I express my deep appreciation for all the help I received during my term as president from the Executive Committee, the Standing Committees, the Governing Board, and the staff of AIBS. It has been a productive year.

During the tenure of President Forest Sears, the Executive Committee recognized that swift action was needed to get AIBS back on track. Redefining the goals and functions of AIBS was required, and some hard choices had to be made. At an Executive Committee meeting in November 1982, I presented two plans for the future of AIBS. First, I presented a list of reasons why AIBS should be disbanded as a grand experiment that had failed. I did this not only because disbanding was a reasonable course of action at that time, but also because if the Executive Committee officially rejected this plan, it would be the first step in reinforcing the Committee's desire to rebuild AIBS. The second plan, of course, was for rebuilding AIBS, and this plan was accepted.

The first phase of the rebuilding plan was to get the Standing Committees moving again, with specific charges directed toward enhancing strengths and correcting weaknesses in the programs of AIBS. This is one of the few jobs of the president of AIBS that is described in detail in the AIBS Constitution and Bylaws; yet, in the past, the appointment and charge of the Standing Committees frequently was not accomplished in either a timely or complete manner.

With the resignation of our executive director, Arthur C. Gentile to accept an academic appointment some months later in 1983, he was appointed as a consultant to AIBS. An interim management team was brought in to maintain the operation of headquarters and to assist in finding a new executive director. The management consulting team of William and Ethel Dalton did an excellent job for us, and on 1 June 1983, Charles M. Chambers became our new executive director (see July/August 1983 *BioScience* 33: 422). Chambers has not only had a distinguished career in academia, but is also a competent administrator with a proven track record. To ensure that AIBS will be managed in a business-like manner, a formal performance review of the executive director will be conducted each year.

Chambers has been extremely busy in his first few months at AIBS. Both the Daltons and I provided him with extensive documentation on how services to the membership of AIBS could be improved and on the strengths and weaknesses of the operations at headquarters. For example, I found that neither the methods of keeping membership records nor the records themselves were up-to-date. We have no demographic information on our members, only names and addresses and whether members have paid their dues. We don't even have a record of when people joined AIBS. Clearly, Chambers has a lot of work to do to get AIBS headquarters up to speed in terms of space reorganization, staff utilization, and the acquisition of word and data processing equipment.

Central to any membership recruitment campaign must be the publicity on what AIBS is doing and can do for its members.

By now all members should have received a demography form to complete and return so that AIBS can develop a profile of its membership. This information is needed, not only to assist in membership retention and recruitment, but also to locate experts quickly for various projects in the Public Responsibilities and Special Science Programs of AIBS.

Those of you who attended the annual scientific meeting this year noticed that the members of AIBS had green logos affixed to their name badges to show our appreciation for their support of AIBS. Also, there were more AIBS activities at the annual meeting than in former years. We felt that the professional activities and programs of AIBS should be more prominent at the AIBS meeting. It should be a place where we can show off some of the things we are doing for our members and for biology in general. To this end, AIBS sponsored the workshop, Computers in Bioeducation, and a workshop by the Council of Botany/Plant Science Department Chairs and Heads titled The Future of Plant Science. The Education Committee organized a seminar, The Crisis in Precollege Science Education, and Public Responsibilities organized a panel discussion, The Federal Role In Future Biological Research and Education. A membership meeting of AIBS was scheduled, but the publicity was insufficient to draw an audience; we hope for better luck in 1984. Of course, the two traditional AIBS functions were held: the AIBS Plenary Session with the address by the recipient of the Distinguished Service Award, Karl Maromorosch, and the AIBS steak fry. Another innovation this year was to have tapes and slides of Maromorosch's talk ("Newly Recognized Plant Pathogens: Impact on Ancient and Modern Civilizations") may be obtained for $22 by writing to AIBS headquarters. (See pictorial report on the annual meeting in the November 1983 *BioScience* 33:622.)

We have developed an AIBS poster for use as a part of membership recruitment display (with *BioScience, Forum*, etc.) that we plan to display at meetings of our member societies, AAAS, and elsewhere. We have not considered AIBS T-shirts yet, but who knows... Membership retention and recruitment will continue to be major projects for AIBS. We have already started one campaign through the heads of biology departments, and, thanks to the hard work of the Membership Committee, several other campaigns are underway or are planned.

Central to any membership recruitment campaign must be publicity on what AIBS is doing and can do for its members. Part of the dues to AIBS goes toward a direct return to its members (*BioScience and Forum*, etc.), but a good portion goes toward working for the general benefit of the biological sciences overall. This is another difference between the speciality scientific society and AIBS. Most of the dues in a speciality society directly benefit the members, whereas, a major role of AIBS is to work toward benefiting biology in general, thereby benefiting its members, although indirectly. The major structured efforts in this regard have been through the Public Responsibilities and Special Science Programs, but we are launching new efforts in the area of education.

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have the best-organized headquarters of
any association in the world, it does not
mean that the drive to improve the ser-
vice that AIBS performs for its members
and for biology in general is over, rather
it is just the beginning!

The long-range planning for AIBS
must come from its elected and appoint-
ed officials. In practical terms, however,
this really means that the president must
take a very active leadership position.
"The President shall be the chief execu-
tive officer of the Institute, provide sci-
entific leadership for the Institute, and
supervise the conduct of the affairs of the
Institute" (AIBS Bylaws). If the presi-
dent does not act, then AIBS will not
progress. Obviously, a good executive
director will try to prevent a president
from doing nothing. "The Executive Di-
rector shall be the chief administrative
officer of the Institute, and shall super-
visit or carry out policies and directives
of the Executive Committee and the
Board of Directors" (AIBS Bylaws).

An important goal, obviously, is to
have AIBS managed in a businesslike
manner, but how do we insure continued
effective elected leadership in AIBS? As
do most scientific societies, AIBS holds
scientific meetings and publishes a maga-
zine and a newsletter, but if that were all
that AIBS did there would be no compel-
ling reason for AIBS to exist. AIBS
speaks for all disciplines of biology. It
must work for improving the education
of teachers and students in all disciplines
of biology, ensure that funding for re-
search is adequate, and ensure that poli-
tical decisions that have an impact on
matters biological are made using the
best scientific information available.
AIBS must be both the watchdog for
biology and an innovator. To be less is to
fail in our responsibilities to our
members.

The strength of an organization de-
ends initially on the quality of its nomi-
nation process. The most famous scien-
tists in the world may not necessarily
make the best officers. The Nominating
Committee must inform the nominees
of the full extent of their duties if elected
and determine whether they will pledge
to spend the time that is necessary to
perform these duties in a timely and
efficient manner. It is preferable to select
nominees with track records of proven
accomplishments within AIBS. There-
fore, it is essential that younger scien-
tists be constantly introduced to the gov-
ernance of AIBS through election as
members-at-large to the Council, and as
appointees to committees. The people
who do well in these positions are the
prime candidates for nominations to the
Board of Directors and, ultimately, as
officers.

AIBS does not need people who ac-
cept appointments or win elections and
attend meetings without ever reading the
agendas or doing their homework be-
tween meetings. AIBS is too important
to harbor that kind of person. There have
been far too many people of this kind
involved in the governing of AIBS over
many years of observation. Peer pres-
sure should get these people to resign.
If they will not resign after friendly sugges-
tions in private, then more open pressure
should be brought to bear. The interna-
tional fame of a person should not be a
deterrent to applying peer pressure for
the benefit of AIBS and its important
programs. Only with an effective peer
pressure system can AIBS accomplish
its goals of serving its members and
biology in general in an effective manner
year after year, without the repeated
laws that have plagued AIBS over the
years.

Although this year started rather omi-
nously, it has ended very optimistically
and with a high degree of productivity.
The Standing Committees have provided
excellent advice to the Executive Com-
mittee for the coming year, the financial
position of AIBS is no longer in the red,
but we do need more members, and the
projected improvements at headquarters
should soon be visible to all members.

What is most exciting, however, is
that we have developed a long-range
plan to change the future course of AIBS
(see p. 0000). This is being published in
BioScience so that everyone can see our
plans and can check to see that we are on
target. In addition, the AIBS Constitu-
tion and Bylaws have been completely
rewritten to more adequately balance
the responsibilities for governing AIBS
between the individual members and the
member societies of AIBS. This new
constitution was approved by the Board
of Governors on 18 November 1983.

We are working for a greater involve-
ment of the membership in the govern-
ance and functions of AIBS. AIBS can-
not be ignored by its members if it is to be
effective. I encourage you to get in-
volved with AIBS and work hard. AIBS
can do even more for biology in the future,
with everyone doing his and her
share.

Thank you for giving me the opportu-
nity to serve AIBS.

—Kendric C. Smith
AIBS President (1982–1983)