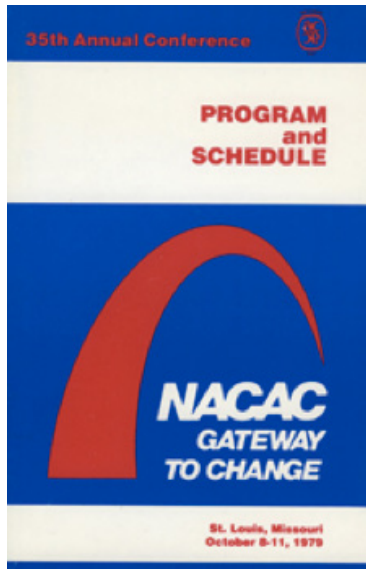
Other noteworthy business of the 1979 Assembly included:

- A state/regional realignment, as Texas was granted a charter as an affiliate separate from Great Plains.
- Approval of the initiation of operation of the "NACACtion Center" beginning on October 15, 1979.
- Reaffirmation of the association's commitment to the *Joint Statement of Principles of Good Practice*, now adopted by AACRAO, College Board, ACE, NASSP, and NACAC.

At its meeting the membership adopted the strongly worded affirmative action policy, presented by the board, including provisions that:

- The Administrative Committee of the Executive Board would hear complaints of discrimination based on "race, color, creed, national origin, sex and disabled."
- All business contracts would be let in accordance with affirmative action principals.

In other business, voting membership was extended to "individuals who are employed by institutions, agencies or organizations which . . . provide counseling, admission or financial aid services and who are in agreement with the purposes of NACAC." The membership took a stand against the "Truth in Testing" law, which was the first to require the release of standardized test questions to the public. This was due to its effect in limiting testing dates available to students. Motions were passed to avoid scheduling either conferences or National College Fairs in conflict with Jewish Holy Days. Texas ACAC was accepted as the 19th state/regional association.



## Members remember the decade 1970-1979:

Charles Malone, NACAC president 1972:

*When Margaret (Perry) took office she wanted a human relations committee because we had been presented with... a group of 10 resolutions... We had a committee which was made up of blacks, Caucasians, Latinos and American Indians, the whole thing, and we met early in the fall of 1970. And it was a very interesting group... It really was an education for me. One of my committee members, who happened to have been my roommate at the hotel, was Silas Purnell. Now you want to meet Silas, because he's a shaker and a mover and one of the greatest people I know... He's at the Ada McKinley Social Service Center in Chicago, out there on the West Side. His main thing in life was to move people out of that kind of existence and into a productive existence, one way or the other. Tremendously interesting man... he told it like he saw it. At one of our meetings once, with the Human Relations Committee, Silas got a call from the College Board in Evanston and they were saying, "Silas, this and that; why don't you quit talking bad about the SAT?" And Silas' response was so good, I thought. He said, "What you people need to do is stop spending so much money on the telephone and hire some people to get out here and help our people fill out the applications for the SAT..." And he has made a real difference in higher education for Blacks, for other minorities as well. He has a booming voice. He sounds like a Southern Baptist preacher. Well, anyhow, the Human Relations Committee, this is what it was about, to interpret these things and then to sell it back to the membership. I got a lot of hate letters because people said, "Well, Chuck I liked you quite a lot until you got on that committee and you chaired that committee. I just can't go along with it. My college won't let me recruit Blacks." Well, part of this whole thing was, let's adopt some purposes here. Let's see if we can't begin to seek and enroll some capable Blacks. If they're not capable well, let's find a way to tool them up educationally. This was very difficult for a lot of people to accept. It's difficult for someone in your generation, I think, to have an understanding that this is the way it was and we had to live through it and beyond... tremendous difference... I think it was one of the important things that happened to NACAC and to higher education... We were dealing with people on the committee who were not necessarily members of the Association... We had the president of the Navajo Community College from Arizona... Simply, it was a very basic set of rules: we can't yell at each other, we can't preach on this issue for more than so many minutes, we have to make a certain amount of measureable progress through these eleven resolutions and writing the interpretations, which we were chartered to do... These were issues that were so heated at the time... I mean, look at it from the planners' point of view, who planned our conference for Chicago. And, by the way, this was the same month a year later than after the Chicago Democratic convention—the same hotel, by the way, and the Weathermen had come back to visit—were camped over in the park across from the Conrad Hilton. So, you had all of this that made it such a highly-charged, emotional situation for people that they knew right off that somehow we've got to talk softly and sanely and deal with the problems that were in front of us.*

Barbara Adkins, associate dean of admission, University of Tulsa:

*My first NACAC conference was in Atlanta, 1975. I was very green, with just one year of experience as an admission counselor at Coe College under my belt, and didn't really know what this profession was all about. The first thing that stood out for me at the conference—and I still remember all these years later—was the camaraderie and how welcomed I was made to feel—even by the 'old timers.' The conference was much smaller then, so by the end, I felt like I was leaving a lot of new friends.*

*The second thing that stood out was a raucous presentation by the newly formed Texas ACAC which had just split from Great Plains ACAC. With people like Russ Gossage and a lot of other big Texas personalities on stage with whoops and hollers, it was easy to get caught up in the excitement, but I had no idea why and didn't grasp how radical it was to have this split.*

*Another memory of years gone by in the organization is of a time when membership meetings were the forum, for lively discussions on topics such as for-profit institutional membership or independent counselors' membership. Most of those discussions now take place in committees or Assembly, so the young admission counselor misses out on the unique learning opportunity of hearing some of NACAC's great outspoken leaders, like Jim Alexander or Roger Campbell go head to toe on important ethical topics.*