



Charles Redding

INTERNATIONAL COMMUNICATION ASSOCIATION

Publishers of the Journal of Communication

PRESIDENT-ELECT Mark L. Knapp Department of Communication Purdue University Lafayette, Indiana 47907

5-8-75

Dear George:

I wanted to follow up on the editorial board meeting at ICA.

1. Consider this a formal invitation to the Oct. mid-year Board meeting of ICA to present your proposal for increasing the dollar take from ICA members to the J of C. As I suggested at the meeting, you may be best advised to work, between now and then, through the ICA Publications Committee--which Gerry Miller is chairing this year. I have already sent a copy of the report you distributed in Chicago to Gerry and alerted him of the change you proposed. I think any proposal coming from you and an ICA Standing Committee will stand a much better chance than a proposal coming solely from you. This suggestion is purely rhetorically based. In addition, some preliminary discussions with the ICA Publications Committee will provide you with some advance information on the possible counter-arguments and possible alternative suggestions. I have also established an "umbrella" committee composed primarily of the chairpersons of highly interrelated committees of ICA--e.g., membership, finance, long range planning, publications, etc. Gerry is on that committee. Hence, he should be able to put your proposal in a perspective which will allow us to talk about the proposed increase and its relationship to our current financial status, membership needs, etc. It obviously has implications for matters which go beyond publications, but I think that's where it should start. As I mentioned in Chicago, the psychological climate of the Board at present will require your most persuasive case.
2. I have a scribbled note to myself dealing with 3-4 yr. staggered terms for something relating to the J of C. I'm not sure what we were discussing at the time and would like to ask if you recall. Was it pertaining to associate editors or what?
3. I talked to Charles Redding and indicated your desire to do a symposium on organizational communication--and the difficulty of finding people and issues which would be considered on the "cutting edge" of this field. He said he would digest the matter and communicate with you in the near future. If you hear in a month I'd say that would be well within the range of "near future" in this context.
4. I am writing John Bittner about your desire to build a closer tie with Intercom and the ICA Newsletter. I hope you and John can work out something which will provide both publication outlets with the best information.

As far as I can tell, that's all for now--except to tell you I think you should get an award for trying to conduct business under the most adverse of circumstances--i.e., waitresses interrupting you, drunk participants, etc.!

Sincerely,

Mark
Mark

May 16, 1975

Dr. Mark L. Knapp
Department of Communication
Purdue University
Lafayette, Indiana 47907

Dear Mark:

Thank you for your letter of May 5. I appreciate your follow-up and look forward to working with you.

Please let me know the time and place of the October board meeting. My calendar gets crowded fast, and I must plan ahead to be able to attend.

What is the ICA Publications Committee? The last version of the bylaws I've seen specifies an ICA Editorial Board. If that has been changed, I have not seen it nor has the membership voted on it. I am willing to speak with any committee that asks me, but would like to know its role and status in ICA. My report on Journal cost increases (and the corresponding need for reducing ASC subsidy to ICA) constitutes formal notice which, according to Point 4 of the Implementation Agreement, goes into effect January 1, 1976. I am of course interested in working out the best way to help ICA absorb the cost increase as long as we can also maintain the quality and services that make the Journal an ICA asset.

The staggered terms to which I referred pertain to the Journal's Editorial Board described in the ICA-ASC Agreement. Four ICA members sit on that board, and I would welcome your nomination for the "rotated" members.

I look forward to hearing from Charles Redding about the proposed organizational symposium.

I think we have an Editorial Board and general leadership that should make a good working team even under the adverse circumstances of eating and drinking, as in Chicago.

Sincerely yours,

George Gerbner
Professor of Communication
and Dean

GG/ep



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8-8-75

Dear George:

Although I am not on campus at the present time, I received an important phone call yesterday and thought I'd better contact you immediately. First, a little background...

In April, one of my first actions as President of ICA was to appoint what I tagged an "Umbrella Committee". I was distressed by an observation of ICA Board meetings over the years which essentially amounted to the seeming lack of interdependence of ICA decision-making committees. It was becoming increasingly clear that decisions regarding publications, long range planning, membership, finances, etc. should not be made independently. Oftentimes such decisions would be in conflict with each other--separated by hours of tedious deliberations--and both would be adopted by the Board! In an effort to increase our coordination in decision-making and to address the serious financial questions facing ICA, I appointed this "Umbrella Committee". The committee was chaired by Bob Jeffrey, Chairman of the Speech Communication Dept. at the Univ. of Texas, and included: Bob Kibler, Bob Cox, Dick Budd, Jim McCroskey, Jim Anderson and Gerry Miller. They met in the latter part of July and although their report is currently in the mail to me I was most pleased with the oral report Bob Jeffrey and Bob Cox gave me over the phone.

The reason I wanted to contact you was that in looking at the total ICA picture, the committee inevitably discussed the Journal of Communication. From our meeting of the Journal's Editorial Board in April, I know you have some pressing issues which you wanted to bring before the ICA Board in September. In order to expedite closure on these issues and to assist in making quality decisions, I am asking Bob Jeffrey to make contact with you prior to the September Board meeting. It will be a good opportunity for "laying the groundwork" for understanding on issues which directly affect the operation of the Journal and ICA. Bob Jeffrey, in this role, is a key person in the important decisions the ICA Board will make in September.



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I think a meeting with Bob Jeffrey will increase the clarity and understanding of the various issues involved; it will enable you to provide an update of the Journal's operation and problems; and most important to me--it will hopefully provide a foundation for mutually satisfactory and quality decisions which will carry us through the next several years. My reaction to so many of the deliberations of the ICA Board in the past is that not enough time was spent in productive preliminary negotiations. As a consequence, the Board found themselves faced with complex issues and more than once reacted on the basis of "gut feelings" instead of reasoned deliberation on the facts. I hope you and Bob can find a mutually agreeable time to meet. I have a great deal of confidence in the value of this session and since it portends a great deal of promise for your operation, I'm sure you will too.

Sincerely,


Mark L. Knapp

File Knapp

8/12/75

Dear Mark -

Your letter of Aug 8,
describes an ICA problem
- and steps to remedy it -
very well.

I look forward to
hearing from ^{Rita}
Jeffrey.

Sincerely -

George