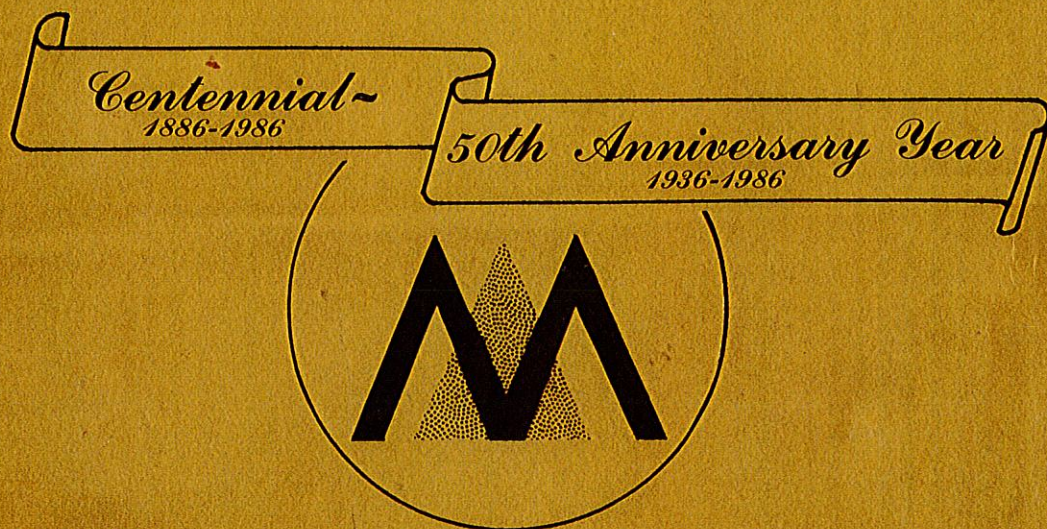


# PAPERS DEDICATED TO THE DEVELOPMENT OF MODERN MANAGEMENT

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# THE INCEPTION, EARLY STRUGGLES, AND GROWTH OF THE ACADEMY OF MANAGEMENT

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## ABSTRACT

In 1936, a small group of management scholars met in Chicago, Illinois and formed the Academy of Management. In the last fifty years this organization has developed into a large professional organization. This paper is the first detailed history of the origins, struggles and growth of the Academy of Management.

## INTRODUCTION

On April 17, 1954, Charles Jamison, founder of the Academy of Management, wrote John Mee saying he had "written an authentic account of the first ten years" of the Academy which could be the "official copy for the archives" (Jamison to Mee, April 17, 1954). Until the present time this account, titled "The First Ten Years of the Academy of Management," (copies of which have circulated privately among older members of the Academy for almost twenty years) has been the only source of information for those interested in the history of the Academy. In another letter written a few days later to John Mee, Charles Jamison said "It is conceivable that some time in the dim future the Academy may become a potent force. There may be some curiosity about its origins" (Jamison to Mee, April 27, 1954). This brief history has been prepared to help those with such a curiosity concerning the history of the Academy. This history could not have been completed without the aid of many individuals. Special thanks must go to Sakae Hata and Richard Strassberg for their help in gathering the historical materials. In addition, I must thank those individuals who provided original records or other written material on the history of the Academy: Wilmar Bernthal, Keith Davis, Billy Goetz, George Gore, Herbert Hicks, B. Hodge, Monty Kast, Max Richards, Joseph Towle, and David Van Fleet.

## THE INCEPTION OF THE ACADEMY: 1936-1941

In the midst of The Great Depression of the thirties, Charles L. Jamison of the University of Michigan conceived of having a permanent organization for teachers of management. In 1933, he attempted to form such an organization, but nothing came of his efforts (Lay to Jamison, December 22, 1936). At about the same time, Arthur G. Anderson, of the University of Illinois had a similar idea, but he dropped it because "... there were so many other societies and activities in the field" (Anderson to Jamison, December 7, 1936).

Three years passed and, in November 1936, Charles Jamison resurrected his idea and wrote William Mitchell at the University of Chicago on November 2, 1936, outlining the problem:

Has it ever occurred to you how utterly neglected teachers of management are in all the collegiate organizations of teachers? Have you ever known

of any papers on the subject of management, or any round table discussions in which people like you and me would be interested? I never have.

Charles Jamison suggested management teachers should meet in Chicago in December and provided Mitchell with a list of possible members. The original list included eight participants besides Jamison and William Mitchell:

Archibald H. Stockder, Columbia  
Arthur G. Anderson, Illinois  
George Filippetti, Minnesota  
William B. Cornell, New York University  
Henry P. Dutton, Northwestern  
Willis Wissler, Ohio State  
Alfred H. Williams, Pennsylvania  
Chester F. Lay, Texas  
(Jamison to Mitchell, November 30, 1936).

Only Arthur Anderson, George Filippetti, and Chester Lay agreed to come to the first meeting. Henry Dutton sent Billy Goetz of the Armour Institute as his representative and in this maneuver Goetz became one of the founders of the Academy (Goetz to Wrege, August 14, 1985). William Mitchell subsequently suggested adding Ralph C. Davis of Ohio State University to the list of participants (Mitchell to Jamison, December 2, 1936). Mitchell's suggestion proved an important step in the history of the Academy because Ralph Davis provided both the name and objectives for the new organization. In regard to the name, Ralph Davis wrote Charles Jamison:

I would like to suggest an 'American Academy of Management' whose membership would be based ... on proven ability to make contributions of fundamental importance to the field of management (Davis to Jamison, December 10, 1936).

In this manner the name of the new organization appeared for the first time and (except for removal of the word "American") was eventually adopted. In addition, (as he told John Mee in 1953), Ralph Davis also provided two objectives for the Academy:

1. A group of independent, objective thinkers in management whose attainments would inspire public confidence.
2. A philosophy of management, keyed directly to the objectives of customer and public service that would inspire public confidence in a competitive system of free enterprise. It was believed that our economic system could succumb eventually to Socialism, in the absence of such a philosophy (Davis to Mee, June 16, 1953).

Not all who answered Charles Jamison's letter supported the idea of a new organization. Paul Holden, Henry Dutton, and William Cornell said management teachers should associate with an existing society, such as the Society for the Advancement of Management (S.A.M.). Charles Jamison, however, believed that in such a society the problems of teachers would be



subordinated to objectives different from the objectives of a teachers' organization.

Through the aid of William Mitchell, the first informal meeting was held at The Quadrangle Club of the University of Chicago on the evening of December 28, 1936. The individuals present were:

A. G. Anderson, University of Illinois  
R. C. Davis, Ohio State University  
George Filipetti, University of Minnesota  
B. E. Goetz, Armour Institute  
C. L. Jamison, University of Michigan  
M. J. Jucius, Ohio State University  
Chester F. Lay, University of Iowa  
Karl E. Lieb, University of Iowa  
William N. Mitchell, University of Chicago  
L. C. Sorrell, University of Chicago

As a result of this meeting the following points were decided:

1. A conference on management be held in connection with the social science meetings in December, 1937
2. That one session be held in the morning and one in the afternoon on December 29 or 30, 1937
3. That the discussion be centered on a single paper of such length and quality as to stimulate thought and promote controversy, the paper to be written by Professor Sorrell under the title of "Concept of Management"
4. That as an alternate, in case L. Sorrell could not prepare his paper, Ralph Davis would submit a paper on the "Theory of Organization"
5. That no formal name be given to the organization promoting the conference, but that the name "The Academy of Management" be reserved for such formal organization as may in time develop from these conferences if they should be continued after next year (Memorandum, Conference on Management: 1-2)

At this meeting L. Sorrell observed that teachers of management came from two roots, economics and engineering. As a result, more engineers than economists were teaching management, with the engineers being skeptical of any connection with economics. On this basis, L. Sorrell, Charles Jamison, Ralph Davis, Michael Jucius and Karl Lieb believed an independent organization was desirable. In preparation for the 1937 meeting, a list was prepared of men with an academic interest in theories of management. This list included:

C. C. Balderston, University of Pennsylvania  
John C. Callan, Harvard University  
W. B. Cornell, New York University  
M. C. Cross, Syracuse University  
Hugo Deimer, La Salle Extension University  
H. P. Dutton, Northwestern University  
P. E. Hutton, Stanford University  
L. C. Marshall, Department of Commerce  
H. S. Person, New York City  
Elmore Peterson, University of Colorado  
E. H. Schell, Massachusetts Institute of Technology  
William R. Spiegel, Northwestern University

Charles Jamison was appointed secretary of the 1937 conference and throughout the year worked on plans for the next meeting. One difficulty was where to hold the meeting and satisfy the conflicting desires of

those present at the Chicago meeting. With the majority of these having engineering backgrounds, there was dissatisfaction with the idea of holding the next conference in Atlantic City along with the Economic Associations. As a compromise, Charles Jamison decided to hold the meeting in Philadelphia. To meet the desires of those who believed the S.A.M. should be doing what Jamison was planning, Jamison decided that "S.A.M. might sponsor an invitation conference in Philadelphia to which our small group would be the invitees" (Jamison to Sorrell, November 8, 1937). Although Charles Jamison wrote S.A.M. in October on this proposal, there was a delay in replying. Afraid S.A.M. was not interested, Charles Jamison contacted Canby Balderston of Pennsylvania who agreed to sponsor a meeting in Philadelphia on December 30, 1937. On November 11, 1937, S.A.M. also agreed to sponsor the meeting and arrangements were made to meet at the Lenape Club of the University of Pennsylvania. To prevent the S.A.M. from possibly securing control of the new group, Chester Lay told Charles Jamison he should "issue a call to all university instructors in management in the U.S. to attend the social science meetings next Christmas, prepared to vote to organize or oppose organization of an educational association. . . ." (Lay to Jamison, December 23, 1937).

The second meeting of the Academy was held in Philadelphia on December thirtieth, where Ralph Davis presented a paper on the "Theory of Organization Morale and Its Application," and L. Sorrell spoke on "What is Management?" At the meeting Charles Jamison outlined four ideals for the group: (1) a limited membership of fifty, (2) meetings convenient for teachers, (3) to prove their worthiness of a grant-in-aid to cover out-of-pocket expenses for research and publication, and (4) "a definite long term program--an outline of a complete doctrine of management on which we can work systematically at each succeeding conference looking toward eventual publication of a joint report" (Jamison to Harold S. Sloan, February 25, 1938). It was proposed to have a chairman for the Academy and Charles Jamison was later designated as chairman. Ralph Davis wrote Charles Jamison, "I hope that we shall not abandon the concept of an 'Academy of Management'. . . (and) . . . I hope we shall remain independent of any other organization" (Davis to Jamison, December 31, 1937).

In March, 1938, Charles Jamison informed Ralph Davis of a plan to obtain the necessary funds for items (3) and (4). He said the "most workable plan,. . . is one modeled after the American Law Institute," and that he would contact the Sloan Foundation seeking a \$5,000 year grant for the first year (Jamison to Davis, March 11, 1938). Initial overtures to the Sloan Foundation were unsuccessful and, by May, Charles Jamison wrote to Sloan's secretary that "the Academy ought to pursue its objective without outside aid for a year or two longer" (Jamison to Barnard, May 5, 1938). By October 1938, Charles Jamison had failed to secure any financial aid, but wrote Canby Balderston that "if we can keep the organization going for a little while longer, we may realize our objective" (Jamison to Balderston, October 11, 1938).

As evidence of the continued work of the group, Charles Jamison arranged a third meeting for December 30, 1938, at the University of Michigan. The program, titled "Business Administration in a Changing Economy," was a round-table discussion led by Harlow Person, former Director of The Taylor Society. Twenty-one persons attended, twenty from the Midwest and one from the East. A stenographic record of the meeting was later edited by Charles Jamison and published by the Bureau of Business Research of The University of Michigan as the first publication of the



Academy.

In 1939, Jamison attempted to obtain financial aid from William Gesell of S.A.M. Charles Jamison said the objective of the Academy in coordinating the accumulated knowledge about management was an important adjunct to the work of S.A.M., but there were difficulties:

The teachers whose cooperation is sought are limited in numbers. Their own financial resources are insufficient to meet the expense of recording and publishing their findings. Moreover, they do not have travel funds which permit those living in the West to attend conferences in the East, and those living in the East to attend conferences in the West. Notwithstanding these drawbacks we have been holding an annual conference for the past three years (Jamison to Gesell, October 9, 1939).

Charles Jamison said he hoped the S.A.M. could provide \$10,000 a year to sponsor the project, but S.A.M. had a deficit of \$2,000 and therefore no funds to spare.

Charles Jamison arranged for the fourth conference to be held, once again, at the Lenape Club in Philadelphia, on December 29, 1939. The central theme of the conference was organization, with Alan C. Reiley, co-author of *Onward Industry*, discussing "Structural and Operating Problems of Organizations." Efforts were made to have Ordway Tead of *Harpers* publish Reiley's remarks, but this plan did not succeed.

In October, 1940, Charles Jamison wrote William R. Spriegel at Northwestern University to suggest they should "begin to plan for a meeting of the Academy of Management" (Jamison to Spriegel, October 29, 1940). Plans were made to hold the meeting in Chicago, and the fifth annual meeting was held at Northwestern University on December 28, 1940. Two papers were discussed at round-table meetings: "The Economy of Line Organization Structure" by Ralph Davis and "Organization and Management Problems in Defense Preparation" by William Spriegel.

Ralph Davis' 1940 paper was published by Ohio State University's Bureau of Business Research in March, 1941, and provisions for similar publication in the future by Bureaus of Business Research were included in the first constitution of the Academy. Charles Jamison wrote Ralph Davis praising this publication and also expressing his feelings about the future of the Academy: "I do not think we ought to allow this organization to fold up, . . . I hope you and I can get together some time during the summer and work out some definite plans" (Jamison to Davis, April 1, 1941). We do not know if such plans were discussed; however, in October preparations were begun for the 1941 meeting.

The 1941 meeting was planned by George Barnwell of Stevens Institute of Technology and held at New York University on December 30, 1941, twenty-three days after Pearl Harbor. The notices for this meeting announced plans for a "meeting of the group largely for the purpose of effecting a permanent organization" (Barnwell to Jamison, December 12, 1941). These plans called for a permanent organization centered around the publication and adoption of the first constitution written by Ralph Davis. At this meeting officers were elected and dues collected. The officers were: President - Robert Brecht, University of Pennsylvania, Vice president - Elmore Petersen, University of Colorado, and Secretary-Treasurer - Michael J. Jucius, Ohio State University. Dues of \$5.00 were collected from each member and plans made for one meeting a year

for the duration of the War, with the meetings alternating between the Eastern and Western areas of the United States. Robert Brecht and Elmore Petersen were given responsibility for future plans concerning the Academy (Jamison to Petersen, January 3, 1942). In May, Charles Jamison told Michael Jucius he had plans for developing the Academy, but that Robert Brecht wished to wait until the Academy had more members (Jamison to Jucius, May 13, 1942).

#### EARLY STRUGGLES OF THE ACADEMY--PHASE I: 1946-1950

Because its members were absorbed in the war effort during World War II, and due to the inaction by Robert Brecht and Elmore Petersen, the Academy in 1946 was inactive. The Academy, however, had another difficulty, explained by Robert Brecht in 1947: "We were really too loosely associated to keep even a skeleton growth in existence" (Brecht to Jamison, November 1, 1947). This problem of inaction during World War II was so important to the Academy members that when the Academy was finally revived in 1947, a special provision was included in the new constitution to keep the Academy in operation during any extraordinary emergency.

The first efforts to bring the Academy back to life began in 1946 when Charles Jamison wrote Ralph Davis on the subject, but Ralph Davis said he was too busy to help (Davis to Jamison, March 23, 1946). In February, 1947, Ronald Shuman wrote Mee of Indiana University about the "possibility and desirability of reorganizing or giving new life to the concept of an Academy of Management" (Shuman to Mee, February 2, 1947).

On March 11, 1947, John Mee and Ralph Davis met in Cincinnati, and John Mee informed Ralph Davis that he had been corresponding with Ronald Shuman on reviving the Academy and that Ronald Shuman was compiling a list of management teachers who might be interested. Ronald Shuman also wrote Ralph Davis stating he envisioned an organization of fifty to one hundred people meeting annually to read papers and discuss "trade" problems and that "eventually there might be a journal which might start very modestly, perhaps in mimeographed form" (Shuman to Davis, March 18, 1947). Ronald Shuman later wrote Charles Jamison that John Mee had assumed the task of contacting people on the revival of the Academy. Along this line, John Mee became concerned about who should issue the call for the reactivating group, and sought advice from Ralph Davis. Davis replied, saying:

Theoretically, the call for the next meeting of the Academy of Management should come from Professor Brecht. However, since he has taken no initiative and has allowed the organization to die, I do not feel it is necessary to wait for him to act. As far as I am concerned, it will be quite agreeable if you continue to carry the ball and call a meeting of the Academy in Chicago during the Christmas holidays (Davis to Mee, September 2, 1947).

Work continued throughout 1947, and the meeting was scheduled for Chicago on December 27th. Besides the presentation of papers, John Mee suggested the "afternoon session be spent in determining the objectives and policies for the Academy of Management . . ." (Mee to Jamison, November 11, 1947). "R" Day (Renaissance Day) was held on December 27, 1947, at Abbott Hall, Northwestern University, with eighteen persons present. John L. Burns spoke on "The Relationship of The Engineering Function to the Plant Manager," and Ralph



Davis on "Methods of Teaching Organization". Unfortunately, these papers were not published. Definite plans were made to reorganize the Academy. Ralph C. Davis was President, Erwin Schell Vice-president, and John F. Mee Secretary Treasurer.

The year 1948 saw the emergence of a debate within the Academy on the qualifications for membership. In line with this and other problems, three main objectives were established: (1) determination of a sound organizational policy, (2) a broadening of the membership to include outstanding business thinkers in the field of management, and (3) development and activation of policies and procedures for research and publication. On January 15, 1948, the Academy had \$40.00 in its treasury and between May 6, 1948 and April 6, 1950, \$263.59, as shown by the bank books reproduced in Figure 1. The Academy also had Ralph Davis' revised constitution ratified by all but five of the members. On May 21, 1948, Ralph Davis suggested further steps in the reactivation of the Academy by appointing two special committees: (1) a constitution committee to clarify the objectives of the Academy, and (2) a membership qualifications committee to determine "what the qualifications for membership in the Academy should be to assure that it will gradually develop the prestige and aggregate abilities which are necessary for the accomplishment of the Academy's objectives" (Davis Memorandum, May 21, 1948). Ralph Davis said "invitations to join the Academy should be given to certain business executives who have made outstanding contributions to the science of management. . . (because). . . (I)t is . . . difficult to imagine an Academy of Management whose roster does not include some names such as James D. Mooney, Henry S. Dennison, Leon (Lyndall) Urwick, Wallace Clark, Chester Barnard, and other non-academic students of management of a like calibre." Davis also wrote William Newman on the problem, and in reply Newman said there were two concepts of the Academy which had a direct bearing on qualifications for membership:

- A. the Academy is to serve as a vehicle for stimulation and exchange of ideas on the philosophy of management.
- B. the Academy is to be an honorary body, in which only those who have made recognized, original contributions to the philosophy of management can be members (Newman to Davis, June 10, 1948).

Newman said membership in the Academy must be open to anyone interested, but when the "Academy has achieved some prestige, a second class of membership be created --perhaps called a 'fellow'--which will be an honorary membership bestowed upon those who have made an outstanding original contribution."

By August, Ralph Davis prepared a new draft of the constitution, with two classes of membership: "Fellows" and "Associates". He said "only those persons whose primary life vocation is or has been the teaching of management shall be eligible for election as Fellows of the Academy. Academy Associates may be elected from among those who are or have been active in the field of applied management and who have made a substantial contribution, literary or otherwise, to the advancement of the philosophy of management" (Revised constitution, August 7, 1948: 2).

In this constitution, Ralph Davis also provided that the Executive Committee could run the Academy, to prevent a lapse (like that which occurred in 1942-1947) in its operations, stating that in a "national emergency rendering one or more annual meetings as impracticable, the current Executive Committee is charged with the responsibility for maintenance and

preservation of the Academy, its finances, and records . . . ." (Constitution, 1948).

FIGURE 1.

No. 15929 *Academy of Management*  
*Michael J. Lucius - Treas.*

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No payments can be made or money withdrawn without presentation of this book.

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|-------------|----------------------|-------------|----------|---------|
| JAN 14 1948 | <i>a</i>             |             | 40.00    | 40.00   |
| JAN 15 1948 | <i>RM</i>            | 40.00       |          | Closed  |

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| MAY 6 1948     | 18.50  |        |  |  |
| JUL 2 1948     | 15.00  |        |  |  |
| APR 6 1949     | 169.00 |        |  |  |
| JUL 2 1949     | 100.00 |        |  |  |
| MAR 17 1950    | 11.00  |        |  |  |
| APR 6 1950     | 142.00 |        |  |  |
| APR 6 1950     |        |        |  |  |
| <b>BALANCE</b> |        | 263.59 |  |  |
| MAY 12 1950    | 83.50  |        |  |  |
| JUN 8 1950     | 8.50   |        |  |  |
| JUL 6 1950     | 12.00  |        |  |  |

Statement rendered to date

The 1948 annual meeting was held on December 30, 1948, in a classroom at the Case Institute of Technology in Cleveland. Two papers were presented by businessmen: Wyman P. Fiske on "Current Trends and Challenges in Business Education at The Collegiate Level"; and Tom N. Girdler on "Management's Leadership Responsibilities." Fourteen members attended the meeting. An Official Proceedings, with John Mee as editor, was issued for this meeting.

In 1949, the American Association of Collegiate Schools of Business (AACSB) asked the Academy for a definition of management as it pertained to the curriculum of a school of business. The committee, composed of Maurice Cross, C. B. Gordy, and Charles Jamison, compiled a list of courses concerned with management and circulated this list to members. The 1949 annual meeting was held in New York at Columbia University on December 30, 1949, where three business leaders presented papers: Alvin Brown on "Organization As A Separate Branch of Management"; C. V. Swank on "Organization Decentralization," and William Barrett on "Some Phases of Organization Planning." Once more an official Proceedings was issued with John Mee as editor.



## EARLY STRUGGLES OF THE ACADEMY--PHASE II: 1950-1959

In 1950, the question of the acquisition of the Hopf Institute by the Academy dominated much of its activities. Harry Hopf, President of the Hopf Institute of Management in Ossining, New York, had died on June 3, 1949, and in the fall of 1949, Mrs. Hopf offered the institute to the academy if it could raise the money to maintain it. The Academy only had \$252.25 in the bank, and the cost would come to almost \$100,000 per year, a sum the Academy was never able to raise. The Academy never acquired the Institute and it eventually was purchased by General Electric.

The annual meeting for 1950 was held in Chicago at Northwestern University on December 29, 1950, with two papers and a discussion; Carroll L. Wilson of the Champion Paper and Fibre Company gave a paper on "Development of Business Innovators," James Worthy of Sears, Roebuck and Company, led a discussion of studies at Sears, and Thomas Cochran, of the University of Pennsylvania, gave a paper on "History of Entrepreneurship".

In 1951, the membership committee urged action "toward building up an associate membership in addition to the regular membership. . . . Associate membership should not exceed 50 percent of the regular membership" (Report of 1951 Annual meeting: 2). By December, plans were made to hold the 1951 conference at Harvard University on December 27, 1951. Two businessmen spoke to the group: Eldridge Haynes on "Top Management's International Interests" and Harold Smiddy on "Line and Staff Relationships." Unfortunately, despite these distinguished speakers, the turnout was small because Boston was buried by its worst snowstorm in twenty years. The most unfortunate result of this storm was that no stenographic record was made of the talks at this meeting because the stenographer never came.

As of January 1952, the Academy had forty members. During this year members were asked to submit names of possible candidates for membership; thirty names were suggested for regular and ten for associate membership. Difficulties emerged regarding the selection of candidates and a separate committee was formed to analyze membership qualifications. The 1952 meeting was held in Chicago at Northwestern University on December 30, 1952. Three papers were given, two by professors and one by a businessman. Canby Balderston discussed "Does Management Teaching Need a Medical Examination?," Ralph Davis spoke on "Management Problems in a Cold War Economy," and Fred Maytag, of the Maytag Company, outlined "Our Management Training Program."

In 1953, the movement towards developing the Academy into a professional organization began by first determining how large a membership was needed to accomplish the Academy's goals. Many liked the informal discussions in a small group with similar interests. Other members wanted the Academy to become the representative of the majority of university teachers of management. The problem of membership was a real one, because after the Academy was reactivated in 1947, very few members had been admitted and the membership was approaching a static status of forty members. President Franklin Folts wrote John Mee in January, 1953, stating:

Two "schools of thought" are quite evident in this controversy; that which wishes to maintain the Academy as a small select group, and those

who wish to widen the service scope of the Academy by making it available to all those interested in the teaching of management (Folts to Mee, January 22, 1953).

In hopes of resolving this situation, Franklin Folts established a special committee on membership consisting of John Mee, Franklin Moore, Ralph Davis, William Newman, Charles Jamison, and Ronald Shuman.

John Mee, anticipating this problem, had written to Ralph Davis saying the teaching of management in universities had expanded greatly since 1946, and now many competent faculty members taught management and that several men in industry had made important contributions to management thought and practice. He said "(S)omehow, in some way, we must arrive at a proper method of selecting the most qualified among the groups in industry and universities for membership in the Academy. . . ." (Mee to Davis, January 9, 1953).

John Mee also informed the Committee that the academy should have more academic members and also recognize businessmen who had contributed to management literature. The latter was a special problem, because although several business executives had been invited to membership in the last three years, very few had accepted. In summary the situation indicated "that either the membership . . . must be expanded to serve those interested in the objectives of the Academy or a competing organization will appear to serve those denied membership in the Academy" (Mee, memorandum, Special Committee on Membership, May 22, 1953). Ralph Davis replied, saying it was not possible to "combine effectively an academy of management and an association of teachers of management, because of a fundamental difference in objectives. . . (and). . . that the "Academy of Management" project be dropped at this time; that the title be reserved for future use. . . ." (Davis to Mee, June 16, 1953).

In October, the concept of the "Fellows" in its present form first appeared when Ronald Shuman told John Mee they should retain the title "Academy of Management" and the original concept of the Academy could be perpetuated within the Academy in "a smaller group to be called the "Fellows" of the Academy. . . . and they. . . could have their own special dinner at the annual meeting and perhaps an evening get together following it." He said the base of the Academy had to be increased for two reasons:

1. to have enough money to support an organization and publication.
2. because it is unfair to keep teachers of management out of our organization" (Shuman to Mee, October 1, 1953).

In November, John Mee forwarded to Franklin Folts the suggestions of the committee which included the admission of professors of management, the creation of a "Fellows" group, and that the Academy "should seek to become the recognized representative of management education in academic circles" (Mee to Folts, November 25, 1953).

An important event occurred in April, 1954, when Charles Jamison told John Mee he had kept every document concerning the Academy from 1936 to 1946, and when he retired in June he would "destroy the entire file" but if John Mee wanted the records, "I will ship them down to you rather than destroy them" (Jamison to Mee, April 17, 1954). Jamison's letter is reproduced in Appendix A. John Mee replied, pleading with



Charles Jamison not to destroy the files that "some day the Academy of Management will be one of the large professional organizations in the country. At that time the complete files of the early days of the Academy will become very important and desirable" (Mee to Jamison, May 11, 1954). Without the vision of John Mee the early records of the Academy would have been destroyed and lost forever.

William Spriegel contacted Franklin Moore in June of 1954 concerning the possibility of forming "a West Coast organization" connected to the Academy (Spriegel to Moore, June 5, 1954), but the West Coast chapter had to wait six years before it appeared in tangible form. The 1954 annual meeting was held in Detroit, Michigan at The Engineering Society, on December 29, 1954. At this meeting the number of papers was increased to four, two by business executives and two by members of the Academy. The 1954 annual meeting was the first meeting to have a Fellows Dinner.

The idea of publishing a journal for the Academy was suggested in 1948, when Karl Reyer said such a journal was only possible through outside financial aid: "if the Academy publishes a journal there would either have to be an 'angel' or many, many, more than the present 30 odd members. . . unless it is mimeographed" (Reyer to Shuman, Davis, and Mee, August 13, 1948). In 1955, however, an important step was made by the Research and Publications Committee (RPC) towards publishing an Academy of Management Journal in suggesting that "serious consideration be given to the publication of a Journal of Management" (Adams and Davis, 1986: 2). There was opposition to this plan from some senior members who believed the proposed journal would "need a dues increase that would prevent young faculty from becoming members of the Academy" (McFarland, 1984). In 1955 the RPC was authorized to prepare a complete plan and cost estimates to be submitted to the Academy at the 1956 Annual Meeting.

While the work of the RPC was progressing, plans began for the program of the 1955 meeting in New York City at Columbia University. John Mee suggested that John Hoagland, who had completed a doctoral dissertation on predecessors of Frederick W. Taylor, would be excellent for the program (Mee to Moore, March 17, 1955). John Mee did not know that he was preparing the way for a virtual rebellion within the Academy. When John Hoagland presented his paper "Management Before Frederick W. Taylor," an uproar ensued. Joe Towle informs us that "Hoagland shocked Academy members with a devastating attack on Taylor. . . . Numerous Academy members rebelled because this paper was presented and . . . one or two important members resigned" (Towle, 1980: 3-4). Besides Hoagland's paper there were four other papers, three by professors, but only one by a businessman.

During 1956, the problem of developing the new Journal dominated the activities of the Academy. In May, Billy Goetz wrote Merten Mandeville of the RPC suggesting a quarterly journal titled The Teaching of Management that Billy Goetz said it could contain "relatively short notes on techniques used or observed and . . . reviews or evaluations of books or articles appearing elsewhere" (Goetz to Mandeville, May 7, 1956). Billy Goetz's suggestions were partially incorporated in the final report of the committee which said the "major objective of the Journal at the beginning should be to serve as a means of communication on teaching problems in the area in which the members of the Academy are mostly concerned. . . ." (Davis, McFarland and Mandeville, 1956). Plans were made to publish an experimental issue in 1957. The year 1957 saw Alvin Brown as President of the Academy, the first businessman to achieve this position. In August, the

first experimental edition of the Academy of Management Journal was published with Paul Dauten, Jr., as editor. An important step in the professionalization of the Academy occurred in November, when Rollin Simmonds of the University of Michigan wrote John Mee proposing an annual management faculty meeting in the midwest (Simmonds to Mee, November 19, 1957). The "Midwest Management Faculty Conference" (as the group was called) became the Midwest Division of the Academy in 1964.

On May 27, 1957, John Mee wrote Alvin Brown about The American Management Association (A.M.A.) plan to establish an Academy of Management at Saranac Lake, New York. Almost immediately Alvin Brown wrote Lawrence Appley of A.M.A. protesting the plan. Lawrence Appley replied, saying the name was the "A.M.A. Academy of Advanced Management," which was selected without the realization the Academy had its name for twenty years (Appley to Brown, June 5, 1957). Correspondence on this subject was exchanged during June and July, and Lawrence Appley, in an attempt to reach a compromise on the problem, wrote Alvin Brown offering the Academy the opportunity to cooperate with the A.M.A. in the area of management research:

One of the programs to be expanded at our Lake Saranac operations is management research. We are planning to map out some specific areas of basic research or management practices. . . . This will be specifically budgeted and staffed. Is there any possibility that the Academy of Management might have the slightest interest in some kind of working relationship with the A.M.A. Academy of Advanced Management whereby they might. . . work on projects financed by A.M.A.? (Appley to Brown, July 31, 1957)

On November 8, 1957, Alvin Brown and William Newman met with Lawrence Appley to discuss cooperation between the A.M.A. and the Academy in conducting research. After this meeting, Lawrence Appley apologized for selecting the name 'Academy of Advanced Management' saying "there have been objections to this name from yours . . . and the A.M.A. is discontinuing its use. . . ." (Report on meeting with A.M.A. officials, November 19, 1957).

Under Alvin Brown's influence, the 1957 meeting of the Academy was devoted to discussing the world of business. It was held on December 28, 1957, in Philadelphia with two panel discussions on "Executive Development Programs" and "The Use of the Business Environment as a Teaching Aid."

In 1958, the cooperative research relationships between the Academy and the A.M.A. were formalized and proposals for research projects could be made to the A.M.A. and proposals from the A.M.A. to the Academy with the RPC of the Academy serving as a screening board to evaluate proposed projects.

The Annual Meeting for 1958 was held at the Illinois Institute of Technology, in Chicago on December 29, 1958. There were only two papers by businessmen: one by Charles C. Haffner, of R. R. Donnelley & Sons on "Considerations in Organization and Policy," and one by Albert N. Schrieber of the University of Washington on "Executive Decision Gaming Techniques".

The year 1959 found the Academy in a financial crisis. George Terry, secretary-treasurer, suggested raising dues to \$10 per year and to charge \$5.00 for the annual meeting. This problem, however, was deferred to the following year. It was also the first year that the Academy had a Board of Governors, a concept suggested in 1957 (Brown to Mee, November 19, 1957).



The 1959 Annual Meeting met at George Washington University in Washington, D. C. The program focused on research and consisted of a paper by Harold Smiddy of General Electric on "Research and Shaping The Future of Management" and Canby Balderston on "The Quality of Decision Making", along with two panel discussions on "Management Research in Schools of Business Administration" and "Management Science in Schools of Business."

#### EARLY MOVES TOWARDS PROFESSIONALIZATION: 1960 - 1969

The 1960's posed many challenges for the Academy. The most important was how to "develop a professionally run organization from one that had been run and based on close personal friendships" (Richards to Wrege, January 6, 1986). As in the 1950's, the problem of size and composition emerged as important in the movement towards professionalism. In 1965, a membership committee studied this problem and recommended "(1) that new life should be injected into the Academy to make it the dominant organization in the field, and (2) that the Academy should not be like the American Marketing Association, i.e., dominated by practitioners" (Hicks to Summer and Gore, November 11, 1971). The committee argued that the future strength of the Academy should be based on scholarly, rather than practitioner oriented papers. This research versus experience debate was destined to arise again in the 1970's (Richards, 1986). A move towards regional meetings was begun with John Mee and Harold Smiddy as supporters, because they saw this change in organization design as decentralizing the Academy.

As we have seen, in 1957, Rollin Simonds had initiated the movement towards a Midwest chapter and soon other groups were making similar suggestions. Not only was there a desire to meet more frequently, but also because of small travel budgets, it was difficult for members in the East to attend meetings in the West and vice versa. Therefore, it "was a natural development that regional or geographic divisions of the Academy held conferences, meetings or seminars in the interim between Academy meetings" (Towle, 1980: 6). In 1960, a decentralized organization was authorized including regional divisions.

In February 1960, Paul Dauten, editor of the Academy of Management Journal, initiated a new biographical section designed to cover a different individual each year. The biography of Jamison was published in the April 1960 issue, but no further biographies were published in the Journal. In 1972, a new series of biographies was initiated in the Academy of Management Newsletter by its editor, Stanley Vance, who published biographies of Robert Brecht, Alvin Brown, Keith Davis, Billy Goetz, Michael Jucius, Harold Koontz, Merten Mandeville, Franklin Moore, Ronald Shuman, and Harold F. Smiddy. Vance's efforts were continued by his successor, Dan Wren, who published biographies of Franklin Folts and Erwin Schell. Other innovations included (1) advertising job-market, (2) summaries of outstanding masters and doctoral theses, and (3) devoting one complete issue once a year to some specific topic of interest (Dauten to LeBreton, February 18, 1960). In the fall of 1960, Dalton McFarland became editor and sought suggestions concerning the further development of the Journal. Some of the most interesting came from Ralph Davis who said:

I believe that Management Educators and Business Executives should speak for Organized Business, rather than Economists and Behavioral Scientists. The latter appear to have taken over this role in

recent years. The Journal of the Academy should become the mouthpiece through which the Management Educators speak.

The Journal could take the lead in explaining the developments in this field in simple terms. A highly-mathematical explanation of some planning technique could be quite erudite, and at the same time quite ineffective in educating the average executive. . . . (Davis to McFarland, December 24, 1960).

Innovative plans were made for the 1960 meeting to be held in St. Louis on December 20th. These included introducing behavioral science concepts into management, and describing how they could augment management philosophy. It also was felt that the Academy members should learn of the impact of management science and approaches to computer simulation (Program, Twentieth Annual Meeting, December 28, 1960).

Early in 1961, Joseph Towle and Paul Dauten proposed the publication of a volume of readings taken from past issues of the Journal and from The Proceedings. It was designed to be a reference work which would also include the brief history of the Academy Charles Jamison had prepared in 1954 (Towle to Terry, February 15, 1961). This book was published in 1962 as Current Issues and Emerging Concepts of Management with Paul Dauten as editor. This year also saw a plan by John Mee to sketch out the needs for management knowledge during the 1960's, by suggesting to Ralph Davis that the Academy can improve its vehicle for advancing management knowledge by "moving away from shop talk and teacher talk in the Journal and at the Annual Meeting programs. . . (we). . . should move as much as possible toward the disbursement of emerging concepts and some significant research" (Mee to Davis, September 29, 1961).

By 1961 the Academy established the goal of increasing its influence in the areas of teaching, research, and practice of management. To achieve this goal, however, the Academy needed a large membership widely distributed around the country. The only way to achieve this was by decentralization of the Academy by forming regional divisions. This task was assigned to a Committee on Regional Divisions of the Academy which recommended (1) Eastern, (2) Southern, (3) Midwestern, (4) Mountain, (5) Pacific, and (6) Southwest divisions with the "exact allocation of states being made by the Board of Governors" (Committee on Regional Divisions, 1961: 1). The Committee recommended that local management associations in the six regions be urged to affiliate with the Academy.

In the years that followed five divisions were formed: Eastern Academy of Management (1964), Southern Management Association (1963), Midwest Academy of Management (1962), Western Academy of Management (1961), and The Southwestern Division of the Academy of Management (1966). In 1979, the Academy proposed that the Mountain-Plains Management Conference (originally created in 1958), become the "Mountain-Plains Region" of the Academy, but the invitation was rejected (Bernthal, 1983: 4).

In 1963, the Sigma Iota Epsilon, the honorary and professional management fraternity, applied to the Academy to become a division. This proposal was approved, but it required amendment of the constitution because the existing only referred to divisions in a geographical sense. This year also saw the Southern Management Association, which had been formed November 9, 1962, become the Southern Division of the Academy. The spring of 1964 saw the organization of the Eastern Management Association and by the Fall of 1964, it



applied for affiliation with the Academy as its Eastern Division. The addition of this new division was an important step, because now the Academy had regional divisions covering all parts of the United States. Simultaneously, the Sigma Iota Epsilon Fraternity became affiliated with the Academy and this expanded the Academy's influence to management students, especially graduate students.

The 1964 Academy meeting was held at Chicago, Illinois, on December 28-30, 1964. The program was one of the most extensive to date, with papers concerned with the "Impact of Information Technology on Organization," "Certainty and Uncertainty in Organizations," "Corporate Social Roles and Responsibilities," "Industrial Dynamics," "Problems of International Management," "Management Control Systems," and "Organizational Appeal Systems" (Program, Twenty-Fourth Annual Meeting, 1964).

An important problem in 1966 was the belief of the Fellows that the Academy was attempting to take away the autonomy of the Fellows group. On January 25, 1966, Preston LeBreton wrote to Alvin Brown that the Fellows had no Dean due to the death of Charles Jamison and the constitution provided that a new Dean be elected by the Fellows. This letter was the opening gun in a battle between the Fellows and the Academy. Preston LeBreton's letter arose from a provision in the Academy's new constitution that "There shall be an autonomous component of the Academy's organization known as the Fellows Group. It shall be a self-governing body . . . the broad limits prescribed in the by-laws" (Goetz to Towle, September 29, 1966). Billy Goetz explained to Alvin Brown that the Fellows Group should not be mentioned in the constitution at all because: "We, The Fellows Group, are not a creation or a creature of The Academy. Historically, we made the Academy and not vice versa" (Goetz to Brown, September 14, 1966). In the face of the opposition of the Fellows, the objectional by-law was repealed and peace reigned once again between the Fellows and the Academy.

In the years following the confrontation with the Fellows, the Academy was faced with serious problems. Membership was stagnant and one method of overcoming this problem was improving the annual meetings. This improvement was practically forced upon the Academy when the Allied Economic Associations ejected them from their December meetings (Davis to Wrege, November 5, 1985). The notification came as a distinct surprise and although rooms were located it was decided to make a drastic change in the time for the annual meeting. As a result, the last annual meeting held in December was in 1968. One of the main arguments for moving the meetings to August was "The success of The American Accounting Association with their August meetings, because many families come along with their spouses, which established more friendships among professionals. The August meetings of the Academy have produced the same results; . . ." (Davis to Wrege, November 5, 1985). The 1969 meeting was held in Cincinnati in August. George Gore was in charge of arrangements and for the first time the meeting was operated as a convention, including "promotion, tourist literature, a printed program, a new color scheme (the present royal purple), . . ." (Gore, 1986: 4). The success of this August meeting led William Wolf, president-elect of the Academy, to ask George Gore to prepare a long-range plan for the Academy. George Gore saw the primary need as building membership and "suggested a national printed newsletter and attached a tentative layout (the one still used) . . . so members would also know what was going on and the organization could be more democratic" (Gore, 1986: 4). Finally, he recommended launching a major membership

drive utilizing a variety of new procedures. An innovative feature of the 1969 Annual Meeting, held in Cincinnati on August 24-26th, was the organizing of a number of "mini-workshops" centered around topics of interest to members of the Academy. They were designed to allow those interested in various aspects of management to get together to freely discuss their work and ideas. One important result of this plan was the History of Management Thought Workshop, which was the first such program to be held within the Academy.

A project to write a history of the Academy was begun by Julius Seidl in 1967. Julius Seidl, one of the earliest members of the Academy, retired from Fordham University in 1967 and became a visiting professor of management at Florida Atlantic University in Boca Raton, Florida. Here he began an effort to gather materials for a history of the Academy. He also discussed the possibility of establishing the Academy's archives with William T. Ryan of Florida Atlantic, but no definite steps were taken. Julius Seidl's efforts to secure historical information from the Academy members at this time were not fruitful and he did not write the history.

The year 1969 also saw the creation of seven ad hoc committees to generate professional interest subgroups within the Academy: Corporate Strategy; Management History; Operations Analysis; Organizational Studies; Personal and Industrial Relations; Philosophy, Values and Styles; and Social and Public Issues. This was the first step towards the divisions and it was believed that "movement toward subgroup activity might be very constructive and healthy provided we all recognize that it all ties back to looking at varied activities of complex organizations. . ." (Gordon, 1970: 8). The actual formation of the professional divisions did not occur until 1971.

#### FURTHER STEPS TOWARDS PROFESSIONALIZATION: THE PROFESSIONAL DIVISIONS; 1970 - 1986

The years 1970-1971, were important because it was during this period that William Wolf created the idea of Professional Divisions within the Academy. His problem in creating these divisions was finding some criterion for dividing up the Academy:

The policy I used was to reply on sub-culture and to set up a functional rather than a product structure. That is, I tried to divide the Academy on the basis of the sub-groupings I'd run into in my travels around the country. These were really cultural or subcultural in nature. . . . Not that there weren't great overlaps, but they did seem to fall into clusters that were almost distinctive sub-cultures (Wolf to Kast, February 18, 1976).

William Wolf believed the national officers would have to maintain a helpful attitude towards the new divisions. In brief, "they would help publish working papers, would provide all sorts of aid in organizing regional meetings for the divisions and would provide financial support" (Wolf to Kast, February 18, 1976).

The actual establishment of the Professional Divisions was described in the first issue of The Academy of Management Newsletter, January, 1971:

Professional Divisions of the Academy were established. These Divisions are to be created to advance the profession by encouraging men of similar specialized interest to come together to recreate the old camaraderie which seems to be slipping away as the organization has grown big-



ger.

Professional Divisions will be established where there is a manifested need. Currently, the following are these Professional Divisions:

- Division of Organizational Policy and Planning
  - Division of Management History
  - Division of Operational Analysis
  - Division of Organizational Behavior
  - Division of International Management
  - Division of Manpower Management
  - Division of Organization and Management Theory
  - Division of Social Issues of Management
  - Division of Managerial Education in Management
  - Division of Organizational Development
- (Academy of Management Newsletter, 1: 2).

The creation of the special interest professional divisions in 1971 caused an important change in the organizational structure of the Academy and controversy which lasted from 1971 to 1978. Although only a portion of the contemporary records on the controversy have survived they illustrate some of the differing viewpoints.

On November, 1971, George Gore said the prominent effect of the professional and geographic divisions was "the necessity they create for the organization to produce changes in itself--whether change of services, philosophy, procedures, organizational structure, member relations, or any other facet" (Gore to Summer, November 9, 1971). Charles Summer saw the growth of the Academy and the existence of the professional divisions as a major problem. As he saw it, "If the Divisions are a success, they will be a major burden on both manpower and finances" (Summer to Gore, November 7, 1971). The divisions did not become a burden to the academy, but Monty Kast believes their appearance disrupted many well-accepted concepts within the Academy (Kast, 1985). He said the key organizational issue within the Academy was differentiation and integration:

The creation of professional divisions significantly increased the differentiation within the Academy. Professional divisions were composed of members with more specialized interests and academic orientations. . . Instead of having one entrepreneurial organization there were now 14-15 separate creative, and active units. . . this period was one of continual pressures for differentiation and counterpressures for integration (Kast to Wrege, December 31, 1985).

The problem of differentiation was solved by the divisions and integration was achieved by the national meeting, the Academy of Management Journal, Academy of Management Review, and The Newsletter (Kast, 1985).

Despite all of the problems caused by the new professional divisions, they did inject new life into the Academy and helped its growth in the 1970's. The design of the professional divisions as originally conceived by William Wolf, made it easy to create new professional divisions and, later on, interest groups.

In July, 1971, Charles Summer outlined what he believed were the primary operations of the Academy:

A journal of excellence through which we interact in writing. Regional meetings through which we interact face-to-face. National meetings through which we interact face-to-face. In the future, these can offer a degree of specialization in the divisions which cannot be achieved regionally. Specialized divisions which should provide not a

bag of general topics, but which provide interaction within smaller areas of interest and smaller groups for comradeship (Summer to Wolf, July 2, 1971).

Many changes in the publications of the Academy occurred in the 1970's. In January, 1971, the Academy of Management Newsletter appeared and featured a personal message from William Wolf on the new innovative changes. Another change occurred through the work of the Publication Planning Committee. In 1974, this committee recommended changes in the existing publications to go into effect in 1976. This included changes in the Academy of Management Journal to focus on the publication of original empirical research, and the creation of a new journal, the Academy of Management Review, which would publish conceptual papers, theoretical pieces, literature reviews, historical analysis, essays, and commentary (Newsletter, January, 1975: 1).

During the 1970's, the problems of site selection for the annual meetings became a crucial problem. During the 1950's and 1960's, the site of the annual meetings was based on moving the meetings around the country to different geographic locations. With the increased membership this method became more difficult, as illustrated by the problems with accommodations for the 1972 meeting in Minneapolis. These problems led to the establishment of a formal Site Selection Committee, with the responsibility for planning for sites five years in advance. This method has continued until the present and has proved successful.

At the annual meeting in Atlanta in 1971, William Wolf proposed that archives be established for the Academy's records at Florida Atlantic University. By 1976, Julius Seidl had retired from Florida Atlantic and the archives became neglected. In 1976, William Wolf suggested to Monty Kast that the archives should be relocated and that the Academy should "begin to write its history" (Wolf to Kast, October 14, 1976). By November, 1976, William Wolf recognized that his efforts to get the Academy to establish "its own archives, its library and to have its official historian. . . has not been too productive" (Wolf to R. C. Davis, November 24, 1976). Therefore, rather than delay collecting papers, he started to build an archive at Cornell.

In 1977, an archives committee was appointed and after considerable investigation the committee suggested that the Academy's archives be located at the Labor Management Documentation Center of Cornell University. By 1978, an agreement was concluded with Cornell for The Center to serve as the repository for the Academy's archives. A final aspect of the 1970's was the problem of how the Academy could be internationalized; however, the task of firmly establishing the professional divisions made it impossible to expand the Academy internationally. Several efforts were begun in this direction, such as encouraging the professional divisions to have distinguished foreign scholars on the annual program and to establish relations with professional organizations in other countries or establishing international regional divisions (Kast, 1985).

In March, 1978, Jerry Arnold made the bold suggestion that in 1986, the Academy should celebrate a Centennial of Management. He selected this date because it not only marked the beginnings of the management movement, as reflected in the paper by Henry R. Towne in 1886, but also because 1986 would also mark the fiftieth anniversary of the Academy's own origins. Jerry Arnold clearly expressed the importance of such a celebration on March 5, 1978:



What I look for is a renaissance of interest, enthusiasm, even pride in the whole story of management; I'd like our specialists to learn they are attached (I hope) to something older and bigger than their own careers and accomplishments. At least, after a hundred years we should all know what brings us together now in an Academy of Management, acknowledge our heroes, and be reminded of the ideals we must share--must if we ever expect others to recognize us as anything but errant economists, engineers and psychologists (Arnold to Bedeian, March 5, 1978).

By May, 1978, Jerry Arnold believed the Centennial would also help in "the rebirth of the American management movement" and even more important:

We are, . . . bound to deal from the beginning with management men who were trained as engineers, or accountants, or even psychologists or something else. I believe one of the important ends of a management celebration is to demonstrate that management, even among so many different specialists, proved to be a larger, more comprehensive ideal to which various specialists brought their various tools--more or less helpfully. And it's high time we saw some of our famed contributors in truer perspective (Arnold to Gore, May 2, 1978).

Although there was initially some opposition to the idea, Jerry Arnold's proposal was finally adopted by the Board of Governors in 1979, and plans made for a celebration in 1986.

On August 13-16, 1986, the Academy will celebrate the Centennial of Management and the Fiftieth Anniversary of the Academy of Management. This celebration will reveal an Academy that has grown tremendously in terms of membership and which, through the publication of a new journal, The Academy of Management Executive, will establish a new and meaningful dialogue between top executives and professors of management. The author hopes that those who read this history in 2086, when, hopefully, a bicentennial of management will be celebrated, will appreciate the struggles required to bring the Academy into existence and the work required every day to keep it alive and growing. In the year 2086, the author, the founders and current members of the Academy will no doubt have departed this earth. It is hoped, however, that the Academy will still be alive and well and have become the "potent force" envisioned by Charles Jamison in 1954.

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APPENDIX A.

UNIVERSITY OF MICHIGAN  
ANN ARBOR  
SCHOOL OF BUSINESS ADMINISTRATION

April 17, 1954

Prof. JOHN F. Mee,  
Indiana University,  
Bloomington, Ind,

Dear John:

Spring vacation cut into my historical researches. The memorandum I sent you last summer was hurriedly written from memory. When I went through my file I found that my recollection of the sequence of events was not accurate. I read scores of letters and have written an authentic account of the first ten years. This may be too long to send to prospective members, but it can be the official copy for the archives. I am sending you two copies. You may send one copy to Billie Goetz for distribution if you think it is appropriate. Billie now has a Chicago address, and I have mislaid it, so I can not communicate directly with him.

You state that you have preserved all the records since the reactivation. My accumulation up to that time will take about six inches of drawer space. I have kept every document. When I move out in June (I will be retired then) I will destroy the entire file, unless you can add it to yours. It is conceivable that some time in the dim future the Academy may become a potent force. There may be some curiosity about its origin. If you can care for the early records, I will ship them down to you rather than destroy them.

I am extremely appreciative of all you have done for the Academy. Warm regards.

Sincerely,

