

**THE FELLOWSHIP FORUM**  
**ITS FIRST TWENTY YEARS**  
**1950-1970**

by

A COMMITTEE OF THE FORUM:

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## PREFACE

This is a story of a small club. Within the story we have tried to set forth the history of its first twenty years. The Fellowship Forum was born in November, 1950 and this story is in celebration of its twentieth birthday. The story is simply, though we hope, thoughtfully told. Though its subject is but a tiny part of the world and its audience hardly a hundred people, the Fellowship Forum, we think, may properly lay claim to a place among America's institutions, institutions of the people. Institutions that rise spontaneously because they are needed and serve those who feel such need. We hope this characteristic of the Forum venture is reflected in our way of telling how it all came about.

The story is in three parts: Part I tells of the birth and development of the idea of such a club. Part II explains how, through some four years, the club became a well organized working enterprise. Part III presents an analysis, by phase or aspect or problem, of the past sixteen years of the club's life. This part closes with the results of some close-up study of the membership of the club and finally of the club and its place in the American way of life.

In the course of this work the committee needed extensive studies of the Forum's records. These records are by now voluminous. They include minutes of meetings, mostly hand written, annual reports, records of committee action, and all of the Forum's actions on rules and regulations. For these studies the committee needed help. After outlining some half dozen studies it was decided who in the club to ask to do them. Not one refused and in due course collections of well defined data came to hand. For these labors, some of them representing many long hours of work and for the spirit of their performance, the committee's thanks to the following men:

To John B. Newsom for a good Who's Who biography of Paul E. Stinchfield.

To Fritz Barkan, of the Committee, for a like biography of John Kennedy.

To Rudolph C. Stange for an extensive study of attendance.

To Dr. John F. Putman for an analysis of titles of addresses delivered at the Forum  
over the past seventeen years, some 800 in all.

To Donald I. Cone for weeks of work collecting data for the careers of the club's  
120 members.

To Leonard F. Fuller for a complete study of all Forum legislation pertaining to  
rules and regulations.

This history of the Forum was suggested and carried through by then President Frank H. Higgins in celebration of the twentieth birthday of the club. An oral report to the club was presented by the chairman of the committee at the last meeting before Christmas Ladies Day; where the celebration was crowned with a program of beautiful music, a few short speeches and much pleasant conversation, together making the occasion a part of Forum history.

# THE FIRST TWENTY YEARS OF THE FELLOWSHIP FORUM 1950 TO 1970

## PART I. HOW THE FORUM ORIGINATED - IDEA, DREAM AND REALITY

That "Bright Idea." Most men's clubs in America, whether social, business, professional or scholastic are alike in two respects. In all, fellowship is an important element and all seem to trace their origin to the bright idea of some one or two men. So it was with the Fellowship Forum. And here is what your committee has remembered or learned or inferred as to how it came about:

The ideas were those of Paul Edwin Stinchfield and John Graeff Kennedy, two intelligent, wide awake and likable men, both well traveled and in their careers successful. Their interest in learning, in keeping awake to the world of affairs, was fully matched by their deep interest in the welfare and development of their country and of mankind. These men had been members of the Commonwealth Club for years, but now, being located in Palo Alto, found it increasingly difficult to attend club meetings in San Francisco.

At lunch together one day they were reminiscing and fell upon the subject of their days at the Commonwealth Club meetings and how they missed them. But may we digress briefly? Graeff Kennedy was a close neighbor of the writer and came to my house one day for a chat and to invite me to be his guest at a luncheon, together with his friend, Paul Stinchfield, and perhaps a few others. He added that he was also inviting our mutual friend, Dr. Arthur Kennedy. My acceptance and thanks cared for, Graeff told me at length and with obvious pleasure, of that first luncheon event and how one of them had remarked on how

nice it would be if we had a club like that (the Commonwealth) in Palo Alto. Here I think we see the "Bright Idea" in its conception stage or possibly as it was first being exposed to a second person.

**Enter Outsiders.** We have referred to one luncheon meeting only, before Graeff invited me, but there may have been one or two others. I recall Graeff mentioning that at the close of that first or second lunch one of them had remarked: why don't we invite a few friends to join us. This remark shows, I think, that the "Bright Idea" may have been pondered more than its first modest exposure indicated. My friend, Dr. Arthur Kennedy, and I went to the luncheon with Graeff, at the Marie Antoinette Hotel in Menlo Park. Some six or seven men attended. We sat about a table and after introductions, enjoyed a pleasant conversation and a nice lunch. That meeting was informal and I recall no direct reference to a club. I do recall sensing that the spirit of the group was friendly and interested. Although I knew but two of those present I judged them all to be men of taste and intelligence.

At the conclusion friendly goodbyes were exchanged and Arthur and I were cordially invited to come again. This we later talked over and decided the meeting had been pleasant, the men worth knowing, so, why not? We did, and kept on attending -- Arthur to near the time of his demise in 1954 and I, so far, for twenty years.

At this time both Dr. Kennedy and I were still busy at our desks and not ready for a life of easy retirement, when a club like the Forum becomes a real need. However, we continued to attend. We found a larger group was developing. The meetings were much as before in character, but one could sense that the club was forming. It was about this time that I began to learn who the men were and was surprised to learn that Mr. Stinchfield was a Christian Science practitioner and that one half or more of the men were of that same faith. This did not bother me, and if I may have wondered about it, any fear of its being a religious club was soon dissipated.

**A Club Forming.** When talk first brought the idea of a club into the open it was then that Mr. Stinchfield suggested that the group should accept certain principles. Quoting from

minutes of a meeting of December 2, 1950, we find this entry: "This group shall be known as the Fellowship Forum. Membership in the group shall not be partisan nor denominational. It shall not participate in nor voice any propaganda but rather, our activities shall be directed to the promotion of fellowship, to helping us keep abreast of the times, to the development of a broader understanding of the needs and progress of our fellow men."

This is but item No. 1 and not all of that day's record. Next came No. 2, quote: "We shall elect an Executive Committee of three members who shall serve for three months." As duties this Committee was, quote: "To plan the program, have charge of the business of the group, and from time to time, invite guest speakers from without the group." At the end of Item No. 2, it said, "Only the Executive Committee shall be privileged to invite persons to become permanent members of the group." Then follows Item No. 3, which provides that members may bring guests whom: "They consider will fit into the group and add to its interest." There are two further items in this series in the same vein but of less importance.

The above quotes are too carefully formed and too fully thought out to have been put together in short order at a regular meeting. Actually, they were presented in clear but rather brief, if not casual, manner. I was at the meeting on December 27, 1950 and recall that no objections or proposals for alteration arose and that the vote was unanimously favorable. Since, according to the minutes, the election of the Executive Committee was held on January 26, 1951, they could not have been worked out there. So, it seems clear that this first foundation for the Forum had been hammered out as part of their homework by the two men with an idea. Alterations have come, but as we shall see later, much of the substance of what is above quoted is now, twenty years later, to be found in the customs, routines and manners as well as in the mechanism, processes and programs of the Forum.

**Principles with a Plan of Organization.** But for this founding period, we need to follow this scene a bit further. Within a few days - on January 6, 1951 - the Executive Committee met, at Wilson's in Palo Alto. At that meeting, committee minutes say: "Mr. Stinchfield was elected Chairman, Mr. Sears, Vice-Chairman, and' Mr. Leland Secretary."

Business was transacted affecting arrangements for lunches and for speakers throughout its three months' period. So far, no president or other officers of the club, outside of secretary-treasurer, had been chosen or talked of. Yet as we have seen, the group now had a name, a stated purpose, and some restrictions as to programs and of eligibility for membership.

The three month term of this committee came to an end on April 30, 1951. On the 18th of April, the committee held its last meeting. By its minutes it cared for minor items of business as usual, after which, quote: "Decided that an election of officers of Fellowship Forum be held on Tuesday April 24th, the new officers to take over on May 1st, 1951." This does not hint at any changes in the structure of government. The Executive Committee had not discussed it. The Committee had functioned well for a beginning, while the group was going through the experience, individually as well as together, of becoming a working team in a new organization. This problem was not simple. As yet the club had no traditions, no established customs, no familiar routines of club life. It was young and hesitant as it felt its way forward.

**On Being a Member.** To understand this young Forum we need to remind ourselves of what becoming a member means. A club can be created and maintained only by its members. It can be successful in its operations only if its members provide the necessary knowledge, skills and will. To be a member one must not only understand but must participate in phases of its activities. This we believe was the view of the founders and of the men who shared in building the Forum. So it is clear that to achieve membership is not merely a privilege but also an obligation. Here we record our observation and judgment that says this concept was lived up to in those early years. It began and continued in practice for every member to participate in the conduct of meetings and in the management. That the idea was liked is seen in the regularity of attendance, and the enthusiasm of the men, and in the growth of the club under the careful restrictions then exercised.

By the end of November, 1951 the club had grown to fifteen members, and a month later to sixteen. Growth in numbers continued slowly upward in its first year and a list of March 5, 1952, shows thirty members.

**Reaction to the Beginning.** Thus it is apparent that the idea on which the Forum was designed had found a ready and competent response from men in the community. The somewhat casual conversation meetings at first, grew slowly toward directed discussion and a miscellanea of subject matter, toward an orderly presentation of a subject, opened by a leader, and later, more toward a carefully presented speech, followed by questions and discussions as we now operate.

These early meetings were not remarkable, either for quality of subject matter or manner of discussion. Mostly they dealt with current national or world-wide problems. At a distance of twenty years I would call them exceptional in the interest the men displayed, in the breadth of information they showed, and especially in the difficulty the chairman had in keeping discussions to a one-at-a-time level. Gradually the size of the group, with its available seating arrangement, made the need for further mechanism of control obvious; this we shall examine later.

But let us trace happenings further to complete the steps this early beginning. Who were these energetic men? For answer a who's who type of information on our members was assembled. This with the best that our memories afford provides the following: Occupationally there was wide variety. Manufacturing, insurance, a number of university professors, brokerage business, architecture, real estate, law, engineering and the ministry all were represented. Religiously, many Protestant denominations were represented but none of Roman Catholic at this early stage. The largest single group at first was the Christian Science faith. Most of these early men were all up in rank in their fields. Most of them were college trained and of those lacking college degrees several had achieved high positions, and a fair number, substantial leadership, both occupationally and otherwise. For homes these early men came from a wide area on the mid-peninsula, centering about Palo Alto. In ages the

range was wide but averaging not far below retirement. Socially and conversationally they were pleasant men to talk with, friendly in manner and though not lacking in humor, they were given little to horse-play or crudity in story-telling.

Thus it was that in hardly more than three months an idea that had provoked a dream, or possibly the reverse of this, had been brought to reality as a vigorous young enterprise, a new, well structured institution. Stinchfield and Kennedy gave up hosting to become members. From sole leaders at first, they turned to see whether the infant club, over whose birth they had watched with so much care, could now learn to walk. To these two men your committee today, twenty years later, pays tribute. As interested and able members, always cooperative and tolerant of the ideas of others, they continued to serve and enjoy the Forum to near the close of life for Mr. Stinchfield in 1954 and for Mr. Kennedy in 1957.

## PART II. THE EARLY YEARS OF THE FORUM'S DEVELOPMENT.

**Transition well Planned.** The three-pronged leadership in this infant club seems odd as viewed against institutional structuring in political, business and educational affairs, but in practice it was effective as a means of transferring a very informal leadership type of management to one more specialized in respect to functions and to use of authority for directing and for regulating. The chairman of the Executive Committee had soon fallen to directing discussions; the vice-chairman, to getting speakers, and the secretary-treasurer to keeping records and looking after business matters.

On April 18, 1951, this first Executive Committee, in session at the last meeting of its term, said in its minutes: "Decided that an election of officers of Fellowship Forum be held Tuesday April 24th, the new officers to take over May 1st, 1951." It states further that it will suggest at the April 24th meeting of the Forum the definite distribution of duties in the committee as indicated above.

**From Chairmanship to Presidency.** Unfortunately for the further development of this we must trust to inference and to our memories, there being no secretary's records after April 18, 1951, until October 2, 1951. The writer remembers well the occasion of this election. It turned out to be the election of the Forum's first president, Mr. John Hassan, and here we come upon a tale. It seems there must have been discussion of the need for some changes in the plan of organization during the period for which minutes are missing. The writer remembers that the work of getting speakers was burdensome for one man. Also the housing situation and meals and seating arrangements required more attention. It was not surprising, therefore, that a program committee came into use and also a business committee. The election climax that I recall so clearly was as scheduled on the day of election, April 24, 1951. Presumably, a committee had prepared a slate of names. Before the vote was called for, Mr. John Hassan suddenly rose and said quickly (in substance) -why not make it regular and,

have a president. That smile and chuckle of his, with the fact that he was the nominee for that top position, brought laughter and a ready acceptance. So finally, on April 24, 1951, the Forum became typically American in its organization.

**Regulations are Needed.** The term of all officers was fixed at one year - May 1st, 1951, to May 1st, 1952. The term "Executive Committee" gave place to that of "Governing Board," the term used officially on May 5, 1953, in the adoption of the Forum's first set of rules and regulations. The copy of rules on file bears the date of April 24, 1953. The membership of the Governing Board, by the rules of the Board, was enlarged to include the retiring president.

The first president took office on May 1, 1951, and soon felt the pressure of problems that had been building up. Attendance and membership were not carefully separated at first in the minds of those attending. This mattered little then but once organized it soon became very clear that these were matters that must be controlled. Paul and Graeff had screened membership well by their choice of guests. However, before long, these guests, now feeling themselves as members, began to invite their friends. It is very easy to see where this might lead - certainly not to a careful regard for group homogeneity on the basis so thoughtfully used by the founders.

Repeating, the act of December 27, 1950, says: "Only the Executive Committee shall be privileged to invite persons to become permanent members of the group." Whether there may have been further actions in this area between December 27, 1950, and October 2, 1951, we may learn if the records of that period are found. (The missing records are the late ones of our first Secretary, Harry R. Leland, and possibly a few of those of Secretary Kenneth M. Brown.)

On October 9, 1951, we find this entry in the minutes by Secretary Brown: "Chairman Charles A. Simonds of the Membership Committee reported favorably upon the membership application of Mr. J. O. Dowdell." So obviously there had to be such a committee. Mr. Dowdell was elected at once and then Mr. Simonds proposed a form to be used in their recommendations of men for membership. This also was adopted by vote of the Forum. This

serves to show the kind of growing pains the Forum had in the early days of its official existence and also, the early controls used to deal with them.

Aside from minor alterations in the name and size of the Executive Committee and change from one man to a committee for handling problems of membership, of speakers and programs, and of business, the mechanism of government changed little through these first years. Certain difficulties, however, seemed to recur in the realm of membership control. During its early years, counting from December 27, 1950, the active members had risen to over thirty. It was clear that that rate of growth was too fast. As a social unit the Forum was still too young and inexperienced, too lacking in established routines of operation, and had too little in the way of a characteristic system of customs and manners for so rapid absorption of so many new members. When one enters a church, a theater, a school, or a home as a guest at dinner he knows in advance what atmosphere of customs, manners and speech to observe. But the Forum was still young. Its system of manners and proprieties was evolving slowly but its atmosphere was still new and unsure.

Quite naturally, therefore a rush of new requests for membership brought concern; then comments at meetings, and finally, proposals for action to halt the trend. On the 29th of August, 1952 it appears that the Executive Committee prepared a "*Memorandum on Policies and Procedures Governing Membership in the Fellowship Forum.*" Presumably this had been presented to the Forum in August, but Forum minutes for August are not available. The connection between the eight items of policy listed in the memorandum and later a recommendation of the Executive Committee, is not clear but between the two there is, agreement in substance. On September 9, 1952, the, Executive Committee recommended as follows:

1. "That the definite limitation of 35 be placed upon the membership."
2. "That any member who may be absent from meetings of Fellowship Forum for the period of three months without explanation shall be liable to loss of membership:"
3. A third item recommended that applications shall have the approval of the Membership Committee before such members can be elected.

These provisions were approved by vote of the Forum on September 9, 1952.

**A First Set of Rules and Regulations.** I recall, incompletely in detail, but clearly, that these problems of membership were troublesome and under study for many weeks, and led finally (see minutes for March 3 and April 7, 1952) to rules, on membership and to a suggestion by the president that we should face up to the task of preparing an overall set of regulations for the organization and management of the Forum. This idea was accepted and the president was to proceed. A committee was soon appointed and work started forthwith.

On April 28, 1953, copies of a completed draft of regulations were distributed to members for study. Sections cover Purpose, Membership, Officers, Standing Committees, Governing Board, Meetings, Elections and Amendments. Together these provided a complete coverage of the structure and processes of operation, in all, twenty-two specific directions for the Forum. Following discussion and a few minor revisions the rules were enacted and the Forum was given a clear and comprehensive instrument by which it could be identified. Very soon it was apparent that we all began to have like pictures of the nature of the Forum we had been building and that discussions of problems focussed more easily and more directly upon essentials.

One has only to think of rule making by a look at what goes on year after year in our national, state or local units of government their growing numbers of statutes and the thousands of regulations of boards, agencies and commissions; or at similar regulations in any large business concern; or at those of any school system to see that rule making is part of the nature of any enterprise that operates in a world of change and that it must be treated as a continuous, normal part of the process of management.

**The Beginning of Rule Revisions.** The truth of this was soon to appear. In less than two years the need for adjustments in the rules had accumulated to a point calling for a second look at the problem of rules as a whole. This was undertaken as before and on January 1, 1955, a first complete revision of the first set of rules was enacted. At many points there were no changes of more than a slight rewording. But the limit on memberships was raised from thirty-five to forty and the class of associate membership was removed. The plan for screening new recommendations for membership was sharpened and included pressure on problems of nonattendance. Increase of work for some of the committees was met by enlargement of the committees and the chairman of the program committee was added to the Governing Board. Also, this chairmanship was made an elective instead of appointive office. Only a few other changes - the Forum's first provision for annual dues, a change in the vote necessary for the amendment of rules, and a requirement of written annual reports by all officers were added.

Thus by a second complete overhauling of its rules the Forum had successfully met its problem of adjustment again, as one of growth and improvement of service. This committee, having observed and participated in these two bits of major Forum legislation is happy to record as its judgment that the intelligent use of debate, and of the practical circumstances to be met, set an excellent pattern for later use.

By now the Forum was past four years old. It seemed well established. It had survived a period in which the government was by the founders who, to see their dreams come true, were operating as friendly hosts to invited guests. In this four-year period the idea of a club was worked out. It had been developed by two men with the help of a small group of enthusiastic supporters. By this achievement it had passed through a period of forming a government whereby it narrowed management by a host, or by all, to management by a committee that functioned partly by legislating and partly by administering. Finally it had shifted to the start of the form we are now so familiar with. So far, by these three steps, this has brought the Forum's simple structure through what has been its most difficult and

exciting period. It has learned how to construct and how to keep its machinery attuned to needed functions, its functions conceived, directed and formed to fit its purposes, and its purposes adjusted to a sound social and governmental philosophy.

So far we have survived three presidencies - those of Hassan, Sears, and Monroe - a broker and two university professors, and now starting the presidency of Edward D. Kohlstedt, a minister. What a president contributed in those days was done more by leadership and suggestion than by official formality. How well this concept of the presidency became the way of life in this and all other offices and in the minds of the membership of the club is apparent today in its smoothly and openly running routine and in the cooperative spirit of forum management.

The succeeding section, covering sixteen years, will be treated as a whole. We shall deal with it by problems that arose and by aspects of Forum affairs rather than by years.

## **PART III. SIXTEEN YEARS OF FORUM LIFE.**

**An Establishment Under Way.** By the beginning of 1955 there seemed no doubt that the Forum was well established. It seemed fully equipped with viewpoint and understanding and ready to cope with whatever of growth or change in purpose or nature time might bring. For the excellence of its programs it had come to be known somewhat beyond its immediate borders. By then it had forty-two active members and an acceptable, if not yet fully seasoned, structure of government and an able staff. Its attendance was good, morale was high, and traditions were beginning to form.

**Purpose.** Of the Forum's purpose there is little to account for as history, even from the start. If viewed as a statement, there is no change in the twenty years. Some change has come, however, if one views it at work as performance or behavior where it is interpreted and expressed in the activities and conversation of members at lunch and in the attention given to addresses and to discussions. For a rather long period, too, many of the members tended to sit always in certain groups. This we think did not mean that little cliques were forming but what new members thought we are not sure; but this practice appears to be on its way out with the trend toward every member counting it a privilege to know every other member well, through conversation at luncheon as well as through greetings and good-byes. This is the practice of fellowship as prescribed by the Forum's purpose.

**Designing its Form of Government.** Following this account of what twenty years has done to the purpose of the Forum let us turn now to the question of government, where growth and other changes have brought many problems. Of this, two major aspects must claim our attention: the structure of government as a whole and the regulations that guide the process by which the structure, through officials, is enabled to direct the Forum's activities.

The development of the structure through its early years, as traced above, by 1955 had attained much the same form as that of today. However, the distribution of authority and

responsibility to the different units of the structure had undergone considerable change. Growth of the maximum for membership from fifteen at the date of forming, December 27, 1950, to fifty at the end of 1969 has brought many problems. Also turnover in membership is normally high. New members often bring new ways of seeing the Forum, which is to say that increase and turnover in membership almost certainly mean at least some alteration in the nature of the enterprise, and so, in its members' views of how beset to deal with its problems. Most of the changes that have come in the structure since 1955, however, are little more than enlargements of staff or refinements by which needed coordinations may be effected. Such changes have moved rapidly from the start. Up to 1955 the Forum used a committee of three for management and as its legislative guide. This title was changed to Governing Board and through the succeeding sixteen years this Board has grown to eight in number. Each addition was made in the interest of bringing the real problems from where they arose to this Board, where they could be scrutinized along with all other problems as well as against the future as that could be seen.

This same kind of expansion has come in all standing committees. The program committee, in a way the most important unit of the government structure, numbers seven men. At the outset this service, at that time on a lesser but growing scale, was handled by one man. This service has grown and the committee has grown to fit the need.

In 1955 the Forum was comfortably housed at Marie Antoinette Hotel, Menlo Park. But by then it was apparent that to get more space we might soon have to find a new home for the meetings. So far, dues had been very modest and expense of operations small but this too began to appear as a future problem. With this trend and look ahead the business committee began to grow. In 1955 it had three members. Today it has seven and keeps them busy; both physically and emotionally this committee has kept the club running smoothly.

Our membership committee was three in number in 1955. Now it is six and at that it is a hard working committee. Its problems are difficult and persistent and at times can be so personal in nature as to challenge one's willingness to serve on it. Yet, this work has to be

done. The shifting of responsibility for hard decisions from the Board of Governors to the committee or from the latter to the total membership and then, not finding an easy way for the total vote to make the decision, leaves the club where it started.

Yet, so long as the Forum is a good club men will desire membership in it and individual members will seek places in it for their friends. Here the search for any final solution is clearly not ended. This we must add: The Forum will not soon forget Joe Weber, who served through nine years on this committee, five as chairman, and did much to elevate its management to the high level we now recognize as just. Perhaps our individual reactions to this seemingly small problem of choosing new members illustrates why the Forum needs to exercise care in making its choice. For twenty years Forum members have been able to solve this problem. Sometimes they have debated and disagreed, but so far no one has failed to accept defeat of his choice without bitterness, or approval of his choice without crowing. This record leads us to believe that, somehow, the Forum has moved wisely in its selection of members.

**Regulations.** With this picture of the Forum's structure as it has evolved from its simple beginning to the rather complex form of the present, all from late 1950 to 1970, let us turn now to a look at the placement and flow of authority by which the structure is made alive and at the process by which its authority has been channeled to its problems.

Naturally, Forum's authority came first from within the "Bright Idea" of the founders. It started to produce action only when they chose and it remained with them until they chose to share it. In Parts I and II we have seen how simply and effectively all this was done through those first four years. Within those, years, however the Forum had found that specification for how its authority should go about the task of doing its work had become too complicated to be entrusted to memory and offhand decisions. This brought its first written rules as a blueprint for operations. Above we have traced these rules through the original and a first revision. Since then the number of major revisions has grown to six and between revisions minor changes were made, usually in response to problems of adjustment or

refinement. For collecting from our records full information on all rule legislation the committee has Dr. Leonard Fuller to thank. Through the early years of this period, 1953 to 1960, revision came at intervals of about two years. Since then they have been near to four years apart. So far, no facts have appeared to promise hope for anything like a permanent solution to rule-making.

No attempt will be made here to report all the changes that were produced by the five main revisions. Rather, we shall try to characterize the changes in a manner to show the types and the numbers of problems they respond to and, to some extent, the kind of response made by the revisions. In this type of account one should be able to see whatever there has been of progress toward better arrangement for keeping pace with the growth of the Forum.

The original rules - date April 24, 1953 - had eight sections; we repeat here: "*Purpose,*" "*Membership,*" "*Officers,*" "*Standing Committees,*" "*Governing Board,*" "*Meetings,*" "*Elections,*" and "*Amendments.*" To these the first revision, January 1, 1955, added two new sections - "*Dues and Assessments,*" and "*Reports.*" Other alterations raised the membership limit from thirty-five to forty, did away with the associate membership and tightened requirements for eligibility for membership. It added the chairman of the Program Committee as a sixth member to the Governing Board and also made that chairmanship an elective office.

For some twenty months the original set of rules had served well and from the experience of living by it the Forum had learned how to be on the alert for needed controls and directions and had at least some first lessons on how to write a rule that fits its problems without raising further new problems.

The second revision was effected as of March 15, 1957. It clarifies the language of the rules but actual amendments are few. The limit of membership was moved up from forty to forty-five and the latest of the past presidents was added to the Governing Board. Otherwise this third set of Forum rules, the second major revision, brought only a few slight changes to the operating procedures.

The fourth set, supposedly the third general revision, is dated June 10, 1958. This issue makes little change in the previous issue except to add a new class of, membership, "*Life Member.*" This was for men unable to attend meetings regularly "because of health or physical disability." It could be granted on request by the Membership Committee and the Governing Board. Such transfer from Active to Life membership was to create a "vacancy" in the list of Active members. The life member was relieved of paying dues and other obligations. Otherwise the June 10, 1958, set of rules seems identical to the set of March 15, 1957. This issue (6/10/58) was amended on October 25, 1960, bringing a substantial tightening to the control of membership. Later, a second amendment raised the membership limit from forty-five to fifty.

These two amendments not only point out where the Forum's problems lay at that time, but they show that care was being exercised, both to hold the line against disintegrating forces, and to accept and care for expansions where healthy growth was an asset.

For a fourth time, on August 4, 1964, a thorough look was taken at the Forum's regulations. Again the problem lay in how to classify our members and how to manage the election of members. From this and later amendments it begins to look as if no one has yet seen clearly a best way to exercise control in this most important realm. Clearly the Forum wishes all members to have an equal chance to nominate for membership. It wishes all candidates who have qualified for membership to have the same chance to be voted for. For a club of fifty members how many ayes should the Forum require for election? Or how many nays to defeat it? Evidence of interest and concern with a right kind of searching for a right kind of a principle is apparent. Should wishes of the majority apply or should we entrust decision to one or two or some small number? Or, can our rules be so worded as to avoid necessity for either of these principles. This should be thoughtfully considered.

**Forum's Programs.** A next major aspect for this review is Forum's programs. During its first two or three years the Forum had few outside speakers. The meetings were informal, but soon they tended toward the discussion of a subject, under direction of a chairman.

Sometimes the one in charge spoke for some minutes, providing a better basis for the discussion. Quite soon an occasional leader of a meeting would bring a friend to speak. Gradually this led to the practice of having a thirty-minute speech followed by discussion. Sometimes the talk was by a member, sometimes by a guest speaker. Now and then it was forum-like. This was the path followed from 1952 to the present.

The nature of these programs has varied. Many have dealt with current problems in our state or in the United States, or with matters international in character. Many of these were economic in emphasis, others political or broadly social. Through seventeen years the club, with its guests, has listened to some 800 addresses and for many of them, to very illuminating discussions of matters of importance. Thanks to John F. Putman, the only professor of history presently in our membership, and not forgetting the late professor Ralph H. Lutz, these addresses have been carefully scrutinized by title and classified for the last seventeen years.

This study ended its analysis with a total of twenty-nine categories, some of the titles - "economics," "political and social" - could be broken down and so increase the show of variety. Of the 800 addresses 130 were classed as "political and social science." Nine were listed as having to do with atomic energy, five were classed as zoology, six as botany. In the realm of life sciences there were thirteen in ecology and twenty-seven in medicine. For the entire realm of biological sciences the total reached forty-four. For the physical sciences, besides the nine concerned with atoms, it shows twenty-five classed as electronics; in chemistry, 14; astronomy, 12; aeronautics and astronautics, 16; and geology, 12. In engineering there were four, in geography three. This brings the total to 95 for this realm. In the field of social sciences the total reached 345 addresses. Besides the two large groups, economics and political science, 15 were classed as sociology, 23 under military, 4 under anthropology, 10 under law, 46 under history and 22 under psychology. A few had to be classified as "miscellaneous." There have been 117 travel talks, some 25 on religion, a few on

architecture and a few on the theater. Education has been in demand, with an average of three addresses each year, a total of fifty-five.

The quality of these talks has varied. Mainly they were scholarly in substance and reasonably well presented. Clumsiness of presentation has not been a serious problem.

When added up for the 17 years covered this is equivalent, in number of lectures, to a sizable portion of a college education. Of course the two differ greatly. There was no coordinated series of talks at the Forum, resembling the close-knit series of a college course. There was frequently unavoidable repetition from speaker to speaker. Also, each speech, being independent and alone, could do no more than point ahead to where future inquiry in that field may lead as we add one discovery after another. We see this happening in electronics and astronautics, or in medicine and certainly in ecology, psychology and anthropology. But with the Forum the aim in choosing speakers is not systematic schooling. It is to direct the thought of listeners to what is new and worth knowing and why knowing is important. By this type of intellectual activity one may keep touch with our world and be alert in the sense that he is living a fuller and richer life, living it as of this time and not crystalizing.

**Forum's Many Homes.** Where the Forum has had its home through these years is of some interest as part of this history. At times our numbers outgrew the space available and the Forum had to seek quarters elsewhere. For a group of a dozen many places are available but for fifty the number suitable is not large and in this rapidly growing peninsula most of these are occupied. Where one is available there are other matters to consider: accessibility and outside surroundings, light, noises, distracting interruptions, distance to travel, and of course, the kind of service, the food and the cost.

By the time the two founders had developed a group of some half dozen, perhaps the third of the group luncheons, the meetings were at the Hotel Marie Antoinette in Menlo Park. Meetings were held here from November 22, 1950, to June 17, 1958, when a change had to be made. From there the move was to Dinah's Shack for a short stay of three months,

hence to Pioneer Inn at Woodside for a few meetings, then back to Marie Antoinette for two mouths or so. Still with no satisfactory place in sight, a few meetings were held at the New Cardinal Hotel in Palo Alto. On January 20, 1959, the Elks Club on El Camino Real offered the Forum a spacious room where meetings were held for over three years when a change had to be made. For a year the club met at the President Hotel in Palo Alto and then went to the YWCA of Palo Alto where it had comfortable quarters from August 4, 1964 to May 27, 1969. By then the Y had grown and had to have the space for its own program. From here the Forum moved to Rick's Swiss Chalet briefly and now, December, 1969, the Hyatt House Rickey's is Forum's home.

Several of these homes were delightful places. The palatial old home that became Marie Antoinette Hotel had spacious grounds and pleasant gardens where greetings and short visits or little strolls before lunch time were enjoyable and where its beautiful old library seemed a natural home for the conversations, speeches and discussions of our meetings. The Elks Club quarters and the YWCA were in most respects in this class. How natural it seems now, looking back through all those twenty years, to recall these homes as parts of the Forum itself; perhaps as one thinks of his childhood and his mother and his early home, all as one and the same.

In all, the club has had comfortable quarters, with never a meeting disturbed or seriously uncomfortable and most of them with every convenience. This is what our record and our memories tell us.

**Ladies Days and Picnic Time.** Above, an account was given at length of the Forum's programs. There we told of the main purpose and work for which the club exists. Along with this, on special occasion, as a slight adornment in a sense, there was added once or twice each year from early days, what we called the Ladies' Day or Christmas party. This meant that wives and friends were invited, a specially nice dinner would be served and an informal type of reception would be held to greet the guests. For this occasion an entertaining type of program would be planned. Often in later years a second ladies' day type of meeting was

held late in spring or summer time. This was of a different sort. At times it was held where the club was meeting, but thanks to Charles and Mrs. Moser, both a part of the Forum, from 1955 to Charles death in 1965, this came to be an outdoor picnic steak dinner in the dining area of their beautifully designed garden in the woods. These were lovely occasions with a host who with his wife will be remembered long and with affection by the Forum.

Since the close of that era another similar member has appeared on the scene. Hosted by Mr. and Mrs. Emott Caldwell in their beautiful home in the woods of the nearby foothills this picnic idea is being fostered, in variation perhaps, but as of old in spirit.

**Forum Records.** There is one feature of the Forum history specially deserving mention; one that has come often and forcefully to our attention while writing this story. It is our system of records. From the beginning, in 1950 the club has had a secretary. Harry R. Leland served for five years, Lewis J. Evans for eight years, J. Branner Newsom for over a year, and Rudolph Stange, so far, for four years.

With exception of a few months of Mr. Leland's records, all records (minutes, reports, special paper) for the twenty years are intact. Many are handwritten but all are legible and have been well cared for. To go through them is a laborious job but a rewarding one. Within them one finds the story of how the Forum was born and has grown and senses clearly the wisdom that has guided its making. For the completeness of its minutes and the care of recording reflected in the records the club owes much to its secretaries. Surely as a modest reward we must give thought, not only to the proper care but to a fuller use of these records. How much they have for a new member, wishing to become a real part of the Forum, if only we could plan a way for its content to be made easily accessible to him. On this we shall present a recommendation.

**The Forum Now - After Twenty Years.** This leaves one subject with which this story would seem to come to its natural close. What has come of all this stir about a men's club in Palo Alto? What is the Fellowship Forum like now? And especially, who are the men of its

present membership? This we shall try to answer with some facts, some observations of the men of the club at work and from our judgement of how its members think of it:

1. **Its Policy**: First, what of the Forum's membership policy? Membership in the Forum has been a matter of importance from the start and through the twenty years here traced has been the chief center of concern in legislation. At first there was no need for concern about numbers. By August, 1952, however, it became apparent that a limit must be set. It was set at 35 as the maximum. Over the years the maximum has reached 50 and could easily be much larger. The policy, by now somewhat seasoned, appears to be to keep size well adjusted to equally healthy developments in all other areas. The larger the group the slower is the process by which a new member is able to make himself an effective working partner in the club and so, capable of enjoying its benefits and playing his part in its work. New members are usually quiet, often hesitant. This is partly a matter of propriety, of course, but partly it is a normal waiting to be drawn into activity by experienced members. This the Forum appears to accomplish less well than it might. At getting new members into service, however, its record is excellent. But we now recognize that becoming a member is not achieved in a day.

2. **Its Attendance**: Do the members really attend its meetings? Most of its members are retired or near retirement, so have fair command of their time. Its members are well schooled and well read and most have travelled widely. But do such men attend a club regularly where they must listen to scholarly addresses? Here are some figures on attendance:

For the years 1957 through 1963 we assembled sample data for one day on each third month, giving us a period of five years, with 25 samples. Active membership was limited through these years to 45.

The range for the period was from the low of 27 at one meeting to 42 at the highest, with an average of 34. This average is better than 75 percent of the maximum. Remembering that actual membership is, much of the time, two or three below the maximum in these years and that much of the time from one to five or six members are away on trips or with work

and one or two having colds or flu, that is not a bad showing. Another study, made for the committee by secretary Stange, provides average attendance by years for 1964 to 1968 inclusive, first for active membership only and second for total attendance. The latter includes guests and speakers. July and Christmas party days are not counted. These figures (year's average attendance) are as follows:

Year	1964	1965	1966	1967	1968
Active Members	32.2	34.0	32.2	35.8	36.6
Total Attendance	34.1	35.7	34.4	37.2	38.9

A maximum membership of 50 was achieved through these years but actual membership was two to four less much of this time.

These figures on average attendance tell much, but not all, about attendance. One must see the Forum at arrival time, listen in at meeting conversations - their news exchanges and inquiries of endless sorts. These periods, when meetings were held at the Marie Antoinette, at the Elks Club and at the YWCA were delightful, always adding mirth and a sense of good comradeship that prepared the way for ideas and good conversations through luncheon time, all of which adds much to the meaning of the word attendance. Invariably the cheery few minutes outside were reflected in the opening of the meeting, when, by gavel sound, all conversations ceased and quiet expectancy awaited the president's opening words.

Except for the years 1955 to 1967 we had no trouble in getting quickly to the speaker's part in the program. Through that period, however, we had a member, Dr. William C. Kerr, a minister of the gospel, who rarely if ever failed to have a story ready. And what stories! Members in that period surely remember Bill Kerr with affection and not for his stories alone. Once the speaker was introduced all attention was centered on his words and through these twenty years, as above analysis shows, the Forum has provided a thoughtful, attentive and understanding audience. Where time has permitted, discussions followed, often adding enrichment to what had been presented. Usually, at the close, the men are in a mood to get home where they can further think through what they have enjoyed at the meeting.

3. **Forum's Identity.** Who are the men who have made Forum's history? In the membership only may one hope to find to what, how and why the Forum is what it is. For this purpose pertinent facts and figures were assembled for study, for which laborious task the committee records its thanks to Donald I. Cone. These figures cover the 120 members each of whom has enjoyed membership in the Forum for from two to twenty years. It has been these 120 men who carried forward the possibilities revealed in the ideas of its founders and it was they who have given concreteness to what started as a dream backed by wish, hope and belief that the dream could come true.

Where one is born and grows up, how he is schooled, the customs and traditions of his people and of course his life career, tell much of who the man really is. It is a collection of these tangible labels we review here for answer to the question, who are the Forum people? Are these 120 members the kind of people who are able, in understanding, in taste and interest, in the will to work required to build and carry on the Forum forward from where its twenty years have placed it?

Thanks of this committee go to Donald I. Cone for a laboriously assembled collection of data from which we present a sample of 60 of the 120 cases for which data are being collected. Of these 60, 54 were born in America and 6 in three foreign countries. The 54 of American birth were born in 24 different states; 10 of them in large cities and 44 in small cities, towns, villages and on farms. While the increasing mobility of our people is causing rapid decline in social differences that a half century ago were very marked and very significant in many ways, yet these differences are still present and show up in our prejudices, our tastes, somewhat in our manners and speech and in our misinformation and ignorance.

We know well that in biological origin these 120 men are very unlike. The influences seen in the above figures tell much of infancy, youth and early manhood but man does not stop learning when he leaves school. From birth he is to the end of his life learning and so becoming a bit different each day. As the social experience of his childhood made him

different, so will the social pressures of adulthood add other changes. So here are some figures on kinds of careers followed by our 120 members:

First, some data prepared in 1956 by Dr. Edward D. Kohlstedt who, in closing his term as president, presented some figures on our membership to show in what areas they had spent their careers. Though only a rough classification, the figures tell much. There were 40 members at the time and here are his figures:

Business and Professional leaders	7
Former professors and professional leaders in other fields	13
Former business executives	13
Army and government work	<u>7</u>
Total	40

A second and more extensive study was made for this committee by Donald I. Cone. This study shows two columns of figures - one for the 117 who have been, or are now, members of the Forum. Instead of four classes of occupations Mr. Cone found it possible to separate the careers into 13 groups. The table below reads as follows. A total of 52 of the 117, as appears in column two, have spent their careers in business. In this class, also, 20 of our present active membership of 47 were business men.

Because this number in business seems so large we reviewed it carefully to see what it included. In all, there were 13 easily discernible groups. They include: banking, brokerage, business executive, insurance, merchandising, manufacturing, photography, postal service, publishing, railroading, realty, sales and seed business. Even these, in some cases are but roughly classified. From here the table tells of careers in somewhat more specific terms. Yet, even in such groups as that of professors and professional leaders or engineers or military there is wide variety also:

Career in:	Includes total membership 1950 to end of 1969	Present Membership of 47
Business	52	20
Professors and professional leaders	14	3
Engineers	11	7
Military	8	5
Medicine	7	3
Law	7	2
Ministry	6	1
Government	4	1
Educators	3	2
Architects	2	1
Chemists	2	1
Artists	1	1

The width of distribution is great and it tells much about the nature of the Forum. Where one is born and spends his youth, the kind of career he follows as an adult, tell with some accuracy what kind of person he is, inside as well as out. It tells much of what one knows and feels about life in general. It tells of one's interests and tastes. How could one live for years and become a person unrelated to his life work? Biography, from Plutarch down, is replete with evidence that says it tells much.

It is not strange, then, that Forum members are surprised at times at questions and comments in discussions following a speech, or at the wide variety of interesting experiences they hear of in conversation at meetings. And where would one find a thoughtful man who could not see in these figures a rich variety of personalities, an endless range of human experience and a wide world of knowledge. This is the picture of Fellowship Forum we come to in closing our story of what became of the "Bright Ideal" of the two thoughtful and versatile men who set it going.

## APPENDIX

### HISTORY OF THE RULES AND REGULATIONS OF THE FELLOWSHIP FORUM AS RECORDED IN THE FILES OF THE SECRETARY 1950 TO 1970

#### **The First Rules and Regulations.**

Minutes of the organization meeting of Fellowship Forum, on December 27, 1950, record the general objectives of the organization and a proposed plan to implement them. The founding group voted to adopt the name "*The Fellowship Forum.*" Activities were to be neither partisan nor denominational. Members were not to participate in or to voice propaganda. Activities were to be directed to the promotion of fellowship, to helping members keep abreast of the times, and to the development of a broader understanding of the needs and progress of our fellow men.

Operating procedure was to be as follows:

- 1) An elected Executive Committee of three members was to serve for three months. It was to plan programs, handle business matters, and from time to time, invite guest speakers from outside the group. Only the Executive Committee was to be privileged to invite persons to become members of the Forum.
- 2) Members were to be allowed to bring guests they believed would fit into the group and add to its interests.
- 3) Members expecting to be absent from a luncheon, or to be present with a guest, were to notify the Secretary before 9 a.m. on any given Tuesday.
- 4) Collection of \$1.50 for luncheon was to be taken after members were seated.
- 5) Guests were to be asked to meet the Secretary and sign a register including address and phone number.

The minutes of the organization meeting express the belief that membership in the Fellowship Forum should grow because of its desirability.

As operating experience developed, good ideas became regular procedures and customs were established. The substance of formal Rules and Regulations was in the making.

Attached **Sheet A**, dated August 29, 1952, refers to a Memorandum of Policies and Procedures dated August 1951. Hopefully, this memorandum may be found with other missing records of mid-1951. With the exception of the Secretary's reports of two Executive Committee meetings on January 6, 1951 and April 18, 1951, Sheet A is the earliest record available following the minutes of the organization meeting. It is interesting to note that as early as August 1951, problems of how to select and elect new members were in evidence as they are in 1970.

**Sheet B** is the next available record relating to Policies and Procedures. It was adopted by the Forum on September 9, 1952 and is a significant step toward the first complete set of Rules and Regulations adopted about eight months later.

The wording of **Sheet C** is, in general, identical with that of the Membership Section of the first formally adopted Rules and Regulations dated April 24, 1953. The records available give no clue to the interesting question of whose ideas were incorporated in Sheet C. It is marked, "*Addenda to Minutes of March 31, 1953*" but the minutes of the Forum meeting of that date are silent on this point. However, things moved rapidly from that date onward.

At the next meeting of the Forum, on April 7, 1953, President Sears outlined reasons why the Forum should have a "*Constitution*." Mr. Graeff Kennedy spoke in favor of such action. President Sears was asked to appoint a committee, with himself as Chairman, to prepare such a governing code and present it to the Forum.

On April 14, 1953, President Sears announced that he had asked Dr. Henry J. Broderson and Rev. Maxwell N. Hamilton to serve with him as a Rules and Regulations Committee.

## SHEET A - COPY OF THE ORIGINAL

Aug. 29, 1952

### EXECUTIVE COMMITTEE, THE FELLOWSHIP FORUM

The following is taken from "*Memorandum on Policies and Procedures Governing Membership in the Fellowship Forum*" which was presented to the club in August 1951. It covers only the section on rules. It was presented by the membership committee and was adopted as the rules governing membership. The section is as follows:

#### POLICIES

- 1 . Until such time as the club may determine otherwise the membership of The Fellowship Forum shall not exceed 35 members, all of whom shall be of the male sex and shall have attained the age of maturity.
- 2 . Membership shall be achieved only upon invitation of and election by the club.
- 3 . Suggestion of names for membership in the club may be made by any member of the club.
- 4 . Names proposed for membership shall be presented in writing to the membership committee and shall be accompanied by such information as the committee may require, together with the name of the sponsor.
- 5 . All nominations for membership shall be made to the club by the membership committee; and election shall be by majority vote of the membership present.
- 6 . When invitation to membership has been voted by the club it shall be the duty of the secretary of the club to send formal notice of the same to the newly elected member; acceptance of invitation shall complete election.

7. Membership in the club may be terminated by resignation or for cause by a vote of the club.

8. Proposed alterations or additions to these policies on membership shall be presented to the club by the committee on membership, the presentation to be accompanied by the committee's recommendations on the same.

## **SHEET B - COPY OF THE ORIGINAL**

- ( 1 ) It was recommended that the Junior Past President of Fellowship Forum, each year, serve ex-officio as Chairman of the Executive Committee.
- ( 2 ) It was recommended that the definite limitation of 35 members be placed upon the membership of Fellowship Forum.
- ( 3 ) It was recommended that any member who may be absent from meetings of Fellowship Forum for the period of Three (3) months, without explanation, shall be liable to loss of membership; and in such event, the Membership Committee shall be privileged to drop the delinquent member's name from our list of members.
- ( 4 ) It was recommended that the Secretary be instructed to prepare a form of guest card, extending the privileges of the Forum, for the period of one month, to friends of members, as requested by them.
- ( 5 ) It was recommended that new members of Fellowship Forum shall be eligible for election, only after approval of their respective nominations by the Membership Committee.
- ( 6 ) It was recommended that the Business Committee be authorized to act as a Menu Committee, to arrange for satisfactory menus, at each of our regular luncheon meetings.

Addenda: It was recommended that the Secretary be instructed to have a rubber stamp prepared, giving his name as Secretary, and his address, to be imprinted on each letter head of the Forum, used during the remainder of his term of office.

**NOTE:**

The above recommendations were drawn up at a meeting of the Executive Committee on Sept. 2, 1952, and duly adopted by the Forum at its regular meeting of Sept. 9, 1952.

**SHEET C.- COPY OF THE ORIGINAL**

**MEMBERSHIP IN THE FELLOWSHIP FORUM**

1. There shall be three classes of Membership: Active, Associate and Honorary.
2. Active Membership implies regular attendance at meetings and participation in the activities of the Forum. It shall be limited to thirty-five men until the limit has been changed by vote of the Forum.
3. Active Membership is attained as follows:
  - a. Any Active Member, or Members, may propose a name in writing to the Membership Committee. Such proposal shall assume Sponsorship and shall include information concerning the career and present occupation of the proposed Member.
  - b. The Membership Committee shall make such investigation as seems necessary and make a report and recommendation to the Forum for its action.
  - c. Election shall be by vote of the Active Members present, and two or more negative votes shall reject the application.
  - d. Leave of absence may be granted to Active Members for a limited time for valid reasons.
4. Associate membership may be granted to an Active Member if he finds that he cannot attend meetings regularly, but such Membership shall be cancelled if the Member is absent consecutively for a considerable time. Associate Members cannot vote, and the number of such Memberships may be limited.
5. Honorary Membership may be conferred on worthy persons by recommendation of the Governing Committee, with the approval of the Forum.

Addenda to Minutes  
of March 31, 1953

COPY

K.M.B.

At the following meeting, on April 21, 1953, President Sears read a preliminary draft of proposed Rules and Regulations prepared by the committee. It was voted to prepare copies for all members of the Forum.

At the April 28, 1953 meeting, President Sears announced completion of the draft of Rules and Regulations. He requested that a copy be given to each member present for study.

On May 5, 1953 President Sears addressed the Forum at length on the proposed Rules and Regulations. After extended discussion, some proposed amendments were accepted and others rejected. The first formal Rules and Regulations of the Fellowship Forum were then adopted as amended. The copies were evidently made a few days before the April 28, 1953 meeting and are identified by the heading "*Fellowship Forum, Palo Alto, California, April 24, 1953.*" They are referred to in the minutes of meetings as "*Rules and Regulations.*"

The newly adopted document is in eight sections: Purpose, Membership, Officers, Standing committees, Governing Board, Meetings, Elections and Amendments. It authorizes the following:

- a) Three classes of membership - Active, Associate and Honorary.
- b) A maximum of 35 Active Members -- no minimum.
- c) Election by vote of Active Members. No mention is made of the majority required for election. This was changed to "unanimous" in a later set of Rules and Regulations.
- d) Election of Officers in May of each year. This was changed at a meeting on December 22, 1953. Elections were moved from May to December and installation in office from May to the following January.
- e) Rules could be amended by a three-quarters majority vote of the active membership.

## THE SECOND SET OF RULES AND REGULATIONS.

This document is identified by the heading "*Fellowship Forum, Palo Alto, California, By-Laws, Effective January 1, 1955.*" Notice that it bears the title "*By-Laws.*"

The new By-Laws show the results of twenty months of operating experience since the first Rules and Regulations were adopted. They are in ten sections: Purpose, Membership, Officers, Standing Committees, Governing Board, Meetings, Elections, Amendments and two new sections -- Dues and Assessments, and Reports.

**"Section I - Purpose"** is restated in simpler form.

**"Section II - Membership"** increases the active membership limit to forty men and discontinues the grade of Associate Member. Rules for proposing new members are elaborated in considerable detail and the probability of regular attendance is emphasized. Evidently, difficulties had arisen in these areas. Rules for election of new members are unchanged, i.e., approval by Membership Committee, approval by Governing Board and approval by members present at a meeting. The degree of approval required by each of these bodies is not specified. The minutes of meetings repeatedly mention "unanimous approval.

**"Section III - Officers"** is unchanged except for the duties of the Treasurer. These are set forth in more detail. In addition, the Treasurer is made an ex-officio member of the Business Committee.

**"Section IV - Standing Committees"** is revised to remove the previous limitation of three members per committee.

**"Section V - Governing Board"** is changed by the addition "*Section VIII - Amendments*" is changed to give a three-fourths majority of members present at a meeting the authority to amend the By-Laws. Previously, a three-fourths majority of the active membership was required.

**"Section VI - Meetings"** is unchanged.

**"Section VII - Elections"** is altered to make the Chairman of the Program Committee an elected officer of the Forum.

**"Section VIII - Amendments"** is changed to give a three-fourths majority of members present at a meeting the authority to amend the By-Laws. Previously, a three-fourths majority of the active membership was required.

**"Section IX - Dues and Assessments"** defines the purpose of dues and sets the rate at \$6.00 per annum. It authorizes special assessments under certain conditions but not to accumulate more than a reasonable surplus.

**"Section X - Reports"** requires annual written reports from the Secretary, Treasurer, Standing Committees and other committees as directed by the President.

Four relatively unimportant amendments to these By-Laws were made during the year 1955.

### THE THIRD SET OF RULES AND REGULATIONS.

This issue is identified by the heading "*The Fellowship Forum of Palo Alto, California, Rules and Regulations, Effective March 15, 1957.*" It clarifies and simplifies the ten sections of the previous By-Laws of January 1955. Clearly, it is a superior document, splendidly organized and showing the results of further growth and development of the Forum.

**"Section II - Membership"** is changed to increase the Active Membership limit to 45 men. For the first time, the heretofore indefinite election of Active Members is resolved by the wording, "---- election shall be by unanimous vote of the members present."

**"Section III - Officers"** authorizes either the Chairman of the Business CommIttee or the President to sign checks in the absence of the Treasurer.

**"Section V - Governing Board"** is expanded and prescribes the duties of the Board in Considerable detail.

This set of Rules and Regulations was not amended.

#### **THE FOURTH SET OF RULES AND REGULATIONS.**

This document is titled "*The Fellowship Forum of Palo Alto, California, Rules and Regulations, Amended June 10, 1958.*" The word "Amended" is rather confusing and "Adopted" or "Effective" seem more appropriate because the Rules were prepared as a complete new issue and subsequently were amended three times.

The Fourth Set is a verbatim copy of the Third Set of Rules to which another type of membership is added. Active Members, unable to attend meetings regularly because of health or physical disability, may be made Life Members by actions of the Membership Committee and the Governing Board. Life Members are to pay no dues and are relieved of all other obligations of Active Members.

The first amendment to these Rules was called an "*Appendix*" and is dated October 25, 1960. It provides for a complete overhaul and general tightening of requirements for the election of new members. The secret ballot is adopted for all relevant voting procedures of the Membership Committee, the Forum members and the Governing Board. Unanimous approval of candidates for membership is required of both the Membership Committee and the Governing Board. The degree of approval required from Forum members is not specified. This is left to a final judgment of the Governing Board. For the first time in the history of the Forum, the vote of the membership is made subservient to the vote of one man - any member of the Governing Board.

The second Amendment to the Rules of June 10, 1958 is not recorded in any of the copies of the Rules that I have seen. However, a letter is in the files from President Charles A. Powel to Secretary Lewis J. Evans, dated June 25, 1963, informing the Secretary that on that date the Forum had voted to raise the membership limit from 45 to 50 Active Members. This is covered in the next set of Rules and Regulations dated August 1, 1964.

A third amendment, not recorded in the Rules and Regulations of June 10, 1958, is mentioned in the Secretary's annual report for 1962. It states that the membership had voted during the year to add the Chairmen of the Business Committee and of the Membership

Committee to the Governing Board. The date is not given. This change is included in the next set of Rules dated August 1, 1964.

## **THE FIFTH SET OF RULES AND REGULATIONS.**

This issue is headed "*The Fellowship Forum of Palo Alto, California, Rules and Regulations as of August 1, 1964.*" It differs from the Rules it supersedes only with respect to the processing of proposals for new members. We have observed these problems in evidence as early as August 1951.

Previously, The Membership Committee accepted nominations at any time and acted upon them as received. If approved, and the candidate desired membership, but no vacancy existed, the Secretary filed the approved proposal until a vacancy developed. An election was then held. The new Rules of August 1, 1964 introduce the idea of a thirty-day period during which proposals are to be accepted by the Membership Committee. This period starts when one or more vacancies are announced by the Presiding Officer. At the end of the thirty-day period, the Membership Committee considers all proposals before it, without regard to the order in which they were received. The Committee then chooses and recommends, if available, a number of approved candidates equaling the number of vacancies announced by the President. As previously mentioned, the Membership Committee votes by secret ballot and unanimous approval is required.

As in the past, the list of approved candidates is then submitted to the Secretary who distributes election ballots to the Active Members. After 10 days, the secret ballots returned to the Secretary are submitted to the Governing Board for consideration. Upon unanimous approval of the Governing Board by secret ballot, candidates stand elected to Active Membership.

The Fifth Set of Rules and Regulations was amended on November 16, 1965 by changing Life Membership to Inactive Membership. Included in the Inactive category are members unable to attend meetings regularly for reasons not connected with health or physical disability.

A second amendment was adopted on September 10, 1968. This stipulates that three or more negative votes by Active Members of the Forum shall disqualify a candidate. The final

decision is left with the Active Members and not with the Governing Board whose members have already voted as Active Members. A second vote by members of the Governing Board is not required.

## THE SIXTH SET OF RULES AND REGULATIONS.

This issue carries the title "*The Fellowship Forum, Rules and Regulations, Revised October, 1968.*" It is the first to be printed in booklet form. The number of Sections is reduced from ten to nine by dropping "*Section VII - Elections.*" It had been in all previous sets of Rules beginning in 1953. The subject of Elections is covered in "*Section III - Officers*" under the heading "Election." There are some major changes in the handling of proposals for new members. Minor changes amplify detailed instructions and generally up-date procedures.

**"Section I - Nature and Purposes"** replaces the former "*Section I - Purpose.*" The text is changed accordingly and up-dates the description of Forum activities.

**"Section II - Membership"** drops the Honorary Membership classification leaving Active Membership and Inactive Membership. The number of Active Members remains limited to 50.

A major change is made in the processing of proposals for membership. They are accepted by the Membership Committee during a specific thirty-day period as in the past. Then, they are submitted to the Active Members for their information, study and comments, if they care to express them. Active Members are also told the number of vacancies as determined by the Governing Board.

After two weeks, the Membership Committee reviews the proposals, and if unanimous agreement is reached, approves a list of candidates for the election ballot. The election is then held, and after a period of ten days allowed for the return of the ballots to the Secretary, the results are referred to the Governing Board for tabulation. Three or more negative votes by Active Members disqualify a candidate. The Chairman of the Board so notifies the Membership Committee.

**"Section III - Officers"** requires the President to announce the existence of vacancies whenever the Active Membership roll is reduced to 45 members or below, or at his discretion, when the roll is less than 50. This is a new policy not found in earlier Rules. It is confused, to some extent, by a phrase in "*Section II - Membership*" paragraph 3b which stipulates that the

number of vacancies is determined by the Governing Board. Evidently, the President has limited authority in the matter.

**"Section II - Membership"** gives the Secretary a new duty. He is to communicate annually with each Inactive Member who is in that classification for a reason other than ill-health or physical disability, in order to determine whether the member wishes to resign.

The Secretary is also required to provide every new member with a copy of the current Rules and Regulations.

**"Section V - Governing Board"** is completely rewritten and up-dated to meet changes in the Rules. However, no basic changes are made in the authority or responsibility of the Board.

**"Section VI - Meetings"** stipulates, for the first time in any of the formal Rules and Regulations, that programs or discussions at a meeting may never involve partisan politics or denominational religion. These matters had been mentioned at the organization meeting of December 27, 1950.

**"Section VIII - Dues and Expenditures"** replaces the designation "*Dues and Assessments*" which had been in use since 1955. The Section is rewritten and up-dated but is basically unchanged. For the first time in any set of Rules, it is stipulated that new members, elected during the second half of the year, shall pay one-half of the annual dues for that year, i.e., \$6.00 instead of the full \$12.00.

This completes an analysis of the six sets of Rules and Regulations of the Fellowship Forum from April 24, 1953 to October 15, 1968. The introduction of the secret ballot on October 25, 1960 was handled as an amendment. However, it was a major change that ended an era in Forum history and began another. During the first period, Rules were changed about every other year, i.e., 1953, '55, '57, '58 '60. In fact, both 1957 and 1958 saw new sets of Rules. The second period was more stable with each set of Rules lasting four years, i.e., 1960, '64, '68.

Changes during the 1953 - '60 period were not often related to the nomination and election of new members. In marked contrast, the 1960, '64, '68 era has seen a prolonged heavy attack on these problems.

Signed

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November 5, 1969