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THE ATHLETIC INSTITUTE: A STUDY OF AN ORGANIZATION AND ITS EFFECT ON AND REFLECTION OF THE DEVELOPMENT OF SPORT, RECREATION AND PHYSICAL EDUCATION IN THE UNITED STATES

DISSERTATION

Presented in Partial Fulfillment of the Requirements for the Degree Doctor of Philosophy in the Graduate School of The Ohio State University

By
Wayne Maurice Ladd, B.A., M.A.

* * * * *

The Ohio State University
1974

Reading Committee:
Dr. Bruce Bennett
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Approved by

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Advisor
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ACKNOWLEDGMENTS

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For those people who spent considerable time responding to interviews and correspondence, the writer is indeed grateful. Former members of the advisory committee were especially helpful. Ted Bank provided a personal depth to his experiences with the Institute which were not available through other sources.

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Finally, Margaret Mordy and Lewis Hess filled vital roles as members of the candidate's committee. The author acknowledges the critical assistance and counsel of his advisor, Bruce L. Bennett. It can be said of him that he is glad with all good men when truth prevails.
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Professional Organizations

American Alliance for Health, Physical Education and Recreation
National College Physical Education Association For Men
North American Society of Sport History
International Council on Health, Physical Education and Recreation
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Chapter 1

INTRODUCTION

The Athletic Institute has emerged as a significant organization in the development of sport, recreation and physical education during the past forty years. Though many physical educators are able to recognize the Institute as a prominent body in physical education, few can specify the purpose, operation or magnitude of its program. Most would identify its role as a processor of sport films, which indeed is a significant facet of its total operation. Yet, the Athletic Institute has affected the field far beyond this level, pursuing legislation on behalf of physical education, sponsoring sport organizations for people of all ages, publishing sport handbooks, promoting research and serving as an essential unifying force among such diverse organizations as those involved with institutional sport, amateur athletics, recreation and professional education. Therefore, a study of the origin, growth and outreach of the operation of the Athletic Institute is a vital one.

A review of the literature indicates that for the most
part the Institute has been overlooked by historians of sport and physical education. In the general texts, Van Dalen and Bennett in *A World History of Physical Education* deal with the organization. Yet, theirs is a cursory presentation.¹ Hackensmith makes a passing reference to the Institute in his work.² Charles Forsythe briefly discusses the early work of the Institute in his book on administration,³ while Harry Scott's *Competitive Sports in Schools and Colleges* merely identifies the existence of the Institute.⁴ Others, including Ellen Gerber's *Innovators and Institutions in Physical Education*, omit mention of the Institute altogether.⁵

Several works regarding related organizations are extant. Paul Washke's dissertation is a dated but satisfactory report of


the first fifty years of the American Association of Health, Physical Education and Recreation. Arnold Flath's study of the NCAA and AAU yields some insight into the organizational power struggles which have occurred in the area of amateur sport. These and other related works, however, deal with the internal, corporate structure of specific organizations and are not applied to the general scheme of social history in the United States.

In regard to the sporting goods industry, little has been written. In recent times, only Richard Snyder, an economist, has provided any meaningful studies of this sector of the American economy. Historians have been remiss by ignoring this powerful force which has helped shape the character of sport, recreation and physical education in American culture.

Finally, such a study is of immediate value since records

---


are being continually lost and people who have positions of responsibility within the organization are quickly passing from the scene. An historical investigation of this organization appears to be needed at this time.

STATEMENT OF THE PROBLEM

The purpose of this study is to examine the role of the Athletic Institute in relationship to the development of sport, recreation and physical education in the United States from 1934 to 1972.

Sub-Problem 1

The structure of an organization produces specific policies and procedures. To examine patterns of operation within the Athletic Institute, one must investigate the following:

a. How is the Institute hierarchically organized?

b. What is the composition of the membership?

c. What is the basis of financial support?

d. Are the governing procedures of the organization open to change?

e. Who controls the organization?

Sub-Problem 2

Any organization, as a social force in national affairs,
affects and is affected by contiguous society. How did the Institute influence local, regional and national social patterns during the depression, World War II, the Cold War or Vietnam? Are general themes exemplified in American culture such as Americanism, youth culture, the low status of women and particular sport orientations reflected in the program of the Athletic Institute?

Sub-Problem 3

The Athletic Institute as a unique social organization combining capitalistic goals with social ideas played a primary role in the development of sport, recreation and physical education in American society.

a. How does the development of the Institute relate or affect the development of sport, physical education and recreation?

b. What connections does the organization have to professional and educational endeavors?

c. How does the Institute relate to the sporting goods industry organizations such as the Sporting Goods Manufacturers Association, National Golf Foundation and other manufacturing groups who also are prominent in the promotion of athletic activities?

d. What significant individuals relate specifically to the Athletic Institute?
Sub-Problem 4

Any social organization is judged not only by its existence in a social milieu, but also by the results of that existence. With regard to the Institute, what artifacts (films, books, pamphlets, conferences, legislation, research, etc.) did it produce? What significance do these have to sport, recreation and physical education?

Sub-Problem 5

The understanding of past events should enable one to plan for the future. What is the future of the Athletic Institute?

DEFINITION OF TERMS

- Although the meaning of terms such as sport, recreation and physical education are indicated within the text, the author feels that a preliminary statement is justified. Throughout its existence, officials of the Institute have used the terms sport and athletics synonymously. In this work, both terms refer to some type of game in which physical exertion takes place.

  Before and during the Second World War, members of the Institute held the term recreation as having a connotation of corrective or therapeutic status. Such emphasis required a justification for participation in "re-creative" aspects of activity. After the war, however, the concept of recreation took on a more general
character, involving almost any type of pastime. The utilitarian connotations of such participation were given lower priority, as the concept of recreation came to be seen as a thing in itself.

In the 1930's, physical education implied to the leaders of the Institute a limited concept of calisthenics and exercises conducted apart from sports. It was natural then that throughout its early history, people associated with the Institute were wary of physical educators, thinking of them in terms of dated gymnastics programs. It was not until well into the Bank era in the 1950's, that this concept faded away.

DELIMITATIONS

The study is restricted to the Institute's history from its inception in 1934 to 1972 when a vast reorganization of the body took place. No attempt is made to analyze these most recent, complex changes.

Although this historical study places an emphasis upon the organization and development of the Institute as an institution in twentieth century America, considerable time is given to the study of individual personalities, such as John L. Griffith and Theodore Bank, since their contributions were outstanding, even apart from the Institute.
METHODS AND PROCEDURES

1. To gain a perspective of the era in which the Athletic Institute emerged, background readings of a general nature were essential. These included:
   a. General physical education texts.
   b. Dissertations, biographies and other works written within the chronological framework of this era.
   c. General literature of the period including professional periodicals, proceedings and newspapers.

2. An examination of Athletic Institute documents indicated the operation of the organization and provided an insight into the rationale for the function of policies and procedures. Such in-house papers included:
   a. Minutes of board and committee meetings.
   b. Summary reports to the board from the president.
   c. Official and personal correspondence.
   d. Incorporation papers.
   e. Miscellaneous documents--invoices, auditing statements, sales records, etc.

3. A record of the Athletic Institute from sources external to the organization provided a perspective regarding the impact of the Institute upon society in general, and upon the fields of sport,
recreation and physical education in particular. Crucial to this aspect of the study were:

a. The examination of newspaper accounts of the rise and status of the organization.

b. The overview of editorials in periodicals and professional journals.

c. Interviews with people who were consumers or non-consumers of Institute products.

d. The examination of the relationship between the Athletic Institute and other organizations, including the following:

(1) Sporting goods industry

   (a) Sporting Goods Manufacturers Association

   (b) National Sporting Goods Association

   (c) National Golf Foundation

   (d) Golf Ball and Club Manufacturer Associations

   (e) Other related organizations

(2) Major sporting goods firms

   (a) Wilson

   (b) Spalding

   (c) Brunswick (MacGregor)

   (d) Hillerich and Bradsby

   (e) Other prominent firms
(3) Professional educational groups
   (a) American Alliance for Health, Physical Education and Recreation
   (b) National Federation of State High School Athletic Associations
   (c) National Association of Intercollegiate Athletics
   (d) National Collegiate Athletic Association

(4) Recreational groups
   (a) National Industrial Recreation Association
   (b) National Recreation and Park Association

(5) Governmental bodies
   (a) Department of Health Education and Welfare
   (b) Office of Civilian Defense
   (c) President's Council on Physical Fitness

(6) Organizations representing public interest groups
   (a) United States Junior Chamber of Commerce
   (b) American Legion
   (c) Little League Baseball
   (d) Other related groups

4. The Athletic Institute produced innovations and promoted changes in the development of sport, recreation and physical education. To evaluate the significance of these contributions, the writer examined the number, type and impact of workshops,
conferences, publications and audio-visual materials. Data relating to sales, use of materials, numbers of editions and acceptance by consumers provided the means for this analysis.

5. Finally, interviews with people who were involved with the organization were crucial. The following people were central to this study:

Donald Bushore, Executive Director of the Athletic Institute

Theodore Bank, Former President of the Athletic Institute

Frank Jones, Former President of the Athletic Institute

Robert Mitchell, Office Manager for the Athletic Institute and the Athletic Goods Manufacturers Association

Carl Nordly, Former Chairman of the Athletic Institute Advisory Committee, 1946-1966

Therese Hasterlik, Secretary to Theodore Bank during his twenty-year presidency

John Griffith, Jr., Publisher of the Athletic Journal and son of a former president of the organization

Donald Neer, Former Director of the National Industrial Recreation Association

Leaders of the major firms involved in the organization of the Athletic Institute (Wilson, Spalding, Brunswick, Hillerich and Bradsby)

Paul Landis, former Commissioner, Ohio High School Athletic Association

Letters and/or interviews of relatives of former Institute members or employees who are now deceased

Advisory Committee Members
Chapter 2

THE DEVELOPMENT OF SPORT AND
THE SPORTING GOODS INDUSTRY

The growth of sports and recreation in the early twentieth century reflected the social trends of the preceding century. The industrial revolution had measurably altered the ratio of time required for earning a living. The reduction of long hours and improvement in once onerous working conditions provided the impetus for the growth and expansion of leisure time activities. ¹ Too, the tensions created by congested urban living conditions accompanied by sedentary occupations called for an emotional release for mind and body. ² The technological revolution also seems to have provided an impetus for such development. ³ Therefore, in


the decades immediately following the Civil War when popular interest in recreational athletics began to develop, the necessity and possibility for recreation and sport in life was at hand.

HISTORICAL TRENDS IN THE DEVELOPMENT OF SPORT IN AMERICA

The first professional baseball team was organized in 1869, while croquet became popular in the 1860's, roller-skating in the 1870's and cycling through the last two decades of the century. Nevertheless, recreation and sport as a major diversion and social obsession never entered largely upon the American scene until after World War 1. In that latter period, the construction of stadia, the emergence of the automobile, personalities such as Babe Ruth and Bobby Jones, and the availability of sports equipment were all contributors to the dynamic expansion of sport after 1920.⁴

Parallel to the rise of recreational and leisure activities was the appearance and growth of the social agencies to sponsor them. Churches, settlements, the Young Men's Christian Association (YMCA) and other organizations initiated programs in the late nineteenth and early twentieth centuries to meet recreational needs. Also, public recreation was enhanced by the involvement of

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governmental agencies, such as the Works Progress Association during the depression. It was apropos that the group of social agencies participating in these recreational and sporting activities were often categorized as character-building organizations. Leaders of these movements held the hypothesis that when people who were work-free or unemployed were happily engaged in wholesome recreation under competent leadership, they were not so likely to indulge in anti-social activities. They felt that physical education with its emphasis on group participation and team play provided a format for loyalty and the stimulation of democratic ideals. These character-building organizations attempted to create an atmosphere in which children, young people and adults could be happy and in which they could grow naturally and without self-consciousness into satisfying and socially-valuable members of society. 5

This "character building" aspect held true with American sports. An organization such as the American Legion, for example, promoted citizenship through athletics in the junior baseball program which they had initiated in 1926. The Legion program boomed during the depression to contain a half million youthful participants.

5See the issues of Survey, Survey Graphic and Recreation, who, during the 1930's had sections on these "character-building organizations."
Legion officials emphasized that participation in clean, wholesome athletic activities provided "one of the best means of development of good sportmanship, good citizenship, and healthy living"—that moral support of municipal, school, and private organizational recreation programs produced a real service throughout the country.  

Nowhere was the idea of "character building" more prominent than in the educational institutions. American educators, primarily concerned with the traditional classical curriculum, were reluctant in the nineteenth century to admit sports activities into the formal educational program. From their viewpoint, such athletic activity was to occur and to be learned essentially outside the school as were politics, economics and similar subjects. In response to this neglect, there arose outside the scholastic administrative structure a formidable program of athletic competition. By the start of World War I, sports participation outside the schools had grown into an uncontrollable monster, a growth which reflected


much of the *laissez-faire* attitude prevalent throughout political and economic sectors of the nation in the early twentieth century. In order that some control might be brought to the unwieldy giant, educators established state athletic associations and a national federation. Then, to make such inclusion palatable to hesitant academics, administrators found it necessary to endow sports within the institutions with instrumental educational qualities which would allow it to fit into the whole educational construct. Soon, forced by such circumstances, progressive educators embraced interscholastic athletics as a means to develop character as well as the intellectual capacities of the students. Such concepts as self-discipline and emotional self-control became favorite rallying points for promoting the extension of school and college athletics. Within this context in the United States, sports took on the aura of democratic mysticism with which it is so closely associated in the minds of twentieth century Americans.

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Therefore, two basic traditions underlay sports and recreation in America. On the one hand, educationalists and moralists had placed the concept of sports within a philosophical construct, emphasizing the attainment of democratic values, character-building traits and other unproven hypotheses. This development in turn reinforced the need to expand sports so that more people would be brought under its supposedly beneficient influence. Secondly, the early disorganization of the sports field gave to the sporting goods industry, who held some organization power, virtual control over the development of sporting goods, and to a degree, the subsequent direction of sports in America. Athletic associations, recreation and educational associations were in their infancy and held little power outside their immediate circle. No governmental authority appeared to establish precedents or policies. Within this vacuum lay the one group which held a stake in the development of these areas, the sporting goods industry. For, in their struggle for expansion in the American market, and at times survival, their efforts had great bearing on the development of sport recreation and physical education in America.

THE ATHLETIC GOODS MANUFACTURERS ASSOCIATION

With the steady expansion of the sporting goods industry, six athletic equipment manufacturers met in New York City on
March 20, 1906, to form the Athletic Goods Manufacturers Association (AGMA), an association "to create better feelings and good fellowship among the manufacturers." Representatives included Chicago Sporting Goods Company, J. DeBeer, Draper-Maynard, P. J. Goldsmith, Stall and Dean Manufacturing Company and Victor Sporting Goods Company. In 1909, Rawlings Manufacturing Company and the Western Sporting Goods Company joined the group. Five smaller companies followed in the next few years. Spalding, the original sporting goods company who at the turn of the century still controlled the lion's share of the market, was conspicuous by its absence, and did not join the organization until the 1920's. 11

Shortly before the war, the AGMA nearly disbanded when the membership fell to two--Chicago and Goldsmith. Fred Ratsch of the Chicago Company and Oscar Goldsmith, who had served as president and secretary-treasurer for more than ten years, kept the organization together. These two pioneers continued to hold regular meetings and, at one time, appointed a special "committee of two" to urge former members to reconsider their resignations. Their

perseverance began to pay dividends during the First World War when cooperative efforts were needed to control the supplies of raw materials, as well as provide equitable dispersal of finished products to the Army and Navy.  

Throughout the war, Ratsch continued as president of the AGMA, until a year prior to the sale of his company to the Thomas E. Wilson Company of Chicago in 1919. Succeeding Ratsch in 1918, was Frank W. Bradsby of the Hillerich and Bradsby Company of Louisville. A dynamic leader, both in his own company and the AGMA, Bradsby served as the head of the Association, except for a brief period in 1934, until his death in 1937. The two other primary leaders of the Association after the war were Edgar J. Goldsmith and H. Boardman Spalding.

During the first two decades of the association's existence, the AGMA drew little response from the athletic goods industry. Several factors were significant, however, in its steady expansion.

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14 Minutes of the Meetings of the Chamber of Commerce of Sporting Goods Manufacturers, Chicago, Illinois, November 12, 1931.
after 1922. A new federal excise tax on sporting goods equipment brought the industry together to fight a common foe. At the same time, industry manufacturers began to tire of some aspects of the cut-throat competition among industry members. Moreover, the onslaught of the depression in 1929 demonstrated that the continuation of each one's existence resided within the combined existence of all. Finally, perhaps more significant than any other factor, was the perception that baseball, the economic mainstay of the industry throughout its first half century of existence, was on the wane. In 1930, leaders could not help but question whether the industry would decline with the national pastime.

In regard to internal industry competition, during the late 1920's, the schools and colleges initiated a campaign to encourage manufacturers to bypass sporting goods dealers and sell directly to them. For a period of several years, representatives of schools and distributors were unable to find a

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15AGMA Minutes, November 20, 1932.


17Chamber Minutes, November 12, 1931.

18Chamber Minutes, 1930-1931.
satisfactory basis of cooperation with the manufacturers. The dealers felt that direct selling by manufacturers to boards of education, colleges, and local recreation associations would jeopardize the existence of retail outlets. Finally, in 1932, the manufacturers conceded that the system of distribution of athletic goods by means of the independent dealers was "the most efficient and economical method of getting this class of goods into the hands of the consumer." 

Although a few manufacturers broke ranks and sold directly to local groups, most respected the resolution and supported the manufacturers association. Moreover, since the major companies were imposing the restrictions upon themselves, smaller companies went along with the plan. However, when a member did sell directly to the schools, as did the Alexander Taylor Company later in 1932, there was little the association could do. The industry feared offending any scholastic groups since they did not want to antagonize one of their greatest consumer agencies. The industry was especially wary of the National Federation of State High School Athletic Associations Papers, Elgin, Illinois.


20 AGMA Minutes, August 8, 1932.

21 AGMA Minutes, August 28, 1932.
Athletic Association since "they had used their publication to say some very pointed things in regard to the so-called sporting goods trust."\(^{22}\)

The negative image of the manufacturers, held by some dealers and consumers, prompted the AGMA to clarify marketing procedures in an attempt to legitimize their base of operation. Some manufacturers felt that the industry would not suffer such losses in public relations if some type of non-partisan organization could be established to promote sports and the sale of sporting goods. This initial thrust provided the impetus for a movement which would ultimately result in the formation of the Athletic Institute. Also, the depressed public image of the organization brought the manufacturers to a position where they had to accept the independent sporting goods retailers as an essential part of the industry. By 1933, the AGMA approved the dealers organization, the National Sporting Goods Association, as "of constructive value to the industry and should receive the support and cooperation of the manufacturers association."\(^{23}\) Such a move was a substantial break with the past. As late as 1927, the manufacturers complained that "It is to be

\(^{22}\)Letter, National Sporting Goods Distributors Association to F. W. Bradsby, May 17, 1933, Institute Papers.

\(^{23}\)AGMA Minutes, April 27, 1933.
sincerely regretted that harmony and real sensible business policies seem so hard to establish amongst competitors, . . . there are few industries that have established and continued so many unethical and profit-destroying practices as exist in the athletics goods industry.\textsuperscript{24}

Such practices as granting unlimited credit to purchasers and the purchasing of samples from one company and sending them to another for duplication was common. Therefore, in response to such procedures, the association worked for several years to develop a code of ethics for manufacturers and dealers.\textsuperscript{25} By 1931, a working "Code of Trade Practices" was in operation.\textsuperscript{26} A formal "Code Authority" was approved in 1934 and funded by the AGMA at $10,000 to begin enforcement of code authority within the organization.\textsuperscript{27}

A new stability within the industry was reached in 1934, when George H. Hammacher was hired as executive-secretary for

\textsuperscript{24} Chamber Minutes, December 2, 1927.

\textsuperscript{25} NAGCM Minutes, December 2, 1927.

\textsuperscript{26} Chamber Minutes, June 10, 1932.

\textsuperscript{27} AGMA Minutes, April 28, 1934; Letter, H. S. Johnson to Phil Goldsmith, March 23, 1934, Institute Papers.
the AGMA at a salary of $6,000. A new constitution was adopted that year in conjunction with the new code. According to the constitution:

The purposes of the Association are the protection and advancement of the athletic goods industry, the promotion and encouragement of athletic activities, the exchange of credit information, the development of adequate cost systems, the standardization of trade descriptions and the simplifications of lines, the development promotion and enforcement of a code of trade practices.\(^{28}\)

Under those guidelines, the AGMA was ready to move forward and establish a group which would represent the entire industry and yet be apart from the industry organization.\(^{29}\)

Several years before, the industry had attempted a plan of cooperation. On November 10, 1931, a Congress of Athletic and Sporting Goods Industries was organized, consisting of representatives of the Athletic Goods Manufacturers Association, the Golf Ball Manufacturers Association, the National Association of Golf Club Manufacturers, the Athletic Shoe Manufacturers Association, the National Tennis Shoe Manufacturers Association, the Athletic Apparel Manufacturers Association, the Fishing Tackle Manufacturers Institute and the National Sporting Goods Distributors.

\(^{28}\) AGMA Minutes, April 28, 1934; see also AGMA Minutes, January 27, 1934.

\(^{29}\) Letter, H. B. Spalding to George Hammacher, May 21, 1935, Institute Papers.
The Congress was to coordinate industry relations with other firms, compile census information and serve as a general clearing house for matters in regard to sport. Two delegates represented each respective trade association. Yet, the functions and identities of each association remained independent of the Congress. Under such a legislative structure, where no real power existed to unify the organizations, the Congress disbanded after several organizational meetings.

Therefore the particular industry organizations, which had arisen in response to peculiar needs of the constituencies which they represented, refocused their attention on their own problems such as the standardization of specifications in equipment within their lines of sporting goods, as well as the promotion of their particular areas.

There was then little cooperation within the industry and

30 NAGCM Minutes, November 11, 1932.

31 Chamber Minutes, January 18, 1932.


only occasionally would several associations or manufacturers combine their efforts. The Golf Ball Manufacturers Association and the National Association of Golf Club Manufacturers did this when they initiated their funding of the Professional Golf Association to promote the professional golf tour in 1932. Also, when the industry was threatened by some specific external force, such as the imposition of an excise tax on the sale of equipment through dealers, then there was specific intergroup cooperation.

The lone exception to this general rule of abortive cooperation was the industry's pervasive concern with the plight of baseball. Manufacturers continued to center their promotion upon that sport and encouraged non-industry groups, such as the National Amateur Athletic Federation (NAAF), to promote the national pastime. Since baseball on an amateur level was in such dire straits, one observer later reflected that "Those of us who were interested in baseball for the sake of baseball realized that it must be 'sold' on its merits, and that its haphazard existence, with subsequent bad effects, could not be remedied overnight."

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34 Letter, Robert Harlow, Manager of the Tournament Bureau, PGA to Messrs. E. C. Conlin and Ben Johnson, April 15, 1932, Institute Papers.

35 AGMA Minutes, November 20, 1932.

Major John L. Griffith, later president of the Athletic Institute, served as executive vice president of the NAAF. Through his prodding, the NAAF, originally organized to promote all amateur athletics, but especially track and field, began to vigorously promote the diamond sport. In December 1924, after receiving an endorsement from the NAAF, Griffith conducted a survey of sixteen Midwestern states regarding the status of baseball to ascertain the state of its decline in schools, colleges and small towns. Although the results were inconclusive, it was generally felt that the decline had been precipitated by over-emphasis of professional baseball while there was no promotion or incentive for amateur baseball. Griffith was certain that "Baseball, if properly organized and administrated may be a community asset." Good amateur leagues provided "splendid recreation ... crime prevention and sportsmanship." 37

A flurry of activity followed to enhance the development of the national pastime. The manufacturers started a promotional fund of five thousand dollars to initiate a baseball promotion week. 38

37 John L. Griffith, "Address Before APEA Convention," Des Moines, Iowa, April 15, 1926, Griffith Papers; the original study entitled "Town Baseball" is still in existence in the Griffith Papers.

38 Chamber Minutes, November 14, 1929.
Leslie Mann, a former college baseball coach and staff member of the NAAF, emerged as the leader in the drive to promote baseball. Mann developed many ideas regarding international competition for the sport, one of which was a proposal for an international championship at the Chicago World's Fair in 1933. To finance the grand scheme, the world's fair had promised to underwrite one-third of the program while the manufacturers had agreed to match a similar contribution by the professional leagues. Although the idea was passed by the manufacturers, and initially funded by them, the major leagues backed away from the proposal when the depression had drastically altered their ability to finance non-revenue activities. Faced with no means of funding, the international event never came about. Nevertheless, the efforts of Mann had induced the manufacturers to become actively involved in the promotion of the national pastime. And, from 1928 until the Athletic Institute was established in 1934, a committee on baseball promotion actively worked within the AGMA.

39 AGMA Minutes, January 22, 1932; see also Chamber Minutes, November 13, 1930, and November 12, 1931.

40 AGMA Minutes, November 20, 1932.

41 See Chamber Minutes from 1928-1932; AGMA Minutes, 1932-1934; throughout most of its existence, the committee was composed of D. H. Tweedie, William C. Cowen, and Laurence B. Icely, all of whom were prominent in the founding of the Athletic Institute.
By far, the greatest impact upon the promotion of amateur baseball was the organization and development of the American Legion Junior Baseball. What Babe Ruth was doing for baseball at the professional level, the Legion, at the same time, was making similar strides at the amateur level. Griffith himself relates what transpired to bring about the Legion program.

Back in the summer and fall of 1924 I learned from the manufacturers that baseball was slipping, that is, so far as their sales of baseball merchandise was concerned. This interested me in two ways, first, I have always been a baseball enthusiast and, second, in connection with my college athletic work I have tried to study trends and developments in the different sports. In December of that year I was elected Executive Vice-President of the National Amateur Athletic Federation. At the meeting in December I suggested that we undertake to revive interest in the promotion of amateur baseball. The officers approved and I started first a study to ascertain if possible why baseball was declining in the schools, colleges, and in the small towns.

Some time early in the summer of 1925 I attended the American Legion Convention in Mason City, Iowa. That night, returning to Chicago on the train, I had a visit with Judge Landis. In the course of our conversation I suggested that I had been wondering what the Legion would undertake to do after we had secured our adjusted compensation and had raised the fund to guarantee hospital service for our wounded buddies. I pointed out to the Judge that we in the Legion had gone to the people first for two projects in which we ourselves were selfishly interested and I hoped that we might undertake some kind of welfare work so that the American public would understand that the Legion was not a selfish body. I recall that the Judge inquired if I had anything in mind. I had been working on this baseball matter and quite naturally suggested that the Legion might well undertake the project of promoting boys' athletics, especially baseball. There were then some ten or twelve thousand posts and my thought was that in each post there would be some man who could act as athletic officer. If the Legion did something
for the boys in their community they not only would have the satisfaction of knowing that they had done a worthwhile piece of work but they also would gain the support of the good people of the community. I recall that the Judge said that he thought it was a good idea.

Later in the summer I received a letter from Frank McCormick, now Director of Athletics of the University of Minnesota, who was then Department Commander, state of South Dakota. Mr. McCormick asked me to speak at their Department Convention which was to be held in Milbank, South Dakota. I wrote him and told him about my conversation with Judge Landis and asked him if he thought that it would be all right for me to present the baseball project to the South Dakota Legionnaires. Mac not only thought it was a good idea but following my talk at the Convention he wired me that the state of South Dakota agreed to sponsor a boys' baseball program.

General Drain, National Commander of the Legion, was at the meeting and that noon at a luncheon at the Country Club he told me that he liked the idea and suggested that he thought it might be of interest to the national organization. He asked me if I would be willing to go to Indianapolis and present the plan to the Americanism Commission. I did so and the members of this Commission endorsed the idea and recommended that the Legion adopt the program at its national convention held in Omaha that year.

Frank Cross was the Americanism Director at that time and worked with me in getting the project started. He told me, however, that the Legion had not appropriated any money and he was at a loss to know how to finance the program. He also asked us to assist him in drawing up the Rules and Regulations and in mailing out the notices to the Legion posts. I sent Mr. Jonathan Butler, my assistant, to Indianapolis, and Butler wrote up the rules of competition and otherwise assisted in the preliminary work under the direction of Mr. Cross. The National Amateur Athletic Federation spent several thousand dollars, which money for the most part was contributed by the Sporting Goods Manufacturers, in assisting the Legion in getting the work started.

That year, Mr. Cross, Mr. James Barton, the American Legion Adjutant, and I called on Judge Landis in his
office in the People's Gas Building to ascertain whether or not organized baseball would be willing to help finance the program. After talking the matter over we decided that it was not advisable for baseball to underwrite the program at its inception. The Judge very kindly offered to contribute generously to a fund and also stated that he was sure that Mr. Wrigley and others likewise would be willing to contribute as individuals to the support of the amateur baseball project. Mr. Barton, however, stated that it would not be wise for the Legion to accept contributions from organized baseball for this work since it was then engaged in raising money for another activity. In 1926 the Legion tournaments were held in various sections of the United States and the winners played for the national championship at the Convention in Philadelphia. Mr. Butler went down to the Convention and since Mr. Cross was busy with other matters practically directed the tournament. Judge Landis was there and he and Mr. Shibe lent full encouragement and help to the work that Butler was doing in the name of the Legion.

In 1927 the National Convention was held in Paris and so no tournament was held in connection with the Convention. The baseball activities, however, were carried on by a great many of the posts.

In 1928 Mr. Dan Sowers was made Director of the Americanism Commission and he solicited financial help from organized baseball. The same was granted. With the financial backing that Judge Landis and the other men in baseball gave to the Legion program, the work prospered and Dan did a fine job in carrying on the work which we had started. I give the Sporting Goods Manufacturers, Judge Landis, Dan Sowers, and Frank McCormick full credit for the success that the program has enjoyed. I might add that in my judgment Frank McCormick had more to do with launching the project than anyone else. I suggested the idea and Frank vigorously supported the program, not only in South Dakota, his own state, but from that time to this has been one of the most enthusiastic promoters of Legion baseball.\footnote{John L. Griffith, "History of the Beginning of the American Legion Baseball Program," unpublished paper, Griffith Papers, [n.d.]; from this source material, it is reasonable to
The support of the American Legion baseball program as well as that of the NAAF is indicative of the initial fruitful products of industry cooperation with non-industry organizations. Not only did it provide evidence that substantial programs could be accomplished through such efforts, but it also indicated that the industry could reap public relations benefits as well. Upon such a basis, the way was prepared for the founding of the Athletic Institute by members of the Athletic Goods Manufacturers Association.

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place the date of Griffith's writing in the early 1930's. This account was substantiated by Frank McCormick in a personal interview, Fullerton, California, December 28, 1973.
Chapter 3

THE FOUNDING OF THE ATHLETIC INSTITUTE AND THE EARLY YEARS: 1934-1940

On November 19, 1934, the Athletic Institute was incorporated as a non-profit organization for the purpose of "promoting athletic sports." Even though the Institute was to operate as a separate entity, apart from the Athletic Goods Manufacturers Association (AGMA), the composition of the Institute's board reflected the leadership which existed in the parent body. G. S. Lannom, Jr., of the Lannom Manufacturing Company served as president, while Fred W. Bradsby of Hillerich and Bradsby, William C. Cowen of Goldsmith-MacGregor, Laurence B. Icely of Wilson and D. W. Tweedie of A. G. Spalding, completed the board membership. George Hammacher served as secretary-treasurer of the organization, a position which he also held for the AGMA.

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1 "Certificate of Incorporation," November 19, 1934, Institute Papers.

2 Minutes of the Meetings of the Athletic Institute, Chicago, Illinois, November 20, 1934.
All members of the board were powerful figures within their own organizations and were the recognized leaders of the industry. Icely, for example, served on the boards of the Athletic Institute, the Athletic Goods Manufacturers Association, the Golf Ball Manufacturers Association and the National Association of Golf Club Manufacturers. The organization was controlled by the four most powerful companies in the sporting goods industry. That pattern of control would continue throughout the first thirty years of the Institute's existence.

Therefore, although the Athletic Institute was established as an independent organization, it would be imprecise to say that it had an existence of its own. The two groups shared meeting times, office space and secretarial assistance. When examining the minutes of both organizations, it is difficult to see where the actions of one left off and the other began. For example, during the 1936 Board Meeting of the AGMA, when a problem involving the Athletic Institute was discussed, the AGMA meeting was interrupted so that the directors could work on Institute business. At other times, as in 1937, the two boards met


concurrently for their business sessions.\textsuperscript{5}

**STRUCTURE OF THE INTERNAL ORGANIZATION**

Within the internal organization, the structure of the board of the Institute remained constant, although Lannom's leadership role diminished until illness forced his retirement in 1938. With that exception, as well as the elevation of John T. Rodgers of the Hillerich and Bradsby firm to replace Fred Bradsby who passed away in 1937, the composition of the board remained stable until Griffith took over the leadership in 1940.\textsuperscript{6}

The administrative affairs of the organization were conducted by C. O. Brown, who had previously served as municipal athletic director for the city of Cincinnati. He was given the title of executive vice-president and provided an annual salary of $4,200, beginning January 1, 1935.\textsuperscript{7} The following March, Leslie Mann and Ray C. Marshall were also employed by the board to assist Brown. Mann was to work for the promotion of

\textsuperscript{5} AGMA Minutes, June 16, 1937.

\textsuperscript{6} Institute Minutes, January 18, 1936, to April 4, 1939.

\textsuperscript{7} Institute Minutes, December 2, 1934.
baseball while Marshall was to be involved with golf as well as baseball promotion. Two months later, Mann resigned to take a position with the Amateur Baseball Congress, a member body of the American Olympic Association. He was replaced by Frank Kammerlohr as a field representative.

The promotional efforts of the two field representatives produced limited results. According to board members, their efforts lacked planning and organization, due in part perhaps because no one seems to have had a precise delineation as to the purpose of the Institute, except "to stop the decline in baseball." With only limited guidelines, the field workers traveled throughout the Midwest conducting one- or two-day clinics in communities on the "promotion and extension of athletics and recreation facilities." Yet, the board members complained that they "were not being kept sufficiently posted" as to the activities of the field men. When the Board mandated a minor reorganization of the staff in 1937 due to financial cutbacks, both field men were eliminated.

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8 Institute Minutes, March 17, 1935.

9 Institute Minutes, May 13, 1935.

10 Institute Minutes, April 11, 1936.

11 Institute Minutes, April 7, 1937.
Even though the Institute had been founded to promote athletics, it was evident that by "athletics," the board members meant baseball. The industry's major trade magazine, the Sporting Goods Dealer, reported that "while eventually the Institute hopes to lend a helping hand in the promotion of all sports, its major objection will be to stop the decline in baseball. At the same time it hopes to lend a helping hand to softball." With that focus, the Institute represented to the industry the means through which a revival of interest in the sport would take place.

Baseball Promotion

One month after the organization was formed, the Board requested that C. O. Brown "make surveys in certain states, contact recreation directors and also high school coaches with a view of forming school ball teams and encouraging the playing of baseball during the school vacation months. Then in its first association with professional physical education, Clifford E. Brownell, Associate Professor of Physical Education at Columbia University and a prominent figure in the American Physical Education

Association, suggested extending the project by sending physical educators as summer athletic directors into communities which normally had no organized athletic program. Such a plan was pointed specifically toward the small town where the board felt that baseball could be revived most easily. An extensive program was planned under the joint auspices of the Institute and the Coca-Cola Company to sponsor rural baseball leagues. Although the soft drink company seemed receptive to the program, the idea was dropped two months later and substituted with a much simpler plan of sending only a few seasoned coaches as well as the Institute field men to various small towns to conduct baseball clinics.

One focus of the Institute's promotion of baseball was the American Legion Junior Baseball program. The Institute had assumed the financial responsibility for its support from the AGMA. Nevertheless, the burden of sponsoring the Legion program was lifted in the summer of 1935 when the major leagues pledged $50,000 annually to support the program. Released from this obligation, the Institute was able to branch out into other

13 Institute Minutes, March 17, 1935.

14 Institute Minutes, May 13, 1935.

15 Refer to p. 29 for a thorough discussion of the development of the American Legion Program.
areas to promote amateur baseball. At the request of several recreation executives, who felt there was a need in amateur baseball for a national research and administrative organization, the Institute initiated the American Amateur Baseball Congress (AABC) on March 30, 1935. Funds in the form of a loan and a grant were provided by the Institute for the first two years for administrative expenditures. Those monies were decreased over the next five years until the AABC was able to build a financial balance with the ability to operate a program of amateur baseball under its own power.

The AABC received primary attention from the Institute since Brown served as the administrative head of the Institute while holding a similar position with the AABC. Yet, as we shall see, that dual role brought him into conflict with the Institute's Board before he resigned from the Institute staff in 1940.

16 Letter, Lincoln Hackim to the author, December 3, 1973; Based in part on a telephone interview with Mrs. C. O. Brown, Los Angeles, California, January 2, 1974; the AABC has sponsored Stan Musial and Connie Mack divisions for amateur competition in baseball for young men beyond the age of sixteen.

17 Institute Minutes, September 30, 1937.


19 Institute Minutes, September 30, 1940.
The other major amateur baseball organization, the National Semi-Pro Baseball Congress (NBC) of Wichita, Kansas, where Raymond Dumont served as president, received some minor financial assistance from the Institute in 1937 to underwrite its national tournament. The NBC, which had been organized in 1931, had by 1937 developed a substantial basis of financial support. Except for the limited support that year and an attempt by the Institute to combine the AABC and the NBC tournaments, in 1937, the Institute had little to do with the NBC organization.

The Institute's support of baseball was not only national in perspective but international in scope. When Leslie Mann resigned from the Institute staff to join the United States Amateur Baseball Congress as executive vice-president, his first request in his new position was to the Institute. He asked that the Institute assist in funding a baseball team from the United States for the 1936 Olympics, a request which was granted by the Institute.

The American Baseball Congress had received the

20 Institute Minutes, February 6, 1937.

21 Institute Minutes, November 5, 1936.

22 Institute Minutes, May 13, 1935.
invitation to bring an exhibition baseball squad, since baseball was included as a demonstration sport in the Berlin Games. Later, when a controversy arose over the sending of any United States representatives to Germany because of the Nazi's Jewish policies, the baseball organization was caught in the middle of the struggle. Due to the bad publicity which the controversy produced, the Baseball Congress elected to abandon their plan for extensive play-offs and qualification games. Since those games were to provide additional revenues for support of the team, the AABC faced a financial crisis. The Institute saved the day, however, as Icely, Bradsby, Cowen and Lannom personally guaranteed assistance to Mann in this endeavor. They felt that baseball had to appear on the program, fearing that if they did not accept the invitation from Germany, baseball never again would have an opportunity to reach international status.23

The team was finally selected and organized through the efforts of Mann and Judge Frederick L. Hoffman of Cincinnati, chairman of the Olympic baseball committee. Harry Wolter, baseball coach at Stanford University, served as the coach of a twenty-three man squad, composed mostly of college players with a few

23 Institute Minutes, April 10, 1936.
players from amateur teams. At the 1936 Games, a baseball instructional school was conducted by Leslie Mann for teachers and coaches of athletics for Germany and other countries. Over two hundred attended a series of five lectures on the science and methodology of teaching baseball.

Results of the Olympic trip were gratifying to Mann and the Institute. The world's largest attendance at any baseball game, 125,000 people, had jammed into the Olympic stadium to observe the exhibition intrasquad game between the American players. Mann's description of the games shows the height to which the industry fellowship hoped the game would develop.

The two Baseball teams dramatized their entrance to the vast crowd that had come to witness America's National Game. The field was laid out on a green blanket field of grass with two inch white tape. A large cage invented by Leslie Mann was placed over and around the home plate to catch all foul balls and angle drives that might go into the stands. It proved successful and will protect and revive sand lot baseball in limited playground areas.

The game was played at night. The lights were not as bright as they should have been but were good enough to permit playing. Before the two teams ever put in an appearance before this great throng of over 100,000, the stadium


25 Institute Minutes, November 5, 1936.
was darkened and two huge search lights spotted one team at one end of the stadium entering the field in a military single file column and at the same time the other team entering from the other end of the stadium under another huge searchlight. The white uniforms loomed up like diamonds—and as both teams proceeded to the center of the field where two American flags had been erected on poles, the officials came up from the rear and as each team stopped at their respective flag, the officials stood between the two flags—all players and officials gave the official Olympic salute. This salute was executed with military precision. It was truly a picture. The lights of the entire stadium were then turned on and the players divided and went to their respective sides and the warming up and infield practice was gone through. All the time a German announcer was giving a detailed description of what was going on, over a loud speaking system reaching every one in the stadium. . . .

Dr. Carl Diem spoke to us and said, "I have come officially to advise you that this has been the finest demonstration of any sport that any nation has ever put on at any Olympic Games. We congratulate you—and speaking for my people, you have made over 100,000 friends here tonight and as they go home America's baseball players' praises will be sung by all."  

The success of the baseball team in Berlin was acclaimed at home and abroad. The New York Times had faithfully documented the organization and performance of the teams in its sport section.  There appeared a general euphoria about the revitalization of baseball. Later, during the summer, another tour for an ABC all-star team, composed of representatives from


the ABC tournament finalists in Louisville, was organized to play Mexican amateur teams. Field representative Marshall, who traveled with the squad, reported optimistically to the Institute board, of the elevation of baseball to a significant international level, lauding "the excellent treatment accorded the boys by the Mexican officials and the great possibilities for baseball in Mexico."²⁸

In the wake of these successes, a world baseball tournament was planned for 1940 with representatives from Cuba, Philippines, Hawaii, England, Germany, Mexico, Cuba, Japan and the United States. Mann's thesis that "baseball is headed for worldwide play," appeared to be a distinct possibility.²⁹ And, to anxious members of the athletic goods industry, who held a high stake in an international market for baseball goods, such talk seemed enticing. But the euphoria was short lived. The outbreak of World War II prevented any immediate expansion of baseball to an international level. By the time the war had ended, Americans were becoming more conscious of other sporting activities. And although there were to arise a few

²⁸Institute Minutes, November 5, 1936.

moves toward international competition such as the promotion of baseball for the 1952 Helsinki Games, the concept of international baseball became a dead issue with most Institute members.  

**Softball Promotion**

Allied with the substantial effort to rejuvenate baseball was the significant endeavor to promote softball, a sport which began to emerge during the depression as a favorite participation sport. From its beginning, the Amateur Softball Association expressed "a desire to cooperate to the fullest extent with the Athletic Institute and work in closest harmony."  

To indicate the interest in the sport, nearly thirty percent of the Institute budget was allocated for the promotion of the sport in 1935, while thirty-six percent was allocated for baseball. In 1934, the figures had been thirty percent and fifty percent respectively. Also, upon request from the ASA, the Institute published a rule book and instruction manual. In conjunction with the

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31 Institute Minutes, January 9, 1935.

32 Institute Minutes, November 2, 1935.

33 Institute Minutes, December 2, 1934.
Curtiss Candy Company in 1935, twenty-five thousand copies of the book were printed and sold. These booklets were so successful that another twenty-five thousand copies were ordered immediately.34

Other Sports Promotion

In related sports, the Institute assisted the National Golf Foundation's efforts to advance the cause of golf in schools and colleges. The golf program was a struggling venture, however, until a popular groundswell emerged for the sport after the Second World War.35

THE REALIGNMENT OF PROGRAM PRIORITIES

As the preceding analysis demonstrates, during the first two years of the Institute's existence, it had attempted to actively support groups who were involved in baseball and softball. But such effort was not to continue. The commitment of some firms to the Institute was self serving since some wanted instant results. The depression had hit the industry hard, and some manufacturers felt that the Institute was the means through which

34 Institute Minutes, January 18, 1936.
35 Institute Minutes, January 13, 1938.
the industry could recoup some of its losses. Therefore, when sales of baseballs and baseball equipment continued to sag in 1935 and 1936, some members voiced concern. That economic nadir was an imponderable problem since by that date, sales of all other types of athletic equipment had bottomed out and were beginning what appeared to be and later proved to be, a market upswing. The AGMA convened a special meeting in June where it concluded that the Athletic Institute would have to create additional interest in baseball.

Therefore, even though the Institute had contributed substantially to the advancement of baseball both at home and abroad, the athletic goods industry decided in economic terms that it was not useful. There emerged a classical clash between idealism and realism in which realism prevailed when the Board, in 1937, dictated a realignment of the Institute's structure and operation. After considerable discussion and heated debate, the following resolution was adopted as the guidelines for the operation of the Institute.

Resolved, that, in view of the numerous and increased requests from various bodies engaged in or purporting to be

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37 AGMA Special Minutes, June 29, 1936.
engaged in the promotion of sports, for financial assistance, the Institute would adopt as a permanent policy, effective with the conclusion of the current obligations entered into prior to this date, to make no further contributions to any association, team, league or body organized for any purpose whatsoever; further, that the activity of the Institute and its personnel for the forthcoming year should be principally engaged in the development of softball and baseball by contact with W.P.A. recreational projects, municipal and park development work, articles and publications designed to encourage public participation in sports, and likewise to offer every possible encouragement to dealers in athletic goods to organize, to promote sports; further, that the funds of the Institute be devoted to the purposes as defined in the immediate preceding sentence.38

The move was drastic and had a far-reaching effect upon the development of the Institute later under Griffith and Bank. The field men were dropped, active financial aid of organizations ceased while there emerged a more general commitment to sport promotion involving tennis and other "recreational" activities. Further cuts were advocated the following spring as the AGMA attempted to discontinue completely their support for the Institute.39 Yet that move did not succeed. Dave Levinson, a firm supporter of the Institute from Spalding, submitted a plan for increasing income through diversifying the membership to include distributors while still allowing manufacturers to retain control.40

38Institute Minutes, September 30, 1937.

39AGMA Minutes, October 4, 1938.

40Institute Minutes, January 31, 1938.
His positive action and the force of the Spalding Company's support appeared to temper the move to abandon the Institute. Although the Institute staff was disbanded and L. B. Icely was appointed to head a watchdog committee to monitor Brown's work, a modified Institute program continued in operation. The resourceful executive managed to develop and operate a series of training institutes in seventy-two towns in the Midwest. These training sessions, which focused on the organization and administration of sport programs as well as teaching methods for sports such as baseball and tennis, were sponsored and conducted with the assistance of state recreational departments and by local municipal recreational departments. Though a similar program, initiated late in 1937, had not proved successful on account of limited organization, those in 1938 were lauded. Nevertheless, such programming was limited since the Institute was in dire financial straits. The financial crunch became so great that the Board asked the WPA officials in

41 AGMA Minutes, April 4, 1939.

42 Institute Minutes, January 31, 1938.

Washington to place Brown on their one-dollar-a-year salary roll under which the WPA would assume a portion of his traveling expenses. That plan, however, was rejected by the WPA.

In 1939, Brown received what appeared to be a reprieve, as his positive efforts in the field of recreation during 1938 received notice among members of the industry. The budgetary deficit eliminated, Icely concluded happily that "the promotion work carried on the past four years by the Institute was beginning to show results as there was a great deal more interest in baseball this year (1939) than at any time during the past five years."

Yet, most industry manufacturers demanded a change. Residual antagonism regarding Brown's dual roles as executive officer of the Institute and the AABC, brought him into conflict with some members of the AGMA. According to the manufacturers, Brown had been inefficient as an administrator of the AABC program. As the Institute budget was increased by a third (from ten thousand to fifteen thousand dollars) in 1940, it became evident that Brown was not the one who would control the use of the funds. By the middle of the summer the evidence of change was laid open. At a special committee meeting in July,

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44 Institute Minutes, October 4, 1938.

45 AGMA Minutes, April 4, 1939.
tentative plans were submitted for cooperation with the American Legion and the NCAA to produce a major new recreation film. The proposal drew immediate support from the manufacturers who pledged ten thousand dollars to the project (six thousand dollars of which was to be supplied by Goldsmith, Wilson, Spalding and Hillerich.\(^{46}\)

The sponsorship of the film served as the catalyst to again restructure the Institute. Unlike the administrative reorganization which had occurred in 1938, when the Institute faced grave financial straits, the 1940 shift was prompted with the idea of changing the program of the Institute.

At the meeting of the AGMA in September of 1940, Icely reported that "it was the plan to carry on with the Institute, although some changes would be made in their operation."\(^{47}\) That same day, in a plan previously decided upon among themselves, John T. Rogers tendered his resignation as president of the Institute, stating "that because of the important step necessary for the Institute to take in connection with the nation's preparedness program which would require considerable amounts of the

\(^{46}\)Minutes of the Special Committee on Finance, Chicago, Illinois, July 12, 1940.

\(^{47}\)AGMA Minutes, September 30, 1940.
president's time and because of business interest, he could not devote the time required to that office." He suggested that Major John L. Griffith, the editor of the Athletic Journal and the Commissioner of the Big Ten, would be the man most appropriate for the job. 48

With the path now open for bringing in a new President, who would handle his own executive affairs, there appeared to be no reason to retain Brown. Therefore, the board asked for and received Brown's resignation at the end of 1940, to make way for Major John L. Griffith. 49

PUBLICATIONS

The slight but significant move toward publishing sports information books began to emerge in the early years of the Institute's existence. In March of 1935, the Institute authorized the publication of a monthly bulletin of three thousand copies per month for distribution through the sporting goods dealers. 50

From that beginning, a series of 24 bulletins evolved which dealt

48 Institute Minutes, September 30, 1940.

49 Institute Minutes, September 30, 1940.

50 Institute Minutes, March 17, 1935.
with such athletic problems as schedule making, organization of leagues, training of umpires, elements of play, and other essential matters dealing with the organization and administration of sport teams. Though rather simplistic, these booklets later would serve as the pattern for the sport series books developed, not only by the Institute, but also by most of the major publishing houses. 51

The Institute also worked with several other firms to publish materials. Aside from the softball book, produced with the cooperation of the ASA and the Curtiss Candy Company, the Institute cooperated with the WPA to produce a manual entitled Recreation Baseball in 1938. Other booklets such as Hot Tips on Cold Facts, and Publicity, were outgrowths of material appearing in previous Institute "bulletins." Upon that limited basis these works established a precedent for later publications by the Institute. 52

As the world was changing between 1934 and 1940, so too, was the Athletic Institute. Few could have foretold in the former year that by 1940 America would be in the midst of

51 Institute Minutes, October 2, 1939.

war preparations. Nor would those who initially helped inaugurate the Institute to promote baseball (and hopefully at the same time elevate sales in baseball equipment) believe that they and their industries would begin to respond to a new demand for sports equipment based, not on the concept of the preservation of a "national pastime," but on the promotion of fitness through recreational sport participation. Yet, in response to that need, the organization was moving away from the funding of particular sports and sporting events to the funding of broad national programs to promote fitness and general recreation.
Chapter 4

JOHN L. GRIFFITH: WARTIME LEADER

The selection of Major John L. Griffith to serve as president of the Athletic Institute in 1940 marked a conscious attempt by the athletic goods manufacturers to direct the organization to a new focus outside the industry. As a sports educator associated with stable, recognized organizations such as the Western Conference (Big Ten) and the National Collegiate Athletic Association (NCAA), Griffith brought a degree of legitimacy to the Institute. Also, it was evident to the board members that when his organizational abilities were combined with his philosophy of aggressive capitalism he would uphold the growth of sports generally and the Athletic Institute specifically. Therefore, even though the manufacturers were going outside their own industry circle, they had carefully selected someone whose economic and political viewpoint would work within the philosophical perspective of the industry.
GRiffith as Sports Educator

John L. Griffith graduated from Beloit College in Wisconsin in 1902. Although not an outstanding athlete, he emerged from college with a desire to work in collegiate sports in a managerial capacity. Therefore, the following year he obtained a position at Yankton College in South Dakota entitled "Athletic Coach" which according to Yankton's early historian "was a new addition to faculty positions." He also served as an instructor in the academy. Griffith's first year at Yankton demonstrated his organizational abilities and gave some indication of his promise for the future. A miniature high school olympics was held at the college for students from throughout the state. The event was complete with banners and medals. After leaving Yankton in 1906, he served a short tenure at Morningside College in Iowa before moving to Drake University in 1908 where again he coached and directed the athletic program. While at the latter school he established the Drake Relays, the nationally

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1 Citation--Beloit College, To Major John L. Griffith, Athletic Hall of Honor, October 11, 1968.


3 McMurtry, Yankton College, p. 127.
When World War I interrupted the career of Griffith, as well as the lives of most Americans in 1917, the young coach enlisted in the Army. He was assigned to Camp Dodge to supervise the physical education program while serving as the base football and baseball coach. After the close of the war, the Army released the young Major early in 1919. That same year Griffith acquired a position as an assistant professor in physical education at the University of Illinois. The university, which pioneered the development of coaching as a profession during the war period and in the 1920's, employed him and George Clark to establish extension services in athletics for communities and schools similar to the agricultural extension work which exists today in many states. The two of them prepared manuals and instructional aids on coaching techniques which they were planning to use as texts for their instruction in the university's school for athletic coaches. Nevertheless, by the time they had completed the preparation of the materials, the university had pared the program so that their materials were no longer


5 Based on personal interview with Frank McCormick, Fullerton, California, December 28, 1973.
needed.  

Their effort was not in vain, however, since their work had impressed George Huff, the Illinois athletic director. He advised the young men to publish the materials which they had developed, and he encouraged them to continue their work in sports education. While remaining at the university, the two educators formed the Griffith-Clark Company, producing, publishing and selling the manuals. When the supply of lessons quickly sold, the two men perceived that an eager market existed for such information. Consequently, they decided to found a magazine devoted to the coaching profession.  

Because they believed that coaching was a profession and deserved intellectual and scientific appraisal, they selected the American Medical Journal to serve as a model for the Athletic Journal. The two entrepreneurs felt that their periodical would serve as a medium through which coaches would exchange...

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6 Major John L. Griffith Papers, Athletic Journal Building, Evanston, Illinois. The lesson booklets still exist and are quite rudimentary, reflecting the diagramatic style which became identified with the articles in the Athletic Journal. For information regarding the Illinois coaching school, see Sixteen Years at the University of Illinois (Champaign: University of Illinois Press, 1920), p. 139ff.

ideas and students of athletics could receive discussions pertaining to the leading athletic sports. They proclaimed:

This issue of the Athletic Journal is the first announcement of a publication of an athletic magazine for coaches and players. The world war demonstrated the value of athletics in the life of the nation; the number of men engaged as athletic instructors is increasing; athletic coaching is now recognized as a dignified profession . . . it is our purpose to deal almost exclusively with one phase of physical education—athletics. 8

Two years after the founding of the journal in 1923, Clark sold his interest in the publication enabling Griffith to become its sole owner, publisher and editor. Yet, in later years, even the Major had less to do with the actual preparation of the magazine, though it continued to reflect his personal philosophy. His wife became the mainstay behind its operation as he became involved with organizational activities apart from the magazine. 9

The publication of the Athletic Journal served as a capstone for Griffith's early innovations in the field of sport. Not only had he founded the Drake Relays, but also, in 1921, along with Amos Stagg and Thomas Jones, he had helped initiate the


9 Griffith Interview.
first NCAA national championship in track. Griffith also served as chairman of the NCAA track and field rules committee.\textsuperscript{10}

Growing out of a recognition of his organizational and leadership abilities, as well as his friendship with Amos Alonzo Stagg and other dominant figures in the Western Conference, that league, in 1922 appointed him as its first Commissioner. The Major's service in that capacity subsequently gave him access to leadership positions in the NCAA, where he served as both president and secretary at various times until his death in 1944.\textsuperscript{11}

Therefore, as the editor and publisher of a leading athletic publication, as Commissioner of the most prestigious athletic conference of that period, and as an executive officer of the NCAA and the NAAF, John L. Griffith held a powerful position in the arena of American amateur sports. From that platform Griffith began to expound his particular political and social philosophy. Foremost, Griffith held that sports activities were legitimate enterprises, especially among amateurs. It


followed then that coaching was a dignified and commendable profession, being no different from that of a doctor, banker, or social worker. 12 Such pronouncements and efforts were not without effect. Charlie Johnson, a writer for the Chicago Tribune commented that "Major Griffith is the finest goodwill ambassador... Any time he steps to the speaking rostrum in public, he raises the prestige of this collegiate athletic group." 13

Coincident with this effort to raise the prestige of athletics was his espousal of the theme that sports participation engendered positive social benefits. There was, he felt, a "major correlation" between game participation and youth development. He was not interested in sport, he related to an Evanston church group, for its physical development or entertainment value alone. Rather he was "interested in its effect on philosophy and character." 14 This was crucial since

12 "Talk by John L. Griffith at the Meeting of the Mid-West Division of Physical Education Association," April 25, 1929, Griffith Papers.

13 Miscellaneous clippings, [n.d.] Griffith Papers.

"our national character is reflected in and by our athletics."\textsuperscript{15} With this perspective Griffith's philosophy reflected the ideal that all persons should have some involvement in sports. Later, when the demands of another world war were to strain the manpower needs of America, Griffith related that sport was "not a luxury for the rich, but an essential for American defense."\textsuperscript{16}

In Griffith's view, then, sports in the United States provided a testing ground for the development of democratic principles. There was no aristocratic caste here, he asserted, to depress the young American with the idea that he was on a lower order than some of his fellows and to indicate the spirit of subservience. Opportunities within a free society had given every man the chance to demonstrate his mettle and to rise as a competitive order encouraged the fighting spirit and tenacity for realizing objectives. Games were highly competitive and, of course, people were tremendously interested in them. In natural sequence, he related, "that spirit of competition, as witnessed on the gridirons in the country, somehow or other carries over, to certain degrees at least, into other fields and

\textsuperscript{15}"Talk by John L. Griffith," Griffith Papers.

\textsuperscript{16}"Notes For Arguments Before Ways and Means Committee," May 9, 1941, Griffith Papers.
helps shape our national philosophy of life."¹⁷

Therefore, sports were not only a reflection of society but a crucial aspect of society. That view reversed the traditional sociological perspective of sport. He held that

In business, as in athletics, codes and rules were set up and umpires were selected to guarantee in so far as possible, "the principle of fair competition. In the years that have passed perhaps the philosophy of the playing fields has been a greater factor in shaping our American philosophy of life than many of us realize."¹⁸

With that perspective Griffith expounded a philosophy that American sport and American capitalism were central foci for the development of democracy; competition lay at the base of this connection.

One thing we surely can do and that is to help convince the American people that competition is the life of trade, that God evidently intended his creatures to fight their own battles but to fight them cleanly and in accordance with the rules of the game. We can help the American people to realize that our future place in history depends not upon their abandoning faith in the competitive system but rather that every American should do his part.¹⁹

Such outspoken views attracted the attention of leaders in

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the sporting goods industry. As a radical critic of the New Deal, which he described as a piece of "state socialism," Griffith emerged as a champion of the private enterprise system. His selection then was a reflection not only of the personal esteem for his professional accomplishments which the athletic goods manufacturers held for him, but also because his political views were so much a part of their own.  

**GRiffith AS President**

The impact of Griffith's leadership was felt immediately. Prior to his appointment, the board of the Institute had consisted of five or six leaders from the major sporting goods manufacturing companies. From the six members in 1939 the board was expanded to fifteen in Griffith's first year, then to twenty-five in 1944. Of more consequence than the numbers which


21 Griffith Interview. Minutes of the Meetings of the Athletic Institute, Chicago, Illinois, September 30, 1940.

22 Institute Minutes, April 4, 1939 to April 24, 1944.
were added was the tone which he established by the selections. The war loomed in his mind as he hoped by such expansion "to enable the Athletic Institute to cooperate more effectively with civilian organizations in improving the physical fitness of American people for national defense preparedness."\(^{23}\)

Frank McCormick, the director of athletics at the University of Minnesota, was selected vice-president of the Institute. A member of the Akron football team which had won the 1920 professional championship, McCormick had proposed the famous "Milbank" resolution at the 1925 Legion national convention which had prompted the initiation of junior baseball.\(^{24}\) During the first year and one-half of Griffith's leadership McCormick played a major role in the development of the Institute program as he made a concerted effort to bring athletic people and physical educators together. And it was his affiliation with many Legion leaders which enabled the two organizations to unite for several joint efforts before and during the war.\(^{25}\)

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\(^{23}\)Institute Minutes, September 30, 1940.

\(^{24}\)McCormick Interview; Minutes of the Meetings of the Athletic Goods Manufacturers Association, AGMA Headquarters, Chicago, Illinois, March 11, 1941.

\(^{25}\)Statement by George Rulon, Chairman, American Legion Baseball, in a personal interview, Indianapolis, Indiana, November 29, 1973. See also "McCormick File," American Legion Library,
Other new board members recruited from outside the industry during this period of expansion included three Western Conference athletic directors--L. W. St. John of Ohio State, Fielding Yost of the University of Michigan and Kenneth Wilson of Northwestern. Homer Chaillaux was brought in from the American Legion while Charles Forsythe, State Director of Athletics, Michigan High School Athletic Association, provided an experienced voice regarding high school sports. Frank S. Lloyd of the City College of New York was the lone educator of the group.

From within the industry, Edward Hawes (Harwood and Sons), Charles Evans (President, National Sporting Goods Association), Thomas Lynch (The Ivory System) and John Goldenberg (Brooks Shoe Manufacturers) completed the composition of the realigned board. Yet, this change in representation of the board members, half of whom were non-industry personnel, did not affect the character of the organization. Almost all members were Midwest oriented either in the sporting goods industry or through the educational institutions which they represented. 26

Indianapolis, Indiana, especially the letter from McCormick to Milo Warner, then the Legion Commander, October 14, 1940.

26 Institute Minutes, January 27, 1941 to April 11, 1945. In 1937, one-third of the total sporting goods market was based in three Midwestern states--Illinois, Michigan and Ohio (data derived
Moreover, when Griffith did go outside the Midwestern area he approached men like Bill Hunter, the University of Southern California athletic director, whose philosophical position paralleled that of the Big Ten personnel. That few Eastern resources were sought speaks not only for the eminence of the Midwestern power base in sports but also reflects the basic distrust of the Eastern establishment and power elite by many Midwesterners.27

Despite shifts in organizational structure, the operation of the Institute remained unchanged as Griffith retained administrative control of the organization. His status as a sports educator held him above most organizational disputes from within the industry as the Institute began to rely more fully on his corporate judgments.28 His association with the industry worked well because he relied on Dave Levinson of the Spalding organization to work as his liaison within the industry. Levinson handled the finances for the sporting goods manufacturers as well as those of the Institute. He held intimate relations with industry representatives from every manufacturer. At that time the


27McCormick Interview.

28McCormick Interview.
Spalding Company dominated the sporting goods industry, thus insuring his successful working relationships.  

Finally, two powerful individuals within the industry fostered successful operation of the organization during the 1940's. L. B. Icely, a Wilson executive and one of the prime movers to organize the Institute, directed the membership drives during the 1940's when the Institute went through its initial growth pangs. Philosophically he believed that the Institute could serve a higher role in the United States beyond mere financial rewards to the industry. He served on several committees with physical educators during the war, and he seems to have developed a broader view of the potential of the Institute than most of his colleagues. Griffith said of Icely, "I don't know what his title has been, but he's raised most of the money and spent most of his time on the job of getting members into this Institute." 

J. Taylor Spink, although never more than an honorary

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29 Statement by Donald Neer, former director of the National Industrial Recreation Association, personal interview, Chicago, Illinois, August 29, 1973; McCormick Interview.


31 Institute Minutes, April 24, 1944.
member of the board, served the Institute as a publicity agent and unifying friend for industry members. As publisher of the Sporting Goods Dealer he held considerable power through his ability and opportunity to peddle influence. With an attitude of ready assistance toward the Institute, his rationale, nevertheless, was much more commercial than that of Icely. When Spink assisted the Institute, he related that "this is an investment rather than a contribution. . . . The benefits will be reflected by expanded sports activities in industries, schools and communities."33

To a degree, Griffith's use of an informal organizational structure worked well and served to prompt the Institute toward an expanded role in the promotion of sport, recreation and physical education. Yet, by 1943, problems had emerged. The enlarged program had brought increased expenditures and a financial crisis at the Institute. Later the following year, J. O. Ball and Associates of New York were hired by the board to assist in fund raising for the organization. The Ball firm was shortly dropped however, after a decision was made to replace it


with an internal organization.\textsuperscript{34}

Also, some industry representatives felt that within the informal structure to which the Major had adhered, one or two companies held too much influence. William Cowen of the Goldsmith firm voiced the dictum, "the Athletic Institute should not be connected with any athletic goods manufacturers."\textsuperscript{35}

Therefore, in response to the organization's continued growth under Griffith's leadership and perhaps as a check on his power, in 1943 the Institute board moved to a more formal structure. An executive committee of three members--Laurence B. Icely, William C. Cowen and Dave Levinson--was selected to work along with Griffith to carry on the administrative decisions of the board.\textsuperscript{36}

The following year the board changed the name of the committee to an executive finance committee, vesting in it the authority to act as the basic decision-making body of the Institute. That committee, which was to serve the Institute for the

\textsuperscript{34}Institute Minutes, September 27, 1944.

\textsuperscript{35}Minutes of the Meetings of the Executive Finance Committee of the Athletic Institute, Athletic Institute Papers, Chicago, Illinois, March 29, 1944.

\textsuperscript{36}Institute Minutes, April 24, 1944; Executive Finance Committee Minutes, March 29, 1944.
next thirty years, was composed initially of Griffith, George Hammacher, the executive secretary of the Institute and AGMA, and five members from industry—L. B. Icely of Wilson, Dave Levinson of Spalding, William Cowen of Goldsmith (later MacGregor), Charles Binner of the Sporting Goods Dealer Association and John Rodgers of Hillerich and Bradsby. Therefore the informal power structure which had wielded its influence in 1934 continued now in a more formal capacity.  

Beyond structuring an executive-finance committee to oversee the total operation of the Institute, some felt that Griffith should be given more administrative assistance. In 1943, Charles Binner suggested that "we should get a man to take orders from the Major on Athletic Institute matters. The committee would set up policy; the man would travel and serve as a promotional agent." Griffith agreed and negotiations were initiated with several individuals, one of whom was Ted Bank, the head of the Athletic Division of the Army Special Services. It was not until the Major's unexpected death several months later on December 7, 1944, however, that the organization moved quickly to obtain

37 Institute Minutes, August 26, 1944.

38 Executive Committee Minutes, March 29, 1944.
PROGRAMMING FOR WAR

Under Griffith's leadership and the impact of World War II, the program of the Athletic Institute expanded from sponsoring sports organizations and promoting individual sports to include developing programs for physical fitness and recreation. The Institute's cooperation with the American Legion, the National Industrial Recreation Association and the Committee on Physical Fitness pointed to its increased recognition of the recreation and physical education fields. But, perhaps the most significant force prompting change was the fear that the United States would be drawn into the war which had moved Griffith into a leadership role. 40

Since the end of World War I, the Major had expressed his concern regarding the readiness of Americans for another war. His speeches during the 1930's, as well as articles in the Athletic Journal, emphasized the value of athletic training as a means of

39 Executive-Finance Committee Minutes, December 21, 1944.

40 Institute Minutes, September 30, 1940; see page 75 for a discussion of the Committee on Physical Fitness.
providing that fitness. 41 Griffith continued to argue that the
sports programs of schools and colleges were the main channels
for the development of physical fitness for they "were hardening
and conditioning the boys who were subject to the draft." 42
Without them, "the youth of the land would never become strong
physically." 43 What made the American the best fighters,
Griffith concluded, was "the competitive order" which had
"toughened his moral, as well as his physical, fiber, through
combat of one sort or the other." 44 He was fond of quoting
former Secretary of War, Newton Baker, who had judged that

If it had not been for the college gymnasium and athletic
field, I venture to say that the American Army during
World War I could not have been operating in any such small
space of time for we needed not only the trained mind and
trained muscles of American youth, but we needed the spirit of
fair play. We needed the spirit of teamwork, the spirit of
organized games. 45

41 John L. Griffith, "An American Type," Athletic
Journal, XIX (December, 1938), 20, is exemplary of Griffith's
philosophy in regard to readiness. As early as 1934 Griffith
warned that another war was looming in Europe. "Editorial,"
Epworth Herald, March 3, 1934, [n.p.]

42 Institute Minutes, September 27, 1942.

43 Institute Minutes, January 20, 1942.

44 John L. Griffith, "Why Americans Make the Best
Fighters," Athletic Journal, XXV (December, 1944), 12.

45 Miscellaneous documents, Griffith Papers.
The move toward a program of physical fitness as viewed by the Institute members and Griffith had little to do with any form of conditioning, calisthenics or gymnastics. Cowen, the influential industrialist from MacGregor-Goldsmith, commented that physical educators "don't want to get back into skipping a rope, and they recognize that hiking is the bunk." Griffith concurred, pointing out that athletic programs were the key to physical fitness development and "our school and athletic programs will be appraised in terms of military preparedness." Yet the emphasis upon physical fitness led some industry men to fear a move to fitness apart from sports. Charles Forsythe, a board member and prominent authority in interscholastic sports, reassured the industry that they should not feel that the physical fitness movement would stunt the growth of athletics and thereby hinder sales. Rather, it would ultimately expand the market since most educational administrators looked upon sports as the avenue to develop such fitness. According to his calculations, there would actually be an increase in sports participation.

46 Institute Minutes, January 20, 1942


48 Institute Minutes, January 20, 1942.
Griffith's vision carried him far beyond the fitness need for the Second World War, however, for one month after Pearl Harbor he began to push the board "to be thinking about the physical fitness set-up after this war is over." He pursued the matter by writing to fifty prominent men in sports suggesting "that when the war was over, maybe out of this group would come some ideas that would be worthwhile in looking ahead to the next war."^{49}

Griffith's perception of the Institute's postwar role of promoting fitness while "getting other groups joining with us" opened the organization to immediate changes.^{50} And since the board concurred with Griffith that "it was essential that the Institute furnish leadership" in postwar planning for sports, the organization became committed to work with groups like the Legion, the NCAA and the Committee on Physical Fitness, laying the groundwork for the Institute's expansion after the war.^{51}

The Committee on Physical Fitness was initiated in July of 1941 when the President, Theodore Roosevelt, appointed John

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^{49}Institute Minutes, January 20, 1942.

^{50}Institute Minutes, January 20, 1942.

^{51}Institute Minutes, August 26, 1943.
Kelly, an Olympic champion and member of Philadelphia's elite society, to coordinate a physical fitness program. Originally, the program was staffed under the jurisdiction of the Office of Civilian Defense. In February of the following year, the program was transferred to the Federal Security Agency and made a division of the Office of Defense, Health, and Welfare Services. That office was discontinued by Presidential order on April 29, 1943, and in its place Roosevelt established the Division of Physical Fitness, advisory to the Federal Security Administrator.

Kelly's work under the Office of Civilian Defense, directed by Fiorello LaGuardia, had foundered for several reasons. Some critics perceived the Committee as a political tool which "would control sports and physical training activities such as those conducted by schools and colleges, professional baseball, and the like." For example, the Hale Sports of America program of the National Sport Board provided an extensive plan.


53 Letter, John L. Griffith to the Committee of Fifty, June 24, 1943, Griffith Papers.
of intramural and extramural activities based on competition among local associations through national championships. 54

The Legion in particular felt that this was an infringement upon their own sports program. In addressing the Institute, Homer Chaillaux, the Legion's Americanism director and member of the board of the Institute, spoke of the fear of government involvement in territory which he felt should be controlled by private organizations.

It might be better handled if it were put under a committee of capable college and community men who know athletics. We have it under a political set-up at the present time. . . . They have no money as yet, and they have no organization through which to work. Yet they want to use the Legion's machinery to do a physical fitness job throughout the nation. 55

Chaillaux vehemently argued that the government would either "play ball" with the Legion and related organizations or those groups would do it on their own. 56

The fear of federal encroachment into private sports areas subsided when the President reorganized the Committee, placing


55 Institute Minutes, January 20, 1942.

56 Letter, Homer Chaillaux to Donald Glasscoff, National Adjutant, December 15, 1943, Legion Library.
it under the Federal Security Agency. The whole structure took on less pretentious overtones as the Committee for Physical Fitness sought cooperation and accepted other organizations as equals through a National Council for Physical Fitness. Griffith, who served on the committee before and after restructure, had opposed the initial organization. He was satisfied with the new program, however, since it would be used merely to stimulate organizations that were already promoting sports and physical training activities. Nevertheless, he warned, "If I ever find that this movement is being used to further someone's political interests, you may be sure that I will resign my membership on the committee." 57

Although Griffith remained on the Committee until his death, he retained his reticence for establishing the fitness council within a government body. He and the members of the Institute preferred to cooperate with private agencies such as the American Medical Association (AMA) and "keep it out of the government." Therefore, when the AMA withdrew from the Council and established its own administrative committee to work for physical fitness, the Institute backed the maneuver, even though they themselves did not

57 Letter, Griffith to Chaillaux, June 29, 1943, Legion Library.
For his own part, Kelly accepted the government position since he felt that the government needed to act on a national basis to rectify some inequities which he had perceived in sport. "America has suffered from the greatest aristocracy of sport in the world," he said, and private organization had done little to alleviate that problem. Though only partially successful during the war, he continued his efforts for national fitness programs, being one of the key instigators for the formation of the President's Council on Youth Fitness in 1956.

The exigencies of war had pushed the Institute toward programs of physical fitness. In reassessing the Institute's goals in the heart of the war, the Sporting Goods Dealer asserted that the Institute's "main purpose was to establish permanently the interest of every American in physical fitness and to induce the entire nation to appreciate the value of sustained participation in sport and recreation." Frank Lloyd, the City College of New

58 Executive-Finance Committee Minutes, August 29, 1944; Institute Minutes, September 27, 1944.


60 "NSGA Votes $1,000 to Institute," Sporting Goods Dealer (June, 1944), p. 21.
York physical educator who in 1944 served as the chairman of the Committee on Physical Fitness, added that "physical fitness had arrived and the Institute had accomplished more than any other group in the country. Professionals have shown that they haven't either the organization or the 'guts' to go to bat for big issues in times of stress and negativism." 61

One sporting goods manufacturer expected that the entire industry would reap great rewards. "America is on the march to physical fitness! Powerful organizations are already active, expressing the people's resolute will to create a more physically fit America. To you [sporting goods industry] belongs the natural right of leadership in cooperating with the local agencies of physical fitness, which will win you a still higher place of respect and influence in your community." 62

Though the promotion of physical fitness appeared to dominate, the Institute had not abandoned its original goal to develop sports in America. As mentioned before, Griffith advocated the development of fitness within sporting events themselves. Homer Chaillaux placed the matter in perspective:

61 Institute Minutes, April 24, 1944.

The first thing we are all interested in is junior baseball. We have been centering a goodly share of our publicity activity in fighting war hysteria, to the end that everyone doesn't have to give up baseball. We must keep every athletic program on as normal a keel as it can be kept, regardless of whether it is junior baseball, high school baseball, or whatever.\(^{63}\)

With that perspective as the basis for operation by both the Institute and the Legion, the two organizations continued their close association during the war. For example, to supplement the Legion baseball program, the Athletic Institute financed the Legion's community athletic and physical fitness programs.\(^{64}\) Each of the 12,000 local legion posts was to establish a committee to "expand the existing American Legion Junior Baseball program and to coordinate all community athletic programs."\(^{65}\) The program which was to extend to the schools and colleges where athletics were to be promoted vigorously, was the idea of "community athletics in the interest of physical fitness."\(^{66}\)

\(^{63}\) Institute Minutes, January 20, 1942.

\(^{64}\) "Report of James F. O'Neil, Chairman, National Americanism Commission, The American Legion," Legion Library, Indianapolis, Indiana, May 1, 1941; in 1941, the major professional baseball organization provided $20,000 for the Legion program.

\(^{65}\) "Report of H. L. Chaillaux," addendum to the minutes, Institute Minutes, April 24, 1944.

Besides financial and organizational assistance authorized for the American Legion Community Project, the Institute with the cooperation of the Golf Ball and Golf Club Manufacturers Associations, authorized $7,500 in 1943 and $20,000 in 1944, to sponsor the Professional Golf Association (PGA) Tournament Bureau. Although similar contributions were sanctioned for the next fifteen years, such funding was significant during the war since that effort was essential in keeping the PGA circuit alive.67

Although there were numerous other minor programs sponsored by the Institute, such as the funding of a sport promotion project with the NCAA, the initial organization of the "Keep Fit" Foundation, a physical fitness promotion program spearheaded by Icely, and the Institute's cooperation with the Federal Office of Education to formulate sports fitness programs for schools and colleges, the most significant endeavor dealt with the funding and promotion of industrial recreation.68

Early in 1942, Cowen had noted the growing interest in

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67 Executive-Finance Committee Minutes, October 27, 1943; in October 1943 the Golf Ball Manufacturers Association and the National Association of Golf Club Manufacturers were given equal status with the AGMA and the Institute. The PGA fund was given by the golf manufacturers but administered by the Institute.

68 Institute Minutes, September 27, 1944.
industrial recreation, especially the intramural type centering around softball. His own company, MacGregor-Goldsmith, pioneered in this field by initiating a strong, organized athletic association. In 1942, the Institute voted to assist a new organization, the Industrial Recreation Association (IRA), later to be renamed the National Industrial Recreation Association (NIRA), with a $12,000 contribution. The grant enabled the IRA to employ Floyd Eastwood as an executive secretary to promote the movement in factories throughout the country. By the end of the year, seventy-five plants or organizations had become involved in membership in the association. The Institute endorsed the work of the IRA and funded a chair in industrial recreation at Purdue University which was also filled by Eastwood.

However, dissatisfaction with Eastwood and the program at Purdue soon emerged at the Institute. At the spring board meeting in 1944, when it was revealed that the program was costing the

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69 Institute Minutes, January 20, 1942. The push for recreation, however, was not on the basis that such activity was good of itself. Rather it was based on the hypothesis that workers "need a certain amount of recreation to keep them at their peak of condition." For an exposition of the development of the recreation movement in industry, see Jackson M. Anderson, *Industrial Recreation* (New York: McGraw-Hill, 1955); pp. 38-69.

70 Institute Minutes, April 23, 1943.

71 Institute Minutes, August 26, 1943.
Institute one-third of its budget, some members thought that the organization was delving too deeply in this area. Others, perhaps cognizant of the disorganized sponsorship and dropping of programs in the 1930's, said it would be irresponsible for the Institute to start a program one year and to end it the next without giving it a chance to succeed. A compromise relieving the tension among the members was reached when a special committee from the Institute met with a group from Purdue to discuss restructuring of the program so that "the University would assume some part of the responsibility." 72

The subsequent controversy regarding the program led to Eastwood's resignation the following year as executive-secretary of the Industrial Recreation Association. Also, Purdue University assumed the financial responsibility for the chair. Even though the Institute kept its commitment with the association for the next five years, the initial sponsoring and withdrawing of support again demonstrated the short view of programming held by some members of the board. Nevertheless, through its initial funding of the IRA and promotion of recreation, the Institute, in the words of Jackson Anderson, had made important contributions to the field

72 Institute Minutes, April 24, 1944.
of industrial recreation."  

Related to the Institute's promotion of recreation was its participation in the Commission on Living War Memorials. Organized initially under the Committee on Physical Fitness, the Commission encouraged the building of memorials such as parks and gymnasiums which would benefit personal fitness throughout the nation. George Trautman, administrative head of the minor league baseball organizations, chaired the organization, and Ted Bank of the Army Special Services, and Gene Tunney, who directed a similar program in the Navy, served on its board.  

The relationship between the Living War Memorial Commission and the Federal Security Agency was inadequate since the Commission was not funded by the federal government. In 1944, the Commission broke its affiliation with the Federal Committee on Physical Fitness. Nevertheless, the Commission did not eliminate all ties with the Committee and included Kelly as an ex-officio member to act as a liaison between the two groups after

73 Jackson Anderson, Industrial Recreation, p. 163; for an overview of Institute problems with the IRA, see Institute Minutes, January 20, 1942 to April 11, 1945; Executive Committee Minutes, March 29, 1944.

74 Letter, Trautman to H. V. Porter, September 15, 1944, Institute Papers.
Kelly had encouraged the Commission to not undo the constructive plans which had already been completed.\textsuperscript{75}

Despite the organizational difficulties, the campaign for living war memorials captured the imagination of various groups in the nation. \textit{Esquire Magazine} pledged $5,000 to the project in 1944, stating that it would like to help as a part of our broad program "to encourage and build up sports participation in the entire country."\textsuperscript{76} While the war continued, the idea of the living war memorials was a popular one and was endorsed with much enthusiasm. But, financial problems plagued the group, and, as we shall see in the following chapter, its impact was minimal.\textsuperscript{77}

Another area of vital concern to the Institute during the war was the criticism that the athletics were distracting from the war effort. Such criticism seemed to undermine support for sporting activities during the war and provided a two-fold crisis for the sporting goods industry. On the one hand, the federal

\textsuperscript{75}Letter, Kelly to Trautman, September 5, 1944, Institute Papers.

\textsuperscript{76}Letter, Alfred Smart to Trautman, March 27, 1944, Institute Papers.

\textsuperscript{77}See Chapter 5, p. 128.
government classified the industry as a non-essential one, making the obtaining of material for production difficult. The manufacturers argued fruitlessly during most of the war that "they should look upon the job that is being done by our physical education and athletic men as essential in time of war at least." Also, proposed cutbacks in the sports program meant reductions in the purchase of sporting goods equipment. The cancellation of sport events, whether due to conservation of resources or conservation of personnel, would have a devastating effect on the market potential for equipment sales.

Griffith counter-attacked on behalf of the industry:

This is a most critical period in the history of competitive sports in America--and this statement applies particularly to the intercollegiate program or "varsity" program as we have come to know it.

True--these are critical times for things that would seem to make sport infinitesimal by comparison. But too often there is a tendency to look at athletics in the light of "play"--and the spectacle of men playing while other men are dying is the most powerful one that critics of sport present in calling for the abolition of athletics. But sport isn't simply "playing."

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78. Letter, L. B. Icely to H. V. Porter, October 1, 1944, Institute Papers.

79. Institute Minutes, January 20, 1942; September 27, 1944; between these two dates the minutes focused on this problem.

80. Institute Minutes, January 20, 1942, and September 24, 1942.
Sport is something that has become inherently American . . . something for which no apologies need be held. Military leaders such as General MacArthur freely state that athletics have contributed immeasurably to putting the hard grain of competition into this nation. 81

Upon this basis, Griffith began to lobby actively on behalf of the Institute for the continuation of a full-fledged sports program. He conducted a major campaign in 1942 in Washington, lobbying with Senate and House members as to the value of athletics and their need to be continued in wartime. 82

To assist his personal efforts, Griffith wanted a bureau established within the Institute to disseminate material to sport writers that would blunt adverse criticism. The bureau was established with exceptional pledges of financial support from Goldsmith, Hillerich, Spalding and Wilson. 83 Immediately, through newspapers, news services, magazines and radio, the sports bureau attacked the early war prejudice against sports. The board was pleased with the performance of the sports bureau and Icely felt that the Institute had changed "the adverse attitude that prevailed last fall amongst sports writers." 84 Although there

81 "Notes for Senate Finance Committee," Griffith Papers.
82 "Notes," Griffith Papers.
83 Institute Minutes, September 27, 1942.
was curtailment in some peripheral areas of sport, such as spring training in baseball, sport competition itself was not abridged.

In conjunction with the operation of the Bureau, the Institute formed a Committee for Sports Education "to justify the existence of all sports, amateur and professional" for the duration of the war. Its purpose was to demonstrate that sports "serve as a wholesome escape from the tension of war." The position of the Institute was that the "abandonment of sport is a voluntary relinquishment of an American way we are fighting to preserve." As Griffith observed in his Journal, "the Athletic Institute was committed to the task of helping develop more athletics in the United States" even during war circumstances.

The Institute was able to provide a barrage of propaganda to support its position. Capt. H. E. Overesch, of the U.S. Naval Academy, argued that "athletics be retained in schools and colleges during wartime since competitive sports help build qualities in


fighting men that are so essential in wartime." 87 Col. Ted Banks of the Special Services Division of the Army had completed a survey in which he stated, "Ninety percent of front line soldiers were in favor of not inducting professional baseball players into the Army," an issue intensely controversial during much of the war. 88 And, even Griffith was willing to forego the pursuance of any "external" values of athletics commonly associated with participation, such as the character value associations advocated by many physical educators. Speaking before a national radio audience, Griffith confided, "All of us agree that we have only one objective and that is the winning of the war. We are not interested in defending athletic competition for the sake of athletics but only the kind of training that would help the boys who were to do the fighting." 89

Therefore, as the war continued, the Institute was forced to a polar position of promoting sports as the avenue for fitness for military life. From the historical perspective such advocacy was costly, since after the war, sport and physical education

87 Institute Minutes, August 26, 1943.

88 Institute Minutes, August 26, 1943.

89 Transcript of Broadcast with Jack Brickhouse over Mutual Broadcasting System, February 15, 1943, Griffith Papers.
programs would need other justification. In an effort to survive, the Institute had adopted an expedient philosophy and became all things to all men.

PUBLICATIONS AND AUDIO-VISUALS

The two most significant productions of the Institute during the war period were the film "Make the Most of Playtime" and the publications of the education bureau. The concept for the color film had grown out of the 1940 American Legion Convention where McCormick had submitted a resolution endorsing a massive commitment to the development of physical education through all possible media.90 The idea of a film to portray the need for fitness soon captured the imagination of McCormick, Griffith and other leaders who were involved not only in the Legion but the Institute and the NCAA as well.91

Thus, the thirty-minute film which demonstrated how certain communities were promoting sport and play activities to develop physical fitness in youth and adults became the cooperative effort of three organizations. The Athletic Institute produced it

90 "Press Release" Chaillaux File, Legion Library; Letter, McCormick to Milo Warner, October 14, 1940.

91 "Make the Most of Playtime," (Chicago, 1941), Institute Papers.
while the Legion and the NCAA sponsored and released it through their outlets. During the first year alone it was programmed for an estimated audience of two million. Although the film was general in nature, the emphasis rested on youth. From it, Griffith hoped that "hundreds of thousands of boys and girls in smaller communities" might perceive the advantage of a supervised recreational program when properly organized. Within the industry the film was well received and endorsed by many as "the most outstanding thing the industry had done." The numerous showings and the commendations from school and recreation groups who viewed it gave positive influence for the continuation of such programs in the ensuing years.

Another vital program which had a tremendous impact upon the development of the Institute was the area of publications. Although some minimal work had been done in the few years of the organization's history before Griffith took office, such as the rule books for softball, no substantial effort had been made to

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92 "Make the Most of Playtime," Institute Papers.

93 Institute Minutes, January 20, 1942.

94 "Make the Most of Playtime," Institute Papers.

95 Institute Minutes, January 20, 1942.
influence the development of sport skills through publications. During the war, student instructional booklets were printed about several sports, including baseball, softball and track and field, demonstrating the elemental methods of play. The booklets were well received; for example, the one on golf went through more than 400,000 copies. With his background in this area, publications were the real strength of Griffith.

The Institute also financed the publication of a "clip sheet" which was sent to the newspapers of the country providing sport news from the different military camps and naval stations. The outstanding response of the servicemen for the news service insured its continuance through the duration of the war.

Finally, the Institute produced several publications in conjunction with other organizations. Released through the Committee on National Physical Fitness, were the twin books, Physical Fitness in Industry and Physical Fitness for Production, which attempted to demonstrate that increased recreation meant increased production for war efforts. L. B. Icely was the major

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96 Letter, Griffith to Jack Elliott, May 23, 1944, Institute Papers.

97 Institute Minutes, April 23, 1943.

98 Institute Minutes, August 26, 1943.
proponent of the project among the members of the board, and he pegged Wilson to underwrite the costs for the production of such. In cooperation with the Legion, the Institute produced *The American Legion Physical Fitness and Community Athletics* booklet which supplemented the film.  

The Institute's efforts in publication and its cooperative efforts with such organizations as the American Legion earned it the respect of many individuals and groups outside the industry. The National Council for Physical Fitness, for example, granted a special commendation to the Institute, recognizing it as "the national agency" dealing with sports.  

As the Institute ended its first decade of service it had finally emerged from its parochial view of sports promotion.

During Griffith's leadership, the Institute had moved from an organization which helped sponsor limited sports activities such as baseball and softball to one which attempted to "stimulate and implement the activities of all groups and individuals awakened to the value of athletics in building and maintaining a stronger

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99 Letter, George Hammacher to Athletic Institute Directors, February 28, 1944, Institute Papers.

America." To promote "games, sports and other events of all kinds and encourage others in the promotion thereof and to broadcast such information" became the mandate of the Institute under Griffith.101

There were, of course, reservations to the policy. The Institute saw itself as an initiator of activities and not as an ongoing supplier of funds. They would take organizations such as the Legion and assist them until such time as they no longer needed assistance. If after a specified period the organization was not able to go ahead under its own power the Institute's policy was to drop its support.

Griffith attempted to expand the influence of the Institute so that it would become the essential catalyst around which other organizations would develop their programs. Furthermore, he felt that the Institute goals should be tied to those of education. Through such action Griffith wanted to close the gap between physical education and athletics. He asserted, "If the war has done anything at all for sports on the home front, its best job was erasing the suspicions that coaches and physical education men were even working at odds. We will no longer speak of

101 Institute Minutes, September 27, 1944.
physical education and athletics."102

On December 7, 1944, during the winter meeting of Western Conference administrators, Griffith suffered a fatal heart attack. His successor and intimate associate, Kenneth Wilson, has vividly described the scene.

The scheduled December meeting in 1944, held in Chicago, was a dramatically sad one; Major Griffith had not been in the best of health, but insisted on conducting the meeting, and at the end of the day the directors were going to join the faculty representatives at the University Club for dinner. L. W. St. John and I were waiting in the lobby of the Sherman Hotel (where the Conference office was located at that time) for the Major to come downstairs. After a long wait, Saint asked me to go up and see what was keeping him. The Major's door was open. I walked in and found the Major dead on the floor. It was a terrific shock. He had been my best friend through many years. The meetings were cancelled, and the following Monday, the ten directors carried Major Griffith to his grave.103

Arch Ward, legendary sports editor for the Chicago Tribune, succinctly analyzed Griffith's career:

To Major Griffith competitive sport was something more than exercise for participants and recreation for the spectators. To him it was a way of life and he fought energetically, sometimes against great odds to preserve it. That is why on occasion he took a vigorous stand on matters which to some may have seemed outside the province of a man engaged in athletic administration. Many of his actions and

utterances were highly controversial but always he was standing up for principles which, in his opinion, were the foundations of the Republic. 104

104 Arch Ward, "In the Wake of the News," Chicago Tribune, December 8, 1944, Sec. 2, p. 1.
Chapter 5

THE POSTWAR ERA: FOUNDATION FOR CHANGE

The selection of Theodore Bank, in December of 1944, to replace the deceased Griffith coincided with the junction of major events in the larger frame of history. By that date, the war in Europe was in its final stages and plans were being made for postwar activities. The United States of 1945 emerged as a vastly different nation from that which had gone into the conflict. The terrible trauma of depression had faded with the dislocations and personal involvement in a world war. And now, the end of the war dictated the formation of a new era. Tremendous problems loomed on the horizon, from housing and facility shortages to a large influx of unemployed servicemen. Such a time demanded dynamic leadership; Theodore Bank was the man selected by the Institute.

THE PERSONAL BACKGROUND OF THEODORE BANK

Theodore Bank's interest in sports and his organizational ability in such became evident while he was yet a high school student.
in Lowell, Michigan, 1912-1915. Since the school had no football team, Bank took the initiative and organized one. He assumed the responsibilities of captain and coach in a style reminiscent of sports organizations in the nineteenth century.¹

After graduating from high school, Bank enlisted in the Army, where he saw duty in 1916 in the Mexican border fighting. Then, in France during World War I, he was wounded in action and forced from front-line duty for the duration of the war. In 1919, the second lieutenant was released from the service and returned to his home state where he enrolled at the University of Michigan. Although he was to compete in five sports on a varsity level (baseball, basketball, wrestling, boxing and football), he excelled in football, emerging as a starting quarterback on the great Fielding Yost teams of 1921 and 1922.²

Upon receiving his bachelor's degree in physical education from the University in 1922, Bank launched his professional career as a high school football coach in Patterson, Louisiana. Then in 1929, he moved to Tulane University to assist Bernie Bierman in football and also to coach baseball and boxing. After

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¹ Based on a personal interview with Theodore Bank, Palm Desert, California, December 27, 1973.

² Bank Interview.
completing six years of employment at Tulane, Bank moved to the University of Idaho where he served as head football coach and athletic director. Then in 1941, after six years at Idaho, he was called back into the Army to direct the Athletic Physical Training and Recreation Division in the Department of Special Services.  

At the time of his entrance into the Second World War, Bank had had little affiliation with any physical fitness programs, for previously his interests had centered on sport activities. Nevertheless, he soon became convinced that many of the young men who were being sent to the battle front were not fit for combat service. Disgusted with what he perceived to be bureaucratic malfeasance, he issued a report stating that the Army was deficient in its training obligations by not supplying the means for fitness preparation. The report irritated Bank's superiors, and had it not been for the support of General Mark Clark, Bank felt that he would have been court-martialed. Instead, along with Arthur Esslinger and Charles McCloy, he was assigned to set up a testing program to determine physical deficiencies and to prescribe remedies for combat oriented soldiers.  

The results

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3Bank Interview; Bank later received an honorary Master's degree from Springfield College in 1949, Journal of Health, Physical Education and Recreation, XX (September, 1949), 455.

4Bank Interview.
of their work led to the Army's Physical Training Circular Number 87.

Aside from this introduction to the area of fitness, Bank's service in the war gave him an opportunity to develop professionally in other areas. His work in Special Services brought him into contact continually with the leaders of athletics and physical education throughout the nation. And, during the war, he was to work with physical educators such as Frank McCormick and Carl Nordly of the University of Minnesota, Arthur Esslinger of Springfield College and Charles McCloy of Iowa. Also, in his capacity, Bank was charged with the direction of USO camp programs, the building of all recreational facilities, and the purchase of athletic equipment. During the first three years of the war, he was responsible for the purchase of 80 million dollars worth of athletic equipment.


6 Bank Interview; substantiated by a personal interview with Frank McCormick, Fullerton, California, December 27, 1973.

factor alone made him a positive attraction to men of the Institute. Having visited all the major industry personnel, he was familiar with the operation of the athletic goods industry and its fostering of the Athletic Institute. 8

Bank's movement to what finally would lead him to the presidency of the Athletic Institute was a gradual one. As a representative of the Army, he had made his first appearance at an Institute board meeting in 1943. 9 He also served on the board of the National Committee on Physical Fitness where he chaired a sub-committee on schools and colleges. That position brought him again into close contact with leaders of the physical education profession. 10 Since he advocated the need for all sport groups to work together, a theme which emerged from the Athletic Institute under Griffith, 11 the selection of Bank to lead the organization appeared to be ideal. 12 Thus, he was not surprised when he was approached by the Institute in 1944 to direct the

8 Bank Interview.

9 Minutes of the Meetings of the Athletic Institute, Chicago, Illinois, August 26, 1943.

10 Bank Interview.

11 Minutes of the Meetings of the Executive-Finance Committee of the Athletic Institute, Chicago, Illinois, March 29, 1943.

12 Executive-Finance Committee Minutes, December 21, 1944.
executive functions of the organization even before Griffith had passed away. Although he was receptive to the offer, he made no commitment until Griffith passed away on December 7, 1944.

BANK AS INSTITUTE PRESIDENT

After the death of Griffith, the board selected one of the board members from industry, John T. Rodgers, to serve as interim president. Then, through an informal mail poll of board members during the last week of December, Bank was selected as president even though he was not to be released from active duty until April 26, 1945. Nevertheless, in conjunction with his selection by the Institute, the army released him January 1, 1945.

The press announcement, which was not to be made until the National Sporting Goods Association (NSGA) Convention in New York in February was released instead on January 9, 1945, through a special banquet in honor of Bank. The change was

13 Bank Interview.


15 Executive-Finance Committee Minutes, December 21, 1944.

accomplished for two reasons: Bank wanted to start work with the Institute as soon as possible, and the Institute wanted to make capital on the immediate newsworthiness of Bank. The announcement was greeted favorably by the press and the coverage which he and the Institute received was significant. More than any time previously and perhaps since, the Institute, through its association with Bank received a major press coverage. Not only New York and Chicago papers carried articles on the reorganization of the Institute, but also more localized ones, including the Cincinnati Enquirer and the New Orleans Times-Picayune covered the story. Bank had a host of friends throughout the country and this coverage was testimony to his personal connections. Most reports were enthusiastic and sports editors, who were more interested in sport than physical fitness, were tremendously pleased, being thankful that "Col. Bank believes in competitive sport, rather than in military training," as the New York Post put it.


Though Bank seems to have come to the Institute with an open mind and an idea to change the structure, it was evident that the industry leaders on the Institute Board had one thing in mind—the advancement of athletics. Boldly, Art Flynn, of the Sporting News, who acted as master of ceremonies at the initiation banquet honoring Bank, noted that "the sporting goods dealers expected to and would profit from an athletic participation program," which Bank advocated.19

As indicated in his speeches and work during the first year in office, Bank came to his position with a distinct philosophical point of view and idea as to what should be done in the field of sports, recreation and physical education. Foremost was his concern about the low fitness level of those called to serve in World War II. He felt that the generation of draftees during the Second World War were considerably softer than their fathers were in 1917. Pointing out his perception of weaknesses in the prewar program, Bank stated that such problems were caused by educators who disregarded physical fitness, by educational theories that a few exercises would take the place of organized sports, by coaches who were too specialized, and by state, 

county and local leaders who provided no funds for athletic programs.  

Throughout the country he attacked the educational system. In Chicago in 1945, he asserted that "it is apparent that our public schools are unable to meet the needs." While at his former home in Idaho, he concluded that the educational system was a "miserable failure" in getting the American people into good physical shape. Such caustic remarks produced poor public relations and after nearly a year in office, he learned to temper his remarks by diffusing the blame.

We don't know who to blame for our poor physical training program. It might be the school teachers, it might be the parents, it might be the politicians and it might even be coaches like myself. But we've got to do something about it unless we wish to become a decadent nation.

Bank's contention that American youth were physically

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deficient, drew support from men such as John Kelly; yet, in fairness to the American education system, it must be remembered that combat readiness in physical training was not a goal of the physical education system. Except for the rush to mandatory legislation for physical education immediately after the First World War, historically, the education institutions had not presumed to follow that role. Whether a program of sports participation to develop physical fitness in the formative years of the education of the child would have "enhanced his chances of survival" as Bank claimed, is a moot question. Bank tried to defend his view by quoting statistics that "those experienced in competitive athletics had a better chance of surviving in battle." The confidential report to which he referred was never released by the Army. Yet, the argumentation by Bank sounded convincing to those who heard him, for he received considerable press coverage and publicity from his remarks.

Further, he began to use this data to build the idea for his own system of physical fitness development. Primarily, he felt, physical fitness should be based on a continuing and graded

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progression, especially while the youth is in its formative years.²⁶ Secondly, mere calisthenics were not enough to provide the coordination necessary for a soldier. "Dumb-bells, wands and mere setting-up [sic] exercises were useless."²⁷ Finally, he concluded, competitive athletics, combined with other physical condition programs were needed.²⁸ It was a program of "Athletics-for-all" from "the old guys right down to kids."²⁹ Later during the Korean War, Bank urged "that intramural activities should not be classified as extra-curricular, but as an integrated part of the educational program."³⁰ Moreover, he had always felt that some form of high school athletics should be compulsory for each student. Bank's basic premise then was to


²⁹Bob Considine, "Information is Needed," Cincinnati Enquirer, January 11, 1945, miscellaneous clippings, Institute Papers.

promote physical fitness development by getting a youngster interested in a sport, then allowing him to carry that interest to its fullest extension through "rugged competition." Endorsing that philosophy as a part of the pioneer American spirit, Bank felt that "the spirit of competition as exemplified through athletics was one of the few things we have left which represents our early American way of life." With Bank's assumption of the presidency of the Institute he received the opportunity to put some of his ideas into practice; "now was the time to act."

BANK'S REORGANIZATION OF THE INSTITUTE

Before a program could be set in motion by Bank, he faced a restructuring of the Athletic Institute's organization. First, he brought his former secretary, Therese Hasterlik, who had worked with him in the Army through the Civil Service. When Bank secured her release, she immediately joined the Institute where she remained until retirement in 1967. Through the years

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31 Bank Interview.

32 "Thousands Died," undated speech by Bank, Institute Papers, about 1946.

she was given much of the administrative responsibility to run the office, as she made decisions on mailings, publication deadlines and proposals. In effect, she served as Bank’s administrative assistant.\textsuperscript{34}

The office was also enlarged and remodeled to "provide space for a president's office" since Bank would be working fulltime, as opposed to Griffith, who had completed most of his work out of the journal office.\textsuperscript{35} Then, as soon as Bank was settled in his job, he requested an assistant to supervise promotion and publicity, so that he could devote more of his time to matters relating to the promotion of physical fitness legislation.\textsuperscript{36} Also, Bank requested the hiring of field men to work as promotional agents for the Institute. For example, in response to the film, "Make the Most of Playtime," when those who viewed it might want to do something about the problem of recreation but had no idea how to follow through, he envisioned the field men as providing the necessary leadership.\textsuperscript{37}

\textsuperscript{34} Based on a personal interview with Therese Hasterlik, Chicago, Illinois, December 12, 1973.

\textsuperscript{35} Executive-Finance Committee Minutes, December 21, 1944.

\textsuperscript{36} Institute Minutes, April 11, 1945.

\textsuperscript{37} Institute Minutes, October 15, 1945.
To meet this challenge of leadership, which, according to Bank, confronted the Athletic Institute, the organization expanded to include the services of Glenn Morris and Russell Opderbeck. Both men, former majors, held broad backgrounds in the sports and recreation field. Opderbeck was a graduate of Springfield College. His association and friendship with McCormick while serving under him in the European theater evidently aided his job placement.

Placed in charge of the Institute new motion picture project, Opderbeck worked with the producer in scripting and production, and organized the distribution of the completed film. Also, he was asked to prepare community recreation promotion material for publication and compile research on community recreation needs.

The job specifications for Glenn Morris, the former Sullivan Award winner as the outstanding athlete in 1936, were much more general. He was to assist the president in the area of public relations, by contacting and assisting national organizations in promoting programs to increase sports and recreation

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38 Institute Minutes, May 1, 1946.

39 Executive-Finance Committee Minutes, December 11, 1945.

40 Institute Minutes, May 1, 1946.
programs. 41

Therefore, after little more than a year in office, Bank had expanded the organizational staff from one full-time paid member, to a staff of eleven with Bank serving as president, and Morris as executive vice-president. The number of board directors remained at twenty-five. It was with that base that Bank would launch his drive to propel the Athletic Institute into the forefront as the primary organization in the development of sports, recreation and physical education. 42

MOVING TOWARD INSTITUTIONAL COOPERATION

Besides this internal organizational expansion, Bank determined that the Institute should extend its perimeter of operation. In effect, he desired to reverse Griffith's position toward government interference. Further, he advocated greater cooperation between industry representatives and the dealers by supporting the development of sports industry organizations such as the National Golf Foundation. Finally, to meet the demands of the expansion of the recreation field after the war, he deemed an

41Institute Minutes, May 1, 1946.

advisory committee a necessity to guide the Institute into unfamiliar waters as well as provide a thorough study of the future of the Institute.

The power structure within the Institute remained the same in the change from Griffith to Bank. The executive finance committee, the essential decision-making body for the Institute, retained Laurence Icely, William Cowen, Dave Levinson, Ward Hillerich, from the four major manufacturers, and added only William Lawson, of Brunswick, and Claude Carr, of Rawlings. Moreover, the power of the committee was expanded to include the evaluation and approval of all budgetary items. The regular members of the Institute board were reduced to an advisory capacity. The internal organization seemed solid. The membership drive headed by Icely expanded the membership from seventy-five in December of 1943, to two hundred ninety-three in December of 1944. The first issue of a monthly newsletter originated by Bank for members of the industry, was used to recruit new members. To promote this expansion, Bank suggested that the minimum dues of one hundred dollars be reduced

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43 Institute Minutes, May 1, 1946.

44 Institute Minutes, October 15, 1945.

45 Institute Minutes, April 11, 1945.
considerably. Although this was met with some favor, the plan was blocked so that any interested party would have to make a substantial commitment to the program rather than be a member in name only. However, it should be noted that at this time, the major companies, such as Spalding, Wilson, Brunswick, MacGregor and Rawlings, contributed eighty percent of the total budget of the Institute. The extended drive for membership was less than successful, and Bank concluded that "it was just a waste of time and effort." Only eight new members had come into the fold in spite of considerable effort during a six-month membership drive in 1946.

With the expanded role forecast for the Institute, Bank and several members of the executive-finance committee proposed that a change in name be effected. Bank desired a name that "meant something, such as the 'Foundation for the Advancement of Sports and Recreation' to denote just what the Institute represents." Icely suggested "The Athletic and Recreation Foundation." Although the change in name was not accomplished

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46 Institute Minutes, May 1, 1946.

47 Institute Minutes, October 23, 1946.

48 Executive-Finance Committee Minutes, April 9, 1946.

49 Executive-Finance Committee Minutes, June 23, 1945.
the significance of the proposed name demonstrates the perspective of Bank and most executive-finance committee members. The concept of physical education continued to be conspicuous by its absence.

Internally, the conflict between manufacturers and dealers remained. Most dealers felt that they derived little benefit from any association with the manufacturers and saw no reason to cooperate. For example, the dealers claimed that the promotional efforts by the manufacturers benefited the major chain stores, such as Sears and Wards, while having a detrimental effect upon their own sales. When Bank came to the Institute, he made a determined attempt to provide a common ground for cooperation between the two groups. For a time, it appeared that he would succeed. Negotiations progressed, and on April 11, 1947, representatives of the two groups met to iron out their differences. The discussion appeared fruitful as both sides aired their grievances and a sense of unity appeared for the first time in the industry. Each lauded the idea that they should work close together to provide a "united front" through the Athletic Institute. Both groups left the meeting in amiable spirits, calling it a success while separating to await the Kearney Report, an internal study of the Athletic Institute regarding its future operation.  

They each

50 See page 144 for a discussion of the Kearney Report.
presumed that new avenues for production and marketing would be opened from the Kearney recommendations, and both groups would carry the industry to new heights in the developing field of sport and recreation. Full cooperation never came to fruition, as each remained wary of the motives of the other. Then, when Marvin Shutt took over the leadership position of the NSGA in 1948, he steered the group to a path of independence.

Bank's initial plan of attack for establishing a unique Institute program was influenced by his experience. He also held a contempt for educational institutions who, in his opinion, had failed to meet their obligations of teaching physical education. His first thought was to construct a program "running along with education but not a part of it." It would require "some overall state organization which could adequately plan and coordinate all efforts within a state." Also, he would establish a federal agency which would operate through existing agencies to deal with physical fitness.

51 "Memorandum of the Meeting of the Athletic Goods Manufacturers Association with the National Sporting Goods Association in St. Louis, Missouri, Friday, April 11, 1947," Institute Papers.

52 Hasterlik Interview; Bank Interview; also based on a telephone conversation with Marvin Shutt, December 12, 1973.

He would have preferred to house such a program within the structure of the American Legion, but he was rebuffed in his efforts to do so by Homer Chaillaux, the head of the Legion's National Americanism Commission. Chaillaux asserted that he wanted no government inference; besides, he felt an adequate job was already being done by the Legion.

After finding no assistance from private agencies, Bank turned to government bodies for support. He actively endorsed a House Bill in March of 1945, which called for the establishment of a Commission for the Promotion of Physical Fitness to continue the work of the National Committee on Physical Fitness. The idea of the federal government's continuation in fitness programs was opposed by many physical educators. Bank's proposal, therefore, drew fire from many educators. For example, one member of Congress, feeling the pressure from education groups, asserted that "the purpose of the bill could better be achieved through

54 Letter, Bank to Chaillaux, March 13, 1945, Legion Library Papers.

55 Letter, Chaillaux to Bank, March 16, 1945, Legion Library Papers.

56 Executive-Finance Committee Minutes, February 17, 1945.
established national and state education departments.\textsuperscript{57}

Jack Kelly, chairman of the National Committee on Physical Fitness whose existence had been terminated by executive order, declined to head a drive for such an organization, but asked that Bank and the Athletic Institute do so. After receiving some pressure from internal industry sources, Bank backed off from promoting the idea, stating that from an organization viewpoint, it would be improper for him to advocate any type of fitness legislation.\textsuperscript{58}

Nevertheless, when the National Committee on Physical Fitness ceased to exist in 1945 Bank was influential in bringing thirty organizations to Washington, D. C., to discuss their concerns regarding a national policy for physical fitness. Bank had felt that it was "necessary to do a great deal of lobbying" since the Committee on National Physical Fitness was out of the picture. Yet, the meeting appalled him. He reported, "So much self-interest was exhibited by the various representatives, it was impossible for them to all get together on any piece of


\textsuperscript{58} Institute Minutes, April 11, 1945.
legislation. 59

Disenchanted with his efforts to coordinate a group
consensus on a national level, the following year, when a bill for
a Federal Recreation Commission was being considered, Bank
induced the Institute to supply its own funds to provide a lobbyist in
Washington. 60 Then, he returned to the American Legion to make
a special plea at the national convention in 1946 to expand their
role in national fitness, perhaps through an expanded baseball
program, a challenge which they did not take up. 61

On the whole, his efforts to gather other organizations
which were involved in the same kinds of programs as the Institute
into a central sports promotion lobby failed to materialize. After
two years of difficult struggle in this direction, he reversed his
position and tried to maneuver the Institute alone into the leader­
ship role in matters of sport and recreation in the nation.
Therefore, Bank's decision to bring the Institute to the forefront
as the leading organization was determined after other efforts
toward cooperation had failed.

59 Executive-Finance Committee Minutes, April 14, 1945.

60 Institute Minutes, October 28, 1947.

61 Minutes of the Meeting of the National Americanism
Commission and Subcommittees of the American Legion, June 2-4,
THE ADVISORY COMMITTEE

After Bank had been on the job for little more than a year, and having talked with various recreation leaders, he became convinced that the Institute needed "a little guidance from the outside." Therefore, in 1946, he sought permission from the board to appoint an advisory committee of recreation experts. Later that year, he named a ten-member board, composed of five directors of urban recreation, one public school teacher in physical education, one dean of a physical education department and three associates in health, physical education and recreation.

The Committee included

Carl L. Nordly - University of Minnesota
David K. Brace - University of Texas
V. K. Brown - Director of Recreation, Chicago
Milo Christiansen - Director of Recreation, Washington, D. C.
Dorothy Enderis - Director of Recreation, Milwaukee
George Hjelte - Director of Recreation, Los Angeles
William L. Hughes - Director of Health and Physical Education, Temple University
Dorothea Lensch - Director of Recreation, Portland, Oregon
August H. Pritzlaff - Director of Health and Physical Education, Chicago Public Schools
G. Ott Romney - Dean, School of Physical Education, West Virginia

62 Institute Minutes, May 1, 1946.

63 See Appendix A for a complete listing of those who served on the Advisory Committee from 1946 to 1972.
This advisory group was to meet once a year to handle requests for funds and assist in coordinating the sports promotion program of the Institute members. 64

During the summer of 1945, Bank launched a full-fledged public relations campaign. Over a two-month period, his office sent out about eight thousand pieces of promotional material. At the same time, he personally met with the leaders of various national organizations such as AAHPER and the NCAA in an effort "to create good will for the Athletic Institute." 65 His efforts were assisted by his many personal connections which he had established during his years while the head of the Athletic Division of the Special Services in the Army. 66 He also obtained Institutional membership in the leading recreation, sport and physical education organizations. 67

Yet, his efforts were often dualistic and at times ran counter to each other. On the one hand, as an official trying to recruit industry members to join the Institute, he advocated that

64 Institute Minutes, October 23, 1946; the advisory committee is discussed in greater detail in chapter six.

65 Institute Minutes, October 15, 1945.

66 Bank Interview.

67 Institute Minutes, December 11, 1945.
the development of community recreation programs by the Institute was "creating a greatly enlarged national market for sporting goods for manufacturers, wholesalers and dealers." Yet, this seemed to non-industry people to smack of commercialism. He found "a little coldness, distrust and suspicion of the Athletic Institute" in many quarters. When the Institute staff had decided to shoot their new recreation film in Decatur, Illinois, city officials "did not desire to cooperate at first, because of past associations with the Athletic Institute." That type of conflict was one which he and the Institute were to battle continually for the next three decades.

PROGRAMS

The domain of leadership in sports education, recreation and physical education was open to any organization after World War II who would meet the challenge. An educational group such as AAHPER was little known outside its own professional circle. Recreation organizations had splintered into various factions which were small, powerless and disorganized, while most sport


69 Institute Minutes, October 15, 1945.

70 Institute Minutes, May 1, 1946.
association organizations such as the NCAA and the NAIA were often devoted to activities of self-interest. With such a void, Bank was certain that it was the Institute's responsibility, as well as privilege, to provide the organizational leadership.

**Finishing Griffith's Work**

Before him lay two immediate tasks. Foremost, the Institute needed a public relations drive to explain the postwar program. Beyond that was the need to finish the projects remaining from the Griffith years, while implementing a new Institute program. 71 The former challenge had to be met before any progress could be made in the latter. The Institute had been charged throughout its early history for having commercial motives for its promotion. Bank acknowledged that originally, the Institute "was started by a commercial motive and it was financed by the four large sporting goods manufacturers to bring baseball back to the youth of America." 72 During the war, however, he perceived a change in the Institute as supporters of the organization began to broaden their objectives and promote recreation. This philosophical expansion continued as the membership

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71 Institute Minutes, May 1, 1946.

72 Legion Minutes, June 2-4, 1946, p. 198.
considered."74

Just as crucial to the Institute as eliminating the credibility gap with recreation and education groups regarding the control and motivation of the organization was the larger controversy of whether athletes were doing "their share in service combat."75 What good would it do to promote athletics if they were perceived as extraneous? To provide some insight into the situation Bank contacted three hundred ninety colleges and universities in the nation to compile a list of athletes over a six-year period who were in the Armed Forces. The statistics from the ninety-eight responses pointed out that the rejection rate of athletes was much lower than that of the general population; of the service personnel seeing combat action, the athletic group held a higher percentage than the general population.76

Bank made use of every form of media, flooding the newspapers with statistics that athletes were doing more than their share; he went on radio for national broadcasts, emphasizing "the value of athletics;" he even persuaded Ham Fisher, who syndicated the Joe Palooka strip, "to utilize it as physical fitness

74 Institute Minutes, October 28, 1947.


The media blitz paid dividends as the Institute became recognized as a service organization and the outcry against wartime sports began to fade as the war was drawing to a close. Another matter which had to be reconciled was the disposition of the National Industrial Recreation Association (NIRA). Problems with that organization had existed during Griffith's tenure, even though it was not until he passed away that the rift between the Institute and the NIRA began to emerge. The week after Griffith died, Goldsmith, one of the power figures on the board, expressed keen disappointment in Purdue's handling of the program and did not think that "the Eastwood Chair was worth the price paid for it."  

At that time the Board concluded that the Institute would fulfill its present obligations to Purdue and to the NIRA, but "if there wasn't an improvement in the situation . . . the Institute would withdraw its support." In the minds of board members, no improvement had been made by the following spring, and on

77 Executive-Finance Committee Minutes, December 11, 1945.

78 Executive-Finance Committee Minutes, December 21, 1944.

79 Executive-Finance Committee Minutes, December 21, 1944.
April 11, 1945, the Institute decided to discontinue support as of June 30, 1945.80

Nevertheless, after special pleading from the NIRA, the Institute continued to support the recreation association for another year, and on a month-to-month basis thereafter.81 Then in 1946, Brunswick Corporation pledged its Institute membership fee of ten thousand dollars to the NIRA budget.82 Still, that maneuver had not settled the organizational problems of the NIRA. There was even some sentiment from Institute members that the entire NIRA operation should be discontinued and brought within the Institute organization. That did not happen and a final allocation was given to the NIRA in 1947, with the stipulation that that was "the last time they would receive a grant;" from that time on, they would have to go out on their own and raise the necessary funds.83

Another problem carried over from the Griffith regime was the Institute's participation in the program of Living War Memorials. The Commission, established originally as a

80 Institute Minutes, April 11, 1945.
81 Executive-Finance Committee Minutes, April 9, 1946.
82 Institute Minutes, October 23, 1946.
83 Institute Minutes, October 28, 1947.
subcommittee under the National Committee on Physical Fitness, had promoted projects such as lakes, parks, pools, and gymnasiums for community recreational purposes. Bank had been affiliated with the program while in the Army, and was committed to it before he came to the Institute. His insight into the problem of postwar life was keen, as he addressed the Legion, endorsing Living War Memorials in 1946 when much of the enthusiasm for the project was dying down after the war.

I don't think there is any project the Americanism Commission could undertake that would be more important than motivating the communities throughout America to the important task of increasing facilities, programs and leadership in sports and recreation.

Looking ahead, we know that there will be a greater amount of leisure time in America. We will eventually have a thirty-five hour week and maybe less, and we have to teach the coming generation how to take the best advantage of their leisure time.

Nevertheless, the Living War Memorial project hardly survived the war. It never received any funding from the National Committee on Physical Fitness and even after it withdrew from that federal agency, its financial status was no more secure. It struggled on for the next two years, finally ceasing operation in October of

84 Minutes of the Meeting of the Commission For Living War Memorials, New York, New York, February 3, 1945, NFSHSAA Papers.

85 Legion Minutes, June 2-4, 1946, p. 186.
1947. Though its impact was slight, it did have some effect since many of the concepts and ideas identified by those involved in the Living War Memorial program found their way into the philosophy of the operation of the Institute. Bank's emphasis on community recreation and the need for facilities appear to be an outgrowth from his association with that group.

New Programs

As Bank began to refine the organizational operation of the Institute and establish a specific program, it became obvious that his main objective was "the advancement of athletics and recreation in America." Moreover, since he felt that most groups were too diverse to work together, or were opposed to external controls imposed by a government organization, Bank drew the image of the Institute as a "consultant service available to any organization." With that format, Bank established contact with thirty-six national service organizations (Rotary, Lions, Junior Chamber of Commerce (Jaycee), General Federation of Women's Clubs, etc.) to offer assistance to them in helping motivate communities to

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87 Letter, Bank to Joe E. Rabinovich, National Supervisor, Sons of the American Legion, September 11, 1946.
develop recreation programs. Along with this group, Bank had hoped to coordinate service resources with the professional skills of those people involved in AAHPER, NCAA, PGA, National Coaches Association, etc.

The response to Bank's efforts was noteworthy. The American Legion renewed its efforts to expand its athletic program. Not only did the Athletic Institute have "the backing of the American Legion," as it had during most of its previous existence, but also the leadership of the Legion program "would look to the Athletic Institute for help as to what they should do and how they should do it."  

Of the service organizations in the United States, however, few responded except the Junior Chamber of Commerce. The Jaycees proposed a sports program which they would operate through their local organizations, but which the Institute would underwrite and give direction. This was what Bank had envisioned many groups doing, so the program was quickly accepted by the

88 Institute Minutes, October 23, 1946.


90 Minutes of the Meeting of the Americanism Commission --Sub Committee on Recreation, March 25, 1946, Indianapolis, Indiana, Legion Library Papers; Institute Minutes, May 1, 1946.
Institute; twelve thousand dollars was earmarked to initiate the project in 1947. 91

In response to Bank's media efforts, the organization became deluged with project proposals in 1945 and 1946, as groups learned of the financial and advisory assistance provided by the Institute. Many proposals were rather local in perspective and therefore eliminated by the Institute. For example, the Northeast Ohio Bantamweight Football Association wanted the Institute to underwrite its regional football program. 92 Charles McCloy of Iowa requested that the Institute fund a meeting of prominent physical educators to formulate an ideal physical education program. That idea was dropped when Bank asserted that "it would be a waste of money"—evidence again that Bank would hardly give educators any consideration. A request to set up a placement service for persons in physical education and athletics also was rejected. Other suggestions were offered but the budget, as well as Institute policy, dictated against their acceptability. 93

What requests were granted makes an interesting

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91 Executive-Finance Committee Minutes, February 3, 1947.

92 Executive-Finance Committee Minutes, December 11, 1945.

93 Executive-Finance Committee Minutes, August 14, 1945.
commentary on life in the United States during the postwar era. A research project was funded to study a "complete" city recreation program where "something was available for everyone." Shorewood, Wisconsin was chosen as the pilot site. In another study a graduate student was sponsored at the University of Illinois to work under Thomas Cureton, to identify the benefits of physical exercise. Bank especially had desired this, since, in his position with the Army during the war, he realized that "many people in the physical education and sports field talked rather glibly about the relation of competitive sports to delinquency, physical fitness, personality development, longevity of life, character and leadership building, but no one had ever submitted actual scientific data to prove these points." Though Bank's original idea was rather broad, in reality, much of the research at Illinois over the five-year period dealt with cardiovascular fitness.

THE FIRST MAJOR CONFERENCE

The most significant Institute project during the postwar years, the Facilities Conference of 1946, is perhaps its most famous. The sponsorship of such a conference in 1946 not only

94 Institute Minutes, October 15, 1945.

95 Institute Minutes, October 15, 1945.
provided answers to immediate problems, the dearth of facilities and facility planning, but also set a pattern for a progression of timely conferences through the next twenty years. Strictly speaking, it was not the first conference sponsored by the Institute, for early in 1945, the organization had financed a fitness conference, in cooperation with the AMA and the National Committee on Physical Fitness. The results of that meeting, however, were never published because the National Committee on Physical Fitness ceased functioning before the project was completed.\footnote{Institute Minutes, October 15, 1945.} The following year, the Institute had convened a joint conference to formulate a "Common Recreation Platform" through which organizations that had worked independently of one another could coordinate their efforts "under a common policy."\footnote{"The Establishment of a Common Recreation Platform," unpublished paper, n.d. Institute Papers.} That conference, however, had little immediate impact on the field. While Bank claims that the facilities conference was the brainchild of the Institute,\footnote{Bank Interview} a position corroborated by McCormick,\footnote{McCormick Interview} the official published results of the conference cite
the AAHPER organization as being the initiating body. 100

Delineating credit is hardly worthwhile since the need for recreation facilities had been pointed out by many proponents including those who worked with the Living War memorial program. 101

From the Institute's viewpoint, sponsorship was ideal. Frank Lloyd, an Institute board member from New York, commented that the Institute should feel complimented by the fact that it could finance the project for "there wouldn't be a better piece of propaganda" than to publish the results of the conference with the Institute's name displayed on it as the sponsor." He suggested that the Institute "underwrite the project completely and not be willing to share the glory with any other organization." 102

Originally the project was to be a cooperative affair funded in part by the Institute, but with a donation of time and services by members of AAHPER, the Society of State Directors of Health and Physical Education and the Society of Recreation Workers of America. The Board feared an overrun in the budget, realizing that such a conference would indeed cost more than the


101 Trautman, "Final Report."

102 Institute Minutes, May 1, 1946.
ten thousand dollars suggested by members of the other organizations. Bank's personal estimate placed the cost somewhere in the neighborhood of thirty thousand dollars. But two things were primarily responsible for moving the board in favor of the conference, even in the light of such costs. Significant was the newly-formed advisory committee's recommendation that the project could not wait another year as the board had proposed. "The need is now; next year is too late," the professional group asserted, since recreation construction starts would already by on the books by the fall of 1946. The other factor was the matter of public relations, since the sponsorship of such a conference would enhance the prestige of the Institute to such an extent that any amount of money would indeed be well worthwhile. 103

Therefore, in December of 1946, the Institute financed its first significant national conference. Co-sponsored by thirteen other professional associations, the facilities conference brought together for two weeks, at Jackson's Mill, West Virginia, forty-nine leaders in athletics, physical education and recreation, as well as architects, engineers and city planners, in order to establish principles for the planning of a system of community-wide, interrelated facilities and to develop standards for

103 Institute Minutes, May 1, 1946.
functionally-designed facilities.\textsuperscript{104}

Since the sole purpose of the workshop was to assemble a body of information that would serve as a reference work for professionals and lay leaders in the field, the conference produced the related publication, \textit{A Guide for Planning Facilities for Athletics, Recreation, Physical and Health Education}.\textsuperscript{105} Evidence of the need for the work was demonstrated by the fact that eighteen thousand copies were sold of the reference work during its first year of publication. It came to be held by many in the profession as the basic reference for planning and developing

\textsuperscript{104} Institute Minutes, October 23, 1946; \textit{Planning Areas and Facilities}, p. viii. Sponsoring organizations included American Association for Health, Physical Education and Recreation; American Association of School Administrators; American Camping Association; American Institute of Park Executives; American Recreation Society; Association of College Unions; National Association of Recreational Therapists; National Association for Physical Education of College Women; National College Physical Education Association for Men; National Conference on State Parks; National Council on Schoolhouse Construction; National Education Association; National Federation of State High School Athletic Associations; National Recreation Association; Society of State Directors of Health, Physical Education and Recreation; School Facilities Council of Architecture, Education and Industry; and the Athletic Institute.

\textsuperscript{105} \textit{A Guide For Planning Facilities For Athletics, Recreation, Physical and Health Education} (Chicago: The Athletic Institute, 1947).
facilities. Financially, the publication was so successful that the Institute regained all its expenses for the conference.

The pattern which that conference set was copied by each succeeding conference by the Institute. Bank later described the workshop procedure.

For a workshop we carefully select all the men and women in the nation who have the best knowledge and experience in the subject to be discussed. We bring them all together in one place, usually a university campus where they can live and work together for as much as two weeks. These people are all experts. Together they represent the best experience, the best knowledge and the best experimental thinking on the subject anywhere in the world. We start the workshop with a mass meeting of all the conferees. Here the subject is discussed in its broad general aspects until the problem becomes clear enough that we can break it down into component topics. Then committees are formed to investigate the topic areas in great depth. Through days of discussion, each committee develops a body of information on one segment of the general subject. In this way the whole subject area gets depth discussion by highly specialized individuals pooling their knowledge and experience. Then the committees report back to the main body of the workshop. Their reports are read, discussed, revised, read, discussed and revised again until the entire conference is agreed that the total of all the reports covers the entire subject better than it has ever done before; that all the information is accurate and up-to-date and that the recommendations are such that they will serve as standards for the profession in an area where there have never been standards before or where progress has made the old

106 Institute Minutes, October 15, 1948; in the physical education curriculum it has served as a basic text for courses in administration and organization.

107 "More Than a Quarter Century of Service," miscellaneous papers, Institute Papers.
standards inadequate. Then a final committee is appointed to write the full report—a report that is usually the manuscript for a book.108

AUDIO-VISUALS AND PUBLICATIONS

Besides the Facilities Conference, significant innovations in the use of audio-visuals and publications were made during Bank's early leadership. Although the Institute had produced a film in cooperation with the American Legion before the war, it had done nothing else in this area. Nor had it produced any significant publications, since most of its earlier efforts were syntheses of rules or elementary method booklets.

With the arrival of Bank, however, this all changed. For, although the production of such materials during this first initial period is somewhat limited, several significant items appear—the Plan Book and the facilities guide in publications, and the twin films, "$1000 For Recreation" and "Playtown, U.S.A."

The Plan Book, published by the Institute in 1946 contained information in regard to communities setting up sports and recreation programs and included architectural plans and drawings to fit the requirements of the different-sized

108 Institute Minutes, April 28, 1965.
Complimentary copies were mailed to the Mayor of every community in the United States with a population of fifteen hundred and over. As evidence that this project accomplished considerable motivation is the fact that hundreds of letters were received containing inquiries for additional information in regard to the ideal organizational pattern for a community recreation department and requests for additional plans and standards for appropriate facilities.

On account of the inquiries mentioned above, that same year the Institute published a booklet, originally prepared by Carl Nordly, entitled *Essentials for Developing Community Recreation*, and initiated the same free distribution as for the *Plan Book*. This booklet outlined the various steps necessary to organize and administer a community sports and recreation program. Reports and letters received indicate that it was of material assistance to many communities. In fact, the demand for additional copies was so great, that it was necessary to order a reprint and initiate a sales policy on a cost-of-printing basis.

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110 Institute Minutes, October 23, 1946.

111 "Endorsements," miscellaneous documents, Institute Papers.
For a time, this booklet was also used as a supplementary textbook in university physical education and recreation courses.  

Finally, because there was no complete listing of available sports films, the Institute, in cooperation with Business Screen magazine, published Sports, Physical Education and Recreation Film Guide, which provided information concerning the source and basis of more than eight hundred films.

Along with the Institute's written material, it gradually became apparent that there was a need for some motivating force to carry the important message of community recreation planning, organization and programming to new groups and to interested civic organizations. To meet this need in 1946 the Institute produced two color, sound promotional 16 mm. movies designed to motivate communities to initiate or expand facilities, programs, and leadership for sports and recreation.

"Playtown, U.S.A." was produced and distributed for the purpose of stimulating community groups and individuals to initiate or expand recreation facilities, programs and leadership. Between

112 "More Than A Quarter Century of Service," Institute Papers; Essentials For Developing Community Recreation (Chicago: The Athletic Institute, 1946).

113 Sports, Physical Education and Recreation Film Guide (Chicago: Business Screen and The Athletic Institute, 1947).
1946 and 1953, the film was shown to an estimated thirty million people. From a sample survey of one thousand communities that had arranged showings, the Institute was convinced that it had done a tremendous job in motivating increased community recreation programs. At the same time, another 16 mm. sound film, "$1000 For Recreation" was produced and distributed. It was designed to impress community groups that recreation is a basic human need and is as much a public responsibility as education, health and welfare.

The films and publications of the Institute in the immediate postwar period showed great promise for the future of the Institute. Such productions, when placed along with the Facilities Conference, indicate the organization's turn from athletics and fitness for a few, to a concerted effort toward recreation for all. Even the addition of an advisory board for the Institute demonstrates that emphasis, since it was dominated by recreation personnel. Leading the fight for this expansion in recreation was Theodore Bank. After adjusting to his new position as head of the Institute, he was ready to move the organization into the primary leadership...

114 Institute Minutes, October 22, 1953.

115 Institute Minutes, October 23, 1946.
position in the nation in the domain of sport, recreation and physical education.
Amidst the social turmoil of postwar readjustments, the Athletic Institute emerged as a stable, influential organization. Credit for much of that stability lay with the leadership of Ted Bank. Furthermore, the organization, the programming and the products produced by the Institute during the period testified to the influence which Bank held over the organization.

THE ORGANIZATION OF THE INSTITUTE UNDER BANK

Shortly after Bank had assumed the leadership of the organization in 1945 the Institute had commissioned a study by the A. T. Kearney and Company for the purpose of recommending the following:

1. A definite long range program to which the Institute could devote its promotional efforts and funds over a period of years.

2. A plan of organization required for carrying on such a program.
3. A systematic plan for financing the operation.¹

**The Kearney Report**

After nearly two years of investigation of the executive officers of national recreation associations, state recreation departments, university recreation departments, professional recreation people as well as publishers, retailers and members of the Institute, Kearney made the following observations and recommendations:

"Throughout most of its history the Institute has given its efforts and money toward the promotion of specific sports, has sponsored various other specific projects, has given financial assistance to certain organizations in the field of sports. While these projects were worthy in themselves and obtained some excellent results, they lacked continuity and left people in the field of sports and recreation without any clear idea of what the Athletic Institute was trying to do.

About two years ago the Board of Directors of the Athletic Institute adopted a broader view of the Institute's functions. The upsurge of public interest in recreational activities which has followed World War II is tremendous in its scope."²

The focus during that two-year period was "to encourage communities to organize the space and facilities which would help to bring recreation within the reach of as great a part of the public as possible."³

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Kearney confirmed "the soundness of the community-wide recreation program" as promoted through such programs as the Living War memorials, films such as "$1000 For Recreation" and "Playtown, U.S.A." which Kearney described as "its most important project from the point of results," as well as its publications and assistance to organizations such as the National Industrial Recreation Association (NIRA) and the Junior Chamber of Commerce (Jaycees). There was "ample room for the Institute to operate among all the other specialized national associations which devote themselves to the promotion of certain phases of recreation," if its program was maintained at a high level of professional and authoritative information and help "without any earmarks of commercialism," while at the same time reaching the local communities to broaden the base of support for the Institute.  

To accomplish this, Kearney recommended that the Institute develop:

A. Publicity department.
   1. Articles and publications on community recreation.

B. Film department.
   1. Training techniques of games and sports.
   2. Teaching physical education.

3. General education.

C. Conferences and workshops on recreation and physical education.

D. Library and resource center for equipment and facility development ideas.

E. Field men--small staff to contact schools, colleges and other organizations to keep the Athletic Institute up to date.

F. Miscellaneous--scholarships, legislative proposals.  

Bank accepted the recommendations as a mandate to direct the Institute toward a program following the plans which he had introduced from 1945 to 1947. By 1948, he had established an organization and operational staff which was to remain constant throughout the remainder of his tenure in office, even though personnel would change. As the program developed, however, this staff limitation led Bank to complain that requests for Institute assistance were straining facilities and personnel at the organization.  

The Internal Organization

Throughout the period, the Institute was served by a staff of ten or eleven people. Aside from Bank as president, the

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6Minutes of the Meetings of the Athletic Institute, October 15, 1957, Chicago, Illinois.
position of executive-secretary, the essential liaison between the AGMA and the Institute, was filled originally by George Hammacher until his retirement in 1948 and by George Hermann thereafter. Hermann had been affiliated with a Wilson Sporting Goods subsidiary. Later, he served concurrently with the AGMA, the Golf Ball Manufacturers Association and the National Association of Golf Club Manufacturers as well as the National Golf Foundation.

The position of assistant to Bank was taken originally by Glen Morris who served until 1948. When he moved to the National Golf Foundation, he was succeeded by Russell Opderbeck, a graduate of Springfield College. Thereafter, the position was filled and abandoned during short intervals by Thomas Brady (1950-53), Mal Schmidt (1953-1954), Robert Inserra (1954-55), Robert Vierhill (1956-57), Robert Kolb (1959-62). Finally, Joe Hill served in that capacity until staff reorganization took place in 1964. Throughout Bank's tenure the assistant was charged with the following duties:

1. Preparation of advertising.

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8. "George T. Hermann," miscellaneous papers, Institute Papers. During this early period of Bank's leadership, close working relationships existed among members of the Institute, the dealers association and the manufacturers; Institute Minutes, May 3, 1950.

2. Preparation and distribution of newsletters.

3. Preparation of annual catalog and other promotional literature.

4. Preparation of publicity articles to trade magazines and sports journals.

5. Supervision of development and distribution of audio-visual materials.

6. Preparation of publications.  

The staff throughout the early years of the period included one or two field representatives whose duty it was to promote the Institute's wares in schools, colleges, recreation departments and to sporting goods dealers. Also, where possible, the field representatives were to offer assistance and counsel for program establishment and management in sports and recreation. The remainder of the staff was composed of secretarial and clerical workers. Surprisingly, these individuals were given considerable responsibility in the operation of the office. Bank delegated authority and appears to have had good relations with most staff members.  

10 Based on an examination of Institute Minutes, April 11, 1945 to October 21, 1966.

Advisory Committee

By 1948, the organizational structure of the Institute was established so that it could operate a vast program. The key to the implementation of the enlarged program rested, however, with the advisory committee. To that group Bank turned continually for guidance. They assisted President Bank in formulating professional objectives and Institute policies, while selecting projects intended to fulfill the goals of the Institute. The following basic guidelines were adhered to throughout the 1950's.

1. The project should be consistent with the general purposes of the Institute.

2. It should encourage increased participation in athletics, physical education and/or education.

3. It should be national in scope.

4. While the Institute endeavors to maintain a balance between immediate and long-range projects, it favors projects which have the possibility of immediate results.

5. The Institute should not contribute funds to agencies or organizations solely to promote the programs of such agencies or organizations.

6. The project should be of such nature that immediate support is not likely from existing agencies or other organizations.

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7. The project should be consistent and not in conflict with generally accepted professional standards.

8. If the project is such as to require funds over a long period of time, there must be evidence that the burden of such financing will be assumed elsewhere.

9. The Institute may enter into joint or cooperative projects with other organizations.¹³

Throughout the Bank leadership, such guidelines were followed as the advisory committee took seriously the challenge which their positions offered. The preponderant concern of early committee meetings centered on recreation and the sponsorship of recreation projects.¹⁴ Out of the hundreds of requests received each year, only about fifty were given serious attention from the committee. Usually, the committee would meet two or three days in the fall to decide upon the most worthy projects to recommend to Bank. Some requests appear today to be extraordinary. For example, the Toy Bowl Classic in Birmingham, Alabama, requested financial assistance from the Athletic Institute to conduct "Toy Bowl" games for midget football.¹⁵ The

¹³ Advisory Committee Minutes, September 4, 1958; "Policies of the Athletic Institute on Granting Aid to Projects," Institute Papers.

¹⁴ Advisory Committee Minutes, September 10, 1948.

¹⁵ Advisory Committee Minutes, September 7, 1951; Institute Minutes, April 24, 1951.
Educational Policies Commission requested twenty-eight thousand dollars for a study of how to go about "cleaning up athletics;" the Advisory Board passed it off, saying, "the NCAA would accomplish more." Arthur Steinhaus, who directed the Physical education program at George Williams College in Chicago, requested that the Institute finance publication of all his writings. These projects were rejected along with many others.

For a period of ten years after 1948, the Committee was deluged with requests. Bank felt that "many of the projects being submitted to the Athletic Institute more appropriately should be referred to the Research Council of the American Association for Health, Physical Education and Recreation, American Recreation Association or to colleges and universities for possible graduate study." The committee concurred, stating that the Institute should refer candidates to other sources for carrying out projects but continue to keep open the lines of communication in the areas of sport, recreation and physical education. The focus of this chapter deals with those major programs to which the Institute applied itself.

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16 Advisory Committee Minutes, September 7, 1952.

17 Advisory Committee Minutes, September 7, 1952.

18 Advisory Committee Minutes, September 9, 1955.
Beginning with the facilities conference in 1946, the Institute began to support a series of conferences on a variety of subjects. The significance of the most outstanding ones are discussed below.

National Conference on Professional Preparation

The Institute alone financed the National Conference on Undergraduate Professional Preparation in Physical Education, Health Education and Recreation, which was held at Jackson's Mill, West Virginia, May 16-27, 1948. This excellent study, headed by William L. Hughes, Director of Physical Education at Temple University, brought together fifty outstanding leaders in the field to develop principles, standards and programs for professional preparation. These standards were to serve as guides for teacher training institutions who, immediately after the war, were straining to fulfil the great demands for teachers. The workshop was also pointed toward making requirements for teacher training more uniform throughout the nation. The conference produced a report which later became the substantive guide for evaluating and improving college and university

A list of conferences is given in Appendix B.
programs in professional preparation.  

Two years later, from January 18 to 28, 1950, the Institute sponsored a similar conference at Pere Marquette State Park, Illinois, this time dealing with the graduate aspect of professional preparation. William Hughes again served as conference director for the 35 delegates from fourteen prominent sponsoring organizations. However, Seward Staley from the University of Illinois must be given considerable credit for the success of the conference. While it is difficult to evaluate the impact of these two projects, nevertheless, one must assume from their popular reception by educators and by the implementation of many of the ideas at the conferences, that each had a tremendous impact upon the field. Other than the facilities conferences, those two conferences are most often identified by lay people as the beneficial elements of the Athletic Institute program.


21 Institute Minutes, April 28, 1948; Graduate Study in Health Education, Physical Education and Recreation (Chicago: The Athletic Institute, 1950), p. 5. Many of the ideas expressed at the conference served as directives for graduate programs for the following twenty years.

22 Institute Minutes, April 24, 1951; April 28, 1965.
National Conference on Physical Education
For Children of Elementary School Age

Preliminary plans for this particular conference were
initiated in 1949. Then from January 10-17, 1951, fifty-five
deleagates met in Washington, D. C. to produce a report which
would serve as a guide to administrators, teachers and other
personnel involved with planning physical activity programs for
children of elementary school age. Elsa Schneider, specialist
in health instruction and physical education with the Office of
Education, served as conference director. Along with the Insti­
tute, fourteen other prominent organizations, many of whom had
cooperated in the previous conferences, co-sponsored the event.23

The Institute, however, financed the cost of the workshop and
the printing of 25,000 booklets was subsidized by the Institute.24

The organization and development of the conference proceeded
smoothly without significant problems. Carl Nordly, who chaired
the Institute's advisory committee, served as president of
AAHPER during 1950, insuring perhaps, the smooth cooperation
between the two organizations in sponsoring the conference.25

23Physical Education For Children of Elementary School
Age (Chicago: The Athletic Institute, 1951), p. 39.

24Institute Minutes, April 22, 1958.

25Physical Education For Children of Elementary School
Age, p. 39.
The report was readily accepted as a needed guidebook in the area of elementary education. Although the conference did not receive as much publicity as other popular conferences, school officials and professional leaders throughout the country indicated to staff personnel that this project was the most worthwhile that the Institute had ever initiated.26

Facilities Conferences

The first national conference on facilities was financed by the Institute in 1947. That landmark workshop was co-sponsored by the American Recreation Society (ARS) and the American Association of Health, Physical Education and Recreation (AAHPER) and the Institute along with twelve other related organizations. The resultant publication became the general reference manual for construction of all types of athletic, physical education and recreation facilities. Not only did it result in the construction of better facilities, but it raised the standards for space requirements for athletics, physical education and recreation. It also focused attention on better facility planning and multiple use of facilities. A second national workshop on

26 Institute Minutes, April 9, 1952; September 20, 1952; Physical Education for Children of Elementary School Age, p. 39.
facilities was held May 5-12, 1956, at Michigan State University and a third from January 15 to January 24, 1965, at Indiana University.

Although the Institute financed all three conferences, it is clear from the proceedings of the workshops that they did not use the programs to peddle influence. In fact, the AAHPER organization was most predominantly represented among the delegates to the conferences. For example, at the 1965 conference, over one-third of the delegates had a direct connection to the AAHPER organization. Such efforts brought to the Institute generally, and to Bank personally, commendations from the profession. As early as 1950, the Institute had received a citation of commendation from the American Academy of Physical Education.

27 Institute Minutes, October 23, 1956.

28 Institute Minutes, October 13, 1965.

29 Planning Areas and Facilities for Health, Physical Education and Recreation (Chicago: The Athletic Institute, 1965); Institute Minutes, May 3, 1950; April 22, 1958 demonstrate that citations were received from the American Recreation Society, Society of State Directors of Health, Physical Education and the College Physical Education Association among others; Al Duer succinctly analyzed the general tone of Institute acceptance in the 1950's when he asserted that "the administrators of athletic and recreation programs in this country recognized the sincerity of purpose of the Athletic Institute;" Institute Minutes, October 14, 1958.
Recreation Conferences

In 1952, the Institute financed the National Workshop on Recreation, also held at Jackson's Mill. This resulted in a publication, Recreation for Community Living, which outlined policies that every agency interested in recreation could follow to develop and effectively use community recreation programs.  

A second workshop on recreation, also financed by the Institute, was held from November 28 to December 8, 1953, at Michigan State University. The resulting publication served as a basic reference for program opportunity and enrichment.

Workshops and Conferences on Girls' and Women's Sports

A workshop on sports for women was co-sponsored in 1957, by the National Section on Girls' and Women's Athletics of the AAHPER and the National Association of Physical Education for College Women (NAPECW) and financed by the Athletic Institute. The workshop served as a planning meeting for the general conference on this subject that was held in Estes Park during September of 1958. At that conference, over 300 participants

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30 Institute Minutes, September 20, 1952; Recreation for Community Living (Chicago: The Athletic Institute, 1952).

31 Institute Minutes, October 22, 1953; The Recreation Program (Chicago: The Athletic Institute, 1953).
paid their own expenses, while the Institute financed the planning of the conference and the expense of consultants.^{32} As a corrolary to the financing of this conference as well as the following one in 1959, the Institute provided an allotment of $1,500 to the NAPECW to develop a study to relate career information for women in physical education.\textsuperscript{33}

The National Joint Committee on Extra-Mural Sports for College Women, which met in North Carolina in 1959, was also sponsored by the Institute. June McCann directed the Committee which was established to find a consensus among professionals regarding agreeable modes of expression for women and girls in athletic endeavors.\textsuperscript{34} As events in the last ten years have demonstrated, the Committee was attempting to accomplish an improbable task of bringing unity to an area of continual fragmentation.

The women meeting there distrusted Bank and the Institute since they did not feel that the Institute could be legitimate

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^{32}\text{Institute Minutes, April 22, 1958; October 14, 1958; Espenschade Interview; letter, Nordly to author, December 10, 1973.}

^{33}\text{Advisory Committee Minutes, September 9, 1957; the NAPECW project was completed by Pauline Hodgson, University of California, with a report given at the Estes Park Conference; Advisory Committee Minutes, September 3, 1959.}

^{34}\text{Advisory Committee Minutes, September 3, 1959.}
\end{flushright}
while offering money for programming. Moreover, they were concerned by what they regarded to be commercialism by the Institute. Yet, Bank was perhaps more altruistic than most men in regard to women's participation. In his initial year at the Institute, he had advocated a larger role for women in athletics. Also, from its inception, he had placed women on the advisory committee.

By 1948, there was a continual murmur from some members of the Institute board to fund women's sport activities. Although a small amount of money was provided at that early date, and at various intervals, on the whole, the Institute could not be considered a champion of women's rights in regard to sport. Rather, as the culture surrounding it changed, so too, did the Institute in regard to women.

**National Workshop on Equipment and Supplies**

The National Workshop on Equipment and Supplies, held at Michigan State University from December 10 to December 18, was co-sponsored and co-financed by AAHPER and the Institute.

35 Espenschade Interview; Advisory Committee Minutes, September 3, 1959.

36 Advisory Committee Minutes, September 10, 1948 to September 9, 1955.
The conference was designed to establish standards for selection, budget, procurement and maintenance of athletic equipment.

Emphasis was placed on improving coaching and skill-teaching efficiency by having sufficient equipment available for students.

Ellis Champlin, Director of Physical Education at Springfield College, served as workshop director for the fifty-five conferees who provided a valuable contribution to the field in the areas of organization and administration. 37

Other Workshops

Another more recent national workshop was the Colloquium on Exercise and Fitness held at the University of Illinois, December 6-8, 1959. Directed by Thomas K. Cureton, the conference brought together the foremost leaders in the field of exercise physiology and produced a book by the same title. 38

Moving into an area in which the members of the organization were deeply concerned, in 1961, the Institute sponsored a workshop for the volunteer coach. Arthur Esslinger, who now taught at the University of Oregon served as workshop director. Out of the workshop came the book, Volunteer

37 "More Than a Quarter Century of Service," miscellaneous Papers, Institute Papers; Equipment and Supplies for Athletics, Physical Education and Recreation (Chicago: The Athletic Institute, 1960).

38 Institute Minutes, October 20, 1960; Exercise and Fitness (Chicago: The Athletic Institute, 1960).
Coach-Leader and the film "Wind Up a Winner." The thrust was
to provide the average voluntary coach in the various youth
leagues with basic principles for organization and administration
of the program. 39

The workshop on Intramurals held in 1964 resulted in the
publication of three different guides on Intramural sports--high
school, junior high school and elementary. George Grover,
Director of Health, Physical Education and Recreation, State
University of New York, directed the conference. Two related,
but less well-known conferences included the 1961 National Con­
ference on Interpretation of Physical Education, directed by Ben
Miller of UCLA and the 1965 Design Conference of Physical
Education As An Area of Scholarly Study and Research coordinated
by Eleanor Metheny of the University of Southern California. 40

The fact that the Institute financed workshops and
conferences and had the co-sponsorship of associated professional
organizations, insured the success of those meetings. And too,

39 The Volunteer Coach-Leader (Chicago: The Athletic
Institute, 1961). Letter, Carl Nordly to author, December 10,

40 Institute Minutes, April 28, 1965. Letter, Carl Nordly
to author, December 10, 1973. Intramurals For Elementary
School Children, Intramurals For Junior High School, and Intra-
murals For Senior High School (Chicago: The Athletic Institute,
1964).
the ability to attract top-flight personnel served to perpetuate that success. The sponsorship of these conferences at times when there were no other avenues of financial support for them was a commendable contribution to the field. It is possible that without the Institute's financial and organizational leadership, the conferences might never have existed or produced the significant results which followed them.

PROGRAMS

When the Institute was founded in 1934, its essential purpose was the promotion of the dying sport of amateur baseball. Through its support of the Legion program, the amateur leagues as well as the Jaycee and Little League programs, the Institute had reached some measure of success. Yet, in regard to its international promotion of the sport, it had not succeeded, except for its short-lived bid at the 1936 Olympics. Some ideals die hard, and manufacturers eagerly complied when the Finnish Baseball Association requested equipment and assistance to sponsor an exhibition baseball game at the 1952 Olympic games. For international baseball and the manufacturers'

41 AGMA Minutes, May 3, 1950.
concern for such, it was the last hurrah.

Youth Sport Programs

On a national level, however, participation in baseball mushroomed in the decade following the war. Instead of amateur sandlot participation children played on structured teams with uniforms and related paraphernalia not unlike their major league counterparts. Personally, Bank served on the boards of the Little League and Pony League organizations. And for this, Bank and the Institute received considerable criticism, because many physical educators opposed competition for youth below high school level. To these critics Bank replied, that the "values of Little League Baseball . . . far outweighed the few bad features or happenings that occurred primarily because of poor leadership in some instances."^42 Bank's and the Institute's openness and tolerance to some biting criticism actually paved the way for better communication among those who opposed such activity and those who favored it. The success of the conference dealing with physical activities for children of elementary school age was due, in part, to Bank's and the Institute's patience with professional educators who feared an over-emphasis on sport in

^42 Institute Minutes, October 22, 1953.
this area. 43

At the same time, the Institute continued to promote a variety of youth-oriented sports programs--from that of Pop Warner football to the diverse Jaycee program. By 1963, when a proliferation of youth sport organizations had arisen, the manufacturers decided that "it would be best to have all funds for the various youth sports programs collected and distributed through the Institute by a committee charged with the overall responsibility." 44 Therefore, instead of working specifically with each group as it had in the past, the Institute moved to a policy of continued general support with limited involvement. To understand that previous involvement, it would be helpful to examine one youth sports program in which the Institute was involved.

**Junior Chamber of Commerce Sports Program**

Recognizing the need for motivating and encouraging a greater percentage of sports participation among the youth of the country and not having a field staff to accomplish such motivation, shortly after the end of the war, the Institute attempted

43 Bank Interview; Espenschade Interview.

such promotion through a cooperative arrangement with some national civic group. Accordingly, an arrangement was made with the United States Junior Chamber of Commerce whereby the Institute would furnish funds and guidance for the promotion of junior sports through their organization. The Jaycees cooperated by employing a national sports director, with his office housed in the Athletic Institute headquarters. By 1948, twelve hundred of seventeen hundred Jaycee organizations had sport programs. The Jaycee baseball league operated only until 1953, when the program was eliminated and the boys were encouraged to participate in Little League, American Legion and other groups. In other sports such as golf and tennis, however, the Jaycee program flourished in local, regional and national tournaments.

To a degree, the program of the Institute was directed by the members' perception of the market. One report by an industry representative indicated that "mere population numbers would not automatically insure a demand for sports equipment."

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46 Institute Minutes, October 15, 1948.

47 Institute Minutes, April 30, 1953.

48 "More Than a Quarter Century of Service," miscellaneous documents, Institute Papers.
Three things were essential, "increased facilities, adequate instruction in sport skills, and organized competition." The Institute program would reflect these areas.

The fear of someone infringing upon their market was a continuous one for some board members. For example, in the early 1950's, when the Roy Rogers and Hopalong Cassidy obsession was at its height, some board members wanted the Institute to develop some type of publicity that could be used to combat the craze. This concern for a healthful environment for youth appeared to reflect a desire to influence positively American society while at the same time remain successful in the business world.

WORKING RELATIONS WITH OTHER GROUPS

The program of the Institute after the war depended to a great extent upon the cooperation which could be derived from various groups. In this respect, Bank consistently attempted to cultivate relationships, as he personally held membership in the prominent groups involved in sport, recreation and physical

49 Institute Minutes, April 9, 1952.

50 Institute Minutes, April 24, 1951.
During the 1950's, Bank asserted that with each succeeding year, the Athletic Institute prestige was increasing tremendously so that in any project upon which the Institute would initiate action "we would receive the sympathetic interest and cooperation from all the professional membership associations interested in athletics, physical education or recreation." Charles Forsythe, who served on the board for twenty years, concluded "it is remarkable the transition that has taken place since the time the Institute was established . . . the acceptance of the Athletic Institute by the professional groups is one of the things of which we can be proud."

The status of Bank and the Institute was enhanced in 1955 when Bank, Tug Wilson and C. Johnson Spink, all members of the Athletic Institute, met with twelve other individuals and Vice-President Nixon "to implement President Eisenhower's expressed desire to take some sort of action" regarding the low fitness of American youth. The result of that meeting was the President's Conference on Fitness for Youth held at Annapolis,

51 See Appendix C.


53 Institute Minutes, October 14, 1958.

54 Institute Minutes, October 19, 1955; the notorious Kraus-Weber report prompted the great concern by the executive office.
Maryland the following year. Initiating a program which would continue through other administrations, the conference established a Council on Fitness for Youth with Shane McCarthy appointed as executive director.55

A lasting impact of the Athletic Institute rests with its role in the reorganization and cooperation of the recreational organizations. As early as 1947, the Institute had attempted to develop a united front in that area by asking such groups as the American Institute of Park Executives and the American Recreation Society to combine operations.56 With the prompting of the Institute, a "Federation of Recreation Organizations" was formed in 1953.57 Final success would not be reached until 1965 when the National Recreation and Park Association came into existence as the central unifying organization in recreation. Ironically, when that level of stability was reached among the recreation groups, they came to depend less upon the Institute for direction and support.58

From the beginning of the Bank era, the Institute and

55 Advisory Committee Minutes, September 6, 1956.

56 Institute Minutes, April 28, 1948.

57 Institute Minutes, October 2, 1953.

58 Advisory Committee Minutes, September 1, 1965.
AAHPER had worked closely together on many projects. Most of the professional conferences were co-sponsored by the two groups. On the surface, they both seemed to have cooperated on an amiable basis. For public consumption, Carl A. Troester, Jr., Executive Director of the AAHPER, usually commended the Institute "not only for its projects, but also for the manner in which the Institute worked in such close cooperation with the professional membership associations in the field." Furthermore, at various times, such as 1958, the Institute received special commendations from the AAHPER organization.

Yet, beneath this surface of calm, lay a degree of conflict between the two organizations. Both appear to have feared the other. Thus they developed a habit of blaming each other for real or imagined problems. For example, manufacturers became easily upset when physical educators became critical of what they perceived to be an overemphasis on sport competition. Likewise, AAHPER professionals often became jealous of the publicity which the Institute was able to garner when sponsoring

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60 Institute Minutes, April 22, 1958.

61 Institute Minutes, April 21, 1954.
workshops and conferences, and the Association men always tried to make certain that they got their share of the credit. 62

One reason the two organizations were able to work as well with each other as they did, was the number of professional people surrounding Bank. 63 Carl Nordly, chairman of the advisory committee, at times held several high positions in AAHPER, even serving as president during 1950. Milo Christiansen filled a similar role with recreation groups. He was the single individual most visible at the numerous conferences sponsored by the Institute. Both men played a significant role by assisting the Institute to coordinate its efforts with other organizations in the field.

AUDIO-VISUALS

Following the success of the production in 1947 of two recreation films, "$1000 For Recreation" and "Playtown, U.S.A.", the Institute continued to use a visual format to present the various aspects of the field, whether it was to recruit members to the profession, or to demonstrate how to perform a sport skill. In 1949, the Institute added another 16 mm. sound film,

62 Letter, Bank to Troester, October 31, 1956; generally, the Institute kept a low profile when sponsoring conferences and workshops.

63 Advisory Committee Minutes, September 6, 1956.
"Leaders For Leisure" to its two previous efforts. The latter film illustrated that without good, professionally-trained leadership, community sports and recreation programs could not flourish. This motion picture was extensively used and had a corresponding impact on the expansion of recreation in America. Several years later the Institute produced two other recreation films, "Town and Country Recreation" (1957) was pointed toward the small town and rural areas while "Planning Recreation Facilities" (1957) was an outgrowth of the second facilities conference. 64

"Careers in Recreation" (1958) and "Careers in Physical Education" (1959) were used in career guidance programs in the high schools to help to recruit higher-quality students to the fields of coaching, physical education and recreation as a lifetime pursuit. "Wind Up a Winner" (1961), however, was designed not for the professional, but to educate and guide the volunteer leaders and coaches of youth sports programs in their handling of youngsters and the other personnel with whom they had contact within their program. 65 The Institute at various


65 Institute Minutes, April 28, 1965.
times helped underwrite films which it did not produce itself. "They Grow Up So Fast" (1955) advocated participation in organized youth sports and physical education. "Evaluating Physical Abilities" was developed in response to the AAHPER fitness test. It served not only to assist professional people in physical education but also the classroom teachers on how to conduct a physical efficiency testing program. It also pointed out the need for initiating effective fitness programs in order to correct the deficiencies of students, so they could become more proficient in running, jumping, throwing and the other skills necessary to enjoy participation in sports and physical education activities. Finally, "Readiness--The Fourth R" (1962) attempted to explain why sports skill instruction and physical education were as important in schools as any other academic subject. 66

For the most part, the motion pictures mentioned above were designed to promote the expansion of facilities and programs, as well as provide adequate leadership for sports and recreation programs. Simultaneously, it became apparent that special promotional work, specifically designed to increase sports participation, needed to be undertaken.

In 1947, after more than two years of study, the Institute

66 Institute Minutes, April 28, 1965.
embarked on an extended program of producing audio-visual sports and physical education teaching aids for school, college and recreation programs. Each sport subject included a series of slidefilms and records with a comprehensive instructor's guide and student pocket booklets. These pocket booklets were distributed by the Institute on a cost-of-printing basis to enable students to build a library of instructional aids based on the slidefilms. 67

A preliminary survey of seventeen thousand schools plus the enthusiastic reception for the first subject, "Beginning Tennis," at the national convention of the American Association for Health, Physical Education and Recreation in 1947, indicated that there was a great demand for this type of audio-visual material, both from the standpoint of school teams and in teaching sports skills to the entire student bodies, through physical education classes. The emphasis was placed on training youth to become proficient in various sports. Hopefully, such proficiency would produce enjoyment and thereby encourage the individual to become a lifetime participant, rather than a spectator. 68

By 1972, over forty-three thousand slidefilm kits had


been marketed by the Institute. 69

The 35 mm. slidefilms, though extremely successful, were to be no match for a revolution in the audio-visual industry. In the early 1960's, Technicolor Corporation developed a new compact projector with 8 mm. cartridge loops. The Institute immediately started production, since the action portrayed by such motion sequences far surpassed the teaching value of a stop-action slide. 70 Although the popularity of the loop films was prompted by the significance of the media itself, the National Defense Education Act promoted the use and expansion of audio-visuals in classrooms. Large financial grants supplied to institutions under Title II programs insured not only a demand but also a stable resource for the market. 71 Though begun under Bank, the loop film program would find full expression under the leadership of his successors.

PUBLICATIONS

Other major endeavors of the Institute rested in the


70 Bank Interview.

71 Institute Minutes, October 13, 1965; Bank Interview.
area of publications. For the most part, written Institute materials were the result of conferences, such as the facilities conferences, or were written to explain some aspect of a film of sport instruction. All the previously listed conferences issued a report in the form of a book under its conference name. Since the material of the books reflects the products of the conferences mentioned previously, no attempt will be made to discuss them further. For a composite listing of all Institute publications, one can refer to the bibliography.  

One fascinating aspect of a study of the Institute is the hesitancy expressed by some members to delve into the publishing field. For example, in the early Bank days the board was extremely reluctant to provide the financial support for the first facilities conference on account of the cost of publishing the results. Yet, when income from such sources exceeded the cost of production, the Institute board gradually accepted a position of expansion in this area. Then, as the Institute grew as a publishing agent, other similar organizations such as AAHPER followed their leadership and through such sponsorship developed

72 See p. 233.
The financial success of the publications and audio-visual materials proved beneficial to the service program of the Institute. For a time, these revenues secured the funding of a progressive program administered by Bank. By the 1960's however, costs of providing such services began to rise significantly, while the financial contribution of the members remained relatively constant. Therefore, the role of publication and audio-visual sales became more crucial to the continued success and expansion of the Institute, for upon their success rested the future programs of the Institute. The problem of expanding and utilizing these resources was the crucial one which the new leadership would face after Bank's departure.

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73 By 1974, AAHPER had a publishing business of over one million dollars; "AAHPER Seeks Executive," Journal of Health, Physical Education and Recreation, XLV (February, 1974), 19.

74 See Appendix E.
Chapter 7

THE INSTITUTE FROM THE MID-SIXTIES TO THE EARLY SEVENTIES

As early as 1961, ideas were being exchanged among board members regarding the direction of the Institute after the departure of Ted Bank. The aging leader himself had set 1964 as the target date for his retirement, and indicated that the board should start the process of administrative changes. Nevertheless, no real changes were made until 1966 when Bank formally relinquished his post. By that time, he had served the Institute for twenty-one years as its president. An institution which had grown so accustomed to one man's leadership would face a difficult period of readjustment in the years ahead.

THE END OF THE BANK ERA

In the 1950's the Institute had been a sound, vibrant organization, affecting distinctly the direction of sport, recreation and physical education in the United States. During that decade, as indicated in chapter six, the Institute was one of the most
influential groups in the sports domain. With the dawning of a new decade, that position of leadership began to ebb. As the Kennedy era differed from the Eisenhower years, so, too, did the Institute of the 1960's differ from that of the 1950's.

But the change in the Institute was more than a shift in the culture surrounding it. Through a process of slow evolution, the Institute changed its role from a support organization to a publishing and promotional one. An examination of the Institute income indicates this gradual shift. As shown in Appendix E, 1959 represented a watershed; from that point, income from sales of materials and other sources surpassed the financial contribution of the manufacturers.¹ Thereupon, as the organization had to develop more sophisticated business techniques for production and sales, the president's time and energy would be consumed in fulfilling these new demands for services.

Since there were changes in perspectives of the Institute, it was necessary to alter the composition of the internal organization to meet these new demands. In 1960, after evaluating the program, Bank felt that the Institute was not reaching as many individuals with films and publications as it should. In pure business terms, he felt that it was time to expand the staff to include representatives in different sections of the country.

¹See Appendix E.
to promote increased distribution of Institute materials and also provide more effective consultation services at local levels.\(^2\)

As costs of production continued to inflate the Institute budget, Bank optioned to increase sales rather than burden the manufacturers with an increase in dues. Therefore, during the 1960's there were no corresponding increases in industry contributions.\(^3\) Perhaps due to the fact that Bank held a personal financial investment in Recreation Films, the company which produced the Institute productions, dictated Bank's position. In any event, the president of the Institute had no choice but to become a salesman. With that change, the Institute and Bank also changed.

With a great amount of his time consumed by such administrative problems, Bank had little opportunity to create new Institute programs or to develop those which had been in effect. For example, the publications and audio-visual materials were quickly becoming outdated and in need of revision. Moreover, Bank's personal popularity with physical educators around the country seems to have diminished in the 1960's. No longer was he one of the most sought-after speakers and consultants in

\(^2\) Minutes of the Meetings of the Athletic Institute, Chicago, Illinois, April 17, 1962; April 24, 1963.

\(^3\) See Appendix E.
the area of sport and recreation.

The implications of those problems were compounded in 1961 when Bank announced that he would retire in 1964. In the first decade of his leadership he had led the Institute to a commendable position as a catalytic agent, prompting groups and individuals to develop the area of sport, recreation and physical education. By 1960, his enthusiasm had started to wane and the vigorous, resourceful programming of an earlier decade had passed away.

Nevertheless, he did recognize the change in the Institute's role and attempted to reorganize the staff. To meet the necessities of promoting the Institute's publications and audiovisual materials, and at the same time relieve some of the personal burdens which Bank had carried for twenty years, he expanded the staff to include promotional and operational personnel in the office.

In 1962, he hired Lawrence "Moon" Mullins as his assistant to promote Institute products. The popular Notre Dame football star traveled seven thousand miles, calling on representatives of bookstores, colleges, and schools in his first year. The following year, he had increased his output to thirty

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4Institute Minutes, October 17, 1962; see p. 189 for a complete description of his background.
thousand miles traveled, with contacts of one hundred eighty-three sporting goods dealers, one hundred fifty-eight athletic and physical education departments and twenty-three private libraries. At the same time he was a popular speaker on the banquet circuit. The results of his work showed, he said, "that a continuing field representative program will increase the distribution of the Institute's films, publications, and will be a guide to a better public relations program."  

The results of Mullin's work appeared to indicate that the Institute was again on the move. Bank was pleased by "the best staff he had since joining the Institute." To continue the initiative, Bank requested that the office staff and field men be expanded further. Subsequently, Steve Sinko was added to the staff in 1964, as another promotional agent. Sinko graduated from Duquesne University where he was an outstanding lineman. Later, he played professionally for the Washington Redskins. Then, for twenty-five years he dedicated himself to the coaching profession as he served in various capacities at Duquesne and

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5 Institute Minutes, October 16, 1963.


7 Institute Minutes, April 22, 1964.
Indiana before finally becoming head coach at Boston University. Like Griffith, Bank, and Mullins, Sinko's career interest rested on football. 8

In the midst of this organizational shuffle, the board was trying to find a solution to the problem of leadership. Bank had announced early in 1961 that he would retire by 1964. 9 He himself had leaned toward Mullin's elevation to the presidency. 10 But some members were not convinced of Mullin's capabilities. The executive-finance committee decided to enlarge the search for a successor to Bank by going outside the organization. One of the prospects examined was Dr. Frank Jones, of Sacramento, California. 11

Yet, by 1965, no progress had been made in the choice of a successor. A compromise among board members was reached by making no definite decision, but with the


10 Based on a personal interview with Theodore Bank, Palm Desert, California, December 27, 1973.

11 Based on a personal letter from Frank B. Jones to the author, February 8, 1974; Executive-Finance Committee Minutes, October 17, 1961; October 12, 1964.
recommendation "that Mullins be nominated for vice-president at the annual meeting, and then given the opportunity to prove whether or not he was capable of taking over the presidency of the Athletic Institute." The idea was again endorsed by the executive-finance committee at the fall meeting.

The crisis in leadership during the period was pervasive throughout the structure of the Institute. As Bank's power to lead diminished, the organization seemed to be falling apart from within. Besides these internal problems there was an apparent hesitancy by some members in the industry to endorse the program of Bank. By 1965 when the manufacturers provided twenty-one percent of the budget, Bank called for "a larger contribution by the industry." In defending his position he asserted,

Some of you may wonder why with the increasing yearly sales of the Athletic Institute we should now find ourselves in this bind. The answer is simple. Although we have increased the sales and gross profit each year, we have higher costs in salaries, administrative expenses, and

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12 Executive-Finance Committee Minutes, April 26, 1965.
13 Executive-Finance Committee Minutes, October 11, 1965.
14 See Appendix E.
15 Institute Minutes, April 28, 1965.
gradually, and this is important, gradually less money from
the industry. This past fiscal year we received $6,000.00
less from the NSGA - $3,000.00 less from manufacturers
membership dues, $5,000.00 more from the Sporting Goods
Fair, and had an increase of $8,000.00 on expenses for a
second field representative--$12,000.00 in one year is a lot
to make up out of profits. 16

The advisory committee deplored "the tragic lack of industry aid
to give adequate financial support in a country which is having a
population explosion, coupled with vastly increased leisure
hours." They urged that some type of "crash program" was
necessary for the Institute to continue its usefulness. 17

The manufacturers' response to continued criticism by the
advisory committee was indicative of its frustration. In order to
shut off its avenues for expression, the board ruled that the
advisory committee was not to be officially represented at
meetings of the board of directors of the Institute. 18

The problems became so great and the outlook so bleak,
Bank moaned, "I've put so much of myself into the Institute the
last twenty-one years that I can't bear to see it go backwards.
There were times this past year when we were skating on pretty

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16 Executive-Finance Committee Minutes, October 11, 1965.

17 Advisory Committee Minutes, September 1, 1965.

18 Executive-Finance Committee Minutes, October 18, 1966.
thin ice financially." Had not sales picked up, the Institute might not have needed a successor to Bank. Observing the Institute from a first-hand view, Bank's secretary, Therese Hasterlik, felt that the Institute would collapse after he retired.

These problems were compounded by the emergence of other groups who began to compete with the Institute for the same market. In 1965, panic within the Institute emerged with the development by AMF and Brunswick Corporations of the Lifetime Sports Foundation. When that organization was in its formative stages, Bud Wilkinson, the former Oklahoma football coach who served as the executive director for the fledgling group, related to the Institute board that "there was no intention of duplicating the work being done by the Athletic Institute and other organizations, but to cooperate with these organizations and augment the work being done." The Institute informed Wilkinson that it wished "to cooperate in every way possible." In the initial stages the Institute complied with the call for cooperation. Bank was asked to chair a meeting in Washington

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19 Executive-Finance Committee Minutes, October 11, 1965.
20 Executive-Finance Committee Minutes, April 26, 1965.
21 Advisory Committee Minutes, September 1, 1965.
that summer for park and recreation officials. Both the Lifetime Sports Foundation along with the Institute sponsored the meeting. 22

The official Lifetime Sports Foundation's assurance that it would not attempt "to interfere with or usurp the functions of any existing organization or agency" 23 hardly reassured Institute members since the goals of the organization ran parallel with those of the Institute:

1. Teaching of sport skills.
2. Research on psychological benefits of participation.
3. To encourage competitive sports.
4. To improve teaching. 24

Therefore the Lifetime Sports Foundation founded by Brunswick and the AMF Corporation was established along the same lines as the Institute. Even the commercial implications of the Foundation were similar to the Institute, for, as Wilkinson noted, if they were successful "in helping to bring about an increase in participation

22 Institute Minutes, September 1, 1965.


in sports and fitness activities, the companies may profit."\textsuperscript{25}

The implications of the Lifetime Sports Foundation's existence were evident to Bank even though he felt that there was no other choice but to cooperate with the new group. After surveying the problems, he concluded, "the next few years are critical years for the Athletic Institute. It won't be smooth sailing. The Lifetime Sports Foundation, the proposed National Amateur Sports Foundation and possibly even Marv's National Sports Foundation are all threats to the continued existence of the Athletic Institute."\textsuperscript{26}

Clearly, the Foundation had undercut the connection of the Institute with other professional groups. For example, AAHPER initiated a three-year research project in cooperation with the Foundation.\textsuperscript{27}

Bank complained that the proposed projects by the Foundation were the same ones which "he had been doing for the past twenty years."\textsuperscript{28}

Bank urged that the eroding support for the Institute among members in the industry be stopped. "Any of these

\textsuperscript{25}"Forward," Institute Papers.

\textsuperscript{26} Executive-Finance Committee Minutes, October 11, 1965.

\textsuperscript{27} Executive-Finance Committee Minutes, October 11, 1965.

\textsuperscript{28} Advisory Committee Minutes, September 1, 1965.
organizations could benefit you manufacturers, but some of them may become power-structured and in the long run would be detrimental to the promotion of athletics, physical education and recreation in America . . . I assure you that you would get more value received, dollar for dollar, than the Lifetime Sports Foundation will be able to give. That organization is having to pay through the nose to get cooperation from the professional membership associations." Yet he pointed out a nagging problem which had faced the Institute since its inception. "With that kind of money available, I assure you, the Institute could have progressed much faster in the past." The deep concern over the emergence of the Lifetime Sports Foundation along with other groups, such as the President's Council on Physical Fitness, prompted the executive-finance committee to consider moving the offices of the Institute to Washington, D. C., an idea which was later dropped.

Buffeted from the outside, the Institute faced other problems internally. Aside from Bank, a great turnover in all areas of the Institute was taking place in the organization. In 1966,

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29 Executive-Finance Committee Minutes, October 11, 1965.

30 Executive-Finance Committee Minutes, April 18, 1966.
on the advisory committee, Charles Brightbill and Arthur Daniels passed away, while Carl Nordly, Vern Hernlund, and Milo Christiansen retired. Two secretaries, Therese Hasterlik and Pearl Fox, submitted their resignations, each having been with the Institute twenty years.\footnote{31 Institute Minutes, April 19, 1967.} At the same time the Institute's budget office was under fire since the accounting system did not allow specific tabulation and control of budgetary items by the executive-finance committee. Ernst and Ernst Auditors were hired to devise a more responsive system. It indicates again the uneasiness many leaders felt about the less-than-precise financial operation of the Institute.\footnote{32 Executive-Finance Committee Minutes, October 19, 1966.} Within the framework of these problems, "Moon" Mullins was finally handed the reins of leadership in 1967.

THE PRESIDENCY OF MOON MULLINS

Laurence "Moon" Mullins was born on June 13, 1908, in Pasadena, California, where he later starred in high school track and football. He went to Notre Dame after high school and was an outstanding fullback on Knute Rockne's last three teams, two of
which were national champions. After graduation in 1931, Mullins became assistant football coach at the University of Kansas. Thereafter, he served as athletic director and coach at St. Benedict's College, Atchison, Kansas, (1932-1936); coach at Loyola University, New Orleans, (1937-1939); coach at St. Ambrose College, Davenport, Iowa, (1940); assistant football and basketball coach at the University of Florida, Gainesville, (1941). 33

In 1942, he interrupted his athletic coaching career to enlist in the Navy. For a short time he served Iowa City's preflight base as athletic director. From there he was transferred to Corpus Christi, Texas, where he was placed in charge of the general education program. 34

Returning to civilian life in 1946, he served again at St. Ambrose for four years before becoming athletic director at Kansas State University from 1950 to 1955. Then in 1956, he moved to Marquette University in Milwaukee with the hopes of rebuilding the Catholic school into a football power. However, after severe financial losses, the school dropped the sport in 1960. Mullins was subsequently relieved of his duties as athletic


director. Upon leaving Marquette, in January of 1962, he accepted a position with the Athletic Institute.35

Mullins worked as a promotional field representative for three years before serving his year of apprenticeship under Bank. In October of 1966, he took over the operation of the Institute as its chief executive. When analyzing the program, he related that he could see no reason for changing Bank's basic concepts in regard to the emphasis on instructional materials such as books, filmstrips and film loops. All these were designed to increase sports activity through a greater knowledge of skill. He concluded, "the function of the Athletic Institute is to act as a liaison between the manufacturers and the public in general—with specific emphasis directed toward those people and organizations who encourage or teach in athletics, physical education and recreation."36

That next spring, as he began to feel more at home in a leadership position, he encouraged the expansion of the Institute, saying that it should "serve as a pioneer," spearheading programs and ideas which need development with small grants. "We should continue to encourage scholarly and utilitarian efforts as we have


36 Institute Minutes, October 21, 1966.
Nevertheless, Mullins could not be his own man. Significant problems emanating from the Bank era remained to trouble the organization. Of primary concern was the Institute's relationship with Recreation Films, Inc. A conflict had developed over ownership of copyrights of loop films which the film company had produced for the Institute. Bank held partial interest in the film company, insuring a workable and perhaps a financially rewarding relationship while he was in control; yet, when he left, all that changed. At a special meeting of Institute members in December of 1966, executive operational procedures were stipulated to Mullins. Out of that crisis the executive-finance committee re-asserted itself as the essential decision-making body of the Institute. Specifically, Mullins was to make no decisions without concurrence from that body. Then, the governing body moved to restrict the advisory committee which Bank had established in 1946, and upon which he relied during the 1950's for some of the Institute's enlightened programming. The executive-finance committee indicated that the advisory body would continue to function as it had in the past, but at the same time the executive heads stipulated that the advisory committee

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37 Institute Minutes, April 19, 1967.
would not have a determining role in selecting guidelines for the future of the Institute. 38

Although the Institute board never gave Mullins the freedom to operate as he wished, a more pressing problem prevented the full application of his initiative to lead the Institute. In the summer of 1967, he was diagnosed to have cancer. Therefore, Mullins never had the opportunity to demonstrate whether he could have led the Institute to a new era of responsible leadership. During a twelve-month period in 1967-1968, he underwent surgery four times. 39

He related this crisis to the Institute members at the spring board meeting in 1968. "I didn't mind my first visit to the lower east side but I could have done without the return engagement. The reason I mention this is that a fellow has a lot to be thankful for--no matter what." 40 His conception of self-sacrifice and giving placed him outside the pale of American business community. He challenged the industry leaders, after surveying the great potentials in the athletic field, "Opportunities

38 Minutes of the Special Committee Selected to Discuss the Current Status of the Athletic Institute Properties and Procedures, Chicago, Illinois, Institute Papers.


40 Institute Minutes, April 24, 1968.
for meaningful service are abundant. Opportunities to be helpful, to you personally—as well as for the Athletic Institute, to make ourselves useful in the expanding areas of athletics, recreation and physical education."  

Mullins had never had a comfortable life—having struggled through coaching experiences in small Catholic institutions while supporting a large family. Then on August 11, 1968, he left those troubles behind him. The Pilgrim Song sung at his funeral mass perhaps reflects best the philosophy which he applied to his work

Man is lonely by birth,
Man is only a pilgrim on earth.
Born to be king, time is but a temporary thing,
Only to loan while on earth.  

Since Mullin's death had been anticipated, the Institute had shifted its organization to meet those needs. Don Bushore, who had been hired by Mullins was brought from his field promotional work into the central office in 1967 to assist in the operation of the Institute. Bushore, who held a bachelor's degree in physical education, along with a master's degree from Brigham Young University, had served in the field of physical education

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41 Institute Minutes, April 24, 1968.

and sports his entire life. His last previous employment before coming to the Institute was a position as Professor of Physical Education at New Mexico State University. He also served as the university's wrestling coach.  

Yet, from the very beginning, Bushore's understanding of the relationship of the Institute to the AGMA was that of an astute observer. He related to the Institute board "the purpose of the Athletic Institute is to act as the promotional arm of the industry." Although Bushore might logically have been pushed to the top to serve in the capacity of president after the death of Mullins, he was basically unknown to the manufacturers. Moreover, the board had no real perception of his abilities as an organizational administrator, even though these would be demonstrated later. In any event, Bushore was installed as an interim administrator while a search was instituted for a replacement for Mullins. That summer, the search again focused on Frank Jones, the California educator. He was interviewed three times--in Albuquerque by Mullins, in Cincinnati by Joe Kelley, retired president, MacGregor Sporting Goods, and in


44 Executive-Finance Committee Minutes, October 15, 1968.
Chicago, by the executive-finance committee. Initially the position was to be executive vice-president under Mullins, with eventual elevation to the presidency. When Mullins suffered a stroke and subsequently died in August, Jones was immediately named president with the understanding that by February, 1969, he would take charge of the Institute. In the meantime, he would serve in a part-time capacity while fulfilling responsibilities in California. 45

FRANK JONES: AN EDUCATOR IN COMMAND

Frank Jones held a background in teaching, coaching, and administration as well as officiating. He received his bachelor's degree from Santa Barbara State College as well as a masters and doctorate from the University of Southern California. During the Second World War he served in the Navy emerging from the conflict as a lieutenant. Prior to coming to the Institute, he served as Professor of Physical Education at Sacramento State College. 46

When Jones became involved in the Institute activities,

45 Letter, Jones to author, February 19, 1974.

in the fall of 1968, he began to realize the hazards that lay ahead. The Institute was riding a wave of expansion in response to the steady increase in leisure time, the level of affluence in America, the expansion of the youth market, as well as the increase in competitive athletics for girls. Although income increased, expenses soared, as labor and materials were being affected by an inflationary spiral. Confronted with these severe business pressures, Jones' years with the Institute were filled with frustration and dissatisfaction. Although he was prepared to wade through some of the needed revision and updating that needed to be accomplished in the publications and audio-visuals, he was not prepared to operate in a conventional business atmosphere. During his tenure in office he depended upon Don Bushore for continued guidance. Also, turnover within the Institute staff had been devastating. After six months in office, he reported that five members involved in the Institute operation had left during that period. The evident problems in communication were compounded when only four board members showed up at the fall meeting in 1969. Due to illness, Jones himself missed

47 Institute Minutes, April 16, 1969.

48 Executive-Finance Committee Minutes, April 14, 1969.

49 Institute Minutes, October 15, 1969.
the board meetings the following April. 50

Finally, there appears to have been a conflict with Jones' personal social orientation. He was an educator, not a business executive. His social demeanor, therefore, was much different from most members of the Institute. He saw the Institute as a service organization which would be an innovator in social and educational endeavors. For example, he pointed out that "there were many programs for adolescents in the ghettos. The Institute would explore the who, what, how, and when and where of the programs in order to discover how the Institute can help." 51

Nevertheless, Jones was unable to convert that type of social concern into Institute policy. Soon his enthusiasm for his position with the Institute began to wane, when he perceived the Institute needed a salesman rather than a program innovator.

At the same time, Bushore continued his rise within the organization and acted in place of Jones when the latter was absent. Such occasions, however, did not necessarily help the cause of Bushore, since at one important board meeting when Jones was ill, Bushore "did not have sufficient time to prepare

50 Institute Minutes, April 15, 1970.

51 Institute Minutes, October 15, 1969.
Yet, his actions taken altogether, Bushore appears to have conducted himself commendably. Moreover, the turnover of leadership in both the Institute and the AGMA created some problems of communication. For example, those on the liaison committee were not aware of the type of Institute activities or the history of many of the programs.

Faced with these continual problems, in January of 1971 Jones resigned and returned to Sacramento State College as Professor of Physical Education. Thereupon, a special meeting was called to act upon the resignation which "was not anticipated," to consider the future direction and management of the Institute. The board recognized the need to reorganize, but postponed any major decisions. Carl Benkert was assigned the Institute presidency for an interim while Bushore was to act as an executive officer responsible to him and the board.

52 AGMA Minutes, April 15, 1970; in previous situations when Bushore had an opportunity to demonstrate his abilities during Mullin's illness, his reports and actions were commended by the Institute leadership; letter, George Herrmann to J. W. Kelly, February 20, 1968, Institute Papers.

53 AGMA Minutes, April 15, 1970.

54 Institute Minutes, January 9, 1971.
THE LEADERSHIP OF BUSHORE AND
REORGANIZATION OF THE INSTITUTE

With Bushore's confirmation as the executive officer in a new Institute structure, he was given the mandate to revamp the entire organization. In his board report for fall of 1972, Bushore noted that the recent disorganization of the Institute was engendered from multiple causes:

1. Three different executives in the past six years.
2. Vast changes in the sporting goods industry personnel.
3. Overabundance of committees with a duplication of work and little communication.55

To remedy this situation, Bushore restructured the Institute staff. Ralph Lillig was added as a regional field representative to reinforce the work of Steve Sinko and Ken McCreight. Bob Bluth continued his work in publications and promotions while Cy Yttri left his position in public relations. Finally, Robert Cooley was hired as a producer-director to coordinate the new in-house production procedures of the Institute.

To complement the reorganization of staff within the Institute, Bushore proposed the elimination of the professional

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55 Institute Minutes, October 22, 1972.
advisory committee because:

1. The committee no longer served a useful purpose.
2. Other national organizations offered a vehicle to their purpose--AAHPER, Sports Medicine, etc.

In its place, he wanted to establish a Professional Consultant Council, composed of representatives of the following organizations: National Federation of State High School Athletic Associations, National Association of Intercollegiate Athletics, National Collegiate Athletic Association, United State Olympic Committee, PEPI (the promotional arm of AAHPER), YMCA, Boy Scouts of America and the American Amateur Athletic Union. According to Bushore, the Professional Consultation Council would eliminate redundancy where it now existed and thereby offer greater efficiencies to strengthen operation of the organizations. As a final mark of reorganization, Bushore asked that the executive-finance committee be eliminated since most board members served on this committee anyway.

THE PROGRAM OF THE SIXTIES AND EARLY SEVENTIES

After Bank had relinquished the reins of the Institute

56 Executive-Finance Committee Minutes, October 22, 1972.

57 Institute Minutes, October 22, 1972.
leadership, Mullins soon became aware of the problems which had long been existent but which had not been faced during Bank's final years in office. Although the Institute's economic outlook was generally good because of the steady expansion in the loop film market, Mullins foresaw problems in the How-To-Improve-Your-Sport series. For example, the Institute offered thirty-four titles, seventeen of which had been published before 1960. Aggravating the problem was a price hike for the series which had dropped unit sales in 1967 from 138,627 to 103,312. Moreover, many of the Institute's film productions were out of date, a problem which needed solution since a drop in sales in this area would drastically affect the Institute's budget.\textsuperscript{58}

When Mullins examined the program as the executive officer, he questioned whether or not the Institute should cease concentrating on publications because AAHPER "now has a large and impressive library of books in practically all areas of our concern. In some instances we are overlapping. Further, the time has come for us to have most of our publications reviewed."\textsuperscript{59}

\textsuperscript{58} Executive-Finance Committee Minutes, April 17, 1967.

\textsuperscript{59} Institute Minutes, October 20, 1967.
Mullins felt that the audio-visual field was one of the special promotions that the Institute should sponsor.

Audio-visual aids are necessary and in demand. Supply is way behind, as far as top quality instructional film is concerned. I know of no single way in which the Athletic Institute could better serve the industry and the people of America than by keeping sports instruction handily available in audio-visual circles.60

Another thrust which Mullins desired to pursue, dealt with the promotion of specific projects. When expressing his plans to the manufacturers, he hoped,

We would concentrate on and spend most of our money in promoting projects that would give guidance to school boards, recreation committees, architects, physical plant engineers, athletic directors, coaches, physical educators and building directors in the vital areas of facilities so necessary . . . to maintain an increasing demand for the products you sell.61

He also wanted the industry leaders to take an active part in the workshops and conferences because they, he felt, were the people who knew what was needed.62

Few of Mullin's ideas were brought to fruition since his bout with cancer interrupted his efforts. Yet, even though Mullins was never able to implement many of his plans to specifically influence the development of the Institute, his place in the

60 Institute Minutes, October 21, 1966.
61 Institute Minutes, October 20, 1967.
62 Institute Minutes, October 20, 1967.
leadership of the organization was significant. He launched the Institute on a program to revise Institute publications and audio-visual materials. Beyond the work of revision, several new books appeared during Mullins' short term of office. **The Effects of Altitude on Physical Performance** resulted from a symposium held at New Mexico University, as a prelude to the 1968 Olympics. The conference was co-sponsored by the United States Olympic Committee, the Lovelace Foundation for Medical Education and Research and the University of New Mexico.63

A related physiological study, *The Physiological Aspects of Sports and Physical Fitness*, was completed in cooperation with the American College of Sports Medicine.64 Another workshop in facilities, dealing this time with college and university facilities, met from April 29 to May 8, 1967, at Indiana University. The delegates produced **College and University Facilities Guide**, a much needed addition to the area of planning.65 A fourth


65 **College and University Facilities Guide** (Chicago: The Athletic Institute, 1968).
major publication nurtured by Mullins was *Fundamentals of Athletic Training*. Although it did not reach the market until after his death, it was representative of his concern for the safety of many who participated in sports.

Also the organization gradually turned away from a recreation emphasis which it had acquired under Bank's leadership. Mullins' interest in recreation was minimal; and, when funds from the Institute were no longer being allocated to recreation projects, most recreation leaders began to turn to other organizations. Also, the attrition rate of recreational personnel was high on the advisory committee in the late 1960's.

Although it is impossible to measure the success of Mullins' program, since he was in office for such a brief period of time, nevertheless, he did demonstrate a perception of needs in the area of sports. Not to be overlooked was the sound financial basis for the Institute when he departed.

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68 Jay Ver Lee remained the only recreation professional to attend the advisory committee meetings after 1967. (Also, the NPRA which was nurtured by the Institute, was reaching maturity.)

69 Institute Minutes, October 17, 1968.
Yet, when Frank Jones succeeded Mullins, he felt the organization "was living on past achievements." He quickly initiated a program of concerns in the area of physical education. In his search to discover what made sport "unique and worthy of study," he prompted the Institute to sponsor a series of studies regarding the foundations of physical education. The studies in such areas of sport as history, sociology and psychology were co-sponsored by the Western Conference schools and became known as "The Big Ten Body of Knowledge" series. The crux of Jones' thrust was a perspective that sport was a discipline in the framework of the physical education process. In response to that position he wanted the Institute to be in "the forefront of the preparation of new materials for the changing teacher preparation programs."71

The program to update instructional materials, launched by Mullins with able assistance from Bushore, was continued during the two years of Jones' leadership. The new loop film series was expanded supplementing previous audio-visual offerings. In publications the Institute continued the development of the Sports Techniques series, which had replaced the

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70 Letter, Jones to the author, February 19, 1974.

71 Institute Minutes, October 15, 1969.
How-To-Improve-Your-Sport booklets. Unlike all previous Institute administrators who had kept the program apart from the structure of physical education, Jones desired to place sport, and the teaching of such, within a construct involving the professional physical educators.

Appearing again as an emphasis in the Institute's program was a concerted effort to effect a change in sport competition by women. Previously, the Institute had assisted several conferences on women's sport. Now, however, the Institute conducted a national survey regarding interscholastic competition for girls receiving results which indicated that the competitive opportunities for high school girls were increasing and the Institute should promote the area. With such a change, the Institute was reflecting a cultural change rather than leading society in that change. For, up to that point, the Institute had not launched any particular program to effect a change in women's participation.

At the same time that disorganization was occurring within the Institute, the AGMA was being pressed with similar problems of disorientation. As many sporting goods companies became part of conglomerates and as changes in managerial...
structure occurred within the corporations, new officials did not possess the familiarity with the Institute as had former industry leaders such as Icely and Cowen. There was even difficulty in getting a quorum at AGMA board meetings. Therefore, in the late sixties, a major publicity push was originated "to unite the industry" as well as to "capture the recreation market." Subsequently, the AGMA name was changed to the Sporting Goods Manufacturers Association (SGMA) to broaden the concept of coverage.

When Jones' efforts became involved to such a degree in the business side of keeping the Institute solvent, he began to feel some disenchantment with the position. He had assumed when he came to the Institute that he would be able to serve the profession and the Institute on a national level by applying his expertise in physical education to develop suitable instructional materials for schools and colleges. Then, when his efforts were restricted in this area and when he was further strapped by a budget deficit, he deserted the challenge, returning to California.

73 AGMA Minutes, October 15, 1969.
74 AGMA Minutes, October 15, 1969.
75 SGMA Minutes, November 2, 1971.
76 Letter, Jones to the author, February 19, 1974.
After Jones' departure, Donald Bushore finally was given his chance to administer the Institute program. The problem which he faced was that most of his time during the first few years had to be spent in the vital process of reorganization. Immediately, he initiated personnel changes, recommended that the by-laws be changed and launched a five-year plan of action for promoting athletics in schools and colleges.

In 1972, the latter plan was placed into operation as the Institute moved to emphasize the desirability of retaining school athletic programs within the academic environment. In cooperation with the Foundation, the Institute developed the COMPASS (Competitive Athletics in Service to Society) program, to promote athletic competition, especially on the interscholastic level. 77 Also emerging from this concern was a film, "It's All in the Game" which attempted to depict the results of eliminating interscholastic programs.

Other recent changes in the program of the Institute by Bushore included the expansion of market techniques and an in-house production operation for audio-visuals. Along with the

78 Institute Minutes, May 1, 1973.
reorganization of the Institute, Bushore had to complete the organization's previous commitments which remained from the Jones and Mullins years. Aside from the completion of the revision of the Sports Techniques series, the Institute finished publication of the Big Ten Symposia Series. The latter accomplishment reflects much of the altruism which has been a part of many Institute projects in the past. For example, the symposia publications, which were excellent contributions to the profession, provided insignificant financial return when compared to the Institute's original investment. The same conclusion can also be drawn from the Institute's heavy investment in motion pictures, since there is no avenue for return among those sources.

Finally, the recent publication of Physical and Motor Tests in the Medford Boys' Growth Study marks the end of an era. That longitudinal research project had begun under Bank and had been partially financed for twelve years by the Institute. The thrust of the Institute, however, no longer is directed toward such major research studies.

Although one cannot precisely define the direction of the

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Institute, since it is still in the process of dynamic change, it is
possible to understand where the Institute has been and what it
is now. Having passed through consecutive cycles of emphasis
on athletics, recreation and physical education, the Institute,
under Bushore's leadership, appears to be moving to a new level
of operation. He has directed the internal operation to a
forthright business level. At the same time, the Institute has
opened its membership to include individuals, institutions and
other groups outside the sporting goods industry. Such a move
has completed a definite break with past traditions as the Insti­
tute has moved to a new level of operation. With a realigned
organization working in the field of sport, physical education
and recreation where many avenues of service are available,
much will be expected of the Athletic Institute.
Chapter 8

CONCLUSION

When the leaders of several sporting goods firms procured incorporation papers in November of 1934 to found an organization "to promote sport in the United States," it is doubtful that they could have imagined the diversification which would transpire within that organization over the next forty years. Moreover, the Institute's predominant concern with baseball in the first ten years of existence belied the nature of its ensuing development. How the organization turned from its rather provincial outlook on American sports to a broad perspective of physical education and recreation is a fascinating study, delving into the nature of American culture itself.

Organized in the heart of the depression as a non-profit organization, the Athletic Institute reflected the desires and concerns of its founders. Those developers, representing prominent sporting goods firms such as Hillerich and Bradsby, Wilson, Spalding and MacGregor were deeply committed to the production of baseball-related equipment. The depression had cut deeply
into the economy and there was even fear from some quarters that America's pastime was heading for demise. Therefore, out of a concern for their own economic survival, as well as what they deemed to be a patriotic gesture to promote the continuation of the national pastime, these promoters championed baseball-related programs from the American Legion to the Berlin Olympics and from the American Amateur Baseball Congress to the American Softball Association. In their way, they concluded that they were doing significant service for America.

Though the concern with baseball remained primary, America's entrance into the Second World War added another focus for the Institute. The need for a national physical fitness program became evident as the war began to strain American manpower. Grasping this popular theme, the Institute emerged as an innovator and stimulator in this area. That move toward endorsement of physical fitness programs, however, did not cause the Institute to break its traditional ties with sport and athletic competition. Rather, it desired to incorporate fitness into sport to make it a legitimate outcome of such participation. Such a plan ran in concurrence with similar programs in the Navy conducted by Tom Hamilton. The Institute's promotion of sport distinctly bears the mark of Major John L. Griffith, who, along with Ted Bank, had the greatest personal impact upon the
Institute. Griffith, the Commissioner of the Western Conference, who became president of the Institute in 1940, opened the Institute's administrative structure to non-industry personnel, particularly coaches in the Midwest. Before his untimely death in 1944, he had laid the foundation for the future operation of the Institute.

The following year not only brought an end to the war, but also evoked a new era. Colonel Theodore Bank was released from the Army to supervise an expanded Institute program. He added to Griffith's emphasis on fitness through sport, the concept of recreation for all. Therefore, the organization soon became prominent in the promotion of recreation-related affairs. An advisory board composed primarily of recreation personnel was added in 1946, assuring a continued focus in the area.

Through their encouragement came the facilities conference at Jackson's Mill in 1946. So outstanding was the conference, that it served as a landmark in facility planning and was the pattern for future conferences. Other of Bank's major innovations were in the fields of audio-visuals and publication. Two major recreation films appeared through 1948, and the initial thrust was begun for a full-fledged publication department. Therefore, the stage was set for an active Institute leading the domain of sport and recreation in the 1950's.
Accompanying the Institute's thrust into the field of recreation was its realignment of priorities when dealing with physical education. The program of the Institute during the 1950's reflected this emphasis. Following closely the successful facilities conference of 1946, were two significant education conferences in 1948 and 1950, regarding the status of undergraduate and graduate programs of physical education. Recreation conferences in 1952 and 1953 were of similar stature. Through such leadership, the Institute in the early 1950's became the central catalyst for institutional change in the area of sport, recreation and physical education.

Also, the Institute broke new ground as one of the first sport organizations to move into the audio-visual field. Although initial efforts such as the 35 mm. slide film series seem primitive according to more recent video technology, in their time they were highly acclaimed as media for the teaching of sport skills. The Institute's pioneering efforts provided the stimulus and direction for the development of loop films and use of the excellent video mechanisms available to the field today.

Another significant development at the Institute in the 1950's and 1960's was the expansion in numbers and types of publications. The Institute produced all types of material from sport skill acquisition to knowledge relating to traditional areas
of study in the field of sport. The Big Ten Body of Knowledge
Studies are representative of its excellent contributions in this
area. Had the Institute not existed, perhaps such publications
would have never come into existence.

Through such programs the Institute proved to be a
catalyst for progressive developments in the field of sport,
recreation and physical education. By the early 1960's, how­
ever, problems were evident. Ted Bank's enthusiasm for
innovative programming appears to have declined. Materials
became outdated, while production slowed. Moreover, after
Bank retired from the Institute in 1965, the organization entered
a trying period of reorganization. Laurence "Moon" Mullins,
who succeeded Bank, died shortly after assuming the role of
leadership. Then, Frank Jones, Mullins' replacement, unexpec­
tedly resigned from the organization after less than two years as
head of the Institute. Donald Bushore subsequently assumed the
administrative responsibilities and has exerted a strong influence
to redirect the goals of the Institute toward leadership in the
field. Although the organization appears to be emerging from
this state of flux, the turnover in leadership has prevented a
coherent plan of operation during the past decade. Moreover,
other organizations such as AAHPER and Lifetime Sports assumed
some roles which the Institute had previously dominated, such
as sport sponsorship, publications and audio-visuals.

Even though the Institute has held a position of leadership in the field, it would be imprecise to say that it has also led society. In the areas of social reform, though the Institute has been ahead of the field in women's rights, it has followed the cultural norms of which it is a part--basically a Midwestern sport ethos. Only in recent years has a concerted effort toward sport promotion for women occurred. A key social area where there is an unreasonable silence from the Institute is that of the black. That unconsciousness, however, reflects much of the apathy, not only in sport culture, but in general American society.

Whether the Athletic Institute can retain its role as an integrating and forceful element in the field of physical education, recreation and sport, as it has in the past, remains to be seen. The Institute has served in the past as a useful catalyst around which sports organizations have developed. The need for such a role continues to exist in the field today.
APPENDIX

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APPENDIX A

ADVISORY COMMITTEE MEMBERS, 1946-1972*

Carl L. Nordly  
University of Minnesota 1946-1965

David K. Brace  
University of Texas 1946-1965

V. K. Brown  
Director of Recreation, Chicago 1946-1965

Milo Christiansen  
Director of Recreation, Washington, D.C. 1946-1965

Dorothy Enderis  
Director of Recreation, Milwaukee 1946-1948**

George Hjelte  
Director of Recreation, Los Angeles 1946-1965

William L. Hughes  
Temple University 1946-1956

Dorothea Lensch  
Director of Recreation, Portland, Oregon 1946-1949

August H. Pritzlaff  
Chicago Public Schools 1946-1962

G. Ott Romney  
West Virginia University 1946-1953

Walter Roy  
Chicago Park District 1948-1956
Frances Wayman Hogan  
Fort Worth Public Schools  
1949-1952

Ellis Champlin  
Education Department, State of New York  
1949-1962

Anna Espenschade  
University of California, Berkeley  
1949-1967

Verna Rensvold  
National Recreation Association  
1955-1962

Charles Brightbill  
University of Illinois  
1955-1965

Arthur Daniels  
University of Indiana  
1955-1965

Vernon Hernlund  
Chicago Park District  
1960-1966

Margaret Bourne  
Evanston, Illinois, Township High School  
1962-1968

George Grover  
New York State Department of Education  
1962-1971

Jay VerLee  
Director of Recreation, Oakland  
1966-1972

Anthony DeJulio  
Chicago Park District  
1966-1967

Harold Jack  
Temple University  
1966-1972

Louis Alley  
University of Iowa  
1966-1972

Anita Aldrich  
University of Indiana  
1967-1972

Webbs Norman  
Oak Park, Illinois Park Department  
1968-1972
Theo Redman
Tucson, Arizona Public Schools 1968-1972

Allen Sapora
University of Illinois 1968-1972

Phoebe Scott
Illinois State University 1968-1972

Otto Breitenbach
Madison, Wisconsin Public Schools 1969-1972

* arranged according to date of appointment

** term ended in either 1946 or 1947, data missing for 1947.
APPENDIX B

LIST OF MAJOR CONFERENCES SPONSORED

BY THE ATHLETIC INSTITUTE

National Conference on Planning Facilities for Health, Physical Education and Recreation

1946 - First National Conference

Chairman of Steering Committee - Caswell M. Miles
Conference Director - Frank S. Stafford

1956 - Conference for Revision of the Guide

Director of Steering Committee - Caswell M. Miles
Conference Director - Harry A. Scott

1965 - Conference for Revision of the Guide

Chairman of Steering Committee - Caswell M. Miles
Conference Director - Harold K. Jack

1967 - Conference on College and University Facilities

Chairman of Steering Committee - Caswell M. Miles
Conference Director - Harold K. Jack

National Conference on Undergraduate Professional Preparation in Health Education, Physical Education and Recreation - 1948

Chairman of Executive Committee - Carl L. Nordly
Conference Director - William L. Hughes

National Conferences on Graduate Study in Health Education, Physical Education and Recreation - 1950

Organized by Seward Staley
Conference Director - William L. Hughes
National Conference on Physical Education for Children of 
Elementary School Age - 1951

Conference Director - Elsa Schneider

National Recreation Workshop - 1952

Chairman of Executive Committee - Walter Roy
Workshop Director - George Hjelte

Second National Workshop on Recreation - 1953

Chairman of Executive Committee - Walter Roy
Workshop Director - Gerald B. Fitzgerald

Colloquium on Exercises and Fitness - Sponsored by The Athletic 
Institute and the University of Illinois - 1959

Chairman - Seward C. Staley
Conference Director - Thomas K. Cureton

National Conference on Interpretation of Physical Education - 1961

Chairman of Steering Committee - Carl L. Nordly
Conference Director - Ben W. Miller

Volunteer Coach-Leader Workshop - 1961

Workshop Director - Arthur A. Esslinger

Intramurals Workshop - 1964

Chairman of Steering Committee - David K. Brace
Conference Director - George H. Grover

Design Conference of Physical Education As An Area of Scholarly 
Study and Research - 1965

Chairman of Steering Committee - Carl L. Nordly
General Coordinator - Eleanor Metheny
Symposium on the Effects of Altitude on Physical Performance - 1967

Conference Director - Roy F. Goddard

Big Ten Body of Knowledge Symposia

Sociology of Sport - 1968
Psychology of Motor Learning - 1969
Biomechanics - 1970
History of Physical Education and Sport - 1971
Exercise Physiology - 1971
Administrative Theory and Practice - 1973

Steering Committee:

Jack Alexander
Louis Alley
Bruce Bennett
Earle Zeigler

John Cooper
Eloise Jaeger
Leon Smith
King McCristal

* The list identifies only major national conferences to which the Institute made a substantial contribution. Therefore, committee meetings and regional workshops are not included. For example, the Workshop on Sports for Women, though significant to the field, was not an open conference but a preliminary study for later work. Also, meetings which would have occurred without Institute support, such as the Second International Congress of Sport Psychology, were not included.
APPENDIX C

THEODORE P. BANK

President, The Athletic Institute, 1945-1966

Honors

Honor Award from the Society of State Directors of Health, Physical Education and Recreation, 1951.
Citation for Service to American Industrial Manpower given by The Industrial Sports Journal, 1951.
Fellow Award from the American Recreation Society, 1952.
American Academy of Physical Education Award for Administration, 1955.
President's Citation for Contributions to Athletics, Physical Education and Recreation, given by AAHPER, 1958.
Citation - National Industrial Recreation Association, NIRA Industrial Sportsman of the Year, 1962.
Federation of National Professional Organizations for Recreation Award for Outstanding Leadership and Service to the Park and Recreation Profession, 1963.
Pop Warner National Junior League Football Foundation Service to Youth Award, 1963.
Distinguished Service Award - American Institute of Park Executives.
Industry Leadership Award - The Sporting Goods Dealer.
Distinguished Service Award - National Sporting Goods Association.
Associate Fellow, American Academy of Physical Education.

Memberships

American Academy of Physical Education
American Baseball Coaches Association
American College of Sports Medicine
American Recreation Society
American Association for Health, Physical Education and Recreation
American Institute of Park Executives
American Camping Association
College Physical Education Association
National Football Coaches Association
National Recreation Association
Society of State Directors of Health, Physical Education and Recreation
Director, U.S. Baseball Federation
Director, Pop Warner Football League
Director, Little League Baseball, Inc.,
Director, American Recreation Association

Committees and Organizations

People-to-People Sports Committee
Citizens Advisory Committee to the President’s Council on Physical Fitness
International Professional Advisory Committee of International Recreation Association
Fitness Committee - Boy Scouts of America
Advisory Committee, National Recreation Association
National Federation of Professional Organizations for Recreation
Chairman, Baseball-for-All Committee, 1956-57-58
Eisenhower-Nixon Sports Committee, 1952
Charter member of National Football Hall of Fame Association
Rotary Club of Chicago
Reserve Officers Association
APPENDIX D

MOTION PICTURES PRODUCED BY THE ATHLETIC INSTITUTE

1940 Make the Most of Playtime
1947 $1000 For Recreation
1947 Playtown, U.S.A.
1949 Leaders For Leisure
1955 They Grow Up So Fast*
1957 Town and Country Recreation
1957 Planning Recreation Facilities
1958 Careers in Recreation
1958 Evaluating Physical Abilities*
1959 Careers in Physical Education
1961 Wind Up A Winner
1962 Readiness--The Fourth R
1973 It's All In the Game**

* Underwritten, but not produced by the Institute

**Recent instructional films such as "Making the Mile," "Making of a Skier," etc. are not included in this list of general films.
APPENDIX E

THE COMPARISON OF MEMBERSHIP DUES INCOME TO SALES INCOME FOR THE ATHLETIC INSTITUTE

1949 - 1972

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<th>Institute Sales Income</th>
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BIBLIOGRAPHY

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Minutes of the Meetings of Baseball Manufacturers, Chicago, Illinois, 1933.


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Essentials For Developing Community Recreation. Chicago: The Athletic Institute, 1946.


The History of Physical Education and Sport. Bruce L. Bennett, ed.

How To Budget, Select and Order Athletic Equipment. Chicago
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How-To-Improve-Your-Sport-Series. 35 titles regarding basic

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The National Conference on Undergraduate Professional
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1951.

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1944.

Physical and Motor Tests in the Medford Boys' Growth Study.

Planbook. Chicago: The Athletic Institute, 1946.


The Recreation Program. Chicago: The Athletic Institute, 1953.


Recreation For Community Living. Chicago: The Athletic Institute, 1952.


Sports Techniques. This new series of booklets has replaced the How-To-Improve-Your-Sport Series. Publication began in 1968.

Suggested Outline For the Promotion of Amateur Baseball Leagues and Teams. Chicago: The Athletic Institute, [n.d.]


*This section of the bibliography contains several works which although not published by the Institute, nevertheless, were produced through Institute support.
PERSONAL INTERVIEWS


TELEPHONE INTERVIEWS


Verlee, Jay. Former Advisory Committee Member. February 22, 1974.
PERSONAL CORRESPONDENCE*


Steve Blackhurst. Associate Editor, Sporting Goods Dealer.

Donald Bushore. Executive-Director, Athletic Institute.

Milo F. Christiansen. Former Member of the Advisory Committee.

Frederick S. DeBeer, Jr. Secretary-Treasurer, J. DeBeer & Sons, Inc.

Lincoln Hackim, President of the American Amateur Baseball Congress.

Bud Harvey. Editor, Professional Golfer.

George Hjelte. Former member of the Advisory Committee.

Frank Jones. Former President, Athletic Institute.

Grady Lewis. Vice-President, Converse Rubber Company.

Jack McGrath. Vice-President, Hillerich & Bradsby.

Donald Neer. Former Executive-Director, National Industrial Recreation Association.

Carl Nordly. Former Chairman of the Advisory Committee.

Lou Raskin. Program Manager, United States Junior Chamber of Commerce.

Marvin Rimland, President, AMF Voit, Inc.

Jay VerLee. Former Member of the Advisory Committee.

* The correspondence, in numerous cases, refers to multiple letters to and from the author. For direct citations, see text.
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