

◆ From the President

Barbara Meyers
CBE President

When Thomas Jefferson presented his credentials in Versailles, King Louis XVI said: "So, you are the man who replaces Doctor Franklin?" "No, your Majesty," replied Jefferson, "nobody can replace Doctor Franklin, I am only his successor!"

As I assume the CBE presidency after 40 years of distinguished service by so many remarkable colleagues, I have an inkling of how Jefferson must have felt.

If in the next year I can achieve a modicum of the success that each past CBE president reached, I will consider myself fortunate. But the membership of CBE deserves much more. That is why an initiative that I have already put into place is for a vigorous succession development. Many members have served CBE over the years; many more have the desire and talents to do so.

As vice president, I took a hard look at CBE's activities with respect to creating a leadership ladder and found them somewhat lacking. Having served on our Nominating Committee twice since 1982, I personally experienced the circumstance where the list of members who had the opportunity to serve in governance was a short one. This year, I am beginning efforts to make succession development a more conscious activity within CBE. The committee chairs who are leaving their places are prime candidates to lead CBE in the future. Their experience, talents, and dedication have been proved. I hope that you will see many of their names on nomination slates in the next few years.

Regarding new committee chairs, my approach to succession development was influenced by Winston Churchill's reorganization of the British naval staff. In a 1912 memo, he stated: "I must have the principal [people] in their places. You cannot build a Staff as you build a house, from the bottom upwards, and then when it is all finished put the Chief of Staff on top of it like a chimney. One has to go the other way round and organize a good group of [people] at the top and let them work out the details in accor-

dance with principles which have been clearly prescribed."

Our new chairs have worked on their committees diligently and intelligently, demonstrating their own leadership abilities. With the outgoing chairs' help, I have recognized those members by placing them one rung higher on the CBE leadership ladder. They have all assured me that they will look to bring many other members into governance to provide CBE with fresh talent to lead it into the future. Please join me in welcoming and supporting the 1997-1998 CBE committee chairs (see sidebar).

I also welcome and appreciate the support of my successor, our incoming vice president, Pat Huston, and look forward to our terms of service as joint owners of CBE's management process.

In addition to succession development, I intend to focus on CBE's financial management. In the last few years, several members have spoken out at the business meeting about that very subject. For example, a topic at our 1997 annual business meeting was CBE's investment policy, which is under review by the Finance Committee. Members' comments from the floor will be kept in mind as we forge a new approach to responsible management of the revenues generated by our investment funds, and I assure you that the entire governing body hears them. This new CBE administrative year will focus on creating a fiscally conducive environment for you, the members, to produce exciting educational programs, publications, and member services.

I view the job of CBE governance as that of publisher and the job of the members as that of the editor. You are responsible for the intellectual vigor of our organization through the focusing of your consummate talents on the strength of CBE—editorial focus and vision. Governance should attend to business to ensure that you have the appropriate financial resources and supportive environment to realize your vision. Speaking of our environment, I will work closely with the Sherwood Group to support its contribution to creating high-quality

1997-1998 Committee Chairs

Administrative	Susan Eastwood*
Author's Editors	Karen Klein*
Awards and Honors	Drummond Ren- nie*
<i>CBE Views</i>	Martha Tacker
Editorial Board	
Editorial Policy	Roy Pitkin
Education	Faith McLellan*
Finance	Michael Held*
Information	Lee Miller
Management	
Membership	Diane Sullenberger*
Sponsorship	Don Petty*
Subcommittee	
Nominating	Susan Eastwood*
Program	Diane Scott-Licht
Publications	Leesa Bruce*
Style Manual	Peggy Robinson
Subcommittee	
Archivist	Grace Gurtowski

* Indicates a new appointment.

experiences for the CBE membership.

I would like to give public acknowledgment to a member of long standing, Marcia Angell, who was featured in the April 21 issue of *Time* magazine as one of the most influential people in America in 1997. Such is the caliber of CBE members.

Finally, I'd like to welcome every CBE member to get in touch with all the members of the governing body and the Sherwood Group throughout the next year. To paraphrase Marilyn vos Savant, "if someone points out a mistake, then we are the better for fixing it and if someone praises a good action, then we strive all the harder to do so again. It's a win-win situation."

Here's to a win-win situation CBE . . . carrying on a 40-year tradition maintained by my predecessors, to whom I pledge my energies to continue their legacy. ♻