telluride NEWSLETTER

SPECIAL NEW FUNDS ISSUE NOVEMBER, 1961

Is New Funds Old Hat? Drive Head Queries

By DONALD J. REIS

Over the past 12 years, Telluride Association and Deep Springs have been embarked on a continuing fund raising program, the New Funds Drives.

These drives, directed almost exclusively at the alumni and friends of TA and DS, have requested annual cash gifts to be used mostly as operating income. Like many of our universities, our annual gifts have served as income from a functional but highly dispersed endowment. As in the universities, fund raising has become an ongoing standard operation.

However, it has never been determined if we are as successful in raising funds as the American university community. Our own standards of success or failure have been empirically derived only from past experience, and success or failure is measured against a good year.

Comparisons Made

A few features of giving patterns of the TA-DS group suggest that our fund-raising operation even in a vintage year falls far short of success. For example: the American Alumni Council estimated that in 1959 22.5 percent of solicited alumni donated to their alma mater, and this figure has been increasing each year. The average amount given has been $100.

The TA-DS funds drives over the past five years have received gifts from 26.6 percent of the 1959 TA-DS Directory roster. But only 3.9 percent have given each year, and only 7.8 percent have given for each of the past two years and as such may optimistically be considered potential habitual givers. Fur-

(Continued on Page 2)

Dr Reis, a research associate with the National Institute of Mental Health, is Vice President of Telluride Association in charge of New Funds.

Future of Deep Springs Is Discussed by Trustee Aird

By ROBERT B. AIRD

The Board of Trustees of Deep Springs, and all who believe the experiment in education at Deep Springs possesses unique potentialities, have been concerned about the increasing difficulties encountered by the institution, particularly since the Second World War.

The difficulties of Deep Springs stem from several factors, chief among which are the changes in our social and economic society over the past 40 years — changes which now make it obvious Deep Springs can no longer function effectively in the framework of 30-40 years ago.

The problem faced by the Board of Trustees, therefore, concerns changes in the organizational pattern of Deep Springs, which will adjust it to the changes of our times, but in a manner which will still assure achievement of the primary goals of Deep Springs.

This is a major undertaking, and since the problem in large part involves educational matters, the Board of Trustees has established an educational advisory committee (Faculty Advisory Committee).

Eminent Men

This committee, chaired by myself for liaison purposes since I am both an educator and trustee, is composed of eminent men in education who are interested in Deep Springs. It includes Robert Gordon Sproul, president emeritus of the University of California; Lawrence Kimpton, recent chancellor of the University of Chicago; Prof. Konrad Krauskof of Stanford University, and Prof. Robley Williams of the University of California.

Changes Proposed

Several changes suggested by the educational advisory committee have been adopted, and other measures are now under consideration. The changes adopted and those to be considered may be listed as follows:

- The faculty, curriculum and organizational pattern of Deep Springs from an educational standpoint are in the process of adjustment, with the object of insuring the Deep Springs student full exposure to the cultural heritage of our civilization at an essentially tutorial level.
- Standards of student selection have been raised by taking advantage of methods and help kindly proferred by Telluride Association. The broad basis of contacts of the other qualities required of Deep Springs and Telluride Association men constitutes a great advance over the previous, more haphazard methods of selection, and gives promise of providing the life blood that may well produce a renaissance in the Nunn institutions.
- It is anticipated that faculty and curriculum changes, in addition to selection of students of the highest caliber, will effectively overcome difficulties Deep Spring students have encountered in recent years in transferring to other educational institutions.
- Exploration of a closer working liaison between Deep Springs and Telluride Association has been urged by the educational advisory committee. This has been implemented recently by appointment of a Joint Committee composed of two members from each institution. Dr. Tucker, president of Telluride Association, has submitted an agenda for the Joint Committee's consideration, which includes several possible areas of cooperative effort that should be investigated. The common underlying purpose of the two Nunn institutions, and now the similar method of student selection, affords a basis for hope in the negotiations, which began in early October. The future vigor

(Continued on Page 6)

Dr. Aird, professor of neurology at the University of California, is a Trustee and acting director of Deep Springs.

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Old Hat . . . ?

(Continued from Page 1)

ther, the average donation has been only $57.

While such a comparison leaves much room for amplification, the similarities between our alumni list and the average American list are far greater than the differences. These figures strongly suggest that, as a group, we are sporadic and spare in our giving to the Nunn enterprises.

Reasons Cited

There are undoubtedly many reasons which may explain the poor showing. One is the problem of multiple allegiances which so many of us face in postgraduate training. Yet it would seem reasonable to expect that the organizations which have had so strong an influence on so many should be able to compete with a university for funds from its alumni.

There are hints that the success of fund raising among our alumni is related to general alumni interest, at least on an area basis. For example, in 1959, 34 alumni were solicited in both Washington, D. C. and Los Angeles. Washington, with a very strong alumni group responded with 68 percent of the solicited donating about $100 each. Los Angeles, on the other hand, had only a 33% response, with an average donation of $57.

Can our New Funds program raise itself to a reasonable level in comparison with the universities? Not without some alteration in its operation.

I believe New Funds is merely one aspect of alumni activity. Its success dedepends on how imaginatively the Association and Deep Springs can reach out to the geographically and chronologically dispersed alumni, and rekindle their interest in the ideals and programs to which they at one time were devoted. It is the heady goal of this year's New Funds committee to begin this process now.

Editorial contributions to the Newsletter should be addressed to Don O. Noel, Jr., c/o The Hartford Times, 10 Prospect St., Hartford, Conn.

Financial Problems, Policies Of Deep Springs Seen by Noon

By FRANK C. NOON

Years ago, before scholarship-granting foundations were commonplace, parents and students alike were often puzzled by Mr. Nunn's refusal to accept reimbursement from students of any part of the costs of operating Deep Springs. In an effort to answer the question he wrote:

> "You ask me why Deep Springs makes no charge for its students. The fact is it does charge the full measure and is relentless in its demand for the payment of the last farthing — not, however, by the return in money of the sum expended on the student, but by the fullfillment of the purpose of which the expenditure was made. Such fulfillment pays all obligations to it, to mankind, and to the moral government and gives the individual a balanced account at the end. Failure in such accomplishment leaves the heavy debt unpaid."

Those who have succeeded Mr. Nunn in the management of Deep Springs recognize a dual responsibility. They are Trustees of the physical assests. Even more importantly, they are trustees of his ideal, and even of his dreams as to the future of Deep Springs. Mr. Nunn often said that if the Trustee could demonstrate the value of the Deep Springs method, other and more wealthy organizations would adopt it. Then Deep Spring's work would be done. The donors recognized that changing times might make invasion of the principal of the Trust a practical necessity.

Rising Costs

To maintain Deep Springs is vastly more expensive than in Mr. Nunn's day. Let me give you just one example. The electrical wiring was originally done by students under the direction of not-too-skilled supervisors. Nowadays, all such work must be done in accordance with code, and often by licensed workmen. Besides, attitudes have changed. The frugal pioneer life at Deep Springs now has little appeal. Instead of one trip to Big Pine for mail and supplies every two weeks, we have almost daily trips.

When Mr. Nunn directed Deep Springs, universities were not greatly concerned as to the advanced degrees held by teachers. They required that the student be able to do good scholastic work. Now, because of size, the universities have lost the personal touch and so must depend, to a large extent, upon standardized methods of selection.

To find men who are interested in teaching at Deep Springs, who have the required character and at the same time are qualified by conventional academic standards, is increasingly difficult and expensive. In this field too, there have been changes in attitudes among alumni.

Years have passed since a former Deep Springs student has volunteered to give a year to teaching at Deep Springs. As a result of these and other changes of attitude within and without, Deep Springs has been forced to compete with universities, and in the case of scientists, with industry as well, for the services of the men it requires.

L.L.'s Requirements

The Trustees are in agreement that standards must be maintained. They are, as always, striving for good management and the efficient use of money, but cannot eliminate some of the factors which make Deep Springs expensive to operate. As Mr. Nunn put it:

> "To your inquiry, 'What does Deep Springs require and what does it give?' It requires high grade material upon which high grade labor can be profitably expended. It gives the high grade labor."

What can be done? We can use the principal of the Trust as long as it lasts. Or, those who lives have been deeply influenced by Deep Springs can pass that experience on to others by financial assistance to the institution. Many alumni could help substantially, and a few could provide endowment gifts at slight cost because of income tax deductions. A study of methods that may be used in making gifts has been made available to me and I can supply copies.

Perhaps all that can be said on this subject is summed up by Alumnus James R. Withrow, Jr. After a discussion of the criticisms leveled at Deep Springs by its graduates and friends he said:

> "However, after one has left Deep Springs for some ten or fifteen years, he looks back on his sojourn there as the most significant educational experience of his life, and he discovers that the other students who were at Deep Springs when he was there have turned out to be thoughtful men who are contributing to the world and its business."

Mr. Noon is chairman of the Deep Springs Board of Trustees.

Deep Springs and The Wave of Science Viewed by Scientist-Alumnus Williams

By ROBLEY L. WILLIAMS

Education at all levels is currently undergoing distinctive change, either actual or contemplated, as a consequence of the rapid development of science and technology.

To be sure, the aims of scientific inquiry have remained relatively stable since the days of Roger Bacon and Galileo, but the conversion (as well as perversion) of scientific discoveries to technological use has accelerated so greatly in recent years as to be almost unbelievable, if not downright frightening. Out of this rapidly changing technological atmosphere have arisen both a public outcry for an increased number of scientists and/or technologists, and a lively confusion in the minds of most people as to the primary distinction between science and technology.

We are currently witnessing a form of educational hysteria in the training of young people for science; a situation not unrelated to the fact that, on almost any clear evening, one can see in the sky an artificial satellite or hear on the radio a report of the launching of a rocket.

Theory and Practice

Educational theory and practice are incessantly subject both to pressures of the innocently uninformed and to designs of the not-so-uninformed. It is now fashionable to assume that any boy can be led into the scientific life by administration of carefully-graded doses of mathematics and science while still young, and that, *ipso facto*, the person so nurtured will turn into a productive, successful scientist, capable of making contributions to the civilized life all the way from observing pi-mesons to constructing space hardware.

While a point can be made for early introduction of mathematics, it is not at all clear to me that anyone derives any benefit from attempts to stuff science into those too young to appreciate its subtleties. Science is a highly sophisticated game, with Nature the adversary, and for most people its successful study and pursuit require a considerable backlog of everyday, commonplace experience.

Such preliminaries bring me to the position of Deep Springs in the educational pattern of our times; more specifically, to whether Deep Springs is an outmoded educational form for those students who are thinking of science as a career.

If such is the case, it would be pertinent to suggest that its curriculum be modified, or its recruiting program restricted to non-science candidates. If it is really true that science should be a major concern of all educationl institutions, and if it is true that Deep Springs now does poorly in science to the detriment of its drawing power, then it should either do a proper educational job, or leave the whole business to schools that are better equipped, such as the great universities.

Limited Offerings

As one who has taught some science at Deep Springs, I can testify to the limited extent of its courses and laboratory equipment. Elementary work in experimental science, particularly chemistry and physics, is regularly offered, but there is rarely a course in any biological science. Mathematics, however, is usually given at almost any level, and only an exceptional student will be frustrated in his wish to go to advanced work.

The reasons for the limited curriculum in science are easy to find: experimental science cannot be taught without expensive laboratory equipment; it is difficult to find faculty members who are satisfied to pursue their scientific careers amidst the sagebrush. But I do not envisage any change in the relative weight attached to science at Deep Springs, nor, for reasons to follow, would I advise any. Deep Springs cannot offer an extensive curriculum in all fields; better that it concentrates its offerings in the areas of literature, language, humanities, and social science where it can do well with its limited capital.

For many years I have watched science students come, and have helped them go. I have seen them at all ages, from freshmen to postdoctorals. In forecasting the success of their careers, I have come to rely less on the degree to which they have been exposed to formal education in science, and more on the extent to which their personalities and character have been developed.

A productive scientific career in the present day makes demands not encountered by our predecessors of, say, a century ago. Scientists then were relatively isolated, talked mostly only with each other, and were frequently supported by private patronage. But now the scientist, whether he likes it or not, is part of a closely-knit society in which communication is rapid and widespread, scientific discoveries quickly become matters of public and political concern, and extensive public support is commonplace.

Public Enterprise

For the most part, decisions regarding the parcelling of public funds to scientific ventures are in the hands of the scientists themselves, acting as public servants. Science (not to mention technology) has become a large, public enterprise and, for better or for worse, the day of the privately-supported genius is disappearing. A few social dinosaurs remain, but in the future a scientist will increasingly be required to act like any other citizen, although his trade is discovery and application rather than, say, stock brokerage.

The import of the preceding remarks is that education should continue primarily to develop the man, and secondarily to enhance his skills and channel his intuitions. Suppose a student does come to Deep Springs with an interest in science and finds, to his dismay, that he cannot formally proceed beyond the elementary course. He will indeed be temporarily handicapped when he transfers to a university.

But his feeling of frustration is to be gauged against the fact that he has had a unique experience in the development of himself and his ideas. He has grasped an awareness of the growing social problems of the world, strengthened his own sureness, and gained an appreciation of his chosen discipline in the perspective of history and current affairs.

He can later make up the time apparently lost in his scientific education. Or, better, he can relax in the realization that his years as a scientist, in a society dominated by his kind, will outnumber forty-fold his "wasted" year. Let us not urge Deep Springs to augment today's fervor by joining the parade of accelerated education in science; let us realize that it will be operating long after the present hysteria has receded. Let us share the conviction of L. L. Nunn that education is a process not confined to the classroom, and not constantly to be retailored to suit the public clamor of the times.

Dr. Williams, professor of biophysics at the University of California and former president of the American Association for the Advancement of Science, is a member of the Deep Springs Faculty Advisory Committee.

Telluride Association Summer Programs Reviewed After Eight Years' Operation

By MICHAEL COHEN

This special issue, the first of its kind, is presented in connection with the 1961-62 New Funds Drive, which gets under way this month.

The issue is designed to present a broad picture of Telluride Association and Deep Springs: their current programs, their plans for the future, and the kinds of support needed from the alumni body.

The articles, each written by an authority on some current phase of TA-DS activity, are intended to supplement the day-to-day reporting of these activities carried by the Newsletter regularly, and to present a view from a long-range perspective.

—Ed.

Those on the scene a little while ago, when Convention decided to conduct an experimental summer program for high school students, will be startled to learn that the Telluride Association Summer Program has now been in existence eight years.

Since TASP will probably be a lasting feature of the Telluride scenery, a brief description is in order, primarily for the benefit of anyone who has somehow managed to escape entanglement in the processing of TASP candidates. A few opinions are also included, and can be readily separated from the hard facts.

The idea of the program was, and still is, to assemble a small group of bright high school students and expose them to an intensive college-level seminar program, stressing reading and independent research. In setting up the program, the 1953 Convention had several purposes in mind:

- To broaden the educational program of the Association, which had been sharply cut back with termination of Pasadena Branch.
- To utilize Telluride House more efficiently, in the interest of good trusteeship.
- To contribute something toward solution of an educational problem, namely, what to do with the superior high school student who is working at a level well below his capacity.
- To strengthen the recruitment activities of the Association, at a time when the profusion of lucrative scholarships had deprived Telluride preferment of much of its financial lustre.

After a little experimentation, the program was restricted to boys who had just completed their junior year of high school. Seniors, having already formulated their college plans, would not be possible Cornell Branch or Deep Springs candidates. Furthermore, confirmation of the fact that bright students who had graduated from high school could do college work would not constitute a great educational advance.

Early Success

The question whether bright high school juniors can work at a college level was answered in the affirmative early in the program. Since that time the program has not been, in any real sense, experimental. (If TA were interested in further pioneering in the educational area it might, for example, try to find out whether not-so-bright high school juniors can do college work.) However, if student and faculty testimony are at all reliable, TASP has been extremely successful in providing a stimulating experience, and in many cases a real intellectual awakening, to participating students.

Each program has centered on a theme, e.g. "The Bill of Rights", "Science and Human Values", "Conflicting Ideals of Communism and Democracy". The academic work consists of lectures by the faculty (two faculty members are employed by the Association on a full-time basis for six or seven weeks), seminars with student participation, and preparation of a "term paper" by each student. The recreational program includes athletic activities and trips. Attempts to incorporate a program of physical work into TASP have not been very successful.

Two Since 1958

TASP was conducted at Cornell Branch in 1954, 1955, and 1956, and at Deep Springs in 1957. Since 1958 there have been two summer programs. The second program was held at Deep Springs in 1958, 1959, and 1960, and at Stanford in 1961. In 1962 there will be three summer programs: one at Cornell Branch; one elsewhere on Cornell campus, faculty to be supplied by the University and students to be supplied by TA; and a third program at Stanford.

Much more rapid than the expansion in the number of programs has been the expansion in the number of applicants. Since students in each program have been fixed at 16, the applications-to-admissions ratio has reached ridiculous proportions. In 1957, about 300 candidates submitted papers. The strain of reading these papers and conducting interviews was great enought to impel the Association to conduct a preliminary screening in subsequent years by means of the PSAT (Preliminary Scholastic Aptitude Test, administered by the College Entrance Examination Board.

Only students whose PSAT grade exceeded a certain cut-off (somewhere in the top 1 percent nationally) would be permitted to submit papers. Equipped with this mechanism for relatively painless elimination of most of the candidates, the Association gave wide publicity to TASP. In 1961, 65,000 students submitted their PSAT scores to the Association and indicated their desire to apply for TASP. Despite the use of a very high cut-off score, about eight hundred papers were processed. So once again we are inundated by paper, but the general quality is much higher than in 1957.

Recruiting

As a recruiting device for Cornell Branch, TASP has been fairly successful. Although a large majority of TASP participants have definite plans to go elsewhere than Cornell, a few have entered Cornell Branch every year. Roughly half the present Cornell Branch men are TASP alumni. Deep Springs, largely because of its unorthodox nature, has not attracted many TASP students; it is probably accurate to say most of these students are determined to move in a straight line toward definite professional objectives, via graduate school, with no unnecessary delays.

Within the context of a primarily intellectual purpose, i.e., to stimulate gifted students through association with each other and with a lively faculty, TASP has been notably successful. Effective promotion of the Nunnian ideals in six weeks is too much to expect. The Association should be happy if it merely arouses the curiosity, rather than devotion, of TASP participants.

Dr. Cohen, associate professor of physics at the University of Pennsylvania, is a former chairman of the TASP Board of Directors.

TA President Describes Challenges Which Face Nunn Institutions, and New Cooperative Effort

By ERNEST S. TUCKER, 3D

The challenge facing Telluride Association and Deep Springs is still to produce responsible leaders in society.

These organizations have been meeting this challenge since they came into existence. They have been able to do this because of the extraordinary vision of one man — L. L. Nunn.

At all times, society has been in need of responsible leaders. There has never been a sufficient number. Responsible leaders form the core of society, and it is only through their intelligent guidance that progress and understanding come.

The role of Deep Springs and Telluride Association in producing intelligent, responsible leaders has been one of mutual sharing of training at two basic levels of advancement. Deep Springs has held firmly to the course Mr. Nunn charted in its early days. It has provided fundamental experience in self-government, practical work responsibility and educational perspective for many young men entering the scene of independent action in society.

Secondary Branch

Telluride Association, on the other hand, has sought to continue this development through its operation of a secondary branch at Cornell University, and other activities. A great number have had the experience of primary branch training at Deep Springs and secondary branch advancement at Telluride House.

In the majority, they have all become leaders. Only a few have been advertised as leaders, or received monuments or prizes; nonetheless all have become leaders in the sense of assuming responsibilities for guidance and direction among many groups within our society.

Neither Alone

Neither Deep Springs nor Telluride Association alone can accomplish total effectiveness in leadership training. Each institution offers its own peculiar experience. Both experiences complement each other in developing leaders.

Certainly, the effort to develop leaders is not unique to Nunn institutions. Other organizations and educational groups aim in this direction. There are only few, however, who consider this as their outstanding major purpose. In a relative sense, then, Nunn institutions can be considered unique.

The demand for leaders in society does not change in quality, but more in quantity. As civilization advances, more leaders capable of exercising basic responsibilities are needed. At the present rate of growth, the Nunn organizations cannot hope to develop more than a few of the large number society today requires. They do possess the potential to grow significantly, but at the same time, the potential to regress.

There are necessities for thoughtful growth of both Deep Springs and Telluride Association. These have to do with adaptation, to accommodate the multitude of changes occurring within society today. The idea of change or improvement carries with it the need for experiment in order that intelligent adaptation can occur.

Experimentation

Longstanding basic programs of either institution cannot be readily discarded for an untried, unproven program. It is only through experiments in education that both institutions can make those changes. If adaptation of either institution does not accord with the needs of society, then realization of the purpose fails and there begins a pattern of passive regression.

As spokesman for the Association, I can say that we as a group are sensitized to the necessity for change and improvement in our activities of leadership training. At the present time, our main activities center around Telluride House on the Cornell campus, as they have for many years. Basically, the programs and activities in the House are not substantially different from those of years past.

In the process of adaptation, the Association has and is presently developing some experiments in education. The most outstanding in recent years has been a Summer Program for high school juniors. Another, more recently undertaken, is an experiment in granting a small group of women the privileges of preferment at Cornell Branch.

Regular Functions

In addition to these peripheral activities, the major longstanding functions of Association work in leadership are carried on. Through the Board of Custodians and the Permanent Finance Committee, there is a continuing program for growth and development of our trust resources. Publication of the News Letter has provided a recurrent stimulus for interest and controversy among members and alumni of both organizations. Chancellor Emeritus E. M. Johnson is presently at work writing a history of the Association.

In some of the larger cities over the country, there are dinner groups which bring together older and recent alumni to share mutual interests. The program of exchange scholars with Oxford University provides the Association with experience and exposure to thought and action from other areas. The yearly program of inviting important people in society to stay at Cornell Branch has been an enriching experience.

DS-TA Cooperation

In terms of solidifying the basic programs of primary and secondary branch activity envisioned by Mr. Nunn, the Association and Deep Springs elected this year to undertake a study of certain proposals for more direct cooperation between the two institutions.

Work in this area has just recently been begun, but prospects are quite good that a concrete plan of mutual cooperation will be forthcoming. As I have indicated earlier in this article, both Deep Springs and Telluride Association are mutually dependent on each other in offering their unique types of training in the total task of the Nunn institutions.

It is my hope that the Association will continue to develop in the direction of maximum potential, and that through the means of a mutual program with Deep Springs, an unsurpassed effort can be achieved.

In striving for maximum development of our potential, we must seek help from all those who are concerned and feel strongly about preserving and advancing the goals of the Nunn institutions. We will ask for the help of alumni, friends and present associates. The strength and advancement of the present group will depend greatly on the help and participation which we receive from those who preceded us.

It should be an act of very intelligent and responsible leadership for the alumni and friends of the institutions to seek out the present members of the organizations and ask — "What can I do to help?"

Dr. Tucker, chief resident in pathology at the University of Alabama Medical Center, is serving his first term as President of Telluride Association.

News of Telluride Associates

DR. WARD GOODENOUGH is visiting professor at the Cornell Department of Sociology and Anthropology, on leave for the year from his work at the University of Pennsylvania. Daughter Hester is a freshman in the college of arts and sciences at Cornell.

LINDSEY GRANT, DS '43, TA '47, is home from his State Department assignment to the Orient, and presently engaged on a college recruiting tour for the Foreign Service. During his visit to Cornell he was a welcome visitor to the Branch.

Postwar Growth of Association Traced by Former President

By ROBERT F. GATJE

When the war ended in 1945, Telluride Association had been without a physical home of its own four years.

A number of veteran members were waiting and eager, however, to re-establish the body politic and dust off the old Marine barracks at 217 West. The war years at Deep Springs had built up a backlog of potential members, whose vision of the Association was a curious amalgam of legend and history picked up from Director Si Whitney and Chancellor E. M. Johnson.

After a house-cleaning term in the spring of 1946, these two groups came together in an exhilarating Convention which packed the House with 32 Branchmen, appropriated a $99,000 budget and, most dramatic of all, bought Mike Yarrow's idea of founding the Pacific Oaks Branch of Telluride Association.

In the five years which followed, Cornell Branch prospered, not realizing it was living off its accumulated capital of war-stored personnel; Deep Springs paid gradually but dearly for the loss of its inspiring director, Si Whitney; and the Association learned that, while it would have been impossible to start a Branch without the dynamic energy of someone like Mike Yarrow, it was not possible to give it permanent life without somehow transferring his enthusiasm to the general group.

The Pasadena candle, which was fluttering, blazed brilliantly back to life in 1950 under Jim Olin's energetic New Funds effort only to die a year later.

Around 1952, leadership of the Association passed from the pre-war members to a new generation who knew only the postwar Association. The change was made in an atmosphere of hope and promise, but with growing fear that the momentum provided by the pent-up enthusiasm of wartime inaction was about to peter out and that there was a considerable lack of planning for what was to take its place.

The bottom fell out in 1953, a year that saw Deep Springs rent by internal difficulties which were to take years to patch up and may still not be healed, Cornell Branch drifting through one of the most criticized years it had ever had, and our recruiting machinery grinding to a halt. Yet the same Convention saw the adoption of Eric Pell's brainchild, the Summer program and the growth of a new program of financial responsibility under the dictate of Szasz and Christenson. Both factors proved the foundation on which the present-day Association was able to build itself back to strength.

In some respects, things had to get worse before they got better. The size of Cornell Branch dropped to 20 in 1955, and only three members were elected in 1957. But both lows proved to be turning points, and the slow success of the Summer Programs was meanwhile breathing new life into the group. (Deep Springs prospered briefly under the personal direction of Judge Whitman but his successor was catastrophe complete.)

Although it is too close to judge, I suspect 1960 will prove to be another milestone. Johnny retired and the Association lost some of its strongest ties to its past. Dr. Aird began to direct the new fortunes of Deep Springs. Mrs. MacLeod took over administration of an organization in which the Summer Program alumni were newly risen to power.

Lacking the leisurely tradition-steeping provided by primary branch experience, long prized by an Association that knew no other training-ground, this group has nevertheless proved itself able to accept and consolidate (as it did in 1961) positions of leadership with a brash but alert intelligence which is bound to reshape the Association in years to come.

Mr. Gatje, an architect with Marcel Breuer and Associates of New York, is a former president of Telluride Association.

D. S. Future

(Continued from Page 1)

and economic efficiency of the two institutions may well depend upon their success.

Many alumni have tended to gravitate to the same belief held by Mr. Nunn in his last years, namely that primary branch training constitutes a unique feature of the greatest potential in the various experiments in education initiated by Mr. Nunn.

The work program, the student body government, the traditions and philosophical background of Deep Springs constitute the essential ingredients of primary branch training, and represent a basic cove that will be safeguarded by the Board of Trustees of Deep Springs in the changes that must be effected in the school.

This basis, as provided by Deep Springs, plus the carry-through provided by Telluride Association at more advanced stages of student education and development, affords a unique and attractive educational effort that should command the enthusiastic support of all alumni.

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