

When We Don't Know How to Get Where We're Going . . . Perhaps It's Time We Find a Map

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Reviewing American Forensics in Perspective: Papers of Second National Conference on Forensics, Roger Aden notes

...discussion of already agreed upon general philosophies tend to obscure the need for treatment of smaller, more pressing issues....the feeling that forensics is in good shape philosophically dilutes the the obligation members of the community feel to address specific concerns that do receive illumination....the forensic community is so convinced of the value of forensics (as it should be) that it often neglects to examine seriously or, after examining to act upon the real (the philosophy in practice)....Perhaps one of the problems in the idealism/realism dichotomy is that forensic organizations are reluctant to legislate or encourage change.¹

Gerald M. Phillips indicates "...organization is the opposite of confusion ... An organization is, at its roots, a cooperative attempt to overcome confusion, chaos, anarchy and personal feelings of boredom, meaningless, and ineffectuality."² Jerry Anderson concludes "An organization is justified by its ability to provide for its constituency means of accomplishing goals which individuals cannot as effectively accomplish alone."³ The numerous forensic community organizations can be viewed on either the micro or macro levels. There are organizations on the high school,

¹ Roger Aden, "Review of American Forensics in Perspective: Papers of the Second National Conference on Forensics," *National Forensic Journal* (Fall 1987), 106-107.

²Gerald Phillips, *Communicating in Organizations* (NY: Macmillan, 1983), 16.

³Jerry Anderson, "Comment and Report from the President: New Circumstances Demand Renewed Commitments and New Responses," *Journal of the American Forensic Association*, IX (Fall 1972), 330.

community college and university levels. There are organizations that address specific areas of competition including policy debate, nonpolicy debate and individual events. There are honorary organizations. There are professional organizations and coordinating organizations. A hierarchy can be defined as "persons or things arranged in a graded series"⁴, "a position in a scale of rank, quality or order."⁵ Currently most of the forensic associations are autonomous organizations which do not exist in a hierarchical fashion. Nor is it the position of this paper that a hierarchy of these groups should be established.

This paper will outline four issues that are indicative of the concerns of the forensic community. The lack of focus and the nonexistence of a clear line of responsibility between the American Forensic Association, the Speech Communication Association-Forensic Division and the Council of Forensic Organizations serve as impediments in accomplishing these and other goals. Since the restructuring of the forensic organizations offer promise for correcting these difficulties, guidelines for the restructuring process will be advanced. Finally, a possible model will be advocated which could bring about a more effective administrative structure for collegiate forensics.

THE ISSUES

The 1984 National Developmental Conference on Forensics and the First National Individual Events Conference of 1988 itemized over fifty issues that mandated concern on the part of the forensic community. To gain an understanding of the problems the forensic community faces, an issue from four general areas into which these issues fall will be examined. The items that will be examined are the

⁴*The Merriam Webster Dictionary* (NY: Pocket Books, 1974), 334.

⁵*The Merriam Webster Dictionary*, 311.

schism between various factions of the forensic community, the necessity to enhance the image of the discipline, the importance of encouraging research and the coordination of forensic-sponsored Speech Communication Association convention programs.

Factions

Discussion of various factions in the forensic community focuses on two issues. The concern with the division between four year colleges, two year colleges and high schools was voiced as early as 1964 and was mentioned again in 1972, 1974 and 1976.⁶ In the fall of 1974 concern was expressed between programs oriented primarily toward debate and those that focused on individual events. W. Scott Nobles crystallized these issues and established them as a priority for AFA.

AFA must serve, and endeavor to unite, the entire forensic community.... The Association should be equally responsive to the needs of four year colleges, two year colleges, and secondary schools, to programs emphasizing debate and to those emphasizing individual speech contest competition; to larger national tournaments and to those more regionally oriented; to primarily competitive programs and to campus and/or community based audience programs. AFA should not only serve the interests and needs of varied forensic programs, it should also exert leadership in unifying the efforts of these sometimes divided elements of the forensic community.⁷

Although the division between debate and individual events is no longer at the forefront of concern, the collegiate forensic community is still struggling with the necessity of becoming more responsive to community college and high school colleagues. This item assumed priority again last year as the AFA faced a dramatic

⁶Robert Huber, "Reaching Maturity," *Journal of the American Forensic Association*, 1 (Jan. 1964), 27; Anderson, 329; W. Scott Nobles, "Report from the President: Continuing Challenges and Prospects for Progress," *Journal of the American Forensic Association*, XI (Fall 1974), 72; James F. Weaver, "Comments from the President: Quiet Times, Significant Goals and a Call for Involvement," *Journal of the American Forensic Association*, XIII (Fall 1976), 62.

⁷Nobles, 75.

decrease in membership when the Texas Forensic Association no longer required their high school coaches to maintain AFA membership.

Image

In 1974 Nobles also established a priority of enhancing the image of forensics.

Among the general public, within other academic departments, and frequently within our own academic departments, the educational value of forensic courses and programs are neither clearly understood or highly valued. By better definition of goals and values, by the assurance of high professional standards, by constant evaluation of our own programs, and by maintaining improved visibility through old and new public relations methods, we must enhance our professional and educational image.⁸

In 1976, James Weaver commented ". . . it is obvious that we have not yet begun to tap our potential in the area of public relations."⁹ The argument that the forensic community should enhance external public relations normally centers on increasing involvement in televised political debates.¹⁰ While some progress has been made with consultants providing advice in state and national political races, much more work could be done in this area. In fact the argument might be advanced that we have actually lost ground. While the film *Listen to Me* achieved some visibility, the Championship Debates series broadcast by The National Broadcasting Company in 1962 was viewed by an estimated audience of five million. ". . . the first intercollegiate-debate program to be televised nationally . . . the program consisted of a sixteen-week series of debates featuring outstanding college teams in tournament competition The income from this source gave AFA the financial stability to undertake a printed journal."¹¹

⁸Nobles, 75.

⁹Weaver, 63.

¹⁰Huber, "Reaching Maturity," 26.

¹¹Gifford Blyton, "The American Forensic Association: A History," *Journal of the American Forensic Association*, VII (Winter 1970), 15.

Current trends within the academic community provide reasons to be less than optimistic about progress with that public. The rank of forensic positions as well as the current pay scales indicate that the Director of Forensic position on many campuses is viewed as an entry level position. In some regions of the country there is a trend to make the Director of Forensic position a staff rather than a faculty position. This change of status is indicative of a predisposition on the part of the university community to view forensics as an extra-curricular activity rather than a viable scholarly area of study. Finally, the difficulty that many forensic directors have securing tenure is problematic. Thus, although forensic personnel know the advantages of the activity, effectiveness in articulating these values is questionable.

Research

References to the necessity of encouraging scholarly research in forensics move from a general statement of concern in 1972 to much more specific discussion of the issue in later years. In 1972 Jerry Anderson wrote "Thus improved communication, extensive consultation, and continued collection and dissemination of research results on the value of forensics are needed correctives."¹² The 1974 National Developmental Conference on Forensics recommended "A formal recognition of the obligation of forensic educators to contribute to scholarship, whether through public or other methods."¹³ Responding to the charge of the National Developmental Conference on Forensics the AFA established the goal in 1976 to "...broaden the emphasis of AFA from a solely competitive orientation to encompass research and theoretical exploration through increased utilization of the Research Committee."¹⁴

¹²Anderson, 330.

¹³ Nobles, 74.

¹⁴Weaver, 64.

Although research has been a priority of the forensic community for almost two decades, journal editors can attest that often submitted articles are insufficient in number and /or quality to fill the pages of our current journals. Additionally, attempts to provide incentives in the form of grants to encourage research have met with limited success.

Programming

Coordination of forensic programs at the SCA Convention continues to be a problem. The minutes of the 24th Annual American Forensic Association in 1972 reflect that "The Vice-President discussed the problem of coordination between the Vice-Chairman of the Forensic Division and the AFA Vice-President in convention programming."¹⁵ The November 8, 1973 Minutes of the Speech Communication Association Division of Forensics "Approved continued cooperation between program planners of AFA and the Forensic Division of SCA."¹⁶ Today the difficulty is magnified. Instead of two organizations sponsoring forensic programs, there are now five. Two years ago the failure to adequately coordinate programs resulted in one participant presenting the same paper on three different panels, sponsored by three different organizations. While last year attempts to cross-check programs eliminated this difficulty, the suggestion that the chair or vice-chair of the Speech Communication Association Forensic Division coordinate all forensic programs met with resistance because of the work involved. This complaint did not stem, however, from the person who would have had to assume these responsibilities.

Mark Knapp isolated still another difficulty regarding forensic sponsored programs.

¹⁵"Minutes of the 24th Annual American Forensic Association Meeting, Dec. 1972," *Journal of the American Forensic Association*, IX (Winter 1973) 383.

¹⁶"Minutes of the Speech Communication Association, Division of Forensics, Nov. 8, 1973," *Journal of the American Forensic Association*, X (Spring 1974), 261.

But there is another issue which also comes up during discussions among past SCA presidents who have done SCA programs and worked with the various forensic organizations. I don't pretend to speak for them nor to state the issue as they would but it goes something like this: We (SCA) have continued to bring into the association a number of forensic organizations, but No? have not done anything to centralize the programming efforts so we have now reached a point where, with each organization/group having their own set of programs, the total number of programs sponsored by and representing forensics seems disproportionate to the role of forensics in SCA or in the field in general.¹⁷

The problem is not simply that the number of programs is disproportionate. A perusal of last years programs illustrates that sponsors offer programs across the spectrum of forensic activities blurring the distinction between the organizations. Although the programs sponsored by the National Forensic Association and the Cross Examination Debate Association reflected the mission and scope of those groups, programs sponsored by Pi Kappa Delta, Forensic Division and the American Forensic Association reflected the broad based scope of these groups and covered a wide range of topics of both a competitive and noncompetitive nature.

These four issues illustrate that little progress has been made on some important goals of the forensic community. However, many other action items have received little or no attention. A portion of the responsibility for inaction or inability to meet the goals rests with each of us, individually. However, many actions require coordinated effort which can only be achieved through our organizational memberships.

¹⁷Mark Knapp, letter of August 7, 1989.

THE ORGANIZATIONS

The American Forensic Association

For many individuals the American Forensic Association is their primary professional association. Although an invaluable asset to the field of forensics, the AFA has experienced perceptual difficulties. In the Fall of 1972 Jerry Anderson noted

AFA represents to many an organization (sic) predominantly oriented to serve the well endowed programs focusing funds on a small elitist group of students who travel the 'national circuit' with the NDT as the ultimate goal.¹⁸

Four years later James Weaver commented

I would be less than honest if I did not report a certain pessimism about the American Forensic Association. Some are dissatisfied with actions, or lack of action, of the past and see little hope that AFA can achieve any noteworthy accomplishments in the future.¹⁹

Weaver went on to state that one of his goals as President was to establish the National Individual Events Tournament sponsored by the AFA and admits "...we are late with this proposal. But that does not mean we have forever missed the opportunity."²⁰

Conceived of at a meeting of debate coaches in the Fall of 1948,²¹ the AFA has a history of seeking to define its place in the forensic community.

In an attempt to define its role in August 1963, at the AFA meeting in Denver, Colorado, a Special Committee was appointed to Study Professional Standards (sic). The committee distributed and processed questionnaires which provided the raw material for establishing

¹⁸Anderson, 329.

¹⁹Weaver, 62.

²⁰Weaver, 62.

²¹Blyton, 13.

standards in the area of educational background and experience, employment and professional responsibility.²²

In 1972 emphasis shifted and one of the priorities identified for the Association was "Clarification of the status and relationship of AFA and SCA, maximizing the autonomy and interests of AFA while preserving compatible relationships with SCA."²³ On May 19, 1989 Bill Balthrop, concerned with the future role of the AFA, wrote "I will be contacting people next week-about serving on a "super-committee" to discuss some of these issues and try to see how we can shape, rather than react to, the changes taking place and the needs arising within the forensic community."²⁴

Many individuals feel that the American Forensic Association should be the umbrella organization of the forensic community. Balthrop indicated "Most of the questionnaires I received last year from AFA members indicate that the AFA should be that "broad umbrella" organization."²⁵ He continued "It may also be that the AFA cannot, or does not want to, assume this role because of other organizations' objections or because of its own determination about its role."²⁶ The current structure of the AFA precludes it from becoming the parent organization of the forensic community. By sponsoring the National Debate Tournament and the National Individual Events Tournament, the AFA cannot speak for the memberships of the National Forensic Association, the American Debate Association and the Cross Examination Debate Association. Thus, to become the "umbrella organization" the AFA would need to either incorporate organizations that currently maintain different orientations or divest itself of the NDT and the NIET. The feasibility and

²²Professional Standards: the Role of AFA," *Journal of the American Forensic Association*, III (September 1966), 116.

²³Anderson, 333.

²⁴Bill Balthrop, letter of May 19, 1989.

²⁵Balthrop letter.

²⁶Balthrop letter.

desirability of the AFA incorporating currently independent groups is doubtful. For the AFA to become congruent with other forensic organizations, it should consider divesting itself of the NDT/NIET. Tradition is the major justification for the AFA retaining these organizations. Another argument, financial in scope, carries much less weight. If there is a need for the NDT and the NIET as organizations, and there are good arguments to support the continuation of both, they would continue without the financial support of the AFA. A final argument, that the NDT and NIET achieves prestige by being sponsored by a professional association, deserves consideration. However, this argument is minimized when considering other organizations, such as CEDA and NFA, which have achieved prestige without that benefit. Additionally, the NDT and NIET will maintain their credibility because of the calibre of tournaments they offer. This credibility will exist with or without sponsorship by AFA.

Speech Communication Association-Forensic Division

Aside from serving as a liaison between the Speech Communication Association and the forensic community, the role of this group is ambiguous. The documents of the organization, aside from minutes of the early meetings, are not available. Balthrop commented

I used to believe that SCA was the most appropriate place for such leadership to come from (and that view was reflected, I think, by most others) hence, the decision to have the Chair of the SCA Forensic Division serve as Chair of the CFO. I no longer share that view -- partly as a result of better knowledge about how SCA works, partly as the result that I now believe that organization to be less important in the broad scheme of things. It still must exist, I think, but I don't see it as having leadership potential.²⁷

²⁷Balthrop letter.

A committee of this organization is exploring the role that it might play in the forensic community. Thus, the SCA Forensic Division is a second organization that is struggling to determine the role it should serve.

Council of Forensic Organizations

In 1987 Aden commented that "While the establishment of an umbrella Council of Forensic Organizations serves mostly a symbolic function, it is a necessary symbolic function in a field composed of so many different organizations and philosophies."²⁸

Created in 1984, the Council of Forensic Organizations consists of two representatives from each of the national competitively oriented forensic organizations on the high school, community college and university levels. Representation on the Council is not without inequity, however. According to the governance documents the American Forensic Association is entitled to two representatives on the Council. Even if these representatives are distributed with one from the NDT community and one from the NIET community, the representation of these two groups would not equal the representation of the other competitive organizations.

Designed as a forum for discussing the common problems of competitive forensic associations, the Council is assuming an increasingly important role in the forensic community. Last year the Council finalized the national tournament calendar and created the joint membership directory. A committee of that organization is currently considering membership equity, officer rotation and whether the Council should remain primarily an advisory group or assume a more active stance.

²⁸Aden, 105.

Currently the AFA, SCA-Forensic Division and the CFO are each reassessing the role that they will assume in the forensic macrostructure. Each has the opportunity to assume a major position. However, as currently structured, none are reaching their full potential. Balthrop commented

I believe that some overarching organization needs to exist .. but I am very skeptical about ... any group being able to serve the important functions that I believe are needed without some rather fundamental restructuring taking place. I also believe that whatever restructuring that takes place will need the unqualified support of the forensic organizations. Given our past record, I am somewhat doubtful of that, although I must admit to somewhat less pessimism than years past.²⁹

Perhaps Balthrop's pessimism stems from previous restructuring efforts. In 1965, recognizing the need for the AFA to be more responsive to high school coaches, a committee advocated internal restructuring of the AFA.³⁰ This group advocated a President, a Convention Program Planner, a Vice President for High School Affairs, A Vice President for College Affairs, a Secretary and a Treasurer. Committees were divided by the area to which they applied and included five general committees, five under the high school division and three under the college division.³¹

Inter-organizational restructuring was considered in 1972-1973. Boaz reported that the AFA and the SCA Forensic Division joint Committee to Explore the Possibility of Merger considered five options:

1. No merger; AFA not affiliate with SCA; AFA meet separately.
2. No merger; but AFA seek affiliate status with SCA.
3. Merge, but with understanding that AFA remain almost exclusively as is.

²⁹Balthrop letter.

³⁰Robert Huber, "Shall the American Forensic Association Be Restructured?" *Journal of the American Forensic Association*, II (September 1965), 92.

³¹Huber, "Shall the American Forensic Association Be Restructured?" 93.

4. Merge, but with minimal changes in AFA structure to achieve consistency with SCA Constitution.
5. Merge and seek major changes in AFA structure.³²

While working on the Constitutional Committee the year before Boaz had worked from the assumption that the merger would take place. However,

Council members expressed concern over the issue of the AFA autonomy, its officer composition, the publication of JAFSA and other sponsored publications, and the charging of dues, indicating that if AFA could not continue in these areas that merger would be undesirable.³³

When the committee report was presented, two recommendations were approved.

- 1) That AFA seek affiliate status with the Speech Communication Association.
- 2) That both AFA and the Forensic Division of SCA work to strengthen one another and support one another in developing programs and projects which will serve the forensic community.³⁴

THE GUIDELINES

The criteria that follow are based on the optimistic assumption that when goals are not being accomplished and when organizations are not functioning efficiently, rational individuals will seek a means to correct the problem. The guidelines for restructuring consists of an overview and two recommendations for maximizing the efficiency of organizational structuring.

Any reevaluation or restructuring cannot be successful unless the process is undertaken objectively. Cyert and March remind us "...that organizations are political in the sense that they have systems for allocating and using power and

³²Minutes of the 24th Annual American Forensic Association Meeting," 384.

³³"Minutes of AFA Meetings," *Journal of the American Forensic Association*, VIII (Winter 1972), 143.

³⁴"Minutes of the 24th Annual American Forensic Association Meeting," 384.

resources as well as ways of maintaining and protecting these systems. Political battles over resources and power often emerge when different groups or coalitions ... pursue conflicting objectives within the same organization."³⁵ Daniels and Spiker add "While the various groups that comprise an organization are bound together by some kind of common purpose, their specific interests are often in conflict."³⁶ A reexamination of forensic organizations will not yield any useful findings if engaged in from a territorial perspective in which decision makers are primarily concerned with preservation of the status quo. In reviewing the first National Developmental Conference of Forensics, Nobles indicates we must demonstrate willingness "...to accept criticisms of present forensic practices and to adopt motions to improve them"³⁷ as well as "...to endorse specific and controversial recommendations about forensic forms and practices."³⁸ These same attitudes must pervade any discussion of professional organizations. Assessing the effectiveness and efficiency of current organizations and the relationships between them will be unsuccessful unless undertaken constructively.

Two guidelines can insure that any reorganization attempt is conducted in a systematic and comprehensive manner. First, an organization should consider itself as a microstructure within a macrostructure. Wilson, Goodall and Waagen indicate "... no organizational environment exists in a vacuum. Organizations, and the persons within them, must learn to be responsive to the needs and expectations of the larger communities in which they reside and to the societies that sponsor

³⁵R.M. Cyert and J.C. March, *A Behavioral Theory of the Firm* (Englewood Cliffs, N.J.: Prentice-Hall, 1963) in *Perspectives on Organizational Communication*, Tom Daniels and Barry Spiker (Dubuque, IA: Wm. C. Brown Publishers, 1987), 76.

³⁶Daniels and Spiker, 76.

³⁷Nobles, 75.

³⁸Nobles, 75.

them."³⁹ Thus, the organization should consider what position it seeks in the macrostructure. Positioning is "...the identity an organization wants perceived by its relevant publics..."⁴⁰ The initial question that must be asked is "What is it about ourselves or our products and services that we want people to perceive?"⁴¹ Goldhaber contends that positioning of both products and organizations could be the most important element in successful marketing today. "The ultimate goal of positioning is to create an image that will place the organization at its proper position within the market it serves."⁴² To correctly position itself within the macrostructure the organization must consider and stress its unique characteristics and positive aspects.⁴³

After considering the positioning of the organization within the macrostructure, the organization should determine its goals. Goodall defines a goal as "...what you want to have happen, an outcome, or an end product."⁴⁴ Brillhart echoes the importance of goals by saying "Lacking a common goal, progress is impossible."⁴⁵ The creation of the organization's goals should be undertaken with care. Bormann and Bormann caution "...if the goal is to be useful, it must be clearly specified and understood by all and it must be within reach."⁴⁶ Goodall advises "The

more precise the statement of the goal, the better are the chances of obtaining it."⁴⁷ When goals are vague or unreal, "...confusion, frustration and waste are the inevitable results..."⁴⁸ The goal created must not only be clearly understood and accepted by all members,⁴⁹ but "...should provide the individual group members with an idea of where the group should go, and how to get there through effective interaction."⁵⁰ Formulation of the goals should also be applied to subordinate groups. According to Brillhart "...no subordinate groups should be created (and the author would add or be retained) if there is not a real need for it a clear and understandable purpose to be accomplished."⁵¹

³⁹Gerald L. Wilson, H. Lloyd Goodall Jr. and Christopher L. Waagen, *Organizational Communication* (N.Y.: Harper and Row, 1983), 20.

⁴⁰Gerald Goldhaber, *Organizational Communication*, 4th ed. (Dubuque, IA: Wm. C. Brown Publishers, 1986), 336.

⁴¹Goldhaber, 336.

⁴² Goldhaber, 336.

⁴³Goldhaber, 336.

⁴⁴H. Lloyd Goodall Jr., *Small Group Communication in Organizations* (Dubuque, IA: Wm. C. Brown Publishers, 1985), 31.

⁴⁵John K. Brillhart, *Effective Group Discussion*, 4th ed. (Dubuque, IA: Wm. C. Brown Publishers, 1982), 42.

⁴⁶Ernest G. Bormann and Nancy C. Bormann, *Effective Small Group Discussion*, 4th ed. (Edina, MN: Burgess Publishing, 1988), 75.

⁴⁷Goodall, 33.

⁴⁸Brilhart, 42.

⁴⁹Brilhart, 237.

⁵⁰Goodall, 32.

⁵¹Brilhart, 42.

THE SUGGESTION

Although it is not the purpose of this paper to be prescriptive in whether or how the organizations will apply these guidelines or the role the organizations will ultimately assume, the suggestion of a possible model will be advanced.

Initially, the collegiate forensic community is too large and contains too many diverse units and organizations to remain loosely structured. Using the models of our high school counterparts, the collegiate forensic community needs to establish a national office. Complete with a salaried staff, the national office would provide a central coordinating body that could oversee and assist with coordinating forensic functions and organizations.

National Office

Macrostructure Positioning: Nonpolicy making, coordinating head of forensic community
Possible General Goals: To facilitate coordination of and between AFA, SCA-FD, CFO
 To offer support services and assistance to AFA, SCA-FD, CFO
 To assist with information dissemination on issues important to the forensic community at large
 To direct inquiries to appropriate bodies To establish a unified dues statement

The AFA could be the research and public relations arm of the forensic community. Enhancing forensic scholarship by encouraging research might include conducting seminars and workshops to train forensic personnel in research techniques. The AFA could expand research opportunities both through *Argumentation and Advocacy: the Journal of the American Forensic Association* and by exploring means for insuring that research findings are integrated into forensic pedagogy. The AFA could enhance the visibility of forensics with society at large by

directing attention to political debates, international debates and applying forensics to such fields as politics, law and business. Also, external image enhancement might include lobbying State and national legislators. Additionally, this group might engage in public relations campaigns to strengthen the forensic image within the communication field.

AFA

Macrostructure Positioning: Research
 External/Internal Public Relations
 Pedagogical Issues
Possible General Goals: To encourage forensic research
 To expand channels for scholarly research in forensics
 To develop a resource cataloguing existing forensic research
 To create a format for data exchange
 To identify and disseminate information on editorial offices of journals that publish forensics related articles
 To enhance computer literacy and forensic software availability
 To develop professional lobbyists to advance forensic interests on the state and national levels
 To open channel of communication and influence with public decision making bodies including public and private organizations
 To enhance visibility of forensics by increasing public presentations in such areas as televised debates and public performances
 To develop strategies to enhance the forensic image within Speech Communication Departments and the academic community as a whole
 To disseminate information on the value of forensics
 To initiate programs to promote forensic skills especially at the elementary and junior high school levels
 To conduct workshops on new methodologies to strengthen forensic education

The Council of Forensic Organizations could continue in its role as the coordinator of competitive tournament events. The Council would be concerned with all items relating to tournament and competitive activities including those pedagogical concerns that relate specifically to coaching.

CFO

Macrostructure Positioning: Coordination of competitive forensic activities

- Possible General Goals:**
- To develop unified Code of Ethics for tournament competition
 - To investigate and explore innovative tournament models, including diversity of events
 - To establish educational objectives for tournament events to measure teaching effectiveness
 - To standardize events descriptions
 - To develop critical tools for adjudication
 - To develop assistance packages for new Directors of Forensics, publicity kits and materials for planning and executing tournaments

The Speech Communication Association-Forensic Division also has the opportunity to provide a necessary and valuable service for the forensic community. Perhaps the most obvious function that this organization can undertake is to strengthen the liason between the forensic community and the Speech Communication Association. Closely related to this role the Forensic Division could coordinate and strengthen convention program offerings. If the leadership of the Forensic Division consisted of the officers of AFA and the CFO, this organization could serve as a forum where the theoretical and practical aspects of the discipline could merge.

SCA-FD

Macrostructure Positioning: SCA Liason

- Possible General Goals:**
- To seek methods to strengthen relationships between the forensic community and SCA
 - To coordinate programs of all forensic organizations at SCA Conventions

Utilizing this model, the organizational chart for the forensic community would be:

As indicated at the outset, this model is advisory. A synthesis of numerous issues the forensic community generated as action items fall into the categories of research, internal and external public relations, programming, pedagogical and tournament issues. Delegating specific functions to associations would not only

assure a clear line of responsibility but could assist in the actual accomplishment of objectives.

Whether this or an alternate pattern is adopted, restructuring forensic associations is mandated by the lack of progress toward established goals. At minimum a committee must be established consisting of leaders from AFA, SCA-FD and the CFO. The charge of this group should be to make recommendations for restructuring the macrostructure of the forensic community. These suggestions should seek to enhance the effectiveness and efficiency of the forensic field. Scott Noble's concluding remarks in his Report from the President are as applicable today as when they were written sixteen years ago.

If the forensic community will unite to meet its problems and if it can follow through successfully on work already commenced ... the challenges we face can be matched by the progress which we achieve.⁵²

⁵²Nobles, 76.