

President's speech from the 2003 convention

## The Flow of the River

How many of you are past or present officers or board members—research board, publications board, educational policies board, or financial board—of NCA. Would you please stand and be recognized. Would the NCA Staff members please stand and be recognized for persevering in a transition year. You have all been amazing. How many of you are past, present, or future legislative council (now legislative assembly) members or officers in our multiple divisions, commissions, committees, sections, caucuses, boards, or affiliated organizations? Please stand and let us applaud you. Finally, how many of you are the future of the discipline—students engaged in undergraduate or graduate education at one of the 1,136 institutions that offer communication programs? Please stand. Now I would like to recognize two people who did not stand up—and maybe the only ones who did not—our daughter, Rebekah, and son, Christopher. Although four of the six offspring could not make it to Miami, we are grateful to these two family members who did.

I want to remind you that the title of my speech is “The Flow of the River.” *Geomorphology* is the study of landscapes and landforms. Included is an understanding of how landforms originated, when they began to form, and the nature of the materials that underlie them. *Fluvial* (from which we derive the word, “flow”) *geomorphology* is the examination of landforms and processes that are associated with rivers.<sup>1</sup>



**Judy C. Pearson**  
NCA Immediate  
Past President

Fluvial systems include a drainage basin or watershed zone from which runoff flows and from which dissolved solids and sediments are derived. They include an area of transfer where the inflow of water and dissolved solids roughly equals the outflow. Finally, they include an area of deposition where the water and dissolved solids discharge into larger streams or bodies.

Fluvial systems develop differently depending upon rainfall and geological features. Societies, like NCA, also develop differently depending upon when they were formed, why they originated, and the nature of the members who belong to them.

In the next 30 minutes, I will trace the historic currents that have shaped the course of NCA's development and suggest how the river may continue to flow in the future. The metaphor of the river allows me to use imagination *and* information, thought *and* knowledge, poetry *and* science.

Let us travel to the headwaters. One of the most important contributions by William Faulkner was not written in one of his books, but was offered in an interview conducted in Paris. “The past is never dead,” observed Faulkner, “It is not even past.”

Langston Hughes wrote, “I've known rivers: I've known rivers ancient as the world and older than the flow of human blood in human veins.” He continues: “I heard the singing of the Mississippi when Abe Lincoln went down to New Orleans, and I've seen its muddy bosom turn all golden in the sunset.” Like Hughes, we

have known rivers. And, may I add parenthetically, like Abe Lincoln, we have been down to New Orleans on several occasions.

NCA is not as ancient as the world, but no one is alive today who knew our association when it was spawned. If we want to understand the watershed zone, where the river originated, we must travel back to November 1913, when the National Council of Teachers of English (NCTE) met in Chicago for its annual convention.<sup>2</sup> An opinion poll revealed that while ten people had expressed a preference for creating a separate national speech arts association; 41 voted to remain in the NCTE. Nothing occurred that year, but in 1914, after much discussion and many motions, 17 men, representing 13 different academic institutions—Cornell, Wisconsin, Illinois, Carleton College, Miami of Ohio, Winona State in Minnesota, DePauw, The University of Minnesota, Lombard College, Northwestern, Iowa, the University of Cincinnati, and Harvard—voted unanimously to become the National Association of Academic Teachers of Public Speaking (NAATPS). Even in the beginning, as is now the case, we included private schools and public institutions, land grants, teacher's colleges, and research universities.

Three men are frequently identified as the leaders of the movement. **James Milton O'Neill** from Wisconsin, the first President and the first journal editor. **Charles Henry Woolbert**, from Illinois, was the fourth President and the second Editor. **James Albert Winans**, Cornell, was the second President.

Just five months later, in April 1915, the *Quarterly Journal of Public Speaking* was  
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<sup>1</sup> Sources consulted for the information on fluvial geomorphology include: Leopold, L. P., Wolman, M. G., & Miller, J. P. (1995). *Fluvial processes in geomorphology*. Mineola, NY: Dover Books.; Knighton, D. (1998). *Fluvial forms and processes: A new perspective*. Oxford: Oxford University Press; and Leopold, L. B. (1994). *A view of the river*. Boston: Harvard University Press.

<sup>2</sup> The information on the history of the association is taken from Work, W. & Jeffrey, R. C. (Ed.) (1999). *The past is prologue: A 75<sup>th</sup> Anniversary history of SCA*. Annandale, VA: Speech Communication Association.

# Looking 90 years upstream to NCA's headwaters

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published. The name of the journal was changed to the *Quarterly Journal of Speech Education* two years later in 1917. In 1928, the word *Education* was dropped. The *Quarterly Journal of Speech* (QJS) has retained its title since 1928.

The first full convention occurred November 26-27, 1915, and 16 people appeared on the program. By December 1915 the association had a total of 156 members. Dues were \$2.00 and the cost of the convention was \$1.00. Clearly a dues increase was in order because the association reported a deficit of \$508.69 even though the organization had \$479 in loans from members.

Few women served as President of the association in the early days. Actually few women have served as President throughout the history of the association—only 12 thus far. The first was **Henrietta Prentiss**, Hunter College, in 1932; followed by **Maud May Babcock**, University of Utah, in 1936; and **Magdalene Kramer**, Columbia University, in 1947.

To maintain the fluvial metaphor, we consider the area of transfer where the inflow and outflow are roughly equivalent. Through the years we have grown in numbers and we have changed our name. We were the National Association of Academic Teachers of Public Speaking for only eight years, from 1914 to 1922. We became the National Association of Teachers of Speech (with the unfortunate acronym, NATS) in 1923 and maintained that name until 1945. From 1946 to 1969 (when many of us became members) we were the Speech Association of America (SAA). In 1970, we became the Speech Communication Association (SCA).

Most recently, in 1997, we agreed upon our current name, the National Communication Association (NCA). In *Life on the Mississippi*, Mark Twain wrote, "You've got to know the shape of the river perfectly. It is all there is left to steer by on a very dark night." The history of the discipline and NCA is important if we are to steer the boat.

An examination of our more recent history suggests that we have been struggling with some of the same issues over time. For example, in the late 1960s a number of NCA members wanted to reconsider the structure and governance of the association. Remember, that this decade was a time of ferment on college campuses, and democratic decision-making was essential. Members wrote and approved a new constitution that became effective on July 1, 1970.

As mentioned earlier, the name of the association changed to the Speech Communication Association. In addition, the association created nine broad divisions to replace twenty-one interest groups and created four boards that still exist today. Still, some people felt disenfranchised and left the association to create new organizations (such as the Religious Speech Communication Association) or to join existing ones (like the International Communication Association). Membership fell from a high in 1970 of 7232 members to a low (in recent times) of 4,625 in 1981.

The association continued to add divisions and other units including sections, commissions, committees, and caucuses to serve a variety of different goals. At this convention, we have 23 divisions. 16 commissions, 13 committees, 5 sections, 5 caucuses, and 4 boards. We share our space with 31 affiliated organizations. The association has a total of 97 planning units. The Constitution that was approved this

summer, and the bylaws that were adopted at *today's* legislative assembly, will make further changes to the units of NCA.

William Wordsworth expressed, "Ne'er saw I, never felt, a calm so deep! The river glideth at his own sweet will." Surely we have experienced times in our history when events transpired without a great deal of assistance. With our newly acquired knowledge of fluvial systems, we sense that the classic dendritic drainage pattern (where small streams join to form a larger river in a tree-like shape) emerged because we had adequate rainfall and no unusual geological features.

But our recent activities suggest that we have a pattern of sweeping curves and loops known in fluvial geomorphology as meanders. Meanders occur when the terrain is sufficiently flat to allow a river to move sideways. The water undercuts its bank on the inside of the curve and creates a distinctive loop formation and enlargement, followed by the abandonment of old channels.

Marcus Aurelius wrote, "Time is a sort of river of passing events, and strong is its current; no sooner is a thing brought to sight than it is swept by and another takes its place, and this too will be swept away."

Many people have helped to create NCA in recent history. Let me share just a few of the recent past officers' recollections.<sup>3</sup> **Jane Blankenship**, President in 1978, noted that "The essential metaphor for the SCA had often been an umbrella (under which we huddle like agents from different countries who come in out of a cold rain). At the 1976 convention, an even more unlovely and illogical image was suggested – that of an octopus with tentacles reaching out in all directions. The metaphor I chose with which to imagine the Association was

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<sup>3</sup> The information on each of these contemporary Presidents comes from two sources: Each Past President was contacted and each provided recollections of her or his Presidency; and the (Fe) Mentoring the Association Project which described the Past Women Presidents' recollections (available at <http://www.gmu.edu/departments/comm/andrew/natcom/>).

# Navigating the River of Dreams

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"constellation." The image of constellation might better illuminate the nature of our relationships to one another. Although the initial metaphor came from a basic book



Jane Blankenship

about stargazing, about six months or so later I read a set of galleys for Campbell and Jamieson's book, *Form and Genre Shaping Rhetorical Action*. The Association, like a genre, is

composed of a constellation of "recognizable forms bound together by an internal dynamic...." A genre, they argue, "is given its character by a fusion of forms not by its individual elements." "For me," Blankenship concludes, "that was the Association." Her convention theme was "Anatomy of Purpose: A Center which Holds."

In *The River of Dreams*, Billy Joel sings, "In the middle of the night I go walking in my sleep, from the mountains of faith to a River so deep."<sup>4</sup>

**Mal Sillars**, 1980, University of Utah, encouraged the development of the Gay and Lesbian Caucus and the Organizational Communication Interest Group. As First Vice President, he tried to rid the association of the Convention



Mal Sillars

theme (but he notes that his was a tradition that no one else followed).

Billy Joel continues, "I must be looking for something; something sacred I lost; but the river is wide and it's too hard to cross."

**Anita Taylor**, 1981, George Mason University, was not chosen by the nomination committee to become a candidate for the 2<sup>nd</sup> Vice Presidency. Her anger at the discrimination against women in the association and encouragement from three guys named Bob—**Bob Jeffrey**, **Robert Hall**, and **Bob Kibler**—resulted in a petition with well over the necessary 500 names that placed her on the ballot and led to her election. President Taylor opened the convention by urging the appointment of women, people of color, and people who were from lesser known colleges and universities. She also announced that she would accept as many programs as the hotel would accommodate.



Anita Taylor

Billy Joel continues, "And even though I know the river is wide; I walk down every evening, and I stand on the shore."

**Frank E. X. Dance**, 1982, University of Denver, was responsible for bringing the national office into the computer age. He appointed the first association Task Force on Computers. Since the IBM/PC was first released in 1981, the association was early as a professional society to embrace technology.

President Dance



Frank Dance

worked to recognize the presence and contributions of multiple minority groups in the association.

*The River of Dreams* continues, "And try to cross to the opposite side; so I can finally find out what I've been looking for."



Ken Andersen

**Ken Andersen**, who was also our Carroll Arnold Lecturer this year, was President in 1983. Andersen, from the University of Illinois, states that his strongest memory revolves around planning the convention with the

theme of Communication Ethics and Values. As a result of his focus, NCA formed a new unit on communication and ethics, scholars wrote countless articles, and—16 years after his presidency in 1999—the NCA Legislative Council approved a Credo for Ethical Communication.<sup>5</sup>

Billy Joel sings, "In the middle of the night, I go walking in my sleep; through the valley of fear to a river so deep."



John Waite Bowers

**John Waite Bowers**, 1984, University of Colorado, began the effort to change the association's name. Bowers notes, "A name-change resolution during my presidency passed the Legislative Council but failed to harvest among the membership the large majority required for adoption." Bowers is alleged to have been the first NCA convention planner to schedule all programs recommended by the constituent program-planning units. Whether or not he was the first, his convention was crowded

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<sup>4</sup> The words for *The River of Dreams* were found at <http://www.lyricstime.com/lyrics/25019.html>.

<sup>5</sup> The Association had adopted a credo for responsible communication in a free society in 1967 and 1972.

## Diverse, dedicated leadership guides NCA downstream

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from early morning until well after the dinner hour.

Joel adds, "And I've been searching for something; taken out of my soul; something I would never lose; something somebody stole."

### Beverly Whitaker Long

1985, University of North Carolina, noted that during her tenure on the Committee on Committees with its frequent opportunities to



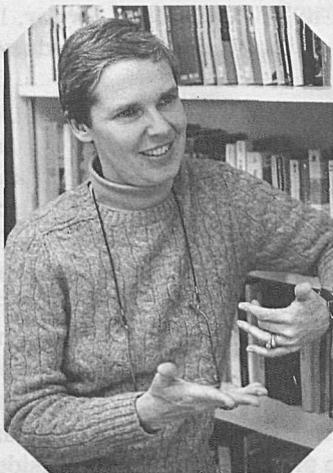
Beverly Whitaker Long

make appointments, she worked to increase the presence of women. (Beverly, I thank you, because I was one of those women.) She also worked to increase the visibility of the arts-performance-literature tracks of the association and to create a new journal, *Text and Performance Quarterly*. President Long created the first "Teachers on Teaching" programs to elevate teaching to the same status as research.

*The River of Dreams* continues, "I don't know why I go walking at night; but now I am tired and I don't want to walk anymore."

### Patti P. Gillespie

University of Maryland, was President in both 1986 and 1987. When Gillespie was second vice-president, the first vice-president, **Donald Ecroyd**, died. Ecroyd was replaced by **Wayne Brockriede** who also



Patti Gillespie

died unexpectedly. Gillespie thus served as First Vice President and Convention Planner and President in 1986 and then succeeded herself in 1987. She named the executive director search committee chaired by Anita Taylor.

Gillespie also was responsible for appointing many people from underrepresented groups. When she planned the convention, she appointed co-chairs for all major units pairing a young, upcoming woman or member of an underrepresented group with an active, senior professional. She also chose to defend affirmative action as a means of achieving diversity in her Presidential Address.

Billy Joel adds, "I hope it doesn't take the rest of my life; until I find what it is that I've been looking for."

**Michael M. Osborn**, 1988, Memphis State University, views his Presidency as a time of planting seeds. He hired the new Executive Director for the Association, **Jim Gaudino**. President Osborn explained that he was, at the end of the year, able to report happily that Gaudino's "optimism and



Michael Osborn

energy are already fully engaged in many constructive projects."

President Osborn encouraged undergraduate scholarship and the then fledgling Lambda Pi Eta honor society for communication majors. President Osborn noted, "That seed sprouted in the minds of **Steve Smith**, who was the daddy of LPE, and the late **Ted Clevenger**." While Osborn tried to change the association's name, he was only able to increase the vote in favor from 55% to 63%. He noted that that seed would not sprout until the next big effort to promote it, led by **Jim Chesebro**.

During Osborn's tenure, the association was quite concerned about "identity" issues: He appointed a Task Force led by the late **Dick Gregg** to identify primary research questions shared by all the diverse interests we represent. In his presidential address he expressed concern that we needed to find how to handle "profusion so that it does not become confusion."

In *The River of Dreams*, "In the middle of the night; I go walking in my sleep."

### Gustav W. Friedrich

University of Oklahoma, 1989, had the honor of presiding at the Diamond Anniversary Jubilee (75th) Convention in San Francisco. Attendees at the convention received a copy of the history of SCA (edited by



Gustav Friedrich

**Bill Work** and **Bob Jeffrey**), a special issue of *Time* magazine dedicated to advances in communication since 1940, and an SCA-engraved diamond-shaped paperweight. This convention was on a Saturday through Tuesday schedule, and his Presidential address was a call for demonstrable diversity in the discipline. President Friedrich advanced four Michael Osborn initiatives (Changing the name of the association; SCA Goals and Questions; Undergraduate Research in Communication Studies; and Subgroup Structure) and he began two new initiatives: Affirmative Action and Graduate Education in Communication.

Billy Joel adds, "Through the jungle of doubt; to a river so deep."

**Mark L. Knapp**, 1990, University of Texas, held a term of office that was marked, in his words, "On the hard side, to move us along in technology (we did the first experiments with an automated

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# Inclusion and international reach mark NCA's journey

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program planning program) and, on the soft side, to encourage members to embrace their association with the same kind of love that they may feel for any institution."

Billy Joel tells us, "I know I am searching for something; something so undefined; that it can only be seen; by the eyes of the blind; in the middle of the night."



Mark Knapp

**David Zarefsky**, 1993, Northwestern University, initiated the monthly President's Column in *Spectra*, oversaw the final preparation of the first NCA strategic plan, tried to create a

Washington, DC, presence by paying calls on various agencies, and enlarged the Annandale National Office by 50%. As First Vice President, Zarefsky eliminated 7:00 a.m. programs at the convention, a



David Zarefsky

first step in moving us toward a more reasonable convention schedule.

In *The River of Dreams*, "I'm not sure about a life after this."

**Sharon A. Ratliffe**, 1995, Golden West College, determined that her officer years would not be marked by further projects, but she worked to examine,



Sharon Ratliffe

improve, and give members access to the governance process. As a result, the association was opened to individuals who might not otherwise have been served (for example, a high school teacher as chair of the Finance Board and a community college professor as chair of the Research Board). By the way, that community college professor will be your next President. President Ratliffe shared that **Orlando Taylor** credits the "access" flavor of her presidential speech as the reason he was elected in his successful bid to become President.

Billy Joel admits, "God knows I've never been a spiritual man."

**James W. Chesebro**, 1996, Indiana State University, spent most of his time working on the name change from Speech Communication Association to National Communication Association. The association conducted modest surveys to determine membership agreement, Chesebro wrote about the name change in his Presidential Column in *Spectra*, and the membership finally voted for it. Chesebro planned the first NCA International Conference in Mexico City. He also argued—especially in his Presidential Address—that NCA is a multicultural association, and that such recognition should influence our theory, research, and practices as an association and as a discipline.

Billy Joel continues, "Baptized by the fire, I waded into the river; that runs to the Promised Land."

**Judith S. Trent**, 1997, University of Cincinnati, noted that during "her watch" the Association's name change passed; the Association was accepted into the



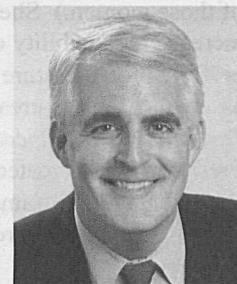
Judith Trent

American Council of Learned Societies; the first NCA International Conference was held in Mexico City in 1997; NCA affiliated with the Latin American Communication Association; the

final decision to buy the building now housing the National Office was made; the first and only conference to promote, support, and sustain racial diversity in communication was held; and the Council for Doctoral Studies was formed.

Again we hear the refrain, "In the middle of the night; I go walking in my sleep."

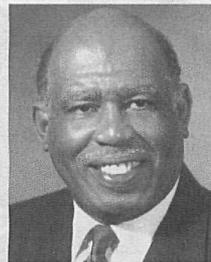
**John A. Daly**, 1998, University of Texas, Austin encouraged a variety of activities during his officer years. He fondly remembers the NCA conference in Rome and the friendships he established. He conducted a large survey on communication concerns and he encouraged us to put our journals into digital form.



John Daly

"Through the desert of truth."

**Orlando L. Taylor**, 1999, Howard University, helped to move the national office from Virginia to Washington, DC. His advocacy helped to position NCA as a national leader in the Preparing Future Faculty Movement. President Taylor nurtured relationships with several professional associations and funding agencies. Today Orlando is the President of the



Orlando Taylor

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# A record convention, an amazing year

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Consortium of Social Science Associations (COSSA). President Taylor opened the dialogue with the National Research Council, which ultimately led to the inclusion of communication in the 2004 Ranking of Doctoral Programs.

"To the river so deep."

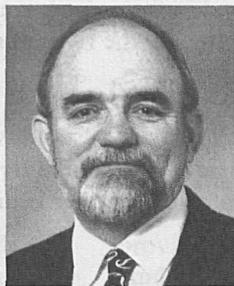
**Raymie E. McKerrow**, 2000, Ohio University, was responsible for the Constitution and Bylaws Task Force. He notes, "The smartest thing I did was to ask Balthrop to chair the Constitution task force. While I may have been responsible for pulling it together, he was responsible for actually leading us forward." Beyond that, I do believe I had some impact on creating an atmosphere that valued openness and difference — with a stronger sense of value accorded to voices that felt they had been silenced or undervalued in the past. President McKerrow concludes, "When I consider my year—with the fire and the move to the district, my goals were to stay out of the way as much as possible."



Raymie McKerrow

"We all end in the ocean; we all start in the streams."

**James L. Applegate**, 2001, University of Kentucky, will probably be remembered as our "engaged President." He created a more engaged association that could better serve a public agenda and meet the needs of students, members, and external constituencies. He helped develop partnerships with multiple national associations as he worked on the Scholarship of Teaching and Learning,



James Applegate

service learning, graduate education, and research. Most notable is the work that Jim did in the area of diversity with the Communicating Common Ground Project, in conjunction with the Southern Poverty Law Center.

Applegate was President when the actual move to Washington, DC, occurred. He noted, "The fact that our offices burned just prior to the move and just as we had completed (but not sent out) the work for the Seattle convention provided a slight bump on the road."

Billy Joel concludes, "We're all carried along; by the river of dreams; in the middle of the night."

If fluvial geomorphology can guide us, our future path may be viewed as the braided drainage pattern where rope-like patterns of twisting channels separate and then join again together all along the stream of water. Indeed if we look at the planning activities that have marked the association in its most recent years, that is exactly what has happened.

Abraham Lincoln preached, "It is not best to swap horses while crossing the river." I tried to follow his advice in the work that we began and completed this year.

The year has been amazing; we have accomplished a great deal. As every President who has gone before knows,

no one accomplishes anything on his or her own. These accomplishments are the result of many people in this room. At the same time, I am happy to observe that a correspondence exists between some of these achievements and the statement I wrote when I ran for Second Vice President five years ago.

Let me begin with the 88<sup>th</sup> Annual convention in New Orleans. We had a

record number of programs—1252 (which First Vice President Engleberg may have now exceeded). More important, nearly 5,000 people attended the conference (4,791 to be exact), which broke all previous records including the meetings in Chicago. This record is relevant because as convention participation increases, so does membership.

Today we have a new mission and a new strategic plan. Today the Legislative Assembly endorsed this plan, written by members of the Executive Committee.

In 2003, we have passed a Constitution and Bylaws that should serve us well as more people will be involved in governance than ever before.

We have crafted a new online publication that will translate current communication research for lay audiences. This web-based publication will leapfrog over traditional paper magazines by becoming available electronically in its first issue. This publication will be available and free to everyone. We have created an Experts Exchange, tentatively scheduled for launch in February 2004. This database will connect NCA members with legal, media, political, business-nonprofit, and educational organizations and institutions. Members will register and then be listed on a searchable web server as a contact in their areas of expertise.

*Communication Teacher*, a highly useful publication, will become more accessible as it moves from paper to an online quarterly journal.

The NCA Website has been redesigned and will include the capability of searching the site by keywords. The vendor for the new website (KMANet) completed their work in October. The new website will be available to members in January.

The planning of the convention and the convention program have migrated to an

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## Undergraduate Honors Conference scheduled for March 4-7, 2004 at DePauw University

The DePauw National Undergraduate Honors Conference, to be held March 4-7, at DePauw University, brings together undergraduate communication students with graduate faculty for three days of academic mentoring.

The conference is structured around three days of intensive mentoring sessions, during which experienced faculty from top graduate programs work with small groups of 8-10 students. In these sessions, undergraduates get a feel for the type of scholarly conversations typically reserved for advanced graduate students. One of the key goals of the conference is to inspire the undergraduates to pursue academic careers. This goal is accomplished by exposing the undergraduates to the graduate faculty members, as well by connecting them with an entire network of like-minded peers.

### 2004 Faculty Mentors

This year's conference will bring Northwestern University faculty member **Pamela Cooper** to the DePauw campus in Green Castle, Indiana, along with **Robert Ivie** of Indiana University, and **Dorothy Kidd** of the University of San Francisco.

### History of the Conference

DePauw faculty member **Walter Kirkpatrick**, now at Memphis State, and **Larry Sutton**, of DePauw, directed the first undergraduate honors conference in 1975. Kirkpatrick and Sutton were seeking a forum where undergraduates could engage in the same kind of academic dialogue readily available to faculty and students in graduate programs. Their efforts led to the successful conference formula which is still inspiring academic careers today.

### The Admission Process

Any undergraduate communication student wishing to participate in the conference is required to submit an academic paper for review. DePauw faculty review and rate the papers. Many submitted papers are term projects derived from senior seminar and research methods courses. Admission is selective with an acceptance rate varying from 30 to 50%, depending on the number of papers submitted in a given year. The pool of submitted papers typically represents 25 states and over 40 universities.

The deadline for submission of manuscripts is January 31, 2004. For more details, go to:

<http://acad.depauw.edu/~uhc>.

*Reported by Kent Menzel, DePauw University, and Sherry Morreale, NCA National Office*

## "We all end in the oceans; we all start in the streams"

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online system. Although we have run into a few sandbars in the river, the All Academic software should allow members to have more access to the program and should allow the multiple planners to have more influence on the final program.

A guiding document has been written that will allow NCA, or another organization, to certify undergraduate programs. Faculty development has been strengthened, as the Hope Faculty Development Institute will receive additional funding in 2004 and beyond.

A Grants Data Base has been completed. The Research Board and **Dennis Wallick** have worked together to create a complete and understandable database. The Data Base will be available after the convention and will encourage closer relationships with funding agencies that provide communication grants.

The Association of Communication Administration, with its banks drying in the hot sunshine, has experienced needed rain and has been revitalized.

We have also begun a number of projects that Presidents Engelberg, Watson, or O'Hair will be able to complete in the next years. We have begun discussions about communication teacher resources, faculty development, electronic balloting, online communication courses, a technology development strategic plan, alternative uses of the Carriage House, and improvements in online convention planning.

"We all end in the oceans; we all start in the streams; we're all carried along; by the river of dreams."

The future looks very bright. The rainfall and our geographic features allow the river to flow with few impediments. Today we can clearly see that the river is moving to an area of deposition, and the water is discharging into larger streams and bodies.

Robert Burns has the final word, "But pleasures are like poppies spread, you seize the flower, its bloom is shed; or, like the snow-fall in the river, A moment white, then melts forever."

Thank you for the pleasure, now melted forever, to serve as the President of NCA.