

# Staff

# BULLETIN

California State Polytechnic College

Volume 16, Number 7

San Luis Obispo Campus

November 2, 1965

## CAMPUS CONSTRUCTION ACTIVITY WILL CONTINUE FOR SEVERAL MONTHS

Construction activity on campus, which has caused some inconvenience to traffic on the upper portion of North Perimeter Road the past two weeks, is here to stay as far as the immediate future is concerned. Building Coordinator Douglas Gerard said last week the North Perimeter Road project and others scheduled to begin in the next few months will cause definite changes in the pattern of campus activity before they are completed sometime in 1967.

In addition to remodeling of the Business Administration and Education Building, which began last summer and should be completed by Feb. 1, and a major site development project, which includes the present work on steam lines on North Perimeter Road, other projects scheduled to begin soon include construction of a new Beef Breeding Unit, construction of a new Swimming Pool, remodeling of Engineering East, construction of the new Biological Sciences Building, construction of the College Union, and relocation of the Ornamental Horticulture Unit.

Other projects currently in the planning stage and scheduled to begin during the 1966-67 academic year include an Engineering-Mathematics Building and the first phase of the new residence hall complex.

The Site Development project consists of several parts, among the completion of electrical underground high voltage loops, installation of steam lines, rebuilding of North Perimeter Road between the Agriculture and Administration Buildings, installation of a boiler in the campus steam plant, and extension of the agricultural irrigation system. Total cost of the project, which will be completed next summer, will be \$350,000.

Construction of the Beef Breeding Unit in the area directly north of the meat laboratory began last week. The new unit will cost \$100,000 and is scheduled for completion also during the summer. To be under way in the next few weeks is the Engineering East remodeling job. Expected to cost \$80,000, this project involves remodeling of some of the laboratories and completes the original design intent for the building.

Three other projects, the Swimming Pool, Biological Sciences Building, and the College Union, are all expected to begin next spring. The sciences building, located in the area near the Agriculture and present Science Building, will cost nearly \$2,000,000 and will practically eliminate the present student parking lot in that area. It is scheduled for completion in 1967. The College Union, expected to cost \$3,500,000 and planned for completion also in 1967, will be located between the College Dining Hall and Administration Building and will eliminate the parking lot in that area. Located behind the Men's Gymnasium, the Swimming Pool is expected to cost some \$250,000 and will take about 12 months to complete.



### KENYAN LEGISLATORS CONCLUDE CAMPUS VISIT TODAY

Five dignitaries, all members of Parliament from the Republic of Kenya, will conclude a two-day visit of the San Luis Obispo Campus late today (Tues., Nov. 2). In addition to their tour of the campus and visits with various members of the college administrative staff, the Kenyan legislators also met with members of the City of San Luis Obispo's City Council, according to Warren T. Smith, dean of agriculture, who was in charge of arrangements for their visit.

Members of the touring party are the Hon. Justin Kaptingei Arap Tuwei; the Hon. Gerald Nathaniel Kalys, senior senator and deputy leader of government business; the Hon. Japhet Zakaria Kase, also a member of the Teacher's Union and the Kenya Central Road Authority, and secretary to the Tana River Methodist Youth; the Hon. Elijah Omolo Agar, also a member of the Teacher's Union, the student Christian Movement, and the Federation of Labour and Cooperative Society (farmers); and the Hon. Mahamed Noor Hushein.

Their stay in San Luis Obispo is part of a six-week-long tour of the U.S. arranged for them by the Agency for International Development (AID) of the U. S. Department of State. They arrived in town yesterday (Mon., Nov. 1) and were greeted by William M. Kirkpatrick, campus AID coordinator and a member of the Agricultural Engineering Department faculty. In the afternoon they met with Harold P. Hayes, dean of engineering, and were dinner guests of the City Council and various members of San Luis Obispo's administrative staff prior to attending the regular meeting of the council in its City Hall Chambers last night.

This (Tues., Nov. 2) morning, J. Cordner Gibson, assistant dean of agriculture, was to conduct a tour of the campus for the Kenyan group. At noon, they, along with six students from Kenya currently enrolled in classes here, were to be guests of college administrators at a luncheon on campus.

### FACULTY SUPPLEMENTARY INCOME STUDY

A memorandum received last week from Dr. Raymond A. Rydell, executive vice chancellor of the California State Colleges, asked the following information regarding the forthcoming faculty supplementary income study be included in this issue of Staff Bulletin:

"Senate Concurrent Resolution No. 51 -- relative to academic salaries and welfare benefits -- directs the Coordinating Council to undertake a study of University of California and State College faculty supplementary income. After a careful consideration of the nature of the data requested, representatives from the State Colleges, Coordinating Council, and the University of California agreed that, in order to protect the anonymity of the faculty participants and the security of the data collected, the most effective way to handle this request would be to have the study done by an outside firm.

"Systems Development Corporation was selected from a number of firms who submitted bids for the project. This firm will select a sample of the full-time faculty currently employed, mail to those selected faculty a short questionnaire, handle returns of questionnaires, assemble the data, and provide each segment with the necessary tables for analysis. The anonymity of all faculty for the sample is thus guaranteed. At the conclusion of the study, all questionnaires will be destroyed. Only the statistical data will be retained.

"In the near future, those faculty members who have been selected by a random sample method will receive questionnaires from the Systems Development Corporation."



REMINDER ON USE OF STAFF DINING ROOM ISSUED

A reminder on uses of the Staff Dining Room and methods for arranging such uses was issued last week by Coordinator of Special Services, George Beatie. An ad hoc committee on use of SDR appointed by the dean of the college, met and developed the guidelines presently in effect in October, 1963. Recommendations of the committee were endorsed by the Campus Executive Council and approved by the dean of the college.

Quoted in full for benefit of members of the faculty and staff who may have occasion for their use, the guidelines read:

1. The Staff Dining Room is to be reserved for members of the staff, their guests and visitors to the college between the hours of 7:00 a.m. to 4:00 p.m., Monday through Friday.
2. Staff Dining Room space may only be reserved for luncheon meetings, Monday through Friday, that are attended by members of the college staff as a whole.
3. Reservations for Staff Dining Room space between the hours of 11:00 a.m. and 1:00 p.m. for smaller groups may be arranged on certain occasions of necessity to the college and must have prior approval of the coordinator of special services.
4. Table reservations for general staff luncheons may not be made.
5. Use of the Staff Dining Room after 4:00 p.m., Monday through Friday and on Saturdays and Sundays may be arranged by staff and students through normal space reservations procedures.
6. Use of Staff Dining Room Sections B and C before 11:00 a.m. or after 1:00 p.m. by staff groups must be made through usual space reservations procedures.

"HARVEY" SLATED TO OPEN DRAMA SEASON

Harvey -- a three act comedy by Mary Chase -- will ring up the curtain on the 1965-66 drama season on campus, Friday (Nov. 5) evening. The play, jointly sponsored by the student College Union Drama Committee and the English and Speech Department, will be the first of three scheduled productions this year.

Three other performances -- Saturday (Nov. 6), and Nov. 19 and 20 -- are scheduled to follow Friday evening's opener. Curtain time all four evenings will be 8:30 p.m., in the Little Theater. Student admission will be \$.75, with public general admission announced for \$1.50.

The play concerns well-to-do alcoholic Elwood P. Dowd, who is humorously led in and out of adventure and trouble by his imaginary six-foot-tall rabbit, Harvey. Its theme rotates about the intent of Elwood's sister to have her nitwit brother committed to an insane asylum.

All members of the plays acting and production staff are members of the student body.

DEADLINE FOR ARTICLES APPEARING IN NEXT WEEK'S STAFF BULLETIN IS FRIDAY NOON!!



## REGISTRATION FOR COLLEGE SPEAKERS BUREAU INVITED

Plans for establishment of a Cal Poly Speakers Bureau as part of activities for the soon-to-be-announced observance of Cal Poly's 65th anniversary are being made. The speakers bureau will be coordinated by Keith Nielsen of the English and Speech Department faculty in conjunction with the Public Relations Office and all administrators, faculty, and staff who wish to do so are being invited to register.

Participation in the bureau is entirely voluntary and those who register as prospective speakers retain the prerogative of saying "no" to any speaking invitation they do not care to accept. Registration with the bureau is chiefly for convenience of state-wide and community groups and the anniversary observance task force group so that they may be aware of the caliber and variety of professional skills available. Prospective speakers, whether or not they are registered with the bureau, may still accept engagements on direct invitation from off-campus groups as well as those tendered through the bureau. A speakers bureau brochure will be prepared and distributed to state-wide and community civic, alumni, and other clubs and organizations.

Those interested in registering are asked to detach and complete the form provided as an attachment to this edition of Staff Bulletin and then return it to: Speakers Bureau, Room 210C, Administration Building. Inquiries for further information may be directed either to Nielsen or the Public Relations Office.

## GENERAL MEETING OF WOMEN'S CLUB SLATED TONIGHT; SECTION MEETINGS LISTED

Mrs. Virginia Stanton will speak on "Entertaining in the Home" and display table settings as a feature of the general meeting of members of the Cal Poly Women's Club, scheduled for tonight (Tuesday, Nov. 2), starting at 8:00 p.m., in the Little Theater on campus.

Mrs. Stanton, who was party editor of House Beautiful magazine from 1949 to 1964, is from Carmel Valley. She is author of the book, Guide to Successful Entertaining, and is nationally-known as a consultant and decorator.

Due to limited seating capacity of the Little Theater, attendance at the meeting will be limited to members of the women's club, campus home economics students and faculty, and home economists in homemaking. Parking will be available behind the theater building in lots located near Grand Avenue.

Also scheduled during the next few weeks are meetings of the club's special interest groups, including the Bridge and Travel Sections and the newly-formed Walking Group. The Bridge Section's next meeting will take place Nov. 15, at 8:00 p.m., in Room 129 of the Library Building. Mrs. William Alexander will speak on "India" when the Travel Section next assembles. The home of Mrs. Clyde Hostetter, 533 Couper Drive, San Luis Obispo, will be site of the meeting, which is scheduled for Nov. 10, at 9:30 a.m. Meetings of the Walking Group have been scheduled for Nov. 9, 15, and 30. Walks both in town and at out of town places of interest are included in the groups plans. Those interested in further information are asked to contact Mrs. C. H. Gregory (543-5672).

DEADLINE FOR ARTICLES APPEARING IN NEXT WEEK'S STAFF BULLETIN IS FRIDAY NOON.



### COL. BOYCE BEGINS DUTIES ON COLLEGE ADMINISTRATIVE STAFF

Col. William A. Boyce, head of the Military Science Department on campus since 1962, began his new duties as director of developmental affairs for the college yesterday (Mon., Nov. 1). A military review ceremony, to be held in Mustang Stadium on campus at 11:15 a.m. this (Tues., Nov. 2) morning, will honor Col. Boyce upon his retirement from active duty following 27 years in the U.S. Army.

Scheduled to participate in the colorful ceremony, which was to include a formal review of the entire ROTC cadet brigade, numbering nearly 600, was Maj. Gen. Ernest F. Easterbrook, deputy commanding general of the Sixth U. S. Army.

After "trooping the line", Col. Boyce and Maj. Gen. Easterbrook were to return to the reviewing platform to hear Maj. Gordon Waite of the Military Science Department staff read the citation for the Legion of Merit medal which the general presented to Col. Boyce. The Legion of Merit, second highest military award given during peacetime service, was presented to Col. Boyce for "exceptionally meritorious conduct in the performance of outstanding service rendered in a clearly exceptional manner," according to the citation.

Maj. Gen. Easterbrook's participation in the ceremony was in conjunction with an official visit to Cal Poly. While on campus he was expected to confer with Dr. Dale W. Andrews, dean of the college, and other members of the administrative staff.

Commenting on his new position, Col. Boyce recently said, "I can think of a no more rewarding second career than that of contributing to the education of our emerging generation. I am particularly pleased to be affiliated entirely with Cal Poly." He added, "I am completely convinced of the explicit value of Cal Poly's 'Learn-by-Doing' educational philosophy." Since becoming head of the Military Science Department, the college ROTC unit has grown to the point that last year it was the largest voluntary unit in the Western U. S.

Lt. Col. George Davies, also a member of the department's staff since 1962, has been named acting head of the department.

### VARSITY GRIDDETS JOURNEY FOR WEEKEND CONTEST, FROSH CLOSE SEASON AT SAN JOSE

While Coach Sheldon Harden's Mustang grid varsity are preparing for their journey to Pasadena where they will encounter nationally-ranked California State College at Los Angeles in a Saturday (Nov. 6) night contest scheduled for the famed Rose Bowl, Coach Ed Swartz's Colts will be in San Jose for a Thursday (Nov. 4) afternoon encounter with San Jose State College's frosh eleven.

Last weekend's action saw the Mustangs score first before losing 34-7 to another nationally-ranked team, California State College at Long Beach. With three weeks left in their season, the varsity now owns a 2-5 record. Next home contest on their schedule will be the Homecoming game vs. University of California at Santa Barbara, the afternoon of Nov. 20.

Now 3-1 on the season, the Colts' contest at San Jose this week will close their 1965 campaign. Action that would have seen the frosh host University of Southern California's yearling eleven last Saturday morning in Mustang Stadium was cancelled earlier in the week.

DEADLINE FOR ARTICLES APPEARING IN NEXT WEEK'S STAFF BULLETIN IS FRIDAY NOON!!



### NOV. 30 IS DEADLINE FOR SOCIAL SECURITY ELECTION

Recent federal and state legislation has made it possible for state employees who in 1961 chose not to take part in the federal Social Security program to have another opportunity to select coverage under Social Security if they so desire. Eligible members of the college faculty and staff who desire to transfer to Social Security have until Nov. 30 to file the transfer request form, which must be completed and mailed by the employee himself to the Board of Administration, State Employees' Retirement System, Post Office Box 1953, Sacramento, 95809.

Personnel who are eligible to take part in the current election received a transfer form and official summary information brochure along with their October pay warrants which were issued this (Nov. 2) morning. The brochure outlines all the various considerations an employee should give attention to while making their choice. In particular SERS wishes to make a special point of the employees' responsibility in returning his form to the above address on or before Nov. 30.

### "STREET WITHOUT JOY" WILL BE BOOK REVIEW SUBJECT

Maj. Hugh G. Waite, a member of the Military Science Department's staff, will review Bernard Fall's Street Without Joy and Franklin Mark Osanka's Modern Guerrilla Warfare during the Books at High Noon luncheon meeting being planned for Nov. 9. Starting time for the meeting, which will take place in the Staff Dining Room, will be 12:00 noon.

Background for Maj. Waite's reviews of the two books is expected to be his own experience in Viet Nam. Those planning to attend the luncheon meeting may also wish to use as foreground material for the program Saturday Review's "The Prospect for Southeast Asia: A Symposium on United States Foreign Policy," which appeared in the Oct. 30 issue.

Street Without Joy's author is a professor at Georgetown University, who uses the book to summarize and evaluate France's experience in Viet Nam. Osanka, who has had service in the Marine Corps, is at George Washington University where he is a member of a research staff working on US Army special warfare problems.

### TICKETS FOR "INSTITUTE ON GOVERNMENT" STILL AVAILABLE

Tickets for the California State Employees Association-sponsored Institute on Government, which will take place on campus Thursday (Nov. 4) are still on sale and may be purchased through various department heads. Price for tickets, which will admit the purchaser to all general and discussion sessions, is \$2.00. Tickets that include a luncheon in the Student Dining Room, in addition to admittance to the general and discussion sessions, are priced at \$3.00.

The one-day meeting has been endorsed by Governor Edmund G. Brown, who has authorized state agency heads in the Central Coast Area to permit their employees who desire to do so to attend it during their work day, insofar as it is consistent with operation of the agency.

In addition to being available through department heads, those members of the college staff and faculty working in the Administration Building may purchase tickets from Registrar F. Jerald Holley, whose office is located in Room 219.



## NOTES FROM THE KELLOGG AND VOORHIS CAMPUSES

Four members of the Kellogg Campus' Industrial Engineering Department student body have been named to receive scholarships from the Foundry Educational Foundation. The awards were each in the amount of \$500. . . George Christopher, former mayor of San Francisco spoke on "California's Challenge" when he visited the Kellogg Campus last week.

Dr. Rod Garrity, coordinator of teacher credential programs at the Kellogg Campus, is the 17th person to be named to the Educational Center's (Voorhis Campus) "Order of Lamplighters " He received the honor in recognition of his efforts as director and coordinator of the 11th annual Teacher Education Workshop of the California Council on the Education of Teachers, held at the center recently. The "order" was established by the Educational Center shortly after establishment of the center to recognized outstanding examples of conference leadership displayed at workshops, conferences, and similar events held there.

### STAFF CLUB SLATES ADDRESS BY COL. BOYCE

Col. William Boyce, who retired today (Nov. 2) after 27 years in the US Army, will discuss "An Analysis of the New Radical Left Among American Youth" when he addresses members of the Staff Club during their regular luncheon meeting, Thursday (Nov. 4). Starting time for the meeting, which is planned to take place in the Staff Dining Room, is 12:00 noon.

A challenge to every loyal American teacher and college professor, the material included in Col. Boyce's address is expected to reflect a compilation of unclassified studies made by Army intelligence experts concerning the radical trends among youth attending colleges and universities across the nation.

Thursday's program will be the first opportunity for members of the college faculty and staff to hear Col. Boyce after the start of his new duties as director of developmental affairs for the college. A military review, attended by Maj. Gen. Ernest F. Easterbrook, deputy commander of the Sixth United States Army, other military and college officials, and his friends, this morning ( Tuesday, Nov. 2), in Mustang Stadium, honored the former head of the Military Science Department upon his retirement from active duty.

### SALE OF TICKETS FOR CONCERT OF "THE BACK PORCH MAJORITY" CONTINUES

Sale of tickets for the concert of The Back Porch Majority, being planned for Men's Gymnasium, beginning at 8:00 p.m., Nov. 9, is continuing this week. Priced at \$2.00, \$2.25, and \$2.50 for public sale, the tickets may be purchased at Wickenden's Men's Store, Premiere Music Company, Brown's Music Store, and Riley's Fashion Center in the College Square, all in San Luis Obispo, and at offices of the Associated Students, Inc., on campus. Special prices are also in effect for members of ASI.

"One of the hottest entertainment acts going...A sparkling entertainment act made up of seven razor-sharp delightful kids...Tremendous sounds ... and One of the most delightful, fun acts you're going to see in a long time," are among the appraisals of the Back Porch Majority by entertainment-world critics. Presented on campus by the student College Union Assembly Committee, the group originated when talent developer Randy Sparks started it as a "back up" team for his renowned New Christy Minstrels.

DEADLINE FOR ARTICLES APPEARING IN NEXT WEEK'S STAFF BULLETIN IS FRIDAY NOON.



## SUMMARY OF ACADEMIC SENATE ACTIONS ATTACHED TO BULLETIN

A summary of actions taken by the state-wide Academic Senate of the California State Colleges during its meetings at San Jose State College, October 7-8, have been attached to this issue of Staff Bulletin for distribution to members of the college staff and faculty.

### WHO . . . WHAT . . . WHEN . . . WHERE ? ? ?

Richard L. Leach, head of Poultry Industry, has completed rewriting of the Poultry Section of the revised Encyclopedia Britannica Junior, which will soon be published.

Dr. Clay Hatfield, Biological Sciences, attended a conference for college counselors, held at the University of California Medical Center in San Francisco Oct. 23, as a representative of Cal Poly. Purpose of the conference, which was led by the deans of UC's graduate Schools of Pharmacy, Dentistry, Medicine, Nursing, and various paramedical curricula, was to assist in the guidance of students in preparation for admission to these graduate schools.

Warren T. Smith, dean of agriculture, has been invited to be one of the judges for the 1965 California Maid of Cotton Contest, which will take place in Fresno, Nov. 13. Joanne Dockwiller, a member of the Cal Poly student body and last year's Homecoming queen, was the state's 1964 Maid of Cotton.

Dr. Howard C. Brown, head of ornamental horticulture, was elected president of the Western Region of the International Plant Propagators' Society, during meetings held in Los Gatos, Oct. 22. Included in the Western Region are all states west of the eastern boundaries of Colorado, New Mexico, and Montana. Also included in the region's membership are members from France, Italy, and Japan.

Robert McCorkle, Agricultural Business Management, was elected president of "Alucalipoli," the organization of members of the college faculty and staff who are members of the Cal Poly Alumni Association, during a recent meeting.

### PLACEMENT CALENDAR -- INTERVIEWS ON CAMPUS THIS WEEK

UNITED STATES AIR FORCE. Capt. Gerald L. Doherty and T/Sgt Richard E. Mulliken, will interview seniors in all majors for placement in the US Air Force. They are particularly interested in discussing the pilot and navigator programs with eligible seniors and also the various Air Force engineering fields with eligible engineering seniors. In addition, they will talk with seniors in business administration, applied arts and applied sciences, regarding the various officer administrative positions. Personal interviews may be arranged in the Placement Office, and representatives will be available in the Snack Bar area of the Dining Hall to discuss the US Air Force Officer Programs with interested students. (11/2)

PACIFIC MISSILE RANGE, Point Mugu; U.S. NAVAL SHIP MISSILE SYSTEMS ENGINEERING STATION, Port Hueneme. Howard E. Hawkins, head Avionics Division, will interview seniors in Aero, EL, ME and Physics (with a strong interest in electronics). (11/2)

SQUARE D COMPANY, Los Angeles. L. F. Dudley, administrative and personnel manager, will interview December and March graduates in EE, EL, IE and ME, for positions in design, development, research, production, field, sales, and application engineering. (11/2)



PLACEMENT CALENDAR (Continued)

E. I. duPONT de NEMOURS AND COMPANY. R. W. Smith, technical sales, Bio-Chem, will interview December and March graduates in agricultural engineering, ABM, bio-chemistry and chemistry primarily for sales positions and training in various categories in Bio-Chem. [11/2]

SAN FRANCISCO BAY NAVAL SHIPYARD. Richard R. Coffin, head, Manpower Branch, will interview seniors in all engineering and science majors. [11/2]

INTERNATIONAL BUSINESS MACHINES (Orientation Day). Harley A. Thronson, recruiting coordinator, will lead a team of IBM representatives conducting an IBM orientation and discussion of opportunities in all divisions. The representatives will be available from 10:00 a.m. to 3:30 p.m. in the Conference Room, Administration Building 213A. All interested students and faculty are welcome to stop in at any time during the day and talk informally with the IBM representatives about all opportunities in IBM operations. [11/3]

INTERNATIONAL BUSINESS MACHINES, Data Processing Division. Harley A. Thronson, recruiting coordinator, Los Angeles, and Robert A. Dourian, branch manager, Santa Barbara, will interview seniors in all engineering disciplines, business administration, math and physics, and other technical majors for assignments in Los Angeles, other West Coast locations, and the East and Midwest. [11/4 - 11/5]

INTERNATIONAL BUSINESS MACHINES, Systems Development and Systems Manufacturing Division, Advanced Systems Development Division, San Jose. R. E. Parker and K. J. Ravizzo, engineering managers, will interview seniors in EE, EL, IE, ME, math, physics, and chemistry for positions in manufacturing, manufacturing engineering, product development, and programming. [11/4 - 11/5]

IBM, Federal Systems Division. K. E. Macht, professional representative, will interview seniors in all engineering majors and math for programmer or analyst positions in Los Angeles, Palo Alto; White Sands, New Mexico; Huntsville, Alabama; Houston, Texas; Bethesda, Maryland; and Oswego, New York. [11/4 - 11/5]

IBM, Office Products. Curt Jackson, manager, Santa Barbara, will interview seniors in business administration and all other arts and sciences majors interested in sales representative positions--selling and installation of electric typewriters, dictation equipment, and related supplies. Positions are located in the Los Angeles basin and southern California. [11/4 - 11/5]

IBM, Field Engineering Division (Customer Engineering). D. M. Minks, customer engineering manager, Santa Barbara, will interview seniors in EE, EL, ME, math and physics for positions requiring engineering skills in combination with the ability to deal directly with IBM customers. [11/4 - 11/5]

THE B. F. GOODRICH CO. A. R. Webber, plant manager, and another representative who is from the Corporate Training Education Department, will interview seniors in ME. They will be recruiting for the Chemical Division and for the Manufacturing Engineering Training Program and the Technical Training Program. [11/3]

THE GOODYEAR TIRE AND RUBBER CO. L. J. Quinn, manager, Labor Department, will interview seniors in business administration, chemistry, IE and ME. [11/3]



PLACEMENT CALENDAR (Continued)

NORTHWESTERN UNIVERSITY SCHOOL OF LAW. Harold D. Shapiro, professor, Northwestern University School of Law, Chicago, Ill., will interview students interested in continuing their education at law school. [11/3]

SHELL COMPANY, Los Angeles. A. C. Baldwin and M. E. Haynes will interview seniors in business administration and other non-technical majors interested in opportunities in the financial and administrative departments of the Shell Companies. Career opportunities are available in the fields of accounting, credit, data systems, data processing, economics, financial analysis, tax, purchasing and transportation. [11/3]

FACTORY INSURANCE ASSOCIATION, San Francisco. George M. Hidzick, supervising engineer, will interview seniors in all engineering majors for positions in inspection and engineering work, with opportunities in the fields of fire prevention and protection engineering, insurance underwriting, loss adjustment, acquisition of business, and management. [11/3]

ROCKWELL MANUFACTURING COMPANY, Porterville Division. Eugene B. Perrine, chief engineer, will interview seniors in ME. [11/4]

ARMCO STEEL CORPORATION, National Supply Division. W. V. Schneider, production equipment engineer, will interview seniors in business administration ME and TA. [11/4]

CARRIER AIR CONDITIONING COMPANY. Edgar P. Glass, employment manager, will interview seniors in all engineering majors. Positions are available for manufacturing engineers, product development engineers, sales engineers, service engineers and home office application engineers. [11/4]

UNITED STATES DEPARTMENT OF THE INTERIOR, Geological Survey, Water Resources Division. Hallard B. Kinnison, recruiting coordinator, will interview seniors in chemistry and agricultural engineering. [11/4]

FIRST WESTERN BANK AND TRUST COMPANY. James A. Ellis, training coordinator, will interview seniors in business administration, all agriculture majors and other majors particularly interested in careers in banking. [11/4]

CHICAGO TELEPHONE OF CALIFORNIA, INC. Donald E. Ridenour, vice president and resident manager, will interview seniors in EE and EL; also chemistry, IE and ME with some background in electronics. [11/5]

ISOCHEM, INC. William Watson, Jr., specialist, personnel placement, will interview seniors in chemistry, IE, ME and W and M. [11/5]

NORTHROP CORPORATION. A college recruiting representative will interview seniors in aero, EE, EL, math, ME and physics. [11/5]

FIRESTONE TIRE AND RUBBER, Salinas. Alex Stocks, comptroller, and K. J. Risley, industrial engineer, will interview seniors in IE, ME and math. [11/5]

SECURITY FIRST NATIONAL BANK. Al Bielskies, vice president and personnel director, will interview seniors in business administration and other applied arts majors with business background interested in banking career opportunities and other training programs leading to head office staff assignments. [11/8]

[Continued on Next Page]



PLACEMENT CALENDAR (Continued)

SOUTHERN CALIFORNIA GAS COMPANY. A. J. Van Lund, administrator, college recruitment, will interview seniors in business administration, engineering, math, and applied arts majors with one year of college-level accounting for the following opportunities: construction planning engineer, corporate accountant, sales engineer, residential sales representative, staff analyst, and analyst--industrial engineering staff. [11/8]

U. S. NAVAL ORDNANCE LABORATORY, Corona. Homer A. Johnson, head, Microwave Systems Branch, will interview seniors in aero, EL, ME and physics. [11/8]

CAMPBELL SOUP COMPANY. Eugene P. Tierney, supervisor, personnel services, will interview seniors in IE, FI, ME, business administration and ABM. The company is seeking management trainees for assignment in the following departments: Technical Administration (quality control, research and development); Industrial Engineering, Manufacturing (food processing); Manufacturing (container production); Accounting, Personnel, Plant Engineering, Purchasing, and Transportation (traffic). [11/8]

HYCON MANUFACTURING CO., Monrovia. John Martin, college recruitment representative, will interview seniors in EE, EL, math, ME and physics. [11/8]

CUTLER-HAMMER, Los Angeles. K. L. Smith, district manager, will interview seniors in business administration, EE, IE and ME; also applied arts majors with technical backgrounds. [11/8]

ROHR CORPORATION. Gilbert Balkam, employment representative, will interview seniors in aero, ME and W and M. [11/8 - 11/9]

U. S. NAVAL ORDNANCE TEST STATION, China Lake. L. G. Garman, supervisory general engineer, will interview seniors in aero, EE, EL, ME and physics. [11/8 - 11/9]

BANK OF AMERICA. Dennis L. Elder, college relations representative, will interview seniors in all agriculture majors for training programs in agricultural branches, business administration majors for training in branch or international banking, and math majors for training in computer programming. [11/9]

FEDERAL GOVERNMENT, Port Hueneme. F. W. Baker, manager, Personnel Operations Branch; Mrs. T. D. Kelsh, supervisory personnel staffing specialist; and Sterl F. Miller, U. S. Department of Agriculture, will interview seniors in all applied arts, applied sciences, and agriculture majors who are interested in Federal employment. Representatives of the Federal government recruiting team also will be available in the Snack Bar during the day to explain the Federal Service Entrance Examination program and answer any questions concerning U. S. Government employment opportunities. Personal appointments with one of the representatives may be made for seniors in the Placement Office, Adm. 213. [11/9]

U. S. NAVAL CIVIL ENGINEERING LABORATORY, Port Hueneme. J. P. Neilson, civil engineer, will interview seniors in chemistry, EE, EL, ME, architecture (structural) and W and M. [11/9]

BENDIX CORPORATION; Bendix Pacific Division. George N. Morzov, assistant employment manager, will interview seniors in EE, EL, ME and physics. Opportunities exist in transistor circuit design, microwave design, antenna design, packaging and miniaturization of electronic components, servomechanisms, electronic and hydraulic, mechanical design and equipment enclosures, systems analysis and operations research, reliability, electro-acoustic transducers, design of hydraulic valves, actuators, high response electro-hydraulic and electro-pneumatic servovalves and systems, and design of electromechanical components including small motors, solenoid actuators, commutators and precision switching devices. [11/9 - 11/10]



CAMPUS CALENDAR - WEEK OF NOVEMBER 2 - 9, 1965

Tuesday, November 2

12:00 noon	Books at High Noon Luncheon Meeting	S D R
2:00 p.m.	Cal Poly Women's Club - Sewing Section	San Luis Obispo*
8:00 p.m.	Cal Poly Women's Club - General Meeting	Little Theater

Thursday, November 4

All Day	CSEA Institute on Government	Campus
8:15 a.m.	Applied Arts Division Committee Meeting	Admin. 213A
9:00 a.m.	Agriculture Division Committee Meeting	Ag. 138
12:00 noon	Staff Club Luncheon Meeting	S D R

Friday, November 5

8:30 p.m.	College Union Drama: "Harvey"	Little Theater
-----------	-------------------------------	----------------

Saturday, November 6

8:00 p.m.	Varsity Football: vs. California State College at Los Angeles	Pasadena
8:30 p.m.	College Union Drama: "Harvey"	Little Theater

Monday, November 8

2:00 p.m.	Campus Executive Council Meeting	Admin. 301
-----------	----------------------------------	------------

Tuesday, November 9

8:15 a.m.	Applied Sciences Division Committee Meeting	Admin. 301
10:00 a.m.	Engineering Division Committee Meeting	GA 101
12:00 noon	Books at High Noon Luncheon Meeting	S D R

\* -- See article for further details.



SPEAKERS BUREAU REGISTRATION FORM

Return to: Speakers Bureau, Room 210c, Administration Building

Name \_\_\_\_\_ Position/Title \_\_\_\_\_  
[last] [first]

Subject of talk/s or program/s (A talk on various aspects of Cal Poly's history and/or purpose would be desirable for each speaker.):

Title/Subjects	Group/s [Check one]					
	Commence- ment	Insti- tute	Con- ference	Alumni	Service Club	Other
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____

Are there days or months when you prefer not to appear (please designate)? \_\_\_\_\_  
\_\_\_\_\_

Before what organizations (types or groups) do you prefer to appear? \_\_\_\_\_  
\_\_\_\_\_

Are there organizations (types or groups) before which you prefer not to appear (please designate)? \_\_\_\_\_  
\_\_\_\_\_

Do you have transportation? \_\_\_\_\_



## SUMMARY OF ACTIONS

Meeting of October 7-8, 1965--San Jose State College

(This summary of the events and actions of the Senate is provided for the purpose of keeping the faculties informed. Detailed minutes of meetings when completed are filed in the libraries of the colleges).

REPORT OF THE CHANCELLOR

Vice Chancellor Raymond Rydell appeared in Chancellor Dumke's absence. He spoke briefly on major problems of the future (Master Plan implementation, support funds, salaries, new presidents, student-faculty relations), commented on Dr. Alvin Marks' imminent departure to the staff of the Coordinating Council for Higher Education and then turned to several members of his staff for specific reports. Chief Counsel for the State Colleges, Norman Epstein, discussed legislation of significance to specific elements of the system but not widely known. Two years ago legislation was obtained allowing persons retired on SERS to earn up to \$2,000 in teaching without jeopardizing their retirement benefits; a new law extends this to those on State Teachers Retirement. Tax-sheltered annuities for faculty were approved. This will permit up to 20% of income to go tax free into an annuity. SERS contributions will not be affected. Details of operations are to be worked out. He discussed other bills covering such matters as the specification of rules for designation of resident versus out-of-state, a law permitting the exchange of students with public colleges and universities in other states on a tuition waiver principle, and a bill which assures that parking fee funds can be retained in a special account (rather than going into the general fund). As of July, 1966, these may be invested. He announced that State Colleges are now designated depositories for California governmental publications.

Dean Marks discussed Admissions Bulletin #7 which requires all junior college work for which credit is given to be counted for admission purposes. Colleges were varied in their response as to what was wanted in changing the rule. The Senate is requested to make recommendations.

Vice Chancellor Brakebill spoke on fiscal affairs. He reviewed legislation which forms the background for present practices. SCR 29 of the past legislative session sets up a committee to investigate fiscal affairs of the colleges and the system. The Chancellor's Office has set up a series of eight task forces to develop data for this study. Work is to be completed by January. Generally, he is optimistic for the long-term outlook.

REPORT OF THE CHAIR

Mr. Livingston reported that only four (out of 12) reporting colleges granted released time for Senate and/or committee service; in one the request for released time is still pending; in three the question does not arise and in four, there is no released time granted. The Chancellor has endorsed and exerted influence only to the extent of the Trustee's resolution of last year. The Presidents' Council has this under study. The Finance Committee of the Senate has been asked to assume responsibility for study of this problem. (Remainder of Chairman's Report at conclusion of this summary.)

SENATOR ALBERT RODDA'S ADDRESS

The Senator gave a review of the development of the Master Plan for Higher Education and his participation in it. He indicated some of the sources of pressure for or against various features of the plan. The Coordinating Council was slow to play its intended role but has gradually come to acquire recognition by the Legislature. This is particularly significant in view of the serious financial picture developing in California. SCR 156 creates an 8-man legislative committee to evaluate the entire set-up of higher education in the State. Senator Rodda is one of the members of this committee.

REPORT ON THE COORDINATING COUNCIL

Vice-Chairman of the Senate, Jesse Allen, reported on the CCHE meeting. It was his contention that attending these meetings gave one the impression of observing the "greatest poker game on earth." He suggested that the five elements in the game were involved in a strange set of rules since three segments (public members, private colleges and junior colleges in part) "don't have to buy chips" but do have a chance at some of the winnings. The analogy was well developed.

Mr. Allen then highlighted some of the actions taken wherein the use of an outside agency was authorized to study faculty outside income; note was taken of the U.C. School of Engineering established without prior approval of the Council; the director was ordered to study the practicality of establishing a separate board for the junior colleges, and certain of the State College programs were approved. Among these were the Master of Social Work (SF State), joint-doctorate in Education (SF State), centers for economic education, various funding requests for the system for out-of-state travel and recruitment, faculty moving expenses, improvement of graduate programs, data processing, educational TV, etc. Budget requests were also allowed for year-round operation, program development including library, sabbaticals, parking, special leaves for research and a contingency fund. Mr. Allen pointed out that there was a resolution urging speed-up conversion to the quarter system especially for those campuses which have already reached their ceiling enrollment.

SUPPORT OF PRESIDENT KERR'S POSITION

The Senate took recognition of President Kerr's defense of his staff and institution against the "irresponsible distortions, unsubstantiated allegations and innuendoes in the report of the State Senate Fact Finding Sub-Committee and supported his request that the sub-committee "either remove the protection of legislative privilege from its report, so that its accuracy can be tested by legal means, or withdraw it."

SUMMER SESSION SALARIES

The Senate adopted a resolution calling upon the Trustees to implement the formula previously employed and thus to set salaries for 1966 on the one-sixth basis.



OUT-OF-STATE TRAVEL The Senate took cognizance of the additional funds appropriated by the Legislature for out-of-state travel and resolved that for this year these funds be distributed according to past practice and that they be used "solely by instructional faculty and professional librarians for travel to professional meetings and, where appropriate, for purposes of recruitment." It also recommended study for future distribution and called for consideration to be given to the "needs of new colleges, small colleges and colleges distant from metropolitan areas."

MOVING EXPENSE, NEW FACULTY The Senate found this subject to have a great many complexities and decided to refer it back to committee for elucidation and clarification.

TIMING OF SALARY INCREASES A resolution was approved requesting that the Legislature consider, at the special session, if feasible, a salary increase at as early a date as possible in order that any changes due for the coming academic year would be specified in time to provide a maximum effect for purposes of recruitment.

LEGISLATIVE LIAISON COMMITTEE REPORT The committee presented a report on the history of AB 853 (use of college names), an analysis of issues and an appendix of relevant documents. The Senate received the report and will be presented with recommendations based on it at a later meeting.

SPECIAL LEAVES FOR RESEARCH In considering the mode of disposition of some \$200,000 allocated to permit faculty "to undertake specified research projects or creative activity in the arts," the Senate recommended allocation such that each college receive funds on the basis of faculty instructional positions allocated in the current budget. Each college of 300 FTE shall receive at least one position. Selection on each campus shall be by a faculty committee. Each college will also report to the Senate on procedures employed.

YEAR-ROUND OPERATION The Senate heard a report from Mr. Donald Moore, Chairman of the Year-Round Study Committee at Cal State at Los Angeles. It was indicated that serious differences exist among the colleges, the Chancellor's Office and the Coordinating Council as to the costs of conversion. There also seems to be a great deal of difference of opinion as to the extent of the summer quarter and the method of funding it. It was indicated that many Senators held grave doubts that a summer quarter would actually really improve building utilization significantly over current summer sessions. Furthermore, estimates of conversion costs have differed greatly. Cal State at L.A. estimated it needed about \$800,000 to change all student records, advise all students on their new programs, rewrite the catalog, convert curricula, issue new class schedules, train admissions clerks, service the additional admission load, and add approximately one book per student to the library to handle the more concentrated student load. The budget for this has been tentatively modified in the Chancellor's Office to \$220,000. There will be some room for readjustment of these figures. The data and figures as to cost estimates from the University of California have not been available.

COMMITTEE ON YEAR-ROUND OPERATION Cal State L.A. has requested the Senate to form a committee to deal specifically with problems of year-round operation. The Senate agreed to this and the Executive Committee is to appoint the membership soon.

REFERENDUM Cal State at Hayward's Representative Assembly has requested a vote test by the faculties on section 7 of the document "Faculty Rights and Privileges under Year-Round Operation" adopted by the Senate on May 20, 1965. According to the Constitution, one-third of the colleges must request a referendum to enforce a vote.

Respectfully submitted by James P. Heath, Secretary.

---

#### SUMMARY OF THE CHAIRMAN'S REPORT TO THE ACADEMIC SENATE, C.S.C.

Continuing representation of the Academic Senate in effective consultative process requires an active role for the Executive Committee and the Chairman during the summer months. Since the last meeting of the Academic Senate in May the Chairman and the Executive Committee have been involved in the following major activities: (1) representation of the Senate in legislative salary hearings and the Governor's budget hearings. In the latter crucial sessions the position of the State Colleges and of their faculties was also very effectively presented in the testimony of Trustees Heilbron, Ruffo, and Warren; (2) representation of the Senate at meetings of the Board of Trustees in which testimony was offered in support of recommendations made by the Senate on such issues as the proposed amendment to AB 853, the joint-doctorate, and non-resident tuition; (3) meetings of the Executive Committee with the Chancellor and his staff for informal discussion of such issues as honorary degrees, released time for members of the Academic Senate, international programs, and implementation of the Trustee's resolution on distinguished teaching awards; (4) a study of and efforts to encourage the granting of released time on the local campuses for membership on the Academic Senate; (5) representation of the Senate by its Vice Chairman at meetings of the Coordinating Council; (6) representation of the Senate on ad hoc and other state-wide committees convened while the Senate was not in session.

I believe some tentative lessons are to be derived from these experiences. Like most of you I began my academic career with a model of the academic community clearly in mind. I assumed I had entered a Republic of Learning, properly a self-governing community of peers in which administrators are hewers of wood and carriers of water and trustees are charged exclusively to hold the outside



world at bay. In the process of growing older I have, I suspect I must admit, grown more conservative. I still regard that traditional model as partially valid for the State Colleges. We are a republic of Learning with respect to certain fundamental values. Among the areas of self-government that would be readily agreed to, I should think, are academic freedom, the rights of faculty to control the content of courses and standards of grading, and the prerogative of faculty as a community of peers to judge their own members. In such matters the judgment of the faculty must prevail. The Chancellor's Office the Trustees, and the Presidents must be expected to stand with the faculty against outside pressures on those fundamental principles and conditions because they are requisite to the pursuit of excellence in all other matters. Where there is disagreement on these issues the result is warfare, for the faculty cannot permit itself to be overruled.

But on other matters it is impossible--perhaps it is also undesirable--that the faculty should be the policy-determining body. In these areas policy will inevitably reflect a variety of governmental and community pressures; administrators and trustees must weigh and balance a variety of claims. The faculty tends to be neither temperamentally nor intellectually qualified for this task. What is necessary in these areas is that the faculty claims for learning be clearly expressed and weigh heavily in the final decisions. The faculty has a right to expect that in these matters administrators and trustees will share a presumption, though it cannot be always a controlling one in favor of faculty judgments.

The Academic Senate has quite consistently defined its role in a manner consistent with this model of State College government. Implicitly in our actions and explicitly in a resolution adopted unanimously last year, we have defined our obligation and our commitment. The Academic Senate, we asserted in the aftermath of our actions on AB 853, has a duty "to act upon principle and in what it considers the best interests of the California State Colleges." With respect to legislation affecting the colleges, we then asserted the duty of the Senate to consider every issue "on its own merits, without regard for problems of funding which may be affected by positions taken by the Academic Senate acting in accordance with principle."

In this statement lies both the unique function of the Academic Senate and the limits on its function. For what we have said is that the Academic Senate has a duty not to function as a political body, a responsibility to act on its own considered judgment of what academic and professional principles require without reference to political implications and consequences. In thus confining and limiting our role we have by implication left politics as the art of the possible to others. I believe we are right to take this position. I hope we will maintain it against temptation and pressure. For if the faculty does not speak clearly for academic principle, it will not be spoken for. It is not necessary to the life of the colleges that the views of the faculty shall on all issues prevail. But it is absolutely necessary that they be heard and considered, that they weigh heavily in system policies.

In this context I submit that our major problems do not involve our right to be heard; they come to focus, rather, in the fact that our views are often not sufficiently or adequately considered. From my admittedly brief experience in these matters may I suggest four reasons why our positions and recommendations often are insufficiently attended to and fail to carry the weight that the interests of the system, faculty and the Senate require.

1. Sometimes our voice has been heard but our recommendations ignored because we have confused our own role by agreeing to conceive of ourselves as parties to negotiations or as academic brokers rather than as spokesmen for a point of view. I suspect that the fate of the joint-doctorate is a case in point. The position of the Senate on this issue has had little impact on system policies. Partly this is because the Senate's position has not been clearly and forcefully expressed. When the San Diego proposal came before the Trustees for action the Executive Committee searched the records of the Senate for a clear statement of and defense of its position. None was to be found. Consider this situation: At the time the Trustees acted on the joint-doctorate, the preliminary report of the Senate's special committee on the Ad Hoc Report had been written. On page 15 the Senate Committee asserts that "in the specific case of the joint-doctorate, it has been bitterly resented by the faculties that proposals for this degree are being seriously considered while funds are inadequate even for the present master's program. Until and unless the present graduate program is fully supported, there seems to be no financial possibility of attempting to invoke the joint-doctorate." This is certainly a forceful position. But no such position had been clearly and unequivocally expressed in the actions of the Senate. And even if it had been, the work had never been done which would assess the extent to which the inauguration of unfunded graduate and other high-cost programs had historically undermined and eroded the quality of undergraduate liberal arts instruction (which, we continue to insist, is our chief goal and claim to distinction). The joint doctorate may be the classic case of the impotency of the Senate when its position conflicts with a resolute position shared by the Trustees, the Chancellor and the Presidents. Perhaps in the nature of the case our position was destined to be ignored. But we can never know because, I think we must admit, the Senate defaulted on its duty to state clearly and forcefully, and adequately to justify, its position.

One other point is worth noting in this connection. The Chairman and the Executive Committee believed at the time that they understood the position of the Senate on this matter. We might have made a more forceful presentation to the Trustees if we had felt free to interpret the Senate's action and to speak for the Senate. The Senate's constitution, however, rather rigidly embodies the "errand boy" view of the power of its officers and constrains them within the limits of explicit and formal Senate policy. This is, I believe, a defect in our constitutional arrangements which I commend to the attention of the Constitutional Revision Committee. If the recommendations of last year's Chairman in this regard had been adopted the position of the faculties on the joint-doctorate might have been more effectively presented.



2. Sometimes our position on an issue has been dismissed by others as "irresponsible" because we have not confused our role in the system. "Irresponsible," in this context, appears to mean that we have not taken into account the positions and probable reactions of others--Trustees, Legislators, or others--and modified our own position in that direction. A case in point, I suspect, is non-resident tuition. When this issue came before the Senate at its final meeting of last year, a resolution was adopted recommending that the tuition fee be kept at an absolute minimum consistent with the terms of the Donahoe Act. Under these provisions, the Coordinating Council had recommended an increase from \$500 to \$540. The Senate resolution supported that figure. It was adopted by the Trustees. The legislature, however, decreased the budget of the colleges by the difference between the revenue which would be accrued from a fee of \$540 and a fee of \$600, thus giving the Trustees a choice between raising the fee to \$600 or keeping the fee at \$540 and absorbing the difference in the budget. (The effect of the second alternative would have been a budget cut of the order of \$50,000 for the system). Under our Constitution, the Executive Committee could not speak for the Senate since the Senate had not acted on the issue as it was presented at that time to the Trustees. We could and did speak for ourselves, urging the Trustees to retain the authority granted them in the Donahoe Act to set non-resident tuition, to support the principle of keeping tuition fees at an absolute minimum, and to absorb the resulting deficiency. That we could not claim to speak for the Senate weakened seriously our position. Perhaps more importantly, while our views were heard, our arguments were not seriously attended to or discussed by the Trustees. They tended it seemed to me, to be dismissed as irresponsible because unresponsive to political realities and legislative pressures. I do not profess to know how this dilemma is to be resolved. I suspect, however, that part of the solution lies in efforts on our part to explain and justify to the Trustees our conception of our role in the system. This would imply our making it clear to them that we respect the integrity of their role; that we recognize in matters of this kind that our position will not always prevail; that we expect our position and the arguments supporting it to be seriously considered, to become part of the dialogue from which their decisions result.

3. A third reason the Senate's recommendations are sometimes ignored or carry too little weight is that they are themselves not weighty enough; not adequately supported by principle, analysis, and argument. I suspect that sometimes we are heard but not listened to very closely because we haven't said very much. Usually our recommendations go forward in the style of the classic parliamentary resolution: A few "whereases" followed by some "be it resolveds." This is, indeed, a rather ideal way of formulating excuses and rationalizations for the positions a given body may wish to advance in the context of a political struggle for power. But it is not, I suggest, a very effective way of carrying on an intellectual dialogue or of advancing an argument for a position. (This explains, perhaps, why it does not occur to us to ask our students to formulate their bluebooks in the form of parliamentary resolutions). What I am suggesting is that committees consider the advantages of preparing reports in a less formal format; that we fix our attention and bend our efforts to presenting our recommendations to the Trustees in a form more nearly reflective of the processes by which we have reached those conclusions; that we forget, where appropriate, about "whereas" and "resolveds" and seek to furnish the Trustees with the clearest possible statement of our conclusions and the principles, analysis, and arguments on which they rest.

Surely, in the long run our success will rest on our ability rationally to persuade others, especially the Trustees, of the validity of the principles we represent and the arguments on which they rest. We can devise, I believe, much more effective instruments for this purpose than we have often employed.

4. Finally, I would distinguish a fourth and perhaps more fundamental reason why the recommendations of the Senate are sometimes inadequately considered. I refer here to the existing structure within the system for formulating policy recommendations. This structure encompasses a variety of policy recommending bodies with lines directly to the Chancellor. The result is that the Chancellor's Office sometimes is put in the position of presenting to the Trustees a recommendation which represents simply a compromise accommodation of conflicting claims within the system. Thus, existing arrangements often lead the Chancellor's Office to present their recommendations as an effort to harmonize the conflicting positions of the Academic Senate, the Council of Presidents, Deans of Students, Directors of Extension, or other formal or ad hoc groups. The result is to remove those recommendations from critical examination and to create a situation in which Senate recommendations are considered not in the light of the argument which sustains them but as a part of a "fair" and "reasonable" accommodation among conflicting positions.

These considerations underscore the crucial importance of the recommendation of the Senate's Special Committee on the Ad Hoc Report that "All policy recommendations shall, however, be routed through the Academic Senate, which shall constitute the single, final policy-recommending body." This principle, I believe, is an absolutely necessary condition to insure that the recommendations of the Senate will be adequately considered. It is necessary, let me repeat, not in order to insure that the Senate's views will always prevail but insure that those views and the reasons behind them are adequately expressed and considered. The Chancellor's Office would still find itself sometimes in disagreement with the Senate. But they would then, in presenting a contrary recommendation to the Trustees, be forced to examine the Senate's arguments and provide reasons for rejecting or modifying the Senate's recommendation. The Trustee's stake in such an arrangement is as great as the Senate's. For while the Senate might then expect that its recommendations would get an adequate hearing, the Trustees would assure themselves that recommendations come to them with a clear statement of their rationale and with reasons for preferring them to other recommendations.

These remarks attempt to sum up my own reflection on the lessons I think I have learned from a very short tenure as Chairman. They may be premature; perhaps they are even presumptuous. May I commend them, then, as tentative hypotheses to be tested and examined in the coming months?