

1974

An Analysis and Comprehensive Account of the Administrative Internship at Lake Land College

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Eastern Illinois University

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AN ANALYSIS AND COMPREHENSIVE ACCOUNT OF THE
ADMINISTRATIVE INTERNSHIP AT LAKE LAND COLLEGE
(TITLE)

BY

RAYMOND JOSEPH PRANSKE

THESIS

SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE OF

SPECIALIST IN EDUCATION

IN THE GRADUATE SCHOOL, EASTERN ILLINOIS UNIVERSITY
CHARLESTON, ILLINOIS

1974

YEAR

I HEREBY RECOMMEND THIS THESIS BE ACCEPTED AS FULFILLING
THIS PART OF THE GRADUATE DEGREE CITED ABOVE

May 9, 1974
DATE

May 9, 1974
DATE

ACKNOWLEDGMENTS

I wish to take this opportunity to thank a number of people who made this internship possible. First, I wish to thank Dr. Robert Shuff, Chairman of the Department of Educational Administration and Supervision, for designing the internship. Secondly, I wish to thank Dr. Robert Webb, President of Lake Land Community College, and Neil Admire, Assistant to the President, for their assistance in making the internship a most educational experience. Finally, I wish to thank all those associated with Lake Land College. Their dedication to education and to Lake Land is truly reflected in their institution.

PREFACE

Internships in institutions of higher education are rather precarious in nature. The limits are generally defined only by the perimeters that the intern assigns to them. The internship can be viewed as the initial application of the theoretical ideals to a pragmatic situation. The internship at Lake Land Community College is consistent with this philosophy. The internship at Lake Land represents the pragmatic culmination of a theoretically dynamic academic career.

The purpose of the field experience report is to bring into focus those activities that were encountered during the internship at Lake Land Community College. The field experience report carries with it an extensive day by day account of the experiences encountered and an analysis of how those experiences affect the organizational structure of the institution.

Throughout the field experience, the intern has worked out of the office of Administrative Assistant to the President. In addition, the intern also assumed the position of Acting Coordinator of Information and College Publications.

Numerous activities were performed while serving in the internship. Annexation of non-junior college territory into the Lake Land College District was perhaps the most extensive task.

During the field experience the intern was involved in four annexation hearings. Involved in the hearings were the areas of North Clay County, Paris, Hume-Brocton and Vandalia. The field experience report contains an extensive analysis of the factors related to the various hearings.

Other activities included in the field experience report was an analysis of six college negotiating agreements. Colleges included in the analysis are: Thornton Community College, John A. Logan Community College, Morton Community College, Prairie State Community College, Black Hawk Community College and Ferris State College. The analysis was undertaken with a two-fold purpose in mind. First, we attempted to identify those areas that are considered negotiable in the negotiating agreements of the six colleges, but are specifically excluded from negotiable status in Lake Land's negotiating agreement. The second purpose of the analysis was to review those areas that are considered negotiable in Lake Land's agreement and to identify any significant differences in how the other colleges approach the various issues.

While serving as the Acting Coordinator of Information and College Publications, the intern undertook the responsibility for publishing the Lake Land College Catalog. Numerous other activities have been undertaken during the internship. They are discussed in the field experience report.

Finally, the field study represents an extensive account

Of those activities undertaken at Lake Land College. The field study report was undertaken not only to analyze the various activities, but to also assist those who undertake internships in the future.

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ADMINISTRATIVE LOG - JANUARY 18, 1974

The first day at Lake Land Community College was spent with Neil Admire, Administrative Assistant to the President, in whose office I will be interning. For the first week of the internship it was decided that it would be conducted as an "introduction phase" in which I would meet privately with the various Deans and become familiar with their duties and responsibilities. I was given a copy of the "Lake Land Administrative Manual" so as to familiarize myself with the administration and prepare questions for the individual meetings with the Deans.

Having discussed the "introductory phase" of the internship, Mr. Admire and I toured Lake Land's campus. Perhaps the most outstanding facet of Lake Land's campus is a theme of continuity that runs throughout the buildings. By this I mean that the campus is designed in a circular manner with the center of the campus being the "Virgil H. Judge Learning Resource Center." Furthermore, each building, whether it be for administration, college transfer, vocational-technical or community service, is located an equal distance from the Learning Resource Center. Thereby, an atmosphere of equality between disciplines is at least present in the physical sense.

ADMINISTRATIVE LOG - JANUARY 21, 1974

Today I met with Dr. Richard DeVecchio, Dean of Student Personnel Services. Our discussion centered on the role of Student Personnel Services in the community college movement. What emerged as a very vital topic in our discussion was the distinction between how a community college views Student Personnel Services and how a four year institution views Student Personnel Services. The community college, because of its philosophy, regards Student Personnel Services as an integral part of the education process. It is neither superior nor inferior to other programs. On the other hand, senior institutions, because of the historical development, have a tendency to regard Student Personnel Services as a "supportive service," almost an "auxiliary service," which does not prove vital to the existence of the institution. From a practical standpoint, this can be witnessed by the continuous budget reductions that Student Personnel Services has been subjected to in the four year institutions.

ADMINISTRATIVE LOG - January 22, 1974

I met today with Chuck Cole, Dean of Career Education. We discussed a number of things. Particularly important was the trend in education to direct itself toward more vocational education as opposed to liberal arts education. Dean Cole pointed out that being able to provide vocational courses to students was one of the fundamental tenets on which the junior college movement was founded.

A rather amazing factor is that this year, for the second year in a row, more students are enrolled in vocational oriented courses than are enrolled in college transfer courses. The figure amounts to fifty-two percent being enrolled in vocational programs and forty-eight percent being enrolled in college transfer programs.

The trend toward career education seems to be extremely healthy to education. We have for too long ignored the vital aspects of vocational education. However, there is one reservation I have about career education. With the extremely rapid technological growth we are experiencing, I strongly question if one-half of these jobs that students are being trained for will ever exist within the next decade. I do hope that the career educational movement is also educating students how to re-educate themselves to adapt to an ever changing society.

ADMINISTRATIVE LOG - JANUARY 23, 1974

Today was spent interviewing Frank Adams, Associate Dean of Public Services and Louis K. Voris, Dean of the Evening College and Community Services. The following is an account of the highlights of the meetings.

Frank Adams has just recently been promoted to Associate Dean of Public Services. In addition, he has still retained his position of Division Chairman of Social Sciences and no immediate plans have been made to relieve him of his duality of roles. Throughout the interview Mr. Adams emphasized the need for education, both community service education and the traditional college transfer education, to "reach out" to all segments of the population and to make a sincere effort to bring education to the people, rather than to continue to exist in an academic vacuum in which the student is required to come to the campus. Furthermore, Mr. Adams emphasized the fact that as Associate Dean of Public Services he wished to instill on the population that education is not a twelve or sixteen year process, but a life-long experience. Education, in Mr. Adams terms, need not be confined to the traditional curriculum but should include all aspects of life that will assist the individual in becoming a better and more

productive citizen. Finally, Mr. Adams offered the services of his office for any future inquiry I wish to make into the area of Public Services. Indeed, I shall take full advantage of the offer.

Louis K. Voris, Dean of the Evening College and Community Services, expressed a sincere interest in taking a dynamic approach to the availability of courses offered through the Evening College. Dean Voris expressed a desire to expand the number of courses offered off-campus. These include both community services courses and college transfer courses. In addition to just offering more courses, Dean Voris hoped that the services offered by the Audio Visual Services Center could be employed so as to use innovative educational techniques that have been previously confined to on-campus classes.

ADMINISTRATIVE LOG - JANUARY 24, 1974

After discussing some of the projects I will be involved in this semester, Mr. Admire inquired if I would be willing to undertake a security evaluation of the Audio-Visual Services Center. I agreed to undertake the task and will report to him on my findings and suggestions tomorrow.

From that point onward, the entire day was spent familiarizing myself with the physical layout of the Audio-Visual Services Center, located on the lower level of the Virgil H. Judge Learning Resources Center. In addition to observing the facilities, I also conducted interviews with Mr. Joe Gary, Director of the Audio-Visual Service Center, and numerous employees.

Basically, the security evaluation concerned itself with a chronic theft problem. Equipment such as cameras, tape recorders, projectors and miscellaneous film equipment had been disappearing for a number of months.

In conducting the evaluation I considered three factors which I believe are extremely important to truly serve the needs of all concerned.

1. Increase security without over reacting.
2. Maintain physical maneuverability for

authorized staff.

3. Maintain an atmosphere of "openness" and "service" to the students.

What proved to be the most interesting facet of the evaluation was not the evaluation per se, but attempting to hammer out a policy that would best serve the interests of all involved. It is my feeling that over reacting to the problem would result in giving a "Big Brother" atmosphere to the students, thus culminating in bitter feelings on behalf of the students. On the other hand, some form of security must be employed so as to prevent the total financial disaster from occurring to the Audio-Visual Service Center.

In the process of the evaluation, numerous suggestions were made to me by employees ranging from locking doors to moving the entire self-instructional center up to the main level of the library. In the final analysis, my recommendations involved minimal physical changes and the employment of one student worker to check equipment out. Money expended for the student help would be a drop in the bucket compared to the value of the equipment taken.

For a complete documentation of the evaluation, please refer to the appendix.

Tomorrow I will discuss my recommendations with Neil Admire, Joe Gary and President Webb.

ADMINISTRATIVE LOG - JANUARY 25, 1974

Today, Mr. Admire and I discussed the possibility of establishing a faculty information computer program. The purpose of the program would be to have immediate access to all data concerning faculty members. The specific purpose of this is that in preparing for negotiations the administration should have every possible resource available in order to accurately analyze demands and make counter-proposals. I hope to be in charge of developing this program.

ADMINISTRATIVE LOG - JANUARY 28, 1974

The entire morning was spent in the "Deans' Conference." President Webb, Neil Admire, Dean Voris, Dean Helton, Alan Keith, Coordinator of Information and College Publications, Frank Adams, Associate Dean of Public Services and myself were all in attendance. The agenda for the meeting concerned the recommendations made to President Webb about the catalog.

It was decided that Mr. Admire would have the responsibility for re-writing the sections of the catalog entitled, "Introduction to Lake Land, " "Historical Summary," and the "Future of the College." I was assigned to assist Mr. Admire in this task.

The afternoon was spent re-writing those sections of the catalog which Mr. Admire was responsible for. I submitted to him a proposal that would combine those three sections into one. In addition, I submitted a written text of the material to be covered in the "Introduction to the College."

Although I was not specifically charged with re-writing any other section of the catalog, I took it upon myself to revise two sections in the catalog entitled: "Philosophy" and "Accreditation I have submitted these revisions to Mr. Admire for his consideration..

ADMINISTRATIVE LOG - JANUARY 29, 1974

In an early morning meeting with Mr. Admire I was asked to review seven negotiated contracts from various state junior colleges. The colleges were: Thornton Community College - District 510, Prairie State College - District 515, Morton College - District 527, John A Logan College - District 530, Ferris State College and the College of DuPage. In addition, I was to evaluate a document entitled, "Statement and Resolution of Black Hawk College Concerning Faculty Requests Pertaining to Collective Bargaining." The purpose for conducting the review of these documents was two-fold: first, to determine what policies those seven schools permitted to be negotiated and secondly, to identify any major difference in negotiated policies between the various colleges and the specific policies that Lake Land permits to be negotiated.

The afternoon was spent in a meeting with Mr. Admire, Mr. Joe Gary, Director of the Audio-Visual Services and Mr. Charles Kauderer, Director of the Library. The agenda for the meeting consisted of security, space allocation and inventory control. However, it should be pointed out that the major reason for the meeting was to get the two directors to consider integrating their services and providing more cooperation between the two departments. Furthermore, this introductory session is a prelude

to eventually combining the duties of the directors into one position. Instantly, it became obvious that any move toward consolidation will be resisted dramatically. Perhaps, the most significant accomplishment of the meeting was that it ended with a verbal commitment on behalf of both parties to cooperate and recognize that the well being of the college is the major concern.

ADMINISTRATIVE LOG - JANUARY 30, 1974

The first portion of the day was spent in a meeting with Neil Admire. The topic of the meeting was how we both perceived the conference that was held yesterday between Mr. Kauderer, Mr. Gary, Mr. Admire and myself. The mutual feeling was that the meeting was both productive and revealing. It was productive from the standpoint that both parties concerned were discussing the issues and appeared to be moving toward some type of solution. The conference was revealing in that it was believed that one of the involved parties was capable of expressing the leadership potential necessary to develop an integrated Audio-Visual and Library services system. However that leadership potential failed to emerge. Perhaps because this was the first meeting that caused people to be a little over - protective or critical of others. It is hoped that future relations will be more diplomatically pursued.

The remainder of the day was spent continuing to analyze the six negotiated contracts of various colleges. I hope to have the project completed by tomorrow.

ADMINISTRATIVE LOG - JANUARY 31, 1974

The entire day was spent analyzing and comparing the seven junior college negotiating agreements. Of course, there were many factors present in each contract. However, there was one item left untouched in all the contracts.

The question of reimbursement for jury duty was answered in an ambiguous manner in every contract. For example, each negotiating contract stated that employees who were called for jury duty would continue to receive full pay. However the question arose should they also receive full pay when they are also being paid by the courts for their services. Should faculty members be required to turn the monetary compensation they receive from the courts back to the school? Should faculty members be allowed to keep what they receive from jury duty?

None of the negotiating contracts attempted to answer the above questions. However, they did prove to be an interesting intellectual challenge to formulate a policy. Of course it is my opinion that the little money one receives for jury duty should be retained by the individual. That is the least that can be done to encourage civic responsibility. Nevertheless, the decision is not mine to make and the Board of Trustees may wish to use this as an issue to strengthen its negotiating position.

ADMINISTRATIVE LOG - FEBRUARY 1, 1974

Today was spent writing up the analyses of the negotiating agreements. The project proved to be extremely interesting since I have had little experience with contract interpretation. Furthermore, the project enabled me to get a first hand account of negotiating agreements and the myriad of details involved.

ADMINISTRATIVE LOG - FEBRUARY 4, 1974

Throughout the analyses of the negotiating contracts of the seven colleges, one particular item emerged as perhaps the most controversial of the lot. This particular item was the type of salary schedule that was employed by the various colleges. Specifically, the question concerned itself with the index salary schedule versus the single salary schedule. Although the college of Du Page was the only school that employed the index salary schedule, nevertheless, there appears to be a growing sentiment among faculty members to push for an index salary schedule. While I have no intention of attempting to predict the future, I submit that if the present trend of reducing the budgets of higher education in Illinois continues and if there emerges a successful attempt at employing the index salary schedule on a state-wide basis or local the concept of "universal higher education for all" (by means of minimal tuition costs) will become a total failure. To assume that the taxpayer would be willing to absorb the rising costs of education by increasing his local property tax is to ignore the dismal history of bond issues and tax referendums over the last five years. Finally, the logic of employing the index salary schedule in a community college appears to be tenuous at best. This salary schedule is difficult to justify when the average faculty member at a

community college receives a greater salary than a comparable educated and experienced faculty member at a neighboring four year institution.

ADMINISTRATIVE LOG - FEBRUARY 5, 1974

There has been considerable discussion over the college catalog for the past two weeks. Concern for who would coordinate the revision of the catalog was of paramount importance since the Director of College Publications has only assumed only half-time employment. In view of this, Mr. Admire requested that I assume responsibility for the revision of the college catalog. I agreed to his recommendation and began immediately to accumulate the up-dated catalog revisions. It is my observation that a great deal of my time will be spent attempting to get the catalog published before April.

In addition to the catalog, I will be working with a programmer from the computer system to develop a faculty-staff analysis program. Mr. Admire asked me to undertake the project so as I might insure its completion prior to next years collective negotiations. Although today was just a preliminary meeting with the Director of the Computer Center and a discussion about the program, no specific action was possible until everyone becomes familiar with what I have in mind for the program. We agreed to meet next Friday, by which time, my suggestions could be studied.

Briefly, I intend to develop a program that will provide easy access to information about the faculty, administration,

supportive staff and clerical help. In addition, the program will direct itself to answering the most asked questions about staff by governing and accrediting agencies. For this reason I have reviewed every survey made by Lake Land for governmental or accrediting agencies within the last three years. It is my hope that I will be able to identify the most asked questions and incorporate them in the program. If this is successful, it will reduce the amount of time that is spent retrieving information from weeks to minutes.

ADMINISTRATIVE LOG - FEBRUARY 6, 1974

With the deadline for the completion of the Lake Land College Catalog only two months away, I devoted my entire day to designing a rough draft. The publication of the 1974-1975 catalog is going to be remarkably different in format than any previous catalog. Probably the biggest change will be in how the catalog is to be viewed. It is our intention to develop a catalog that is not designed to present a conglomeration of confusing facts and burdensome regulations. It is not our intention to develop a catalog that is a chore to read. The catalog that we develop will be regarded as a "recruiting tool." It is designed to be something that will attract students to Lake Land, be easily read and be physically attractive to encourage students to want read it.

ADMINISTRATIVE LOG - FEBRUARY 7, 1974

I spent most of the day formulating ideas for the Lake Land College Catalog. Although the present catalog contains the necessary information, it is organized in such a matter that it may be easy to read for professional administrators, but for students it is extremely difficult to interpret.

In addition to re-writing many of the sections of the catalog, I would also like to see more pictures added. Presently, there are twenty-two pictures in the catalog. I would like to double this number. Furthermore, if we can get action pictures of students involved in actual class situations this would be an aid in recruitment. It is my belief that the catalog when used as a recruiting device should contain current pictures that will give prospective students someone they might know to identify with. Nothing can be more advantageous than being able to show pictures of students actually working in the various programs.

Tomorrow I will meet with Jerry Fredrijon who has some ideas about the catalog.

ADMINISTRATIVE LOG - FEBRUARY 8, 1974

Today I met with Jerry Fredrijon, Director of Institutional Research at Lake Land. Mr. Fredrijon was chairman of a catalog revision committee organized by Dr. Webb. The committee was charged with totally revising the catalog and to make recommendations to Dr. Webb.

While discussing the recommendations of the committee it became apparent that the committee did not actually go through the catalog page by page and make revisions. Instead, the committee concerned itself with the philosophical matters in the catalog. These included how the catalog should be used, why it should be changed and how .

The catalog revision committee has been in existence almost one year, but they have yet to state why they do not like the present catalog.

One of my responsibilities in putting together the catalog will be to formulate specific changes that will both improve the catalog and satisfy the catalog revision committee which is not sure what it wants. This should prove to be a challenging task!

ADMINISTRATIVE LOG - FEBRUARY 11, 1974

I had a brief meeting with Dr. Webb this morning in which he inquired if I would be willing to serve as Coordinator of Information and College Publications. Mr. Allan Keith, the Present coordinator is taking a personal leave for one month. I gratefully accepted the opportunity and expressed a desire to do an excellent job.

The primary responsibilities of the Coordinator of Information and College Publications are: publishing the college catalog, publishing a weekly faculty newsletter, publishing a bi-weekly student newsletter, publishing a monthly college newsletter, publishing the President's annual report, preparing news releases, preparing feature articles on community involvement and finally to represent the college in matters of public affairs.

The remainder of the day was spent attempting to familiarize myself with the operations of the new office. In that familiarization one matter of serious concern arose. In addition to Mr. Keith leaving, I discovered that his secretary is also leaving the same day. I sincerely hope that the drastic change in personnel will not drastically change the operations of the office.

ADMINISTRATIVE LOG - FEBRUARY 12, 1974

The overwhelming majority of the day involved my continuous attempt at familiarizing myself with my new duties and responsibilities. Aside from the secretarial problem I have yet to encounter anything that I can not handle.

An additional responsibility that Mr. Admire has asked me to undertake is to work with the data processing center and develop a program that would be capable of analyzing faculty, administration, supportive staff and clerical union personnel in terms of such things as: sex ratio, salary(mean and median) type of contract(probationary or tenure), education, teaching load and cost analysis. In a meeting with Mr. Donald Stuckey, Director of Data Processing and Mrs. Alice Farmer, computer programmer, we attempted to identify how the program might be designed. After considerable discussion, it was discovered that the master payroll program contained many of the basic elements that we wanted for the new computer program. In addition, the payroll program was designed to incorporate massive data on each employee. However, much of this information was never entered and consequently, it would be theoretically possible for us to superimpose our program on the empty sections of the payroll program. This would allow us to develop a functioning program in a matter of weeks rather than months.

ADMINISTRATIVE LOG - FEBRUARY 13, 1974

To my surprise, I found myself being asked to interview an applicant for the position of secretary to the Coordinator of Information and College Publications. What is so strikingly ironic is that less than forty-eight hours ago, I had only the vaguest idea as to what the coordinator does. Now, because of Mr. Keith's absence, I am to select his new secretary! What immediately came to mind was a personnel class that I had under Dr. Walter Garland last semester. If one thing stands out about that class it has to be the serious nature that must be taken in personnel selection. Finding the right individual who is capable of preparing and performing the necessary physical tasks and one who will reflect the image of the office (essentially public relations) has got to be the most difficult task that I have encountered since I have been at Lake Land.

Although today's interview did not prove fruitful from the applicants' point of view, it did give me a first hand look at how it feels to be on the other side of the table. Tomorrow I will be conducting more interviews and have had much more time to prepare a list of those qualifications I believe necessary for selection.

Finally, perhaps from an unorthodox viewpoint, I regard the selection process as a two-way street in which the applicant not only sells himself, but the institution sells

itself. This viewpoint is consistent with the philosophy that building pride and morale starts at the first encounter with the applicant.

ADMINISTRATIVE LOG - FEBRUARY 14, 1974

I spent the entire day writing and editing material for the Student Bulletin and the Faculty Bulletin which will be printed Friday. Both bulletins will be distributed Monday morning.

The Student Bulletin is published bi-weekly and is intended to provide information to the students during the week that the student newspaper is not published.

The Faculty Bulletin is published weekly and is designed to provide official information to the faculty members.

Although I regard the information contained in the faculty bulletin as pertinent, I do have some initial reservations about its format. The Faculty Bulletin is the only publication that is printed for both faculty and administration. It is my impression that the Faculty Bulletin could expand its function of providing official information to include building greater faculty - administration relationships and greater all around morale. I would like to see the Faculty Bulletin include such material as information about faculty or administrators who have received awards for achievement. Articles on who is utilizing innovative teaching techniques would be another element to include. The Faculty Bulletin should also include some humor. I believe the Bulletin is limited only by the editor of the publication.

ADMINISTRATIVE LOG - FEBRUARY 15, 1974

It has been exactly one week now since I talked with Jerry Fredrijon about the recommendations of the catalog revision committee. Mr. Fredrijon had assured me that by this week I would receive some tangible recommendations from the committee. As of today, all I have received are generalized statements about the format of the catalog.

I am rather disturbed at the way the catalog revision committee has handled its suggestions. There has been considerable discussion by the administration with regard to the extremely poor way in which the catalog revision committee has handled its recommendations. Unfortunately, the discussion by the administration reaches much farther than the catalog. Lake Land has relatively little participation by the faculty in governance. Consequently the catalog revision committee was looked upon by the administration as a trial period in which the faculty could prove its desire to participate in governance was sincere. Apparently, the faculty made a dismal failure of its opportunity.

Although the administration is disappointed in the faculty's attempt at taking an active part in governance, I think the administration's reaction is premature. I have always felt that that students and faculty have a definite contribution to make to the governance of the institution. In this particular case,

I felt that the leadership of the committee was of poor quality and the re-designing of the catalog proved so foreign to the committee it had no idea as how to approach the problem.

ADMINISTRATIVE LOG - FEBRUARY 18, 1974

Today Mr. Orville Brown and Mrs. Jane Adair from Louis and Clark Community College visited Lake Land. Mr. Brown is the Director of Public Relations and Mrs. Adair is the Associate Director of College Publications. Their visit to Lake Land was designed to accumulate information about registration, budget procedures and college publications.

Mr. Brown, Mrs. Adair and myself discussed Lake Land's office of Information and College Publications. Since I have only been working in the office for a couple of days, I'm afraid the information I was able to give was quite limited. Nevertheless, the experience of conversing with people who are engaged in the same college function proved to be most interesting.

After spending the entire day with Mr. Brown and Mrs. Adair, I feel that I have learned more about their institution than they have learned about Lake Land. Prior to leaving they invited me to visit Louis and Clark College in the near future. I hope I will have the opportunity to take advantage of their invitation.

ADMINISTRATIVE LOG - FEBRUARY 19, 1974

I resumed working on the catalog today and spent most of the day taking pictures of students enrolled in various programs for use in the catalog. I hope we will be able to use fifty to sixty pictures in the catalog. It is my feeling that people relate to pictures of students engaged in activities more than they relate to course descriptions. Furthermore, the additional pictures will break down the rigid structure and formality associated with college catalogs. It will enhance the catalog's appeal to the students. Finally, it is my impression that college catalogs are written for governing boards, accrediting agencies, administrators and faculty members. College catalogs are never written with students in mind and I am going to attempt to change this tradition.

Next Monday I will submit some of my recommendations at the weekly Deans' meeting. It should give me an idea how sincerely interested they are in change.

ADMINISTRATIVE LOG - FEBRUARY 20, 1974

Basic machinery courses to be offered at the General Electric Lamp Plant in Mattoon was the topic of conversation today. Mr. Adams, myself and two representatives from the General Electric Lamp Plant met throughout the day to finalize the agreement for the courses.

Essentially, the courses will be open to employees of General Electric who are interested in upgrading their technical skills. The course will be offered at 7:00 p.m., Tuesdays in the General Electric plant. Perhaps the most significant factor is that tuition for the course will be paid by General Electric. It will cost employees absolutely nothing to take the course.

Although Lake Land has offered numerous courses at various industries in the area college district, this is the first course that will be paid for by the participating industry.

ADMINISTRATIVE LOG - FEBRUARY 21, 1974

The entire day was spent formulating a number of news releases and editing the Faculty Bulletin. The day proved to be rather uneventful.

I still do not have a secretary and consequently I am quite limited as to the amount of things I can get accomplished. I have interviewed a number of applicants, but I have yet to find someone that will satisfy the Dean of Business Affairs and myself. However, I will continue interviewing applicants tomorrow in the hope that I find a good secretary.

ADMINISTRATIVE LOG - FEBRUARY 22, 1974

The majority of the day was spent reviewing a Unit Cost Study Analysis for the fiscal year 1973. The study was prepared by Tim Helton, Dean of Business Affairs for presentation to the Lake Land Board of Trustees.

There are a number of things that stand out as important. First of all, the total instructional costs for Lake Land was forty-six cents for every dollar expended. The total average State instructional cost was fifty-one cents on every dollar expended. Also interesting to note is that the operational and maintenance costs for Lake Land was 5.13 on the dollar, while the State average was 5.60 on the dollar. This is despite the fact that not all of Lake Land's programs were located on campus in fiscal 1973. I would have expected Lake Land's costs to be rather high.

Finally, in comparing Lake Land with other adjoining Community Colleges, Lake Land has the second lowest total instructional costs. Illinois Eastern Community College had the lowest total instructional costs with 40.05 on the dollar and Kaskaskia Community College had the highest total instructional costs with 53.94 on the dollar.

ADMINISTRATIVE LOG - FEBRUARY 25, 1974

At the Deans' meeting this morning I presented some recommended changes for the college catalog. I had expected some reluctance on the part of the Deans since this would be the fifth year that the catalog would be printed on the same format. However, I was mistaken. When I suggested that the catalog be changed to include more pictures and more student orientation, I was met with a great deal of enthusiasm. Everyone agreed that the present catalog is not student oriented. I was given the go ahead to develop a rough design of the catalog and present it to the Deans at a later meeting.

There was one concern I expressed during the meeting. I had been aware that there was a considerable paper shortage and consequently the price of paper would increase dramatically. I believe everyone should be aware of this element so as not to restructure the catalog and then find out that the paper shortage makes the cost prohibitive. Tomorrow I will visit a number of area printers and attempt to ascertain the extent of the shortage.

ADMINISTRATIVE LOG - FEBRUARY 26, 1974

Today I visited three area printing shops. Although they were all helpful, United Graphics of Mattoon had the most up to date price information. As of today, I was told to expect an increase in paper cost ranging from twenty percent to fifty percent depending on the quality of the paper. Assuming that we retain the same grade of paper, we will experience a twenty percent price increase. However, while I expected the paper increase, I did not count on the ten percent increase in labor costs. Of course, the increase for labor would be much more significant, even though it was just ten percent. Labor represents the greatest cost for the catalog and consequently when it is increased the cost of the catalog is drastically affected.

Although I am not sure of how expensive the new catalog will be, I considered a number of possible suggestions to reduce cost. Perhaps the most significant cost cutting element is to reduce the size of type in the section entitled, "Course Descriptions." I estimate that by reducing the type Lake Land will eliminate one sixth of the paper needed for the catalog. This would just about make-up for the expected twenty percent paper price increase.

ADMINISTRATIVE LOG - FEBRUARY 27, 1974

In addition to putting out a number of news releases, I spent most of the time finalizing answers to a questionnaire from the University of Colorado. The questionnaire is part of a study undertaken by Dr. Daniel Cougar. The study is designed to measure the growth in the data processing programs at selected Community Colleges in the United States. Emphasis of the study is on three factors: instructional budget, student faculty ratios and curriculum requirements.

From a critical point of view the questionnaire is totally inadequate and consistently requests material that will not be available until the end of Spring Quarter. For example, the questionnaire inquires as to the number of students in data processing who have not secured a job compatible with their training. Needless to say, because we are still in the winter quarter it is impossible to furnish this material.

The questionnaire also asks for a detailed breakdown of the 1974-1975 data processing budget. Lake Land does not even have its entire college budget developed, let alone approved and broken down into various departments. This is surely a widely known fact and to think that a survey would ask such impossible information leads one to question the very reliability of the final survey.

ADMINISTRATIVE LOG - FEBRUARY 28, 1974

The entire day was spent completing a student-faculty survey for the Winter Quarter 1974. The survey is a quarterly project designed to give an accurate picture of the student body at Lake Land. Factors that the survey is concerned with are: credit hours produced, full time student enrollment, faculty-student ratio and costs analysis.

In addition, the survey is divided into two parts: day classes and evening classes. Although the exact purpose for the divisionⁿ is not apparent at this time I am confident that it will emerge as time progresses.

The most important aspect of the survey is that when compared to previous surveys it will help justify an increase or decrease in the development of certain academic programs. Furthermore, the survey will be invaluable in attempting to justify the need for further financial assistance.

I am estimating that the survey will take at least three days to complete because of the statistical work involved.

ADMINISTRATIVE LOG - MARCH 1, 1974

I attended a budget meeting this afternoon with the President and the Deans. The meeting was concerned with the 1974 - 1975 college budget. The budget for 1974-1975 looks extremely bleak. Given the present tuition rates and the present tax rates, Lake Land will be operating just slightly over costs. The projected revenue for 1975-1976 shows Lake Land operating in the red.

Apparently there are two alternatives Lake Land can take with regard to strengthening its budget. First, it can raise tuition rates. Secondly, it can hold a tax referendum. It is obvious that the tax referendum would be extremely hard, if not impossible to get passed. Raising tuition then, appears to be the only realistic alternative.

I did express my concern that prior to raising the tuition the administration should make the students and faculty aware of the present financial status of the institution. My suggestion appeared to be well received, however, only time will tell if it will be followed.

ADMINISTRATIVE LOG - MARCH 4, 1974

Saturday the third of March, I was asked to conduct a tour of the campus by Frank Adams, Associate Dean of Public Services. The tour of course was very interesting but what struck me the most was what I got out of it. The people who toured the campus were from this area but had never visited Lake Land. They knew the college existed but were never invited to visit the campus except for this time and it was not at Lake Land's initiative. This whole idea that there are people within the Community College district that help pay for the operation of the College but have never had the opportunity, or felt the open invitation, to visit the campus is quite disturbing. It strikes me that any good public relations office (Coordinator of Information and College Publications office) should be involved in an active attempt at getting people to visit the campus. Not only is this vital to good community support, but it also demonstrates what the college has to offer the people.

This is perhaps my most striking observation that something is wrong with the way the office of Information is operating. My personal view is that the job description is totally inadequate and that the individual employed as the

Coordinator of Information and College Publications is more interested in a political career rather than performing the vital functions that are inherent in any public relations office.

Before I leave I have been asked by Mr. Admire to record my observations about the office of Coordinator of Information and College Publications and to recommend a new job description that will truly reflect a dynamic office. I fully intend to develop one of the most dynamic offices on campus.

ADMINISTRATIVE LOG - MARCH 5, 1974

I attended the Lake Land Board of Trustees meeting this evening. This has been the second such meeting I have attended since starting the internship at Lake Land.

Although the Board of Trustees discussed numerous items by far the most important item was the fire loop system. Lake Land has been under constant criticism for a non-existent fire protection system. As of today there is only one fire hydrant located on the campus. Should a fire occur, I need not describe the results.

The fire loop system will contain a water holding tank which will offer sufficient fire protection for the college. As it presently stands, the fire loop system has been approved by the Lake Land Board of Trustees and the Illinois Community College Board. Final approval from the Illinois Board of Higher Education is expected in the near future.

ADMINISTRATIVE LOG - MARCH 6, 1974

Today was a hectic day, perhaps the most hectic day since I started at Lake Land. The President's Quarterly Newsletter came in today, exactly two weeks late. Not by the fault of anyone at Lake Land, but through the misunderstanding of one of the printing companies. Needless to say, the Newsletter had to be mailed out today. I spent the entire day helping address envelopes. We finally did manage to get it mailed out.

I did cover a Rehabilitation Workshop this morning. The workshop was sponsored by the Coles County Heart Association and the Effingham County Heart Association. The program was offered to students in the Practical Nursing program. This was the first of two workshops to be offered this week. Fifty students attended the workshop and the guest lecturers included two nurses from St. Elizabeth's Hospital in Danville. My responsibility was to gather information and to take pictures for a news release.

Incidentally, this is the first time that photographic coverage has been conducted through the office of Information. Previous to this the Director of Audio-Visual Services was required to take pictures. In my opinion this practice was

both economically and professionally unjustified. I hope when I leave the various initiatives I have undertaken will continue to be carried out and the office will not revert to the previous policy.

ADMINISTRATIVE LOG - MARCH 7, 1974

What struck me as I sat down to write this log was the remarkably rapid rate that this semester is passing by. What also is interesting is that I regard Lake Land as not an internship but an actual job situation. I find myself showing visitors to the campus what Lake Land has to offer. It essentially is a feeling of "esprit de corps" a pride in the organization and a feeling of contributing to the organization. But this is not to imply that loyalty is blind to stagnation. Having always believed in the necessity for social change I have no intention of ever abandoning the activist role.

The day involved mostly conducting tours through the campus and writing press releases. I covered a workshop sponsored by the Coles County Mental Health Clinic. It was intended to familiarize students enrolled in the Practical Nursing program with the services that are offered at various mental health clinics. It proved to be an interesting affair not only from the position of Acting Coordinator of Information and College Publications but also from a personal viewpoint.

ADMINISTRATIVE LOG - MARCH 8, 1974

I worked on the college catalog most of the day. I expect to have all the material in typed form by Monday. There still remains a great deal of organizing and proof reading to be done. I spent this morning reminding each Dean who had not submitted his material that I wanted the material by Monday, so I would have time to prepare it before bidding on the catalog opens March 19.

This afternoon I met with Mr. Admire to discuss the catalog and how it is progressing. I informed him that assuming everyone submits his material by Monday, I would have the catalog completely assembled within the week. In addition, I also reminded Mr. Admire that he has yet to submit his material for the catalog. He assured me I would have it by Monday.

ADMINISTRATIVE LOG - MARCH 11, 1974

I received all the material that I had requested on the college catalog from the Deans this morning. I have a feeling that they would have liked more time to compile the information or so they led me to believe. In reality, I have the feeling they would have continued putting me off until I came around and requested that it be submitted. As it stands, I believe the extra nudge to get the material turned in will enable me to have a few more days for corrections should there be errors.

Dr. Webb stopped by this afternoon to let me know that he was very pleased with the way the catalog was coming. He mentioned that next year they are considering going to a two year catalog. He asked me to make some suggestions as to how and when to begin working on next year's catalog. I suggested that the catalog not be a project conducted over two or three months, but a continuous project throughout the year. This is perhaps the most significant recommendation that can be made.

ADMINISTRATIVE LOG - MARCH 12, 1974

I spent a great deal of time today talking to L. K. Voris, Dean of the Evening College. We discussed a number of things about the services offered at various extension centers. What emerged was one of the most interesting courses Lake Land offers at the Vandalia Penal Farm. The evening college offers a Building Maintenance Certificate program for inmates. The program is offered every quarter and enrolls approximately twenty-five inmates each quarter.

What is most interesting is the remarkable success inmates who have taken the program have in finding work after they are released. Mr. Voris said that ninety-five percent of the inmates who take the program find work in the building maintenance field. In addition, many inmates once released continue to take courses from area junior colleges. Surely this has to be one of the most rewarding programs the college has to offer.

ADMINISTRATIVE LOG - MARCH 13, 1974

The quarterly administration - faculty meeting was held this morning in the student union. There were approximately fifty faculty members at the meeting including the representative from the faculty bargaining organization. The meeting was rather low keyed and the most significant issue arose when a faculty member complained that the budget for supplies was going to be reduced next year. Dr. Webb emphasized that although the supply budget would be reduced the budget for personnel would be increased.

In essence, Dr. Webb was saying we are cutting the supply budget so you will be able to get your raise. Needless to say, the matter was dropped rather abruptly.

I was greatly impressed with the manner in which the faculty - administration meeting was held. In no way did the administration attempt to control the meeting. In my opinion, it was conducted in an open and frank manner as it should be conducted.

ADMINISTRATIVE LOG - MARCH 14, 1974

I spent a great deal of the day working on the catalog. In addition, I also reviewed a projected enrollment for the 1974-1975 academic year.

The survey revealed a number of interesting points. For example, the survey shows Lake Land's enrollment leveling off in 1975 to 2,940 students. This represents a very slight increase over the year. The survey also shows the Evening College enrollment 340 students less than the day enrollment projection. However, here is a significant error. This year the Evening College has enrolled 1,442 students and the day enrollment is 1,458. Thus, the prediction of 300 less evening students appears to be very much in error.

I believe the increased enrollment in evening classes is due to a very intense effort by Mr. Voris to develop numerous extension centers throughout the college district. I believe that with increased extension centers come increased awareness of what the college has to offer. If I was to make a prediction it would be that every Evening College enrollment will surpass day class enrollment in the 1974-1975 academic year.

ADMINISTRATIVE LOG - MARCH 15, 1974

Since Mr. Keith's return to his position of Coordinator of Information and College Publications I have been able to branch out to other of Community College administration. In a conference today with Frank Adams, Associate Dean of Public Services, I expressed my desire to work out of his office for the remainder of the month. In addition I will also continue working with Neil Admire.

There are two primary tasks I will have while working with Frank Adams. First, I will be responsible for designing the Summer Class schedule for the Evening College. This responsibility comes to me from my experience in putting the Lake Land College catalog together. My second responsibility will be to accumulate data and prepare requests for monetary grants relating to Public Services.

My desire to work in the area of Community Education and Public Services stems from personal observation that these two areas are going to experience the greatest amount of growth in the near future. Furthermore, because of their relative recent development they are not bound by tradition. Consequently various innovative methods of instruction can be worked with. Finally, it is my firm belief that education

has for too long ignored the adult population. We have systematically excluded the largest segment of our society from continuing education. With the ever increasing amount of leisure time on our hands I believe Community Education and Public Services will make the greatest effort at meeting the needs of an ever changing society.

ADMINISTRATIVE LOG - MARCH 18, 1974

Today I presented the 1974-'75 Lake Land College Catalog to the President and Deans at the weekly Deans' meeting. Fortunately the catalog was very well received and it appears that we have created a catalog that is written for students and not for governing boards.

I had given serious thought to how I would present the catalog. Had I gone in with the attitude that if the Deans were not satisfied they could change anything I have a feeling that a "Pandora's Box" would open and everyone would want to make some change. Instead, although I fully recognize that the Deans do have the power to make changes, I went in and presented the catalog in generalities and did not get into specifics. It was my feeling that if the Deans wanted to make changes they had the opportunity at earlier dates.

After the meeting I received numerous compliments on my presentation and how the catalog looked. I am thoroughly convinced that I handled the matter in the appropriate way. This was also conveyed to me at a later time by Mr. Admire.

All that remains to be done on the catalog is for bidding to be completed and the material submitted to the

publisher.

The catalog has truly been the most demanding responsibility delegated to me, since I knew nothing of organizing college catalogs to begin with. However, now I can say I do!

ADMINISTRATIVE LOG - MARCH 19, 1974

Bidding for the catalog opened today. I've had two calls from area publishers already and I expect more as the week passes.

After a rather exhaustive day yesterday I decided to use today to catch up on some of the surveys I have been asked to complete.

I submitted a finalized copy of a student - faculty costs ratio analysis that I had been working on for the past week. In addition, I continued working on the format for the Clay County hearing on April second. My concern today was to develop an argument to show why the North townships of Clay County should be annexed to Illinois Eastern Community College. Although this may sound self defeating in reality it is the only way that we have to assure that we will be prepared for every conceivable argument. The Devil's advocate role in this case is a vital necessity if we are to be completely prepared.

ADMINISTRATIVE LOG - MARCH 20, 1974

Wednesday was spent writing news releases and preparing the student and faculty bulletins for printing.

Preparing the student and faculty bulletin essentially includes editing material that has been submitted and digging up information that has been excluded from the initial publication request.

Since I have assumed the position of Acting Coordinator of Information and College Publications, I have been taking the pictures for the news releases. Previously, Joe Gary, the Director of Audio-Visual Services had been doing the photography. It is my observation that to tie up the Director of Audio-Visual Services taking public relations pictures is both counter-productive and extremely inefficient not to mention expensive.

ADMINISTRATIVE LOG - MARCH 21, 1974

Formulating budgets has always been particularly interesting to me. Today I spent my time doing just that.

The budget we are dealing with was that of the Learning Resource Center. The center is recorded as receiving one centralized budget even though it houses both the Library and the Learning Resource Center(Audio-Visual Services.) In reality, that single centralized budget is divided between the two services it renders. The purpose of today's meeting was to arrive at a reasonable budget for the 1974-1975 academic year.

The first stage of budget determination involved familiarizing myself with the Learning Resource Center 1972-1973 and 1973-1974 line item budgets. After this was accomplished, I met with Neil Admire and we discussed the strategy we wished to employ while talking with Chuck Kauderer and Joe Gary, Directors of the Library and the Audio-Visual Services, respectfully.

Mr. Admire pointed out that this year we wanted to set a target budget of 113,000 dollars for the 1974-1975 Learning Resources Center budget. This is 1,000 dollars less than last year's budget, but is a minor reduction when one considers that other budgets will be cut by ten percent.

In the afternoon meeting with Mr. Admire, Chuck Kauderer, Joe Gary and myself, it became apparent that neither the Library

nor Audio-Visual Services were willing to make any sacrifices in their budget. Thus it became the job of Mr. Admire and I to get Mr. Kauderer and Mr. Gary to identify their priorities and make some material sacrifice with regard to next year's budget.

After what I would consider to be a rather intense session, Mr. Kauderer and Mr. Gary did formulate a list of priorities and did agree to meet together and discuss how they can arrive at a 113,000 dollar budget without adversely affecting the operation of the Learning Resource Center.

ADMINISTRATIVE LOG - MARCH 22, 1974

Today Neil Admire and I spent the day in Clay County talking with the citizens about the April 2nd hearing. We met with three individuals who were primarily responsible for the petition that was filed with the Illinois Community College Board, and consequently established the hearing.

Under the law all areas not in a community college district by January 1, 1974 would be assigned to a community college district by the Illinois Community College Board. If the citizens of the area do not wish to be assigned to that community college district they may file a petition with the Illinois Community College Board requesting a hearing on the assignment. Following the hearing, if the citizens are still not satisfied with the decision they can call for a referendum and vote out the district. However, they are not part of any community college district and consequently the "charge-back" costs incurred by the area will be directly charged to the educational fund of the local high school district. Furthermore, the people are unable to increase the tax rate for their educational fund. Needless to say, it is obvious why the People must act quickly to join a community college district. Of course, this is a simplified explanation of a very complicated law but it will enable the reader to understand the background and importance of the hearings.

ADMINISTRATIVE LOG - MARCH 25, 1974

With the date for the various annexation hearings rapidly approaching I spent the entire day formulating strategy that we will use at the hearings and compiling information that will obviously be discussed at the hearings. We have four annexation hearings scheduled in the first week of April. April second will involve the North townships of Clay County which are in the process of attempting to petition out of the Illinois Eastern Community College district to which they have been assigned by the Illinois Community College Board. On April third the city of Paris and the Hume Brocton (Shiloh Community Unit District) area will conduct hearings to attempt to be re-assigned from Lake Land Community College District 517 to Danville Community College District 507. Scheduled for an early date in April is the Vandalia hearing. However the exact date has yet to be established.

From a practical standpoint Lake Land is going all out to insure that it wins the annexation of these various areas. From the philosophical standpoint Lake Land contends that its educational program can best suit the needs of these areas. Although this may be true it is obvious that of primary concern is increased student population and increased tax

revenues. However, this is not to express a criticism of Lake Land. The pragmatic viewpoint demands the continuation of the institution and this is but one method to insure that continuation. If there is a criticism to be waged it is surely directed at the Illinois Community College Board for encouraging this type of competition.

Because of the importance of these hearings I will return to Lake Land tonight to work with Mr. Admire in formulating strategy and gathering information.

ADMINISTRATIVE LOG - MARCH 26, 1974

My efforts today were spent gathering data for the Clay County hearing. I attempted to identify all the students in the Clay County area who attend Lake Land. Because the students reside outside the college district they are known as "charge - back" students. The importance of this is to show where students of the North townships of Clay County prefer to attend college.

In addition I talked with the County Clerk of Richland County and attempted to secure the 1973 tax rates for Illinois Eastern Community College. Its tax rate is .363 per \$100 assessed valuation. This will obviously play a major role in determining where people of North Clay County wish to attend college. Few things affect people more, and consequently cause them to rise up in anger, than pocket book issues.

This evening I obtained a "Seven County Junior College Study" by Dr. Robert V. Shuff of the Department of Educational Administration and Supervision at Eastern Illinois University. The survey examined the possibility of establishing a Community College in the Effingham area. The importance of this study is that even up to last year the people of North Clay County believed that a Community College would eventually

be established in Effingham. Therefore, they elected to remain out of a Community College district until they were finally assigned to the Illinois Eastern Community College district. This will obviously be a factor to consider during the April second hearing.

ADMINISTRATIVE LOG - MARCH 27, 1974

Neil and I went down to Clay County today. We met with various individuals who were primarily responsible for the April second hearing. It was not our intention to visit Clay County today. However, we became aware of a letter addressed to the citizens of the area from the President of Illinois Eastern Community College. The letter was the traditional "welcome to our district ... here's what we have to offer ..." letter. Nevertheless, it did contain some material with regard to programs available, tax rates and charge - back rates that left the reader in some confusion. For us it was best to meet with the leadership in the North portion of Clay County and attempt to clarify our position. I have a feeling that if we had not gone down there sufficient confusion would have developed that would ultimately destroyed the initiative for the hearing.

While we were in Clay County we wanted to impress upon the people how important it is for them to organize a sufficient number of people who would be willing to testify on behalf of Lake Land College. Also we had to inform them that even if they did not want to testify it still was important that they show up for the hearing.

Tomorrow we will conduct a rehearsal of the hearing with

those willing to testify. It is vital that they be aware of the types of questions that will be asked so that they will as relaxed and prepared for the questions as much as possible.

ADMINISTRATIVE LOG - MARCH 28, 1974

Eighteen people showed up for the rehearsal hearing. Fourteen more than I expected! There were three objectives that we wanted to accomplish this evening. First, we wanted to reaffirm to the people that they solicited our help. In no way did we coerce them into the hearing. It is our position that the people who are going to be affected by the annexation have the right to determine what is in their best interest.

Our second objective was to listen to what the people had to say about the annexation and then organize the group in such a manner so as to insure that all the items mentioned by the people are covered. Some of the points mentioned by the people were: educational welfare of the children, tax rates, milage to the various campuses and programs available to the area residents.

Our third objective was to relax the people and inform them as to the procedure of the hearing and the types of questions that may be asked of them. If the people are not aware of what is going to occur they may become confused once the hearing commences.

After the meeting both Neil and I were pleased with the way things went. For us the homework is done and the foundation

is laid. It is now entirely up to the citizens of North Clay County to show cause to the Illinois Community College Board why they should be removed from the Illinois Eastern Community College district and reassigned to the Lake Land Community College district. Tuesday, April second is the day we will find out if we did our homework.

ADMINISTRATIVE LOG - MARCH 29, 1974

After a lengthy and rather exhaustive meeting last night little occurred today.

I met this morning with Chuck Kauderer, the Director of the Library. He is primarily responsible for the organization of the Community Consortium for Cultural Affairs. I had promised Frank Adams, Associate Dean for Public Services, that I would write an extensive press release on the Community Consortium.

Essentially, the Community Consortium for Cultural Affairs is an organization of eighteen public libraries and the coordination of Lake Land College, which have banded together to offer cultural activities throughout the East Central Illinois area. It is the feeling of the Community Consortium libraries that the combined efforts of all eighteen libraries can produce a much better organized and extensive cultural activities program. Funding for the Community Consortium is provided by a State grant obtained through the office of Public Services at Lake Land.

I looked upon the Community Consortium as a major breakthrough for this area. Too often small towns are ignored when it comes to cultural activities. The purpose of the Consortium is to rectify this situation.

ADMINISTRATIVE LOG - April 1, 1974

As we are preparing for the Clay County hear tomorrow I would like to record some critical observations that I have made.

I cannot over-emphasize my dis-satisfaction with the Illinois Community College Board and the manner in which they have handled assignments of territory. Of course, my dis-satisfaction is also directed at the Illinois General Assembly for passing the law.

The criticism is strong because these two groups have formulated a law that essentially pits community colleges against each other in the quest for annexation and ultimately, tax revenue. It is appalling when institutions of higher education must divert their energies from providing excellent education for students to grappling with sister institutions for territory.

Today we are in competition with Illinois Eastern Community College, tomorrow with Danville Community College and later in the month with Kaskaskia Community College. How are schools to maintain the image of an institution of higher education and consequently the image of good public relations when we are forced to battle with one another.

ADMINISTRATIVE LOG - APRIL 2, 1974

Today was the day of the Clay County hearing. This evening when we left for Clay County I was somewhat apprehensive about how citizens would turn out for the hearing. Although I felt we had prepared the people sufficiently to be aware of what was taking place, nevertheless, last minute changes of heart do take place. However, I recognized that the matter was now out of our hands and in the hands of the Clay County citizens.

When the hearing started I was amazed at the number of people who turned out for the hearing. Sixty-eight people appeared at the hearing. And what was most amazing was that not one person testified in favor of assignment to Illinois Eastern Community College. Of the sixty-eight people who turned out, forty-eight testified in favor of being assigned to Lake Land. The twenty who did not testify expressed a preference for Lake Land, but did not wish to enter into formal testimony.

Far and above the actual hearing, the most interesting aspect from a learning standpoint was working with the people of Clay County. The pain-taking work of providing information about Lake Land truly paid-off. This perhaps, highlights my internship at Lake Land.

ADMINISTRATIVE LOG - APRIL 3, 1974

After the rather amazing hearing last night, President Webb asked me to attend two annexation hearings today. The first hearing was in the Hume-Brocton area (Shiloh Community Unit) The second hearing was for the annexation of the city of Paris (district #95).

The Hume-Brocton hearing was essentially a lost cause for Lake Land. People in the area attempted to convince the Illinois Community College Board that they should not be assigned to any community college district. If they were not placed on an independent status they would petition out of their assigned community college district by the "back door referendum" which is provided for under the law.

It is very understandable why Hume-Brocton wants to be independent. As of today so few students attend a community college that it is actually cheaper for the community unit district to pay the "charge-back" out of the educational fund than to levy an additional community college property tax of between eighteen and nineteen cents per one hundred dollar assessed valuation.

Paris is a different situation. They are surrounded by Crestwood which has been assigned to Lake Land. The people of Paris expressed in a referendum not to be assigned to Danville.

However, the local school board wants to be assigned to Danville. The hearing is to determine where Paris will finally be assigned.

The Paris hearing lasted from 7:00 to 11:00 p.m. ,with the school board attorney presenting his case to the hearing officer from 7:00 to 10:45 p.m. In fifteen minutes we presented our case. I have a feeling that we were not adequately prepared and consequently may lose Paris. However, it is still too early to tell.

ADMINISTRATIVE LOG - APRIL 4, 1974

With the College Board of Trustees election coming up on April 13, I spent the entire day delivering ballots to the various school districts within the college district.

Although this was somewhat less than an eventful day, nevertheless, the opportunity to actually visit the territory that makes up the college district was interesting. It is hard to imagine the different social, geographic and economic conditions without actually visiting the areas.

After visiting some of the areas, I can truly picture how much the community college movement has benefited the residents. The entire concept of providing two years of higher education at a minimal cost to the student and enabling students to commute from school to home in order to reduce costs and in many cases work on the farm has been a tremendous benefit to the people of the area.

ADMINISTRATIVE LOG - APRIL 5, 1974

It is the policy of the Illinois Board of Higher Education to require all the institutions under its jurisdiction to submit a yearly report on the utilization of classroom space. For this reason, Mr. Admire, Mr. Strohl, Superintendent of Buildings and Grounds and I met to discuss the space utilization survey. It was decided that I would be responsible for identifying the number of students in each classroom on a half-hour basis. Mr. Strohl was to provide the exact square footage of each classroom. Mr. Admire was to classify each classroom according to the code submitted by the Illinois Board of Higher Education.

This project is certainly going to be one of the most lengthy that I have worked on. We have set a target completion date of the first of May. Following the meeting I immediately began to work on the space utilization survey.

ADMINISTRATIVE LOG - APRIL 8, 1974

M and D printers from Peoria, Illinois have been awarded the contract to publish the Lake Land College Catalog. Their bid of 4,690 was the lowest. Other bids submitted ranged from 6,000 to 12,800.

In deciding to award the contract to M and D printers, a number of factors were considered. Up to this time, Lake Land has had no formal contractual relationship with M and D printers. Consequently, a rather extensive investigation into their printing techniques was conducted. I talked to a number of institutions that employed M and D and received nothing but the highest praise for their work. In addition to the bid and printing techniques, the attitude of the printer is extremely important. In my discussion with M and D references, I was assured that they were a reliable and dedicated organization.

Finally, I wish to mention that the cost for the catalog came to only \$142.00 more than last year's catalog. This is amazing since we are using a full page color centerfold of the college campus. Once again, I think this re-affirms the need for all college publications to go through the process of bidding. One really wonders how much money we might have saved in the past.

ADMINISTRATIVE LOG - APRIL 9, 1974

I spent the entire day working on the space utilization survey. This survey, which is required by the Illinois Board of Higher Education, will attempt to give us an accurate picture of our utilization of classroom space. Although it is still too early to make an analysis, nevertheless, there appears to be a trend developing that shows space utilization practically non-existent after three o'clock. The significance of this non-utilization is much more important than one may initially realize. With the ever present financial difficulties institutions of Higher Education are experiencing, one would seriously question erecting additional buildings when the present buildings are only utilized for five hours a day. Perhaps this survey will give us such an objective and critical picture of our present operation that we may be able to make some significant changes.

ADMINISTRATIVE LOG - APRIL 10, 1974

M and D printers picked up the catalog today. At this point there appears to be no difficulty in the catalog's printing. Most College catalogs are submitted to the printer in various stages of completion. This method often causes numerous corrections and revisions. However, it was my intention to submit to the printer a catalog complete in all facets of its contents. It is my observation that this method will not only expedite matters but will give us greater control over the printer should anything go wrong.

We should be receiving the proofs of the catalog from the printer within ten days. At that time we will make a rather exhaustive comparison between the material we submitted and the proofs that have been returned.

ADMINISTRATIVE LOG - APRIL 11, 1974

Clem Phipps, a member of the Lake Land College Board of Trustees since its inception, will not be seeking re-election in the April thirteenth election. In honor of his dedication and service to Lake Land the College will sponsor a "Clem Phipps Recognition Dinner" on April nineteenth. In view of this event I spent the entire day with Tim Helton, Dean of Business Services, preparing for the banquet.

ADMINISTRATIVE LOG - APRIL 16, 1974

Today was spent picking up the ballots from the April thirteenth Board of Trustees election that I had delivered on April fourth. After I completed picking up the ballots they had to be canvassed prior to the meeting of the new Board of Trustees this evening.

Although this was an uncontested election, nevertheless, it was interesting to get a first hand account of how elections are conducted.

The election of April thirteenth witnessed Mr. Floyd Curl of Neoga being re-elected and Mr. Genr Bauer of Mattoon being newly elected.

ADMINISTRATIVE LOG - APRIL 17, 1974

I met with President Webb and Neil Admire this morning. Dr. Webb informed me that there is a hearing coming up on May ninth concerning the annexation of the Vandalia Community Unit District 203. Dr. Webb asked me to work with Mr. Admire in preparing for the hearing.

At this point in time Vandalia has been assigned to the Kaskaskia Community College district 501. The assignment was made by the Illinois Community College Board after the staff of the Board had recommended that Vandalia be assigned to the Lake Land district. Under Senate Bill 1188 the residents of the area have a right to call for a public hearing to express agreement or disagreement with the Illinois Community College Board's decision. There apparently is some sentiment among the residents that the Vandalia area should be re-assigned to the Lake Land district 517.

It is our job to assist with providing information to the people of the area in order to help them arrive at a decision that will be in the best educational interest of their children. This will undoubtedly be the most extensive and demanding hearing in which Lake Land will ever be involved.

ADMINISTRATIVE LOG - APRIL 18, 1974

I attempted to identify, today, what material would be needed and what course of action we should take with regard to the Vandalia annexation.

Our plan of action will be quite similar to that taken in the Clay County hearing. Essentially, we will rely upon the people's determination to decide what district they wish to be annexed to. However, we will provide information such as names of students attending Lake Land from Vandalia to the leadership of the citizens committee favoring Lake Land. Of course this is the exact policy being followed by Kaskaskia Community College.

We have two major factors in our favor to show why Vandalia should be annexed to Lake Land. First, we have thirty - nine academic programs to offer the citizens of Vandalia. This is opposed to the thirty programs that Kaskaskia has to offer. Secondly, our tax rate is one half that of Kaskaskia. Lake Land's tax rate is .1873 per hundred dollars assessed valuation while Kaskaskia's tax rate is .320 per hundred dollars assessed valuation.

Although ideally we are not attempting to compete with Kaskaskia for the Vandalia territory, nevertheless, because

of the nature of the annexation the residents of Vandalia are faced with choosing between the two institutions.

ADMINISTRATIVE LOG - APRIL 19, 1974

The banquet for Clem Phipps is to be held later on this evening. I spent a considerable amount of time at the Sheraton Inn assuring that all preparations for the banquet are made on time.

The remainder of the day was spent in a meeting with L.K. Voris, Dean of the Evening College, Tim Helton, Dean of Business Services, and Neil Admire. The meeting centered on the Vandalia annexation hearing. It was decided that all four of us would go to Vandalia for two days at the end of April. Apparently there is a growing sentiment that Vandalia will be assigned to the Kaskaskia Community College district. This sentiment emerges because one of the staunch supporters of Lake Land was called by a representative of Kaskaskia and asked to testify in behalf of Kaskaskia. Thus it appears that Kaskaskia is going to make an all out effort for the Vandalia territory. We will not let that effort go unchallenged.

ADMINISTRATIVE LOG - APRIL 22, 1974

I met today with Bob Strohl, Superintendent of Buildings and Grounds, and Neil Admire. The purpose of the meeting was to discuss the progress of the space utilization survey. At this point we have been working on the survey two weeks but are only one - third finished. What is proving to be so difficult is that the survey requests the number of students in each room every half hour. Consequently the time involved in identifying the number of students and recording the information is extremely time consuming.

We decided at the meeting that we would devote all our time to completing the survey by the first of May. Although this is our course of action, I have serious doubts that we will be able to devote our time to the survey. I have a feeling the Vandalia annexation will soon receive top priority.

ADMINISTRATIVE LOG - APRIL 23, 1974

The budget for the Learning Resource Center was the prime concern today. Mr. Kauderer, Mr Gary, Mr. Admire and myself spent most of the day finalizing the budget.

The Learning Resource Center's budget for the fiscal year 1974 will be 118,177 dollars. Last year the budget was 114,000 dollars. Although this appears to be an increase in the budget, in reality, it is actually less than what was being spent last year. The new budget reflects the addition of one secretary which had previously been paid from another campus office. In reality, the 1974 budget reflects approximately a 2,540 dollar decrease compared to the 1973 fiscal budget.

What appeared to be the most significant aspect of the discussion today was the reluctancy by the Director of the Library to accept the budget. It is obvious that not everyone can be satisfied with their allocation, but to resort to threats of withholding services serves no constructive purpose. Such tactics merely reflect upon the individual rather than upon the position the individual holds.

ADMINISTRATIVE LOG - APRIL 24, 1974

I met with President Webb and Neil Admire this morning. We discussed the Vandalia annexation very thoroughly. There has been some disagreement as to what our policy should be in Vandalia. Mr. Admire has advocated an activist role. He believes that we should go all out attempting to contact people in the area and convince them to testify on behalf of Lake Land. On the other hand, Dr. Webb feels we should approach the matter in much more conservative terms. Dr. Webb feels that too much confrontation in Vandalia would breed hard feelings among the residents of the area.

I would agree with Mr. Admire in the Vandalia annexation matter. Although there would definitely be a possibility of creating some hard feelings in Vandalia, I feel we can build community relations at a later date. Losing Vandalia now would make the question of community relations moot. Vandalia means too much to Lake Land in terms of potential students. As a consequence we must take a very active role in assuring that Vandalia becomes part of the Lake Land district.

ADMINISTRATIVE LOG - APRIL 25, 1974

Today we were given the full go-ahead on the Vandalia annexation. However, we were instructed that we would not commit Lake Land to establishing a day time extension center in Vandalia. It should also be pointed out that one of Lake Land's biggest problems with the Vandalia annexation is that Kaskaskia has an agreement with Greenville College to provide day classes in the Vandalia area. This restriction may prove to be the most significant factor in the annexation issue.

This afternoon was spent trying to identify all the students who are enrolled or who have ever been enrolled at Lake Land from Vandalia. I also started making a comparative list of courses offered at Kaskaskia and at Lake Land. In addition, I contacted the Fayette County Clerk to identify the Kaskaskia Community College tax rate and the Vandalia Community Unit 203 junior college tax rate for "charge-backs". It is one of our objectives to show that belonging to the Lake Land district will make a considerable difference in tax savings.

ADMINISTRATIVE LOG - APRIL 26, 1974

Neil Admire, Tim Helton, L.K. Voris and I will be going to Vandalia Monday. Today I spent time working on a fact sheet that would give us an instant comparison of Kaskaskia Community College and Lake Land Community College.. As we visit a number of people in Vandalia we will attempt to point out the differences between the two institutions.

This afternoon the four of us met with President Webb to receive last minute instructions. We were advised that under no circumstances could we offer day courses in Vandalia. However, if Vandalia is placed in our territory, we would offer an extensive selection of courses in the evening.

ADMINISTRATIVE LOG - APRIL 29, 1974

Today was our first day in Vandalia. Each of us was to perform a different function. Mr. Admire would talk to the members of the Vandalia school board. Mr. Helton would meet with the presidents of the three banks in Vandalia. Mr. Voris would attempt to identify large land owners in Vandalia. My responsibility was to visit Greenville College and find out as much information about the Kaskaskia - Greenville agreement as possible.

Essentially, the Kaskaskia - Greenville agreement amounts to an attendance center for Kaskaskia. Under the agreement students may enroll at Kaskaskia Community College but take all their courses at Greenville College. Kaskaskia has agreed to pay fifty - five dollars per semester hour to Greenville for each student enrolled under the agreement.

I spent the entire day at Greenville College and came away very impressed with the Kaskaskia - Greenville agreement. It truly reflects a growing trend in the Collegiate Common Market concept.

ADMINISTRATIVE LOG - APRIL 30, 1974

Our second day in Vandalia was spent talking with various people about Lake Land and the May ninth hering. This afternoon I visited the Vandalia Penal Farm and talked with Bob Moyer the warden of the institution. I inquired if he would testify on behalf of Lake Land and state that we have offered an extensive program of courses to the inmates. He agreed to do so provided he does not receive any instructions from the State Board of Corrections prohibiting him from testifing.

As it stands now, the Vandalia area will probably remain assigned to Kaskaskia Community College. I have seen no organized support for Lake Land. However, this is not because support does not exist but because it has not been cultivated by the leadership of the citizens favoring Lake Land. I think the Illinois Community College Board will leave Vandalia assigned to Kaskaskia. However, the people will call for a referendum and vote out of the district in November. Then they will probably circulate a two - thirds petition and get the necessary signitures to be assigned to Lake Land. A long process but in the end worth it.

EVALUATION

The internship at Lake Land Community College was perhaps the most interesting and beneficial experience of my academic career. I had the distinct opportunity to work with Dr. Robert Webb, President of Lake Land, Mr. Neil Admire, Assistant to the President and numerous Academic Deans.

If one is to identify the single most important facet of the internship it would certainly be the opportunity to apply the theoretical knowledge gained in the classroom to the realistic problems facing the community college. I have firmly believed that by being well-versed in the theoretical framework of education one becomes extremely capable of adjusting this theoretical basis to the practical situations that occur.

Interning at Lake Land gave me the opportunity to participate in the administrative functions of the college. I had the distinct opportunity to be included in virtually every major decision-making process. I attribute this factor to the dedicated personnel at Lake Land who accepted me not as an intern, but as one of their peers.

Extensive material is contained in the field study that is not contained in this report. The material may be inspected in the Department of Education Administration and Supervision at Eastern Illinois University, Charleston, Illinois.