

National Academy of Arbitrators
HISTORY COMMITTEE INTERVIEW

Arthur Stark

NAA President, 1977

Interviewed by Dennis Nolan

May 29, 1980

ARTHUR STARK

PRESIDENT OF THE NATIONAL ACADEMY OF ARBITRATORS

1977 TO 1978

INTERVIEWED BY DENNIS NOLAN

AT

THE CHICAGO HILTON AND TOWERS, CHICAGO, ILLINIOS

MAY, 29, 1989

Dennis Nolan:

This is Monday, May 29, in Chicago, Illinois, on the first day of the Annual Meeting of The National Academy of Arbitrators. I am Dennis Nolan and I am interviewing today Arthur Stark, who was president of The National Academy in 1977.

Arthur, perhaps you could start us off with some information on your background. Could you tell me, first of all, where you were born, raised, educated.

Arthur Stark:

Well, I was born three score and ten years ago in New York City. I was raised in Manhattan, on the upper west side. I went to elementary and high school at something called the Ethical Cultures School in New York. We lived across the street from Columbia University on Broadway and 115th Street and I played on the Columbia tennis courts. I went, are you interested

in college, at this point?

Yes, you might as well, go on.

Since Columbia was so close, I decided to go to College at the University of Chicago. The reason, principley, was that I was interested in labor relations even at that tender age. Looking around the country, there were two Universities that appealed to somebody like me. One was the University of Wisconsin, one was the University of Chicago and I chose Chicago. I went there in 1936.

And you majored in?

Well, I took an Undergraduate Degree in Economics and, in fact, Saturday of this week I am returning for my fiftieth reunion. So, this is a double occasion for me. My Masters Degree was in Industrial Relations.

Also at Chicago?

Also at the University of Chicago. I obtained that in 1941. The two professors who meant most to me, in those days, were, one was Paul Douglas, who was prominent in the field, who also happened to be an

arbitrator. Later he went on to become senator and became prominent in national politics. The other one, who I did a large part of my graduate work under, was a gentleman named Harry Millis. He was the chairman of the department. He was in the midst of writing, what was then, the biggest tome on the National Labor Relations Act. He also was serving, while I was studying under him, as the first umpire at General Motors Corporation, in their initial contract with the UAW.

And he served on the board too, didn't he?

And then he went on and became a member of the NLRB.

Certainly, very good mentors for someone in...

Yeah, they couldn't have been better. They were stimulating and challenging and provocative and all the things that you would want from a professor.

Once you had your degrees, what did you do?

My first job, well let me go back a second. Interested in labor relations from the very outset, and incidently I might talk about this a little later, that interest

came about, largely through my family. My father happened to be a journalist, who was the labor expert, for the New York Times. He was, in a way, a pioneer in labor reporting, in this country. So, at a tender age, this would be in the 1920's and '30's, I was exposed to discussions at home, reading my dad's articles in the New York Times, to the whole growing field of collective bargaining. I attended conventions with my dad, once in a while, and listened to John L. Lewis orate. Met Bill Green, who was president of the AF of L. Naturally, my interest was peaked. It was a fascinating field and I knew that at, when it came time to have a career that I would be doing something in the field of labor relations but I didn't quite know what. My first job, actually, was when I graduated from High School. Between high school and college, I went to work for a newspaper called Labor. It was a weekly publication by the Railway Labor Unions and I did sort of rewrite work and that kind of thing. While I was in college I spent one summer working for the Wages and Hours Division of the Department of Labor. That was mostly research and statistical work. That was probably in 1938. Then my third summer, I spent, at my only manual labor job in my career, which was working on the Union Pacific Railroad out west, helping on an engineering gang. When I got my Masters Degree, I

wanted to go to work for the National Labor Relations Board but I was told that I was too young. I got a job in Chicago working for the Amalgamated Clothing Workers of America, as their educational director and also as sort of an assistant to the chairman of the joint board. I set up classes, arranged classes for the members of the union. I wrote speeches. I spent some time working for the newspaper of the union which was called The Advance and similar related kinds of work. I did that for a year, until I guess, I got old enough and then I applied again to the NLRB and was hired as a field examiner. Two members of the board, at that time, were well known to me and I to them. One was Harry Millis, who had become the chairman, and another was a gentleman by the name of William Lyserson, who happened to be a very close friend of my dad's, who had served on the National Mediation Board, was a big expert in railway mediation, also had served as an arbitrator. Both of these were sort of role models for me, in those early days. I went to work, I was trained at the board, for the board, in New Orleans, under a gentleman by the name of Charley Logan. After three or four months, I was assigned permanently to Cleveland. I spent most of the next five years, that's between 1942 and '47, working as a field examiner in Cleveland. I guess I got my first adjudicatory experience, if we

could call it that, while in that position because I was designated to serve as a trial examiner in representation cases. It was all brand new to me and very exciting because, I think, at the age of twenty four or whatever I was, I managed to get up on the, some of our hearings were held in court houses, and I managed to get up on the judges seat and preside at these representation hearings, with advocates from both sides.

A heady experience.

But it didn't go too much to my head. I did, served in Washington for a spell, reporting cases to the board. In those days at least, they used to have people from around the country come and orally report to them on pending cases.

That was the subject of some controversy in 1947, I remember.

Which was when I left.

Could you talk about that a minute? How did you come to leave?

Well, after five years, I had served as an acting regional director, it was clear to me that there were

many persons senior to me, who would be in line for regional directorships and I didn't see any future. So, when a job came up in New York City, I grabbed it. And that job was with the New York State Board of Mediation. It was a job GLS assistant executive secretary. Fred Bullen, who was one of the founders of the Academy, in a couple of years from then, was the executive director. The chairman of the board was a gentleman named Arthur Meyer, who was one of the prominent labor arbitrators in the east. Another member was Merlin Pittsley, who was influential in getting me the position, he was the business, excuse me, the labor editor of Business Week magazine and was the labor advisor to the governor of New York State, who was Tom Duey, in those days. So, I went to work for the board in New York and that was, in a sense, the beginning of my arbitration career, although I didn't realize it at the time. As assistant executive secretary and then later after Fred Bullen left, I think it was probably 1950, I became executive secretary and they changed the title to executive director. I was the chief administrator of the agency, which had four offices around the state. It was, and still is I guess, an agency which did both mediation and arbitration work. The staff members were civil service employees and they were assigned to mediate

disputes of all kinds and also to serve as arbitrators without fee. But everything else I did was just as an arbitrator would do. I also had the task of assigning outside arbitrators because some of the cases went to outside people and that's the way I came in contact with the group of persons who really formed the nucleus of the Academy, at least in the east.

Who among the early arbitrators were, you working with, at that time?

Well, among them, were people like Joe Rosenfarb, who had come out of the NLRB and had written one of the early books on the board. Abe Stockton, who had come out of the War Labor Board, Bob Fienbergs, Sid Wolf, all these were War Labor Board alumni and, as I'm sure everybody knows by now, the Academy was formed, by what used to be called the War Labor Board Alumni Association, although I was not among them. But, they were the people who really trained me or helped me learn what good, solid arbitration practice was. My first arbitration case, I guess we'll come to this one a little while later, but it was done, at the board, on a non fee basis, in about 1947. And a lot of cases have gone down the drain or over the hill or where ever the cases go, since then. The board was a wonderful

training ground for arbitrators because, as I think back, I note that almost every staff person and administrative person on the board, in those days, ultimately became an arbitrator, full time arbitrator, and all of them were admitted into the Academy. Many of them are still around, like Eve Robbins. Milt Friedman, Ben Wolf, Louie Goda and a whole ???? of people. We all sort of went the same route.

That's quite a record.

Yeah, it really is. It was one of the most wonderful training grounds, I think, in the country. It was different because a lot of the state agencies were political and they did sort of, just mediation and ours was somehow unique and different. I don't take responsibility for that but it happened to be there and I was very lucky to have joined it.

While you were on the board, you found time to do some teaching and lecturing, did you not?

Yes I did. I used to do some teaching for Cornell's ILR School, shop training, steward training and things like that. Then I, I don't know if it's a step higher or lower, but I was asked to teach at Columbia

University's School of General Studies. Became a lecturer in economics, but my fields of teaching were collective bargaining, arbitration, government and labor disputes, things of that kind. And that was mostly in the evening, not mostly, it was exclusively in the evening. That was a lot of fun, particularly during the period when Korean War Veterans were studying and were keenly interested in what they were doing and were there to learn. And most of them were working during the daytime and we had great soliloquies on all these subjects. Later on, they passed and there were no more veterans and it became sort of an undergraduate course for people who had to fill in a program and it wasn't all that exciting. I ultimately stopped. But I think, for about twelve years or so, I did do that kind of teaching.

Now, after about ten years, you left the board of mediation to go into full time arbitration. How did you come to make that decision?

Well, I had acquired, while I was at the board, an umpireship. I got permission to use my annual leave, as a government employee., to do this on the side. I remember the permission had to come from the Attorney General of New York State, who at that time happened to

be gentleman named Jacob Javitts, who went on to do many greater things than to give me permission. The New York City Transit, excuse me, it was the New York State Transit Authority, in those days, had signed its first agreement with the Transport Workers Union and that agreement covered' all of the employees of the subways and the buses in New York. It was a very, very large group of people and a very important assignment. They could not agree on, well, the title of the job then, was impartial advisor because they had not, the agency, had not been willing to recognize that some outsider could make binding decisions. So, what they agreed to do was to call him or her an impartial advisor and the decisions were, as the title indicates, advisory. The authority members had the final say. As it turned out, I think in all except one case, they accepted my advisory opinions. So, in effect, it was like an arbitration, but they couldn't agree on who it was to be and what they did was, they went to the Secretary of Labor of the United States, who at that time was James P. Mitchell, and he designated me. I served in that capacity. So, after ten years with the board, I had, I guess, satisfied myself that I had knew how to administer a body, and beginning to repeat myself. I wasn't getting well paid by the State of New York. I thought it was time to hang up a shingle as an

arbitrator and a lot of people encouraged me. I had this one little, sort of, nugget to start with. So, I announced my resignation from the board and I remember my wife, Dorothy, and I went out to Denver to participate in one of the founding meetings of an organization called ASMA, horrible name, but it was an acronym for the Association of State Mediation Agencies and I was one of the founding members of it. I recall, to this day, it was a long time ago, 1957, getting a telegram from Louie Goda, who was filling in, in New York, saying that he just received notification from the Transport Workers Union that my contract with them was terminated retroactively.

So your nugget was snatched right out of your hand.

That's right. And I had to decide "Do I go forward anyway or don't I?" And I decided I do. I was very concerned because, at this point, I was starting with nothing. Jean McKelvey, who's name undoubtedly will crop up in these interviews...

Many times.

Jean was a member of the Mediation Board, at that time, and she was going on sabbatical and knew about my situation and said to me, or asked me, would I fill in

for her and take her two classes at Cornell. Of course, I could not have been more pleased. So, it was arranged, that starting February 1957, I spend two days at Ithaca teaching one undergraduate course in arbitration and one graduate course in government and labor disputes and the" other three days were for my, hopeful, arbitration cases.

How did it go when you started out in practice? Did you get many cases the first year or so?

Well, I was amazed... I look back, in preparation for this interview, and I did keep track of a log for the cases and I gave them each a number and my book tells me that in 1957 I received seventy eight assignments and, in the years which followed, it hovered around there, sixty one cases-, sixty five, then sixty nine, eighty one, seventy nine, eighty one and so on.

So you never really had a dry spell?

I never did. No, as it's turned out. Cases received, as you and I and everyone else knows, is not an indication of work performed but it is some indication, at least, of how busy one might be. I must say I've been busy ever since.

That's very good.

In those early years, I was also helped, Ralph Seward was the umpire at Bethlehem Steel and Ralph always had a small stable of arbitrators to assist him. And he asked me if I would be one of them and I gladly accepted. So, for a year or two, I was also doing Bethlehem cases. In those days, and I think it's still there, the case, a member of his stable would sign the decision but he would approve it. I also was lucky enough to get some other impartial assignments, chairmanships, I should say. One of them was at Republic Aviation, the machinists. One was with the Hayloyd Company, which went on to become one of the most famous companies in the world, now known as Xerox.

And unfortunately, that kept you from buying stock, I'm sure.

I didn't have sense enough even if I didn't have other considerations. And then I went on up to ????

Well, let me ask you, did you consciously try to build an arbitration practice or did you "just set back and take the cases that came in?

I guess, I guess it would be the latter. What I did

was, and I got myself on all the panels that I could. I attended meetings of organizations like the IRRA, by that time I had been an Academy member and was attending Academy meetings, I guess we can talk about that a little later. And then, I discovered that it was word of mouth which really was the most effective way of achieving a good caseload, that word passed around. People were looking and I was lucky in those days because, in a way, in the '50's arbitration was just beginning to really flourish. There were, when I began then, there were very, very few people who were doing it on a full time basis. In fact, I can remember talking to George Taylor, who was one of the god's of the profession and, this is before I came to the State Mediation Board, and I asked him what he thought about the idea of becoming a, what we called, a professional arbitrator. And he said "Don't do it. Absolutely, don't do it." He said "Get a job at the University, be a professor. Don't let yourself get into the position of worrying about getting cases and who your, you know, employers and unions, who might select you. Be an independent professor, and then do some arbitration."

And you wisely ignored his advice.

Wisely or not, I ignored it. That's true. Maybe there

were fifteen or so people in the country, in those days, doing full time arbitration and so I considered myself one of the early persons. Now, I think, if we look at the Academy's roster, we would find probably several hundred, I'm not sure but...

At least.

But I was just lucky enough to be there, at the time when people were looking for arbitrators. And there were only so many graduates of the War Labor Board and most of them were doing other things. They were either professors or they were lawyers and there was a great need and I was there to help fill it.

Wonderful timing. Wonderful timing.

Yeah right. Yeah, right.

One last subject, before we turn to your Academy membership and activities, you had quite a number of umpireships, of one sort and another, perhaps we can go into that just a little bit. I notice that, among others, you had a General Motors umpireship and served some time before that as an associate umpire. Would you talk about that experience a little?

Sure. Incidentally, at one time I was sort of preparing this spiel to myself, and I went back through my records and wrote down all of the permanent, so called, permanent relationships I'd been in, all of which have expired, of course, and I had two full pages of so called permanent assignments, which were somewhat less than permanent.

That's the nature of the business.

That's right. That's right. And it's only a question of time. I mean, there are a few exceptions to this but it's only a question of time until you're finished. But, my General Motors experience, actually started way back in the '50's when I was selected for some ad hoc cases, in New York City, involving GM and the Teamster's Union. They represented the salesmen at the Cadillac sales offices in New York. I do recall, quite vividly, that there were; something like four cases, and I decided all of them for the company, which is not all that usual, but it does occur once in a while.

Afterwards, naturally the company was pleased, but afterwards, the unions declined to pay my fee and I hired a lawyer and we went to court to sue them for the fee. And I think, looking backwards, that was one of the things which endeared me to the corporation, that

they felt that any guy, who had the courage to go out and sue for his fee, under those circumstances, they must have something on the ball. They never said this. This is only conjecture. But I did get ad hoc cases. I was put on their permanent panel with the IUE. I had worked, done a lot of work, with a fellow named Bill Bywater, of the IUE, and local, there was a company called Board Instrument, in New York, and that's ??? and he was active. He ultimately went on and became the president of the IUE. But, there were good feelings on both sides and I worked on that panel for quite a while. Rolf Valtin became umpire at General Motors for the UAW. He reached a point, where he had so many cases, like the little old woman in the shoe, he didn't know what to do. And he sent out several names to the parties of persons who might be an associate umpire. And the parties selected me. I left the IUE group and joined Rolf for several years, three years, I served as associate umpire, which meant I went out and held hearings, wrote decisions, he approved them. He then went on, he resigned, possibly the only GM umpire who ever resigned, since the first one, who was Harry Millis. And Rolf went on to become the first umpire for the coal industry, a national umpire. That was a new creation, which I'm sure he'll tell who ever interviews him about. They asked me to take his place

and so for twelve or thirteen more years I served as the umpire there.

Now, judging from what you said, you did not resign that position?

There came a time when they decided to have just one umpire rather than two, that is an umpire and an associate umpire, and at that point they suggested that the gentleman who was serving as associate be tried as the umpire. That's what happened. A couple of years later, they asked me to come back as the umpire, and that lasted a couple of years and then finally it was terminated about a year ago.

Very good. Well, let's go back in time now, your umpireship was during the '70's and '80's but you had actually been admitted to the Academy long before, even before you were a full time arbitrator, weren't you?

That's right. I was admitted, my records tell me, on May 6, 1950, at which point, I was the executive director of the State Mediation Board. I managed to attend, I think, all meetings, probably starting from 1949 up until today, with one exception, which was the Hawaii meeting. Fred Bullen was largely influential in

getting me accepted as a member. I was, in a sense you need to be, because I was doing some arbitration. I was doing administration and I was designating arbitrators, so it was an amalgam of all these different kinds of things.

Were you an active participant in the Academy's activities?

Yeah, from the very beginning. Not being an academic, in the true sense of the word, or active in any other organization particularly, I pretty much devoted myself, in my extracurricular hours, to the Academy. And, started off as regional chairman, for a year. Became a member of the Membership Committee. Was elected to the Board of Governors in 1959, for two or three years. Became a vice president in 1972 and '73. Was designated as the coordinator of regional activities in 1973 and '74. Was chairman of the Program Committee for the National Convention in 1975. So I was extremely active.

What were the high points of your early activities? What do you remember accomplishing, prior to your selection as president?

Well, I'll go over a couple of things. One of which, I can recall with some delight, was in 1974. Eli. Rock

had asked me to be the regional coordinator and, in reporting on the activities for the year, I suggested to the, this was a convention in Kansas City as I recall, that we inaugurate a policy of granting Academy awards. And, since I had no better word for them, I called them Author Awards. This seemed to go over quite well with the members. I'll give you a couple of examples. One of my awards was for raising the blood pressure of Academy members to the highest level in history and that was given to William E., for ethical, Simpkin. And, the background for that, these things, looking backward, are not as humorous as they are at the moment, but, Bill was the, one of the authors of the code and in that year, the main subject of conversation, at regional meetings, was the new code, which was to be adopted by a vote of the members. And every region was instructed to talk about it and write in with its suggestions and so forth. Well the code raises blood pressure and it still does to this day, so he got that award. The True Grit Award went to the AAA representative, out of the Detroit regional discussion of a shortage of arbitrators in Michigan, who turned out to be the only person to vote yes as to whether there was a shortage. There was another award for the most felicitous proposal of the year, which went to John Gorsuch, out in Denver, who asked for an

opportunity to meet with persons outside of his region, suggested a mini meeting with three other regions to be held in Mexico, and so on. So that was a, so called, accomplishment.

You certainly contribute to the collegiality of the group.

Hopefully. Hopefully.

Did membership in the Academy affect your arbitration practice, at all?

Well, I thought about that, and of course there's no way of really knowing, but I really don't think it did. It may have, in the sense, that from time to time some other arbitrators might have recommended me to companies and unions who asked them for advice on who might be a good arbitrator, if they needed a replacement or an additional one. But, other than that, which is really just, I would say, happenstance, I have never thought that membership did, one way or another.

Let's turn now to your period as president elect and president of the Academy. How did you come to be nominated, to be president?

Well, I don't know how anybody's going to answer this question. I should tell you it was by acclimation. But, there was a Nominating Committee, which I looked up and found to be Eve Robbins, Eli Rock and Jerry Barrett. My thought, at the time, was that I probably was nominated because they had asked Abe Stockman, who was my senior and my mentor in New York, to be president and he had said no and they were probably looking for somebody from the east. I mean, all this is conjecture.

Of course.

But, when Eve called me up and said "We've agreed on you. Would you be willing to serve?" I think I said "Give me five seconds and I'll tell you."

What did you do as president elect?

Well, I didn't do a lot. I served on the Executive Committee, which meant that I met two or three times a year with the other officers. But the president, at that time, was Buzz Woods, who was in Montreal and most of our communications were through correspondence. The big hassle that year, my year as president elect, the big hassle was about a dues increase and it was a

furious battle, actually. I mean very, very tense and lots of nasty things going back and forth. That was really his responsibility and he had stacks and stacks of correspondence. And I just sort of sat by and watched.

So, you didn't have to do very much, as president elect, except worry about what you would do as president?

That's right. And think about what was going to happen when my turn came.

Did your selection as president elect have any more affect on your caseload than your...

No, I think none at all.

None at all.

I don't think so.

What would you or have you recommended to new people holding the position of president elect?

Well, as I think maybe we'll come to, in a minute, I thought, at the time, that it is almost impossible for

a president, by himself, during one year office, to accomplish very much. And somehow the tradition had come to have just one year terms. And I think everybody recognizes, in any large institution, a one year term doesn't accomplish much. It's a very long range proposition. So, I guess one of the things I was thinking of was that some way should be devised to set up a long range program and one of the things, which I and Dick Mitterthal, who ultimately was to be my successor, didn't happen between me and my predecessor, but it did happen between me and my successor, was to establish a long range plan, what we considered a long range plan. And I worked on that for a little while before I assumed the presidency. So, in a sense, it was while I was still president elect but planning on the next year ????

And once you took office and your successor was chosen you had a chance to implement that, didn't you?

That's right, that's right, and he did too.

What did you do, in this two year plan, with Dick Mitterthal?

Well, I thought that I would maybe read a couple of very brief things because what happened was, that Dick

and I met together before the annual meeting at which I assumed office, and we got up, what we called, the Stark Mittenhal Two Year Plan, which was a fancy-title. But which we told the members, at the meeting in Toronto, before I assumed office. So, Dick and I prepared this two year plan, which as I say we explained somewhat to the members before I assumed office and then we went into detail later on, through the Board of Governors and at the annual meetings. And we had four major points to it. One was to enhance arbitral competency through a systematic program of continuing education. The second was to encourage more members to participate in Academy activities, through expansion of regional and multi-regional meetings and possibly of Committees. The third was to improve arbitral practice, by sharing information on award formats, letters to the parties, billings and so forth. And the fourth point was to provide legal assistance to any member who is sued or summoned as a witness, in connection with an award he or she has rendered. And without going into all the details on this, when I became president, I established committees to take care of each of these aspects of our long range program. And this turned out to be really the beginning of what is now a very, very comprehensive, full blown, educational program. We, at that point, did not

envision, what ultimately came to be, which was this annual fall meeting. But we did envision an occasional meeting of Academy members only, for this purpose. And we did start, through our committees, the creation of syllabi and all kinds of documentary stuff, written materials and now, as you know, it's become a full blown regular part of the Academy's function. So, we're sort of pleased that things turned out as well as they did.

Quite a significant accomplishment.

Yeah.

What were the other major goals you had set for yourself in your term as president?

Well, one of them, another one of them, had to do with the fact that there were, I had observed over the years, and this is sort of amusing, that we had a secretary and we had a treasurer. And there would always be a treasurer's report at each annual meeting, however, the monies were all received by the secretary. And they were banked by him and he kept the records and everything, so, in effect, he would turn over those records to the secretary, who would stand up and give a

report. So, I thought to myself and suggested to the Academy that they abolish the position of treasurer. It seemed to perform no useful service. In those days,, a rich block was the secretary and the how it worked block was the treasurer.. So we had this H & R Block business going on. Well, we had to go through the constitutional amendment, in order to achieve that result, and we ultimately did, by the end of my term. And they established the position of secretary treasurer, which is the way it's been ever since. Another one of my goals was to do something about the budget. Things had been rather haphazard until then and I thought that we should have a prepared budget each year, to submit to the Board of Governors. It was started then. There never had been one before. Everything was just sort of, well, you know, we have some money and how are we going to spend it. But, that was the beginning, if I'm correct, in preparing a regular annual budget, with itemized accounts and sources and so forth and so on.

You mean, for all the years the Academy had been going, up to that point, there had not been a real budget?

Yes, I'm sad to say.

It's astonishing.

It is astonishing. I had another proposal, which was to establish, what I had called, a Program Resource Committee. And the idea was to have a continuing committee, which would consider on a long range basis, subjects, topics, etc.", which could be discussed at annual meetings. Rather than have an ad hoc committee each year, sort of start from scratch. My idea also, was to establish some kind of a data bank in the Academy, which would have information about all of its members and their accomplishments and their specialties and their expertise, so that people who are establishing programs could look at this bank and see who might be the best qualified person to discuss or work on a particular program. And I set up a committee and I think one of the questions asked of all of us on these interviews is "What was your big disappointment?" And that was one of mine because that committee ended up doing nothing and, in effect, coming back and telling me "It's a rotten idea." Maybe not in those many words but I was very disappointed and I did not get off the ground. I had also suggested establishing an elected position of Regional Coordinator, in effect, to replace the treasurer. And I thought there would be another officer and it was perhaps a key kind of

officer, in the Academy.. Well, the idea of an elected officer was rejected but the idea of a Regional Coordinator, to be a continuing part of the Academy, remained. And I guess there still is a Regional Coordinator but it wasn't an elected one.

There's one subject that came up, that to outsiders, might seem trivial but to insiders apparently has caused a fair amount of controversy, that was the cocktail parties given by guests at the annual meeting. Could you say just a word about that?

Yeah. During my term, we received a letter from a gentleman named John Zaluski, who still is around. He was on the Research Division of the AF of L CIO and I looked through my papers and I now recall exactly his complaint. He said he enjoyed our meeting tremendously but he thought that it was demeaning to have all of these cocktail parties, which were being given by companies and unions. And he suggested that it put the Academy members in a poor light and the Academy as an institution in a poor light. And he had various alternative suggestions but we did take his letter very seriously and we discussed it at the Board of Governors and it was agreed, at that point, that there would be, in effect, a ban on these cocktail parties which had grown to enormous, you don't remember, but they had

grown to enormous sizes. Whole ballrooms were being hired by the steel industry, let's say, and some of the other large outfits. Even some of the law firms, who dealt frequently with arbitrators were throwing these big bashes. And so we decide that it would be inappropriate for anyone to have any more cocktail parties. And that was the year that happened, for better or worse. To the disappointment of some members.

I'm sure, I'm sure. Do you have an idea of how long a, how much work your service as president occupied?

How much of my time, do you mean?

How much time it took you to do this?

I figured, rather than in hours a week, I figured it was probably six weeks of time or maybe eight weeks of time for the year. I'm sure this varies from year to year and president to president and partially depends on how seriously one takes the tasks. And partly it depends on what just happens to have occurred in a particular year, whether there's a big emergency or no emergencies or whether there are important issues to be resolved or not. And also how much one, sort of

volunteers, in terms of what you want to do. I took, for example, probably too seriously, the annual speech of the president. And I decided that I wanted to make some kind of a contribution, not just a speech. So, in the middle of the year, and I started a research project and I sent letters all over the country to develop information about different kinds of arbitration systems. And I wanted to do a comparative study for my paper. And there is no point of discussing it now because it's in the volume and everything else. But, I spent a tremendous amount of time in the preparation and the research for that paper, which doesn't have to be done. I just did it. And there were a lot of other things, as you can see from this very brief conversation, that were going on during that year. A lot of new developments, new committees, new ideas and it just turned out to be a terribly, terribly busy year.

You don't regret it though, I take it?

No, I don't regret it and I think I mentioned here the consequence of the major outcomes for me was three months after my term expired I had myself in the Coronary Care Unit of a major hospital in New York, with a heart attack. But I have never regretted any of

it.

And certainly that wasn't the only cause?

No, I'm sure not. A contributory one perhaps.

I'd like to change the tone just a little bit now and ask a little bit about your analysis of the Academy, having served as president. First of all, you spent a good deal of time, I'm sure, selecting committee chairmen and committee members, which of the committees do you regard as the most important or among the most important, for the Academy's work?

Well, I guess, everybody will agree that the Membership Committee is of prime importance, for obvious reasons. It determines who our colleagues are going to be and probably spends more time than most other committees. In those days, the Committee on Professional Responsibility was not that much of an important committee. The people really didn't consider it that important and it was rare that they had to consider a complaint. I think it's, in recent years, it has become a major committee.

There was one during your term, wasn't there? A delay?

There was a, the first, complaint about the lay region, that committee, during my term. Sammy Porter was the chairman of that committee, which investigated it, the delay was excessive. It; was over a year and both parties had jointly protested to the Academy, which investigated it. The arbitrator, in effect, pleaded guilty and said "It's true. I had a couple of explanations but..." In essence he said "I shouldn't have waited this long." And waived any right to a hearing or anything else. He did get his award in, finally. He wrote the parties, apologizing profusely and sincerely, apparently. At which point, they wrote back and said that they didn't want to pursue the matter any more. They felt they had accomplished what they wanted to accomplish, which was to bring it not only to his attention but to the Academy's attention. So the committee took that and went to the Board of Governors, which said to the committee "Well, we agree with you, there's no point in pursuing this since the complaint, in effect, has been withdrawn, but please report this to the members so that they become aware that the problem exists. And if you look back in the Chronicle, as I just did, you will find a long article, by Sandy Porter, explaining exactly what happened. There had been very few complaints on delays since then, although I'm sure there have been many delays.

So the Membership Committee and the Committee on Professional Responsibility were the two that you would regard as most important, for your term.

Yeah, I think, for during my term, yeah.

Now you've had the chance, both before and during and after your term as president, to think about what it takes to be a good president to the Academy. Could you, perhaps, list a couple of your primary qualifications, or that you would regard as the primary qualifications, of a good president for the Academy?

Yeah, first of all, If I could, I just might say that I think the Academy could improve and make easier the life of a president, by somehow revising the system under which committees are appointed. One of the most onerous jobs, for each incoming president, is the appointment of committee members. Looking back, I discovered that twelve years ago I appointed one hundred and forty members to committees plus eighteen chairmen. I'm sure that's increased substantially since then. It's obvious what a terribly difficult task this is. I have suggested that somehow, again, some kind of a roster be maintained of preferences of members for committees. And that this be used for two or three years and then we don't have to, for each

year, go through this terrible, terrible hell. Well, the task of a president, includes presiding at the Executive Board meetings, going to the Board of Governors meetings, appointing these committees, writing to reflections for the Chronicle during the year, handling day to day emergencies, doing some outside speaking if he's got the time or she, preparing and delivering a major talk at the annual meeting, presiding at Membership meetings and so forth. This is a very, very difficult sort of pressure kind of job and it seems to me that you need somebody who has a sense of humor, who has good health, who is interested, who is conscientious, who has extensive Academy experience,, who has a reputation as an arbitrator and who has great stamina. If you get all of those you've got somebody good.

Well, the stamina part is particularly important.

Right.

Given the amount of work that's involved.

Right.

Let's go back up to a personal matter before we conclude this

interview. You did not, by any means, cease activity after you served as president. How did your life develop after that?

Well, that's true. And when I remember, up at Toronto, when I introduced, well, when I was introduced as the next president, and we said our farewells to Buzz Woods, who was past president, I said to the members, as I recall "My name is Arty Stark and I'm running for past president." And I tried to reflect on the life of a president, going through various phases. The first phase being president elect, receiving congratulations from your friends, silence from your non-friends and not many responsibilities or decisions. And then phase two as president, receiving no laurels, many thorns, making lots of decisions, lots of appointments, receiving criticisms from your friends, receiving criticisms from your non-friends, presiding at annual meetings and so forth. And then phase three, I predicted, was going to be relaxation, resting on your laurels and being an elder statesperson. And I've decided I was all wet because there is a life after the presidency, in the Academy. And I have served on the Executive Committee. I served on a special committee on the archives. There was another committee on the legal representation, which has become very important. I became an advisory member of the Professional

Responsibility Committee. And since 1984, I've been the chairman of that committee and probably busier than I've ever been in my Academy life. I think that answers your question.

Anything but resting on your laurels.

Right, no laurels.

That seems like a good place to conclude this interview. Arthur, I thank you and I hope, that those who have the occasion to read your comments, enjoy them as much as I did.

Well, I thank you and I wish we had two more hours to talk.