

EDITORIAL SECTION

THE AMERICAN MOSQUITO CONTROL ASSOCIATION, INCORPORATED

As of November 30, 1948, the AMCA has become "a body corporate," "not for profit," with powers as enumerated in the certificate of incorporation printed in the ASSOCIATION NEWS section on page 191 of this number.

On the date indicated, the Secretary-Treasurer filed copies of a *certificate of incorporation** duly executed in accord with the laws of New Jersey, in the office of the County Clerk of Middlesex County at New Brunswick, and in the office of the Secretary of State at Trenton.

The Association is now *legally* competent to meet adequately the challenge of multiplying problems, expanding objectives, and growing responsibilities by which it is now, and will continue to be increasingly confronted.

Its administrative competence, and competence as an organization to meet this challenge effectively, will depend upon the administrative agencies and procedures that may be provided in the reorganization of its bylaws.

With its responsibility for the publication of Mosquito News; for its new series of special bulletins; for the sound administration of a growing permanent fund; and for its various services to members and to the public, the Association has become a business of no mean proportions. A business involving burdens that the Association cannot in fairness continue to ask a few of its members to carry alone, as they have been doing altogether

too long; too long, that is, for the best interests of the Association itself, however well these few members may have served it. The best interests of the Association now demand a broader base of member participation.

The Association has become a growing business that cannot be carried forward properly and safely by the "happy-go-lucky," "hit or miss," fumbling procedures that characterize so many of our ambitiously started societies and associations, too many of which have withered and fallen by the wayside, or, surviving, have too largely wasted their opportunities for valuable and needed service in a futile sequence of emergency efforts to surmount crises that, with an efficiently planned type of organization, should never have been permitted to arise.

In its current reorganization, the American Mosquito Control Association should study carefully the history of similar organizations, of which there are many, in order to avoid repeating their mistakes, and in an effort to profit from the constructive expedients by which some have managed to survive and a few have been notably successful. It might well study, also, types of corporate organization that business corporations have devised.

Having served as chairman of a committee to make such a study for the Association, it is probable that no other member has given more time and thought than has the writer to a survey of the forms of organization employed by similar Associations and Societies, and to the relative appropriateness of such forms of organization to the objectives, the special problems, and the present developmental status of the AMCA.

The AMCA has now become continent-wide, and even hemispheric or international in geographic scope. Like too many other continent-wide associations, however, it has continued to operate under a "town-

* As initiated by action of the Executive Committee at Baltimore on November 21, 1947, of which the members of the Association were duly advised; as approved by a confirming vote at the annual meeting at Fort Pierce, Florida, on March 31, 1948; and as developed (with the generous collaboration of Attorney and Counsellor, Mosquito Control Commissioner, and Association Member, Mr. M. M. Stallman) by the interim National Board there named and assigned to carry out the contemplated reorganization of the Association.

meeting" type of organization, that is entirely unsuited to provide an efficient and at the same time a truly representative medium for conducting Association affairs for a far-flung membership.

It is true that some very strong national associations appear to carry on their business affairs by vote of the often almost wholly different groups of members attending annual meetings held at meeting places geographically remote one from another. A careful examination of their history and their procedures, however, will show that such associations are really and necessarily governed by small groups of members constituting self-perpetuating oligarchies. The show of democratic voting at such annual meetings has little real significance. It is interesting to observe the conscientious efforts made by some of these oligarchies to inject a larger measure of truly representative democracy into their proceedings. The town-meeting type of organization appears simply to be incompatible with representative democracy in a continent-wide association.

A few associations, however, have accomplished the introduction of representative democracy more successfully into the conduct of their affairs by introducing into the pattern of their bylaws some of the practices that appear to work effectively for business corporations with widely scattered stockholders.

It appears that continent-wide distribution of the membership, rather than number of members should be the governing consideration in any choice of alternative provisions for the efficient and truly representative organization of a National Association.

For example, several thousands of members of a New York City, or a Chicago association could all attend, participate in discussion, and vote at meetings of the town-meeting type; while, of only some hundreds of members of a continent-wide national association, relatively very few are likely to attend any one meeting, and no matter how successive meetings may be moved about, truly representative member participation can never be achieved at meetings of this type.

tion appears to be provision for a policy-making National Board, large enough to be regionally representative, but small enough not to be unwieldy; probably of 8 or 9 members. The members of this National Board should each serve for more than one year, possibly for two years, with a second term permitted, in order to assure continuity of policy while providing for rotation of membership.

Such a policy-making National Board should consist of elected officers only. These might be President, First Vice President, Treasurer, and possibly 5 or 6 representative Regional Directors, who would also be Regional Vice Presidents of the Association.

National conventions might be held on alternate years, with regional meetings in the off years.

The office of President is variously handled by different associations.

By some, a new president is elected each year. By others, the president is elected for a term of two years, with re-election permitted for not more than two additional two-year terms. Commercial corporations may keep the same president as long as he is willing to serve.

The one-year president, unless he has served a prolonged and active apprenticeship, is likely to be of little value to the Association. For a self-seeking member in a back-slapping mutual admiration society, this may be acceptable. For a president earnestly desiring to do a real job, and for an Association with a real job to do, the one-year term is entirely inadequate.

For the AMCA, the position of Corporation President and Chairman of the National Board should be a real job for a hard working servant of the Association; and not a more or less empty "honor" to be passed around each year among cronies.

The President of the AMCA should be competent to speak with authority for the Association before similar organizations, and on occasion before legislative bodies or the Congress.

The President should be a spokesman for the National Board, and should announce the appointment of committees;

chosen by the policy making National Board. This would contribute toward continuity of policy, and would permit regional opinion and preference to be expressed by the Regional Directors and Vice Presidents.

Each regional director should be a resident of his region, and nominating committees should consult regional preference in naming candidates for the position of Regional Director.

To span the distance handicap, questions for consideration by appropriate bodies of the Association should be presented to members of such bodies by correspondence, with provision for voting by instructed proxy if a member should be unable to attend the meeting of the group.

Quorums should be prescribed, particularly where discussion for clarification of pending questions might seem to be required. Where clarification of an issue by discussion seems required, the competence of instructed proxies might be questioned, and only open proxies recognized.

Of major importance, also, is provision for the *appointment* of a continuing Executive Director, who would perform the duties of Secretary at meetings of the National Board and of the National Council; who would see that policies recommended by the National Board and approved by the Association are observed; who would keep the officers informed so that routine activities are carried out on schedule; and who, with the aid of appropriate committees, would make arrangements for Board and Council meetings, and for National Conventions.

Hitherto, these functions have been performed in part by the Secretary-Treasurer, largely by suggestion to other officers, and without specific assignment of authority. Perhaps this officer should be authorized to perform the functions of Executive Director at this stage in the evolution of the Association.

Several standing committees must be provided for, and assigned responsibility for the various continuing business activities of the Association, such as:

1. Committee on Publication of Mosquito News

2. Committee on Miscellaneous Publications
3. Committee on Permanent Fund
4. Committee on Sale of Advertising Space
5. Committee on Research Projects
6. Membership Committee

Chairmen of Standing Committees sitting with the National Board for information of the latter, would constitute the National Council.

Meetings of such a National Council should precede any important action by the policy making National Board.

Some members of the Association who are also members of another association with a federation type of organization, have suggested that form of organization for the AMCA.

Where appropriate, the federation type of organization has the advantage of simplicity, and certain other advantages; but it appears best suited to an activity of uniform characteristics, the practitioners of which are already organized throughout into state or similar units, each of which may be represented by an elected delegate.

For seemingly obvious reasons, therefore, the federation type of organization does not appear to be appropriate for the AMCA, at least in its present state of development.

The membership of the AMCA even now represents a wide diversity of interests, objectives, and responsibilities. For many members, the control of pest mosquitoes is their primary responsibility. For a large section of our membership, however, both southern and foreign, the primary responsibility is malaria control. Still others are charged with various responsibilities, such as "rat and mosquito control"; control of sylvatic plague; encephalitis control; tick control; and the like. Some of our members are engineers; some are teachers; some are technical laboratory workers; some are medical men; and all with correspondingly diverse interests, objectives and activities.

Only a few states, thus far, have organized state associations, qualified to send elected representatives to participate in the activities of a national federation. A very considerable number of our members are

not yet so organized. Any reorganization of the AMCA should make adequate provision for participation in Association affairs by such unorganized members, which would be difficult with a federation type of organization.

This outline of pending AMCA organization problems is intended to set members to thinking about the new bylaws they will soon be asked to consider.

In February, 1948, each member received for his consideration prior to the 1948 annual meeting, a suggested outline for a set of bylaws.

While purposely left with several points open for further analysis, this outline pre-

sented what then seemed, in the writer's considered judgment and after prolonged study of other organizations, to provide the most practical type of organization for the AMCA in its present state of development.

At least that February outline should provide a good starting point for member consideration of AMCA organization problems.

It is hoped therefore that each member will review that February outline, and at least be ready with ideas of his own to contribute when the new bylaws are presented for action by the Association.

BUY FROM ADVERTISERS IN MOSQUITO NEWS

The American Mosquito Control Association, with its antecedent Eastern Association, is now 12 years old; and the present number completes volume 8 of *MOSQUITO NEWS*, official journal of the Association.

No national society or association can thrive, nor grow, nor long maintain a career of successful activity in its special field without an official journal.

Only through the medium provided by such an official journal can the members of a continent-wide association be kept informed about its activities, its changing objectives, and its growing responsibilities; or can the association bring its objectives and its services adequately to the attention of a potentially interested public.

While most of the annual dues paid into the Association treasury go into the publication of *MOSQUITO NEWS*, dues alone

at the present rate would be quite inadequate to meet current publication costs. Yet without *MOSQUITO NEWS*, the American Mosquito Control Association neither could have become, nor could long remain the successful national, hemispheric, or international agency that it has become.

Advertisers in *MOSQUITO NEWS* also contribute a substantial share of its publication cost. Without this added contribution, Association dues would have to be materially higher.

In other words, our advertisers help to support the Association. Members of the Association should reciprocate.

Buy from advertisers in *Mosquito News* if you can. At least give them a chance to bid, or consider their products carefully whenever you contemplate a purchase.

VALEDICTORY

November 16, 1948

Mr. Thomas D. Mulhern
Secretary-Treasurer
American Mosquito Control Assn.
New Brunswick, N. J.

Dear Mr. Mulhern:

Owing to pressure of other matters associated with my approaching retirement (April 1949), I shall be obliged to terminate my service as editor of *MOSQUITO NEWS* with the December, 1948, number.

This will permit a new editor to begin with the first number of a new volume, and would make possible at once any change of format that might seem desirable.

Until a new editor is chosen, however, Dr. Collins (without whose able assistance I could not have carried on so long) will be glad to look after matters relating to *MOSQUITO NEWS* affairs here.

Very truly yours,

ROBERT D. GLASGOW,

Editor, *MOSQUITO NEWS*

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