

"The Center early recognized the need for leadership studies and pioneered our first and second leadership conferences . . . in 1970-71. However, at the heart of the Center are its student programs, including our annual student symposium and the fellowships."

—R. GORDON HOXIE

The Center at Mid-Passage

The Quest for Good Government

R. GORDON HOXIE

MEMBER OF THE NEWCOMEN SOCIETY

PRESIDENT

CENTER FOR THE STUDY OF THE PRESIDENCY

NEW YORK, NEW YORK



THE NEWCOMEN SOCIETY OF THE UNITED STATES
NEW YORK EXTON PRINCETON PORTLAND

1992



*"The roads you travel so briskly
lead out of dim antiquity,
and you study the past chiefly because
of its bearing on the living present
and its promise for the future."*

—LIEUTENANT GENERAL JAMES G. HARBORD,
K.C.M.G., D.S.M., LL.D., U.S. ARMY (RET.)
(1866-1947)

*Late American Member of Council at London
The Newcomen Society
for the study of the history of
Engineering and Technology*



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"Were American Newcomen to do naught else, our work is well done if we succeed in sharing with America a strengthened inspiration to continue the struggle towards a nobler Civilization—through wider knowledge and understanding of the hopes, ambitions, and deeds of leaders in the past who have upheld Civilization's material progress. As we look backward, let us look forward."

—CHARLES PENROSE
(1886-1958)
Senior Vice-President for North America
The Newcomen Society
for the study of the history of
Engineering and Technology
(1923-1957)
Chairman for North America
(1958)



This statement, crystallizing a broad purpose of the Society, was first read at the Newcomen Meeting at New York World's Fair on August 5, 1939, when American Newcomen were guests of The British Government.

"Actorum Memores simul affectamus Agenda"

This address, dealing with the history of the Center for the Study of the Presidency, was delivered at a "1992 New York Meeting" of The Newcomen Society of the United States held in New York City, when Dr. R. Gordon Hoxie was the guest of honor and speaker on April 23rd, 1992.



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INTRODUCTION OF DR. HOXIE IN NEW YORK, ON
APRIL 23RD, 1992, BY SIR JAMES MURRAY,
KCMG, MEMBER OF THE BOARD OF TRUSTEES,
CENTER FOR THE STUDY OF THE PRESIDENCY

Members of Newcomen and guests:

THOMAS Newcomen was a Briton; and The Newcomen Society of the United States has always enjoyed the closest relationship with the Newcomen Society of Great Britain. That is surely why, although a very recent trustee of the Center for the Study of the Presidency, I have been accorded the particular distinction of introducing our speaker this evening.

But first, on behalf of the trustees of the Center, I must say how very proud we are that you at The Newcomen Society have decided that the Center lives up to the purposes of preserving, protecting and promoting the American free enterprise system and are honoring it this evening. You have added us to a distinguished list of organizations on both sides of the Atlantic. We are also proud that we have a really worthy spokesman to express our gratitude.

Dr. Gordon Hoxie comes from the heartland of America. Born in Waterloo, Iowa, he graduated from the University of Northern Iowa and received his M.A. from University of Wisconsin.

His studies were interrupted by World War II. Having joined the USAF as a "buck private," he subsequently saw active service as an officer in the 11th Air Force. On returning to civilian life, he remained loyal to the Air Force. He graduated from the Air War College and in due course attained the rank of Brigadier General, U.S. Air Force (Ret.).

In 1946, a fellowship took him to Columbia University, where he obtained a doctorate in history, and thereafter embarked in a career as an educational administrator. His timing was good. These were the heady days at Columbia of the presidency of General Dwight D. Eisenhower, to whom Dr. Hoxie became an educational aide. It is clear that this early friendship with General Eisenhower marked him deeply and had much influence on his subsequent career. Dr. Hoxie played a prominent part in the bicentennial of the university, and for it wrote *A History of the Faculty of Political Science*.



CENTER FOR THE STUDY OF THE PRESIDENCY 1991 DISTINGUISHED PUBLIC SERVICE AWARD RECIPIENTS: CLAYTON YEUTTER(L), FORMER SECRETARY OF AGRICULTURE; GENERAL COLIN POWELL(C), CHAIRMAN OF THE JOINT CHIEFS OF STAFF; AND CHARLES ROBB(CR), U.S. SENATOR, DEMOCRAT FROM VIRGINIA, WITH THE CENTER'S PRESIDENT, R. GORDON HOXIE(CL) AND NORMAN AUGUSTINE, CHAIRMAN, MARTIN MARIETTA CORPORATION

In 1954, he accepted an invitation to join Long Island University to help found C.W. Post College of which he became the first full-time president. Ten years later, he was appointed in addition chancellor of Long Island University, the parent institution. His achievements there are part of the history of that notable center of learning. When he joined Long Island University, it was a small unaccredited institution; when he recruited the first students at C.W. Post, they were 121 in number; when he left Long Island University in 1968, it was the sixth largest privately supported university in the nation. Under his stewardship, its assets had increased from some \$30 million to over \$100 million. Perhaps more significantly, the annual rate of sponsored research had increased by 1300 percent.

Dr. Hoxie would, I know, like me to mention two other institutions which during that time he played an important part.

In 1954, he founded Mitchell College at the then Mitchell Air Force Base in Garden City. This was the first institute of this kind in the armed forces to grant baccalaureate degrees to members of the armed services. The college and the base subsequently fell victim to the earth-moving and road-building ambitions of Robert Moses. But Dr. Hoxie has set a splendid example, since followed in many places throughout the country.

In 1960, he initiated and helped found the Robert A. Taft Institute of Government, which organizes programmes on government for high school teachers throughout the nation. This is an early example of his recognition of the importance of the civic education of young people, a concern which, as you will hear, has been central to his leadership of the Center for the Study of the Presidency.

In 1968, invited to interest himself in the recently established Library of Presidential Papers, he showed himself to be the kind of entrepreneur of whom Thomas Newcomen himself would have been proud. He saw the real institute which, from the study of the history of the presidency, could help strengthen democratic government for the future. So in April 1969, he launched the Center for the Study of the Presidency.

I leave Dr. Hoxie himself to describe the Center, its good deeds here at home, its diplomatic success in respect to Korea, Israel and Egypt, and its aspirations. All those who have been involved with it recognize that a great measure of its success has been due to his personal efforts, his energy and his enthusiasm. One presidential citation will have to suffice: President Ford said, "We need people like this Center's Gordon Hoxie to promote the quality of our national life and the quality of our politicians."

The Newcomen Society has an admirable motto, "*Actorum Memores, simul affectamus Agenda*"—"Mindful of what has been done, at the same time we strive after what needs to be done." This could well be the motto of the Center, and certainly of Gordon Hoxie himself.



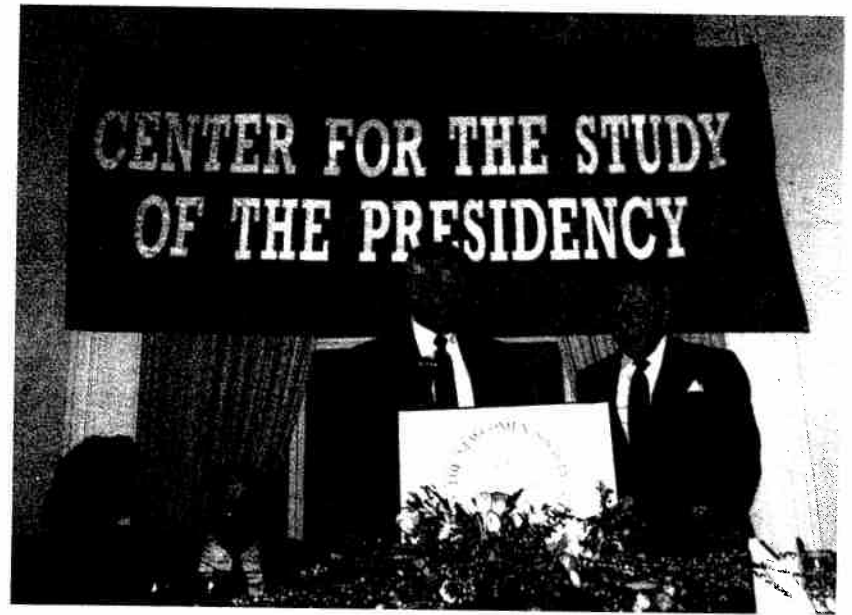
Fellow members of Newcomen and guests:

THANK you, Sir James, for your most generous introduction. While I must caution that it is filled with hyperbole, I do express an admiration for Sir James' use of the Queen's English. This evening we toasted Queen Elizabeth II. Although the English language may have reached its literary height with Shakespeare in the reign of Elizabeth I, surely Sir James' skill would have served him well in both eras.

It was during the reign of another remarkable woman, Queen Anne, that Thomas Newcomen in 1710 produced the first practical steam engine, heralding the industrial revolution. The Newcomen Society in Great Britain and The Newcomen Society in the United States represent that spirit of creativity and productivity so much needed today. Center for the Study of the Presidency is indeed honored to be recognized this evening in the annual New York City dinner hosted by The Newcomen Society of the United States. Our special thanks go to Russell J. Christesen, Newcomen's New York chairman, and James E. Fritz, Newcomen's president.

As I look about this room there are so many persons I would like to recognize for their creative and inspiring support for this Center for the Study of the Presidency. These include the members of the Center's Board of Trustees, National Advisory Council and Board of Editors, and representatives of so many higher educational institutions which are Center members, including Fordham, represented by its president, Father Joseph P. O'Hare, S.J., who gave us that beautiful invocation; Marist, by our old friend Richard V. Horan, director of Foundation and Government Relations; Quinnipiac, President John Lahey, vice president for Advancement, Charles Agnew and others; Wilson by students, alumnae and trustees; and The United States Military Academy represented by Captain Stephen Wilkins, Cadet Shauna Hauser, presently serving as a Center Fellow, and Cadet Celestino Perez, Jr., the 1992 first prize winner in the Center's Giltelson Essay Awards. The oldest engineering college in the nation, the Academy was honored in 1976 in this New York Newcomen Dinner.

This evening, I have been invited to reminisce about the founding and growth of this Center and set forth perceptions as regards the



JAMES E. FRITZ, PRESIDENT, THE NEWCOMEN SOCIETY OF THE UNITED STATES, READING AWARD CITATION TO CENTER FOUNDER AND PRESIDENT, R. GORDON HOXIE, AT APRIL 23, 1992 DINNER AT THE UNION LEAGUE CLUB IN NEW YORK IN HONOR OF THE CENTER FOR THE STUDY OF THE PRESIDENCY

Center's future. In doing so, I shall seek to relate those views to the national interest, in keeping with Newcomen's goals.

Since I began with reference to British monarchs, let me move on to George II, in whose reign in 1754, King's College, now Columbia University, secured its charter. Twenty years later, a remarkable student, Alexander Hamilton, came to the college. President Nicholas Murray Butler, reminded generations of Columbia students that "Hamilton was Columbia's greatest gift to civilization." Early on, Hamilton, gifted with great expository powers, had problems with George III, and in the revolutionary cause organized an artillery company. Even before the American War for Independence was ended, Hamilton, then serving as Washington's principal aide, in 1780 issued the first call for a constitutional convention to modify or replace the Articles of Confederation. Following the completion of the Constitutional Convention in 1787, he initiated a series of essays seeking to secure the adoption of the Constitution. Called *The Fed-*



DR. SUSAN A. GITELSON AND DR. R. GORDON HOXIE CONGRATULATING CADET CELESTINO PEREZ, JR., ON HIS WINNING FIRST PRIZE IN THE CENTER'S 1992 GITELSON ESSAY AWARDS CONTEST

ederalist, these essays, in which he was joined by James Madison and John Jay, have long since been recognized among the world's most remarkable political treatises. In the first, published October 27, 1787, Hamilton set forth his perception "that it seems to have been reserved to the people of this country, by their conduct and example, to decide the important question, whether . . . [we] are really capable or not of establishing good government. . . ."

Good government has been a quest set forth by philosophers and statesmen from Plato's *Republic* in the fourth century B.C. to the present. This is the proposition on which this Center was founded, the establishment of good government, and this is the goal we continue to seek. In *Federalist* #70, Hamilton put the presidency at the heart of the matter, when he stated, in a favorite quotation of each of the modern presidents, "Energy in the executive is a leading character in the definition of good government." Hamilton's perceptions of the authority of the presidency, as Sir James Murray points out, is not unlike George III's authority.

Now let me move from 1787 to 1948. That is the year Dwight D. Eisenhower became president of Columbia University, and it was

my privilege to serve as an educational aide in his offices. Early on, I discovered his interest in *The Federalist Papers*, on which he spoke when Professor Robert Livingston Schuyler, at my suggestion, invited him to address his historiography class. He made a big hit when he spoke on two of his favorite authors, Hamilton and Jay, both Columbia alumni and their *Federalist* essays. May I say that I am particularly glad that Columbia is so well represented here this evening, by Professors Graff, Harriss and Saulnier from our Editorial Board. Indeed, Henry Graff and I were graduate students together at Columbia; Lowell Harriss and I first met in 1948 at President Eisenhower's office; and Steve Saulnier was, of course, Eisenhower's Chairman of the Council of Economic Advisers. The disciplines which they represent are history and economics; taken with those of law, political science and communications represented by the other members of the Board of Editors, we have the Center's multi-disciplinary approach to the study of the presidency and public policy.

In 1953, Eisenhower brought his interest in *The Federalist Papers* to the presidency of the United States when he was confronted with the Bricker Amendment, which would have reduced the authority of the president in foreign policy. Again citing *The Federalist*, he argued that the Bricker Amendment would put us back into the kind of weak government characterized by the pre-Constitution Articles of Confederation.

In 1953-54, I had a slight case of Potomac fever as I weighed possible positions in the academic community with those in the new Eisenhower administration. Had I then known Herbert Brownell, whose daughter is with us this evening, I might have changed my decision as regards remaining in academe. In 1954, after completing a volume for Columbia's bicentennial, I left the university to participate in the founding of C.W. Post College, of a sister college for the armed forces, Mitchell College, and the development of their parent institution Long Island University. As two of our guests here this evening, Paul and Terry Townshend, editor and publisher respectively of the *Long Island Business Review*, can attest, two of my most valuable counsellors during those building years, 1954-68, were William J. Casey and Arthur T. Roth. Bill Casey's widow, Sophia, who is a member of this Center's board, and his daughter, Bernadette Casey Smith, who was an early member of the Center's staff, are with us this evening as are Arthur and Genevieve Roth. My own interest



FORMER U.S. ATTORNEY GENERAL HERBERT BROWNELL INTRODUCING HIS GOOD FRIEND AND FORMER ASSISTANT, CHIEF JUSTICE WARREN E. BURGER(RET.) AT THE CENTER'S 22ND ANNUAL LEADERSHIP CONFERENCE, RICHMOND, VIRGINIA

in good government continued through those years, both in the Post Lecture Series and the classroom, as well as in curriculum building and an occasional visit to the White House, during the Eisenhower years, when I reported on the Center's progress. At the end of the Eisenhower administration, Mrs. Eisenhower's assistant, Mary Jane McCaffrey joined my staff.

In 1960-61, I had the opportunity to help found the Robert A. Taft Institute of Government, writing the goals and program, helping secure the charter from the Board of Regents, and launching its first two programs. Like the Center, the Taft Institute is devoted to good government. We are particularly glad that Maryann Feeney, the president of the Institute is with us this evening.

One of my interests was educational exchange, particularly with the young Republic of Korea. Accordingly, beginning in 1955, I encouraged Korean students to enroll in the new C.W. Post College. Then I initiated an educational Exchange between a major privately supported Korean university, Chung-Ang, and C.W. Post with both faculty and students, and founded the American Friends of Chung-

Ang University, which I continue to serve to this day as president. Beyond that, I early on persuaded my good friend C.R. Smith, the head of American Airlines, to build the first modern hotel in Seoul, Korea, the Chosun, and to train the pilots and crews of the then tiny Korean Airlines. Later, as Secretary of Commerce, C.R., in 1968, instituted the first on-going annual meeting with his Korean counterpart. I was President, Greater New York Council for Foreign Students.

In the fall of 1968, my career came to another decision point. There had been great satisfaction in participating in the growth of C.W. Post College and Long Island University. But I wanted one more career opportunity, hopefully in the private sector regarding public policy. When I resigned as chancellor of LIU in the fall of 1968, it had become the sixth largest private university in the nation. The board generously offered me a year in a consulting capacity at full salary while I was sorting out my priorities. After the board meeting at The Metropolitan Club, in New York City, Arthur Roth and Bill Casey had taken me to dinner across the street at the Plaza



ARTHUR T. ROTH, CENTER FOUNDER TRUSTEE; TRUSTEES SOPHIA CASEY AND ANTHONY E. RAPP; LONG ISLAND BUSINESS NEWS PUBLISHER TERRY TOWNSEND; AND DR. HOXIE AT THE NEWCOMEN SOCIETY DINNER. MRS. CASEY IS THE WIDOW OF FOUNDER TRUSTEE WILLIAM J. CASEY. MR. RAPP, ASSOCIATE GROUP MANAGER, DELOITTE & TOUCHE, HOSTED THE RECEPTION PRECEDING THE DINNER



DR. HOXIE(L) AT THE CENTER'S 23RD ANNUAL STUDENT SYMPOSIUM WITH AMBASSADOR YONG-SHIK KIM, PRESIDENT, SEÖUL PEACE PRIZE COMMITTEE, AND ROMAN POPADIUK, DEPUTY ASSISTANT TO THE PRESIDENT AND U.S. AMBASSADOR DESIGNATE TO UKRAINE

Hotel. Arthur Roth was chairman of the Library of Presidential Papers; he invited me to visit the library where I found the familiar signature of Dwight D. Eisenhower, on a memorandum, a page and one-quarter in length (President Eisenhower had encouraged me to confine memoranda to one page), on the importance of studying the presidency of the United States. President Eisenhower perceived the office as little understood and needing of studies "characterized by accuracy, objectivity and perspective." He proposed an institute for "students old and young" examining public policy issues and organization and predicted "the result cannot fail to be good . . . for the Nation."

In this memorandum, now on my office wall, the Center for the Study of the Presidency was born. Here was the mandate for trans-

forming a library into a policy institute. Eisenhower died in the spring of 1969, just as the Center was being launched. However, his family has maintained a strong interest in the Center. His widow, Mamie Doud Eisenhower, served as honorary chairman until her death, being succeeded by his brother, Dr. Milton Eisenhower, president emeritus, Johns Hopkins University. Following his death, David Eisenhower was elected to the Center's board and his sister Anne to the Center's National Advisory Council, where they continue to serve. All of the living former presidents, Nixon, Ford, Carter and Reagan, are honorary co-chairs of the Center.

All of the Center's major programs were launched in the 1969-70 period, including the annual student symposium; the fellowships; the annual leadership conference; lecture series (in association with Fordham University); publications, including the *Proceedings Series* and *Presidential Studies Quarterly*; and the Library and Information Center, which respond to hundreds of inquiries annually. To these was added a year ago a joint venture with *Fortune* magazine, i.e. an annual business leaders symposium. The second annual, which will be televised on PBS, will convene on June 25th, our charter date, followed by the Center's prestigious Anniversary Awards Dinner.

As with my efforts in C.W. Post College and Long Island University, Arthur Roth and Bill Casey were my closest counsellors, to which was added James Hagerty, who had been Eisenhower's press secretary. Other founding board members included attorney Andrew O. Miller and university head Francis Horn. Both moral and monetary support were given by Marjorie Merriweather Post (for whose father C.W. Post College had been named) and DeWitt Wallace, co-founder of the *Reader's Digest*, who gave great support for our student programs and enjoyed having our Center fellows visit him at the *Digest's* headquarters.

The Center early recognized the need for leadership studies and pioneered our first and second leadership conferences at Gurney's Inn, Montauk, Long Island in 1970-71. However, at the heart of the Center are its student programs, including the annual student symposium and the fellowships. These were born in a period of great need and stress with the tragedies at Jackson State and Kent State. Three concerned students from Dartmouth, Columbia College (South Carolina) and C.W. Post came to us in the Spring of 1970 asking what they might do to help. They were appointed as the first three

Center fellows and helped plan the first annual student symposium. This convened at Airlee House in Warrenton, Virginia. It was difficult in the then climate to recruit participants, especially the ten black students from among the 110 participants. Our keynoter, Elliot Richardson, observed, "Gordon, you have hostility here." And I reminded him he had the wrong pronoun asserting, "Elliot, it's not me, it's *we!*"

The person who did the most that weekend to turn these tensions into constructive service, especially with the ten black students, was Chappie James, then an Air Force brigadier general, who later became the first black four star general. He invited the blacks to get permission to stay over through Monday morning and took them to the Pentagon to meet Secretary of Defense Melvin Laird. They came back to their respective campuses telling of their wonderful experience in the symposium and in the Pentagon meeting. Expressing their own amazement at the transformation of the black students' attitude, Dr. Broadus Butler, president of Dillard University, came on the Center's board, and Dr. James E. Cheek, president of Howard University, came on the Center's National Advisory Council. In future student symposia, General James, until his untimely death, was joined by Admiral George E.R. Kinnear. They were a wonderful team, and the students greeted them both with enthusiasm. Tonight, our good friend "Gus" Kinnear is with us. In retrospect, David Gergen, as editor, *U.S. News and World Report*, observed that the Center perhaps more than any other institution "restored communications between the colleges and universities and the executive branch."

The student programs also had a remarkable ameliorating effect between Egypt and Israel. Immediately following the 1973 war, the Center began inviting Egyptian and Israeli students to its annual student symposium. They were purposely seated side-by-side in the symposium sessions and began discourse together. The students reported back so enthusiastically to their respective countries that both Israel and Egypt invited visits by teams formed by the Center and the Public Members Association of the Foreign Service. In a visit by an eleven-member team, for seven days in Egypt in 1977, we strongly recommended that President Anwar Sadat make what became his historic journey to Israel later that year.

In December 1988 at the invitation of the Aspen Institute in Berlin, I participated in a conference with representation of both East



1991-92 CENTER FELLOWS AND COUNSELLORS WITH DR. HOXIE; DR. RUTH L. FARKAS, CHAIRMAN, EXECUTIVE COMMITTEE OF THE CENTER'S BOARD OF TRUSTEES; DR. SUSAN A. GITELSON; AND FORMER CENTER FELLOW STEVEN H. RICHMAN, NOW AIDE TO THE GOVERNOR OF NEW YORK

and West Berlin and the Soviet Union. Also from the United States was our then ambassador to West Germany, Richard Burt. Based on this conference, and extended personal conversations over five days, I became convinced that the Berlin Wall would come down. Further, I shared these views with high ranking persons in Washington. The following December the wall came down. Each year, the Center, which is based in New York City, but also has offices in Washington, D.C., is visited by freedom-aspiring people from throughout the world, including the peoples of Eastern and Central Europe, the Middle East, Africa and the Far East.

Last fall, with the cooperation of the Federal Executive Institute and The Kosciuszko Foundation, the Center conducted a workshop for persons from Czechoslovakia, Hungary, Poland and Russia. This summer, with the support of The Kosciuszko Foundation, which is represented here this evening by President Joseph Gore and board members Jerry McCleskey, Wanda Senko and Michael Wrotniak, the Center will be participating in an institute in Poland. And what will be the subject? You guessed it, *The Federalist Papers*, in which the new democracies find much wisdom.



THE CENTER HELD ITS 1991 CHARLOTTESVILLE WORKSHOP AT THE UNIVERSITY OF VIRGINIA, WHERE PERSONS FROM CZECHOSLOVAKIA, HUNGARY, POLAND AND RUSSIA PARTICIPATED. MAURA ZOTTNER, FRONT CENTER, WAS PROGRAM COORDINATOR AND DR. HOXIE, FAR LEFT, HOSTED ON BEHALF OF THE CENTER FOR THE STUDY OF THE PRESIDENCY

It has been a joy for my wife, Louise, and myself to be associated with this Center since its beginnings, and I am only sorry her health precludes her being with all of us this evening. We are so heartened by so many expressions of appreciation, yes from national and international leaders, but also from students. As former Center Fellow Michael Maibach, now an Intel executive, expressed it, "Exposing America's college students to the leading issues and decision makers in person is clearly a unique contribution to education and to the republic." So also scholars throughout the world thank the Center for having developed a new discipline of learning, the American presidency. Where in 1968, scarcely a dozen colleges and universities offered courses on the presidency, today virtually all colleges and universities do so.

It is further heartening to see support in the Congress, on both sides of the aisle, for this nonpartisan, nonprofit Center. Representative Lee H. Hamilton (D) Indiana, whose son was a Center fellow, expressed it this way, "The Center has contributed to the direction and the success of a free society and all of us are most grateful." In



DENISE CHEUNG, CENTER FELLOW, BEING CONGRATULATED BY PAUL GRIFFIN, CENTER FELLOW, AND DR. THEODORE KOVALEFF, CENTER EDITORIAL BOARD, FOR GRADUATING WITH THE HIGHEST HONORS AT THE UNIVERSITY OF MARYLAND. MS. CHEUNG IS ENTERING HARVARD SCHOOL OF LAW

a joint statement, former presidents Nixon, Ford and Carter declared, "Those of us who have been engaged in policy formulation and decision making are appreciative for the services of the Center." In his second administration, President Reagan advised, "We will continue to benefit from the projects of the Center for the Study of the Presidency." President Bush recently observed, "On behalf of a grateful nation, I salute you for your efforts." Most heartening of all, however, have been the expressions of thousands of college students, confirmed by their faculty advisors, that the Center's student programs have been the most valuable experience in their four years in college. This augurs so well for the future. As Allen Murray, chairman, Mobil Corporation, one of the Center's major annual contributors, recently expressed it, "To my mind, one of the Center's most important services to the nation has been the deep involvement with young people. . . . The Center has helped plant the seeds from which will grow our next generation of leaders. That is truly an important gift to bestow on any society, and especially on a democratic society like ours."

Therein lies much of the hope in this quest for good government. In 1992, as in the 1900-1914 Progressive Era, there is a healthy

demand for the improvement of our governmental institutions and the conduct of some persons serving in these institutions. The Center has an important role in this quest for improvement and examines both the legislative and the executive branches and the courts and the independent agencies of our national government. The Center's concern goes far beyond the current popular obsession with the abuse of perks. We are concerned with the enormous growth of staff and committees and sub-committees in the Congress and with such danger signals as the recent announcement by an outstanding legislator, Senator Warren Rudman, that he will not run again for office. It is time for the Congress, on both sides of the aisle, and the administration, to come together to focus on the demanding long-term education, economic, energy, health and security issues, rather than who gets a bargain haircut. We, as a people, are too consumed with diversions from the major issues of our time.

In 1991, despite the recession, which impaired so many nonprofit organizations, the Center achieved a new record high in contributions. In a very real sense, the Center is at mid-passage, with much accomplished and more to be done. Moreover, increased support is required to ensure the Center's permanence as a valuable national asset. Hence, we have boldly launched a \$7,000,000 fund drive to secure an endowment to make certain that the work will carry on in the quest for good government and particularly with the young people to whom will be entrusted the future leadership of our nation. The first \$1,000,000 has now been secured. It is our resolve to reach that \$7,000,000 goal by June 1994. The Center's board, its Advisory Council and its Board of Editors are united in their determination to reach this goal and in their continued quest for good government and inspired future leadership. All of this is in keeping with the spirit of The Newcomen Society and its admirable motto: "*Actorum Memores, simul affectamus Agenda*"—"Mindful of what has been done, at the same time we strive after what now needs to be done."

Our thanks to Newcomen for this award and to all of you for being with us.

THE END



"Actorum Memores simul affectamus Agenda!"

[20]



THE NEWCOMEN SOCIETY OF THE UNITED STATES

IN APRIL 1923, the late L. F. Loree (1858-1940) of New York, then dean of American railroad presidents, established a group now known as "American Newcomen" and interested in Business History, as distinguished from political history. Its objectives center in the beginnings, growth, development, contributions, and influence of Industry, Transportation, Communication, the Utilities, Mining, Agriculture, Banking, Finance, Economics, Insurance, Education, Invention, and the Law—these and correlated historical fields. In short, the background of those factors which have contributed or are contributing to the progress of Mankind.

The Newcomen Society of the United States is a nonprofit membership corporation chartered in 1961 under the Charitable Law of the State of Maine, with headquarters at 412 Newcomen Road, Exton, Pennsylvania 19341, some five miles east of Downingtown, Pennsylvania, and 32 miles west of the City of Philadelphia. Here also is located The Thomas Newcomen Memorial Library and Museum in Steam Technology and Industrial History, a reference collection, including microfilm, open to the public for research and dealing with the subjects to which the Society devotes attention.

Meetings are held throughout the United States of America and across Canada at which Newcomen Addresses are presented by leaders in their respective fields.

The approach in most cases has been a life-story of corporate organizations, interpreted through the ambitions, the successes and failures, and the ultimate achievements of those pioneers whose efforts laid the foundations of the particular enterprise.

The Society's name perpetuates the life and work of Thomas Newcomen (1663-1729), the British pioneer, whose valuable contributions in improvements to the newly invented Steam Engine brought him lasting fame in the field of the Mechanic Arts. The Newcomen Engines, whose period of use was from 1712 to 1775, paved a way for the Industrial Revolution, Newcomen's inventive genius preceded by more than 50 years the brilliant work in Steam by the world-famous James Watt.

The Newcomen Society of the United States is affiliated with The Newcomen Society for the Study of the History of Engineering and Technology, with offices at The Science Museum, South Kensington, London, S.W. 7, England. The Society is also associated in union with the Royal Society for the Encouragement of Arts, Manufactures and Commerce, whose offices are at 6 John Adam Street, London, W.C. 2, England.

Members of American Newcomen, when in Europe, are invited to visit the home of Thomas Newcomen at Dartmouth in South Devonshire, England, and to see the Dartmouth Newcomen Engine working.

