

# A YEAR OF RELEVANCY

## *Progress Toward Uncompleted Achievements*

Serving as the president of a professional organization like ASTD is a mixture of challenge, frustration and a source of responsibility, which makes you feel highly inadequate.

The challenge comes from a recognition of the history and the potential that exists within the training and development field.

Frustration is caused by the inadequate time, services, resources and ability to achieve as much as expected or desired.

Lastly, the awesome responsibility of being responsive and giving leadership to such a diverse membership creates a real sense of inadequacy.

The past year was one in which the combined efforts of the Board of Directors, committee chairmen, chapters, National Office staff and dedicated members strived to make the Society more relevant to the needs of the membership and the profession. This support lessened one's feeling of inadequacy.

As we approached 1969, several objectives were set to help ASTD become professionally relevant:

1. To be more aware of the training and development needs of the society of which we are a part.
2. To assist each ASTD member to better serve his own organization.
3. To better serve the needs of our local chapters.
4. To attract qualified persons to the field of training and development.
5. To make ASTD relevant to persons not now members.

In 1969, we were not completely successful in meeting all our objectives. However, the progress that was made is a giant step forward in developing greater relevancy. Also, many activities and projects were initiated, but they will not be visible until later this year or some future year. We are hopeful that as a result of our 1969 accomplishments, a new image of ASTD is emerging.

The success of any professional organization depends on the dedicated efforts

and involvement of its members to provide guidance and leadership for greater relevancy. In 1969, over 300 members were involved in shaping the national Society. These people were involved as members of the Board of Directors, in divisions, in committees and on various ASTD programs. There were 27 national committees in 1969. On the local level, over 700 members were involved in leadership roles. Involvement on the part of the membership is the key to the continued vitality of ASTD.

Let me examine our 1969 objectives as outlined in the January, 1969 issue of the *Training and Development Journal*.

### **I. ASTD AS AN ORGANIZATION**

#### **Objectives**

- A. To reexamine our structure, goals, purposes, services and resources as a professional society.

#### **Accomplishment**

1. Project 25, in recognition of our 25th anniversary, made an in-depth examination of the nature and needs of ASTD members and chapters. The material gathered will serve as the basis of organization renewal for ASTD in the years to come. This information is now under review by a Long-Range Planning Committee, which is developing a five-year plan for ASTD growth. Project 25 information was reported to the membership in the December, 1969 issue of the *Journal*.

- B. To improve the image of ASTD and the training and development profession.

1. The newly-formed Public Relations Committee developed a national concept and program for this type of activity. A traveling exhibit program was

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*Immediate Past President*

developed. Special attention has been paid to helping chapters develop a public relations program through a special kit. A Training and Development News Bureau was also established to disseminate news releases about ASTD activities to the public.

C. To reexamine the adequacy of our present bylaws to fit the needs of a modern organization.

1. At the National Conference in Miami Beach in May, ASTD's General Council of Delegates approved a new set of ASTD bylaws to update the organizational capabilities of the Society.

D. To improve communications with the chapters.

1. A major accomplishment was made in narrowing the communications gap between the chapters, members and the national organization. This was done through the Chapter Administration Manual, expanded *Chapter Memo* (especially with the new section on Program Idea Exchange), *Members Memo*, regional vice president's contact with chapters, and identification of National Office staff liaison to work with each region and chapter. Videotaped presentations on ASTD objectives and the 25th National conference were made available to chapters.

E. To assist in developing chapter leadership, organization and program.

1. Chapter officer workshops were held in five of the

eight regions and 47 chapters participated.

## II. ASTD CHAPTERS

A. To serve and strengthen our local chapters.

1. Chapters were encouraged to become more involved in monthly group involvement programs. The Sales Training Division developed workshop programs for use by chapters. A Program Idea Exchange was developed and promoted through the *Chapter Memo*.

B. To more fully utilize the resources of our regional vice presidents.

1. National officers, regional vice presidents and staff made visits to 37 chapters to appear on programs and worked directly with chapter officers from an additional 32 chapters.

C. To expand the number of chapters for the convenience of members throughout the country.

1. Chapters were established in San Antonio, Texas; Chattanooga, Tennessee; Tucson, Arizona; Madison, Wisconsin; and Decatur, Illinois.

D. To increase the number of student chapters.

1. No additional student chapters were established in 1969. However, a program was initiated to attract students to the 25th National Conference.

## III. MOVING TOWARD GREATER PROFESSIONALIZATION OF OURSELVES AND OUR ORGANIZATION

A. To examine the standards and ethics for the training

and development field.

1. A Committee on Professional Standards and Ethics was established and progress was made toward establishing a concept for this area and a program to be followed.

B. To explore levels of membership in ASTD.

1. The above committee studied this proposal.

C. To keep members up to date on trends in the field of educational media.

1. ASTD became associated with the Educational Media Council.

## IV. RESEARCH ACTIVITIES

A. To activate work of the ASTD Fund for Research in Training and Development and to initiate at least two projects under the leadership of the Fund trustees.

1. The Fund for Research in Training and Development committed over one-half of its funds to support the following projects, which were started in 1967:

a. "Evaluation and Assessment instrument to Assess the Effect of Organizational Change."

b. A Study of the Role and Function of Institutional Change Agents.

c. A fund to support activities of the ASTD Research Committee, whose findings will be published in 1970.

d. *Training Information Sources* - Abstracts on Adult Learning Characteristics was published by the Fund as the first publication in

a series of *Training Information Sources*.

B. To develop research projects concerning our members.

1. An active Research Committee developed a program of needed research and started the following research projects, which will be completed in 1970:

a. The Training Practitioner

b. The Training and Development Organization

c. Training Program

In addition, a survey of the membership was made to obtain a profile of our organization. This information will be helpful in making our activities more relevant to the needs of the membership.

C. To evaluate the use of educational media with emphasis on video tapes.

1. No progress was made in this area.

## V. EDUCATIONAL OPPORTUNITIES AND SERVICES

A. To expand the offerings of the annual institutes of ASTD and offer them in other parts of the country.

1. ASTD's Institutes for the Training Professional were expanded with the addition of programs called "The New Trainer" and "The New Training Manager." These two institutes were offered in the Washington, D.C. area and met with great success and high enrollment. In addition, the institutes offered in Madison, Wisconsin continued to meet with enthusiastic response.

B. To develop additional institutes in fields of particular need to the members.

1. New institutes developed in 1969 were:

a. The Next Step: Retaining and Advancing the Disadvantaged Employee

b. The Use of Television in Training

c. The Sales Training Institute

In 1969, 15 institutes were offered to the membership, seven for the first time. These programs served over 800 members.

## VI. PUBLICATIONS SERVICES

A. To broaden the base of the publication programs of ASTD.

1. A Publications Committee and a *Journal* Advisory Committee were established.

B. To plan the next version of the *Training and Development Handbook*.

1. Investigations were carried out during 1969 to determine the feasibility of this project. It was decided that the *Handbook* concept must be revised and updated before another edition can be published.

C. To continue improvement of the *Training and Development Journal*.

1. In addition to a new format and size, the advertising revenue of the *Journal* was dramatically increased. A new *Journal* Advisory Committee began its search for even better articles for the magazine.

D. To expand communications to the membership.

1. *Members Memo* was published bi-monthly in 1969, bringing membership communication from the National Office on a more regular basis.

E. To develop special publications to meet the needs of members and the profession.

1. Among the publications made available to members in 1969, or planned for early 1970, were the "Selected Papers from the 25th Anniversary National Conference," the "Consultant Directory," "Leadership for Learning - Training and Development in the 70's" and bibliographies of training and development resources.

F. To share studies and research that are appropriate in the field of training with members.

1. Information of this type was presented through articles in the *Training and Development Journal* and in the special publications mentioned above.

## VII. MEMBERSHIP GROWTH AND EVALUATION

A. To expand membership to 10,000 in 1969 since the training and development field is growing far more rapidly than ASTD.

1. While the goal of 10,000 members was not met in 1969, the membership rolls did swell to 8,571 persons in 1969, an increase of 1,139 over 1968.

B. To increase the variety and mix of membership to represent the total training field.

This means encouraging members from voluntary agencies, government organizations, health organizations and civic groups to join.

1. An extensive membership drive for 1970 was started with promotion to over 18,000 prospective members from organizations similar to the ones listed above. Approaching those in local and state government, volunteer agencies and the health field is being explored.
- C. To assess the need for additional divisions with the organization.
  1. In response to the need of an ever-enlarging group of trainers that could be related to ASTD, the Community Development Division was established. The Sales Training Division with 569 members and the Organization Development Division with 705 members were active in 1969.
- D. To increase membership involvement in ASTD through a different format for a members meeting at the National Conference and an increase in two-way communication between the Board, staff and members.
  1. Plans were developed to establish Regional Councils in 1970 to better represent the membership.

## VIII. FINANCING OF ASTD

- A. To achieve a balanced budget in 1969 in order to meet present obligations and to keep adequate finances for future growth.

1. A surplus of income over expenses had been planned. However, the increased cost of doing business, expansion of ASTD actuals, change in physical facilities at the National Office and reduced income for program registration and sale of advertising will not enable us to meet this objective.
- B. To increase income from ASTD activities by making each program self-supporting.
  1. ASTD institutes and conferences were self-supporting in 1969. Gross income from these activities increased to \$275,000 in 1969, with a resulting net income to support non-income-producing activities.
- C. To obtain increased revenue through advertising.
  1. Advertising revenue increased \$71,000 in 1969.

## IX. KEEPING ASTD ALERT TO PROFESSIONAL AND SOCIAL NEEDS IN TRAINING AND DEVELOPMENT

- A. To utilize the annual conference to keep trainers informed of new trends and developments through a National Conference Program Design Committee made up of key members of ASTD.
  1. A successful 25th Anniversary Conference, "New Dimensions - New Designs," was held in May with well over 1,600 members in attendance.
- B. To be aware of social and professional concerns.
  1. Our Committee on Public and Professional Concerns

initiated a program for greater minority group involvement in ASTD.

- C. To provide leadership in training and development overseas.
  1. We were not successful in making any rapid advances toward accomplishing this objective. However, our Training and Development Organizations Committee was successful in getting some projects started for 1970.
- D. To respond to minority group influence and needs.
  1. With the stimulus of a Black Caucus at the Miami ASTD conference, a continuing dialogue was developed between the minority groups and ASTD. A Committee on Black and Other Minority Group Involvement in ASTD was developed. This group was invited to send representatives to the 1969 fall Board meeting to observe and appropriately interact with the Board.
  2. A special fund-raising effort was created to develop financial resources to help minority groups to participate in ASTD professional development activities.

## X. DISAPPOINTMENTS

It is always a disappointment not to completely achieve the objectives that we set. Perhaps we set the objectives too high, but the momentum and leadership of the prior year created a desire to accomplish as much as possible in 1969. I do not feel we did well enough in the following:

- A. We did not increase our membership as much as we might have.
- B. We did not balance our budget.
- C. We have not established adequate quality controls in our institutes and conferences.
- D. We have not involved and utilized minority group members in our activities as effectively as possible.
- E. We have not developed creative program ideas for initiating chapter programs.
- F. We need to contribute even more as professionals to the world in which we live.
- G. Our non-professionalization is a continued need.

It is with regret, but not with resignation, that I show these uncompleted tasks. They remain a continuing challenge to all of us in ASTD.

**XII. EPILOGUE**


It is my understanding that 1969 was the first year a non-industrial person served as president of ASTD. I hope my performance met the high standards of the past leadership of our organization and will verify the need for greater collaboration between industry, government, community agencies and education. Such a collaboration will make our pro-

fession a more potent force in society. May I indicate my continued support of ASTD, and ask all of you to give our new president, Forrest R. Belcher, the continued interest and commitment that has characterized ASTD. This drive has enabled ASTD to cope with the rapid changes affecting our society and will also make it possible to be pro-active in the leadership which we can contribute to man's world.

**XI. MAJOR ISSUES AND CONCERNS FOR THE 70'S**

In my last 1969 President's Page in the *Journal*, I have identified some of the issues, concerns and challenges that confront our profession. They include the knowledge explosion, increased technology, social revolutions, increased organizational complexity, social responsibility and cultural contribution of our field. We must continue to confront, speak and cope with these trends if we are to build on our heritage, respond to responsibilities and achieve our uniqueness.

## Trainers... WE'LL BE THERE!



**Have we training positions to fill? Plenty.**  
At all levels. And all across the nation. Here are just a few typical openings:

<p><b>TRAINING MANAGER:</b> <i>Industrial plant, 3000 employees, train foremen and higher level management. New York State; to \$18,000.</i></p>	<p><b>MATERIALS DEVELOPMENT:</b> <i>Experienced training materials writers for sales, management, technical skills, PI. Many positions, salaries \$12-18,000.</i></p>	<p><b>FIELD SALES TRAINING MANAGER:</b> <i>Write and produce training materials, supervise program administration, develop recruiting materials; to \$15,000.</i></p>
<p><b>ORGANIZATION DEVELOPMENT:</b> <i>Process analysis program design, multiple approaches, behavioral science base. West Coast location; to \$20,000.</i></p>	<p><b>MARKETING MANAGER, TRAINING MATERIALS:</b> <i>Work with sales manager to develop products needed and control development and production; to \$25,000.</i></p>	<p><b>CORPORATE TRAINING DIRECTOR:</b> <i>Manage three training functions in very large consulting and service organization; to \$40,000.</i></p>

Since the beginning of 1970, new positions have been pouring in almost daily. So, positions we have - it's the candidates to fill them we're short of. Hopefully, we'll run into a few of them at the ASTD Conference, and YOU may be one of them! Come to Anaheim and visit us, or at least send us a resume to have with us so we can start talking you up to our clients.

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