

SABBATICAL LEAVE REPORT  
(April-May, 1979)

of

MAX D. BELL

Presented to  
THE BOARD OF TRUSTEES  
MT. SAN ANTONIO COLLEGE

Walnut, California  
October, 1979

OUTLINE OF CONTENTS

|                                       |      |
|---------------------------------------|------|
| Acknowledgements . . . . .            | 1    |
| Purpose and Plan . . . . .            | 2    |
| Values Derived . . . . .              | 3    |
| Summary of Travel . . . . .           | 4-6  |
| Around the U. S. in 50 Days . . . . . | 7-30 |

#### ACKNOWLEDGEMENTS

No report of this nature would be complete without a sincere expression of appreciation to those who made it possible. To the Board of Trustees and the taxpayers for providing a most generous and outstanding sabbatical leave program; to the Salary and Leaves Committee for reviewing and recommending the proposal; to President John D. Randall for approving my absence during a critical year for the College; and to the staff of the Personnel Office (and other staff members) who assumed additional responsibilities on my behalf; - - to all of these I offer my profound thanks and gratefulness. Through cooperative efforts such as this, it has been possible for many of our staff to have sabbatical experiences which contribute significantly to the mission of Mt. San Antonio College.

## PURPOSE AND PLAN

The excellent sabbatical leave program of Mt. San Antonio College recognizes the fact that travel, carefully planned and followed, may have a positive effect on the performance of staff members. Though there are many areas of the world which we would have enjoyed seeing, my wife and I decided that a complete tour of the United States would be most appropriate and enlightening at this point in our lives. Accordingly, the major purpose of this leave was to travel extensively throughout the States, concentrating on areas which we had not visited on previous trips. A secondary purpose was to visit other colleges along the route, making observations which might be helpful to Mt. San Antonio.

Travel plans were drawn up with the valuable assistance of a counselor at the Automobile Club of Southern California, since our preference was to go by automobile and lodge at recommended motels. That agency's "Triptik", maps, and tour books were utilized to great advantage. The route followed a northeasterly direction through Nevada, Utah, and Wyoming; across the northcentral and midwestern states into New England; down the east coast; and then back across the deep South and Southwest.

It was determined that a two-month administrative sabbatical leave would be preferable for several reasons: (1) The difficulties of being absent any longer from a new position; (2) Escalating travel costs; (3) Uncertainty regarding availability of gasoline; and (4) Our belief that the itinerary planned could be covered in that period of time.

## VALUES DERIVED

There comes a time in every person's career when it is advisable to get away completely from the job, for such absence often is the source of new insights and perspectives on life. This sabbatical leave was a wonderful opportunity for me to do just that. As I reflect on the activities of that two-month period, several benefits become apparent.

Travelling into various parts of this great country was both informative and enlightening, thus contributing to my general knowledge concerning its history, geography, economics, and resources. Such knowledge will be helpful in my work with faculty interested in those fields. It will also enhance my ability to evaluate the sabbatical leave proposals and reports of future applicants for travel leaves.

The opportunities to visit other colleges always provides useful information and ideas which should help me in performing my duties at Mt. SAC. Through interviews conducted and observations made, I have gained new insights not only in the area of personnel services but also in other phases of college operation. Heretofore, my experience had been limited largely to the collegiate setting in California; this trip allowed a much broader and varied sampling.

Another great value to be derived from travel is the knowledge gained about different types of people and how best to deal with them. In my assignment as Director of Personnel such knowledge should be particularly significant as I attempt to improve my interpersonal relationships with individuals and groups on campus.

Finally, but not at all the least, is the special benefit of personal refreshment and renewal. And though I use the word "personal", the ultimate benefit should be better performance for and service to the College. These "R & R" benefits do not really occur until one has the opportunity to become rather completely detached from the normal duties and responsibilities of the job. The sabbatical leave is the vehicle for accomplishing this result.

SUMMARY OF TRAVEL

| <u>State</u>    | <u>Cities and Towns</u> | <u>Major Points of Interest</u>  |
|-----------------|-------------------------|--|
| Nevada          | Las Vegas               |  |
| Utah            | St. George              | Dixie Junior College   |
|                 | Provo                   | Utah Technical College<br>Brigham Young University                                       |
| Wyoming         | Casper                  | Antelope herds<br>Cattle drive   |
| South Dakota    | Rapid City              | Mt. Rushmore<br>Black Hills<br>Badlands  |
|                 | Mitchell                | Corn Palace<br>Missouri River  |
|                 | Sioux Falls             | The Falls<br>College of Sioux Falls  |
| Iowa            | Atlantic                | Danish community   |
|                 | Iowa City               | Amana Colonies   |
|                 | Ft. Madison             | Mississippi River  |
| Illinois        | Nauvoo                  | Historical restored areas  |
|                 | Springfield             | Lincoln's home and tomb<br>Old Capitol<br>State Museum<br>Lincoln Land Community College |
|                 | Danville                | Danville Junior College  |
| Indiana         | Indianapolis            | Motor Speedway<br>State Capitol  |
| Michigan        | Dearborn                | Henry Ford Museum<br>Tour of Ford Motor Plant<br>Henry Ford Community College            |
| Ontario, Canada | St. Thomas              |  |
|                 | Niagra Falls            | The Falls and environs   |
| New York        | Utica                   | Mohawk Valley College  |
|                 | Cooperstown             | Baseball Hall of Fame<br>Musuem  |

SUMMARY OF TRAVEL (CONTINUED)

| <u>State</u>   | <u>Cities and Towns</u> | <u>Major Points of Interest</u>                                       |
|----------------|-------------------------|---|
| Vermont        | Bennington              | Battle Monument<br>Museum<br>Bennington College                       |
| Massachusetts  | Boston                  | Freedom Trail<br>"Old Ironsides"<br>Bunker Hill<br>Harvard University |
|                | Lexington-Concord       | Historic sites and buildings  |
|                | Bedford                 | Middlesex Community College   |
|                | Plymouth                | Plymouth Rock<br>Mayflower II   |
|                | Orleans                 | Cape Cod<br>Pilgrim Landing   |
| Rhode Island   | Providence              | Roger Williams Monument<br>Church                                     |
|                | Newport                 | Historic beachfront homes   |
| Connecticut    | New Haven               | South Central Community College                                       |
| Pennsylvania   | Philadelphia            | Independence National Park<br>Community College of Philadelphia       |
|                | Valley Forge            | Valley Forge National Park  |
|                | Lancaster               | Amish & Mennonite communities   |
| Virginia       | Alexandria              | Tour of Washington, D. C.<br>Smithsonian Institute                    |
|                | Charlottesville         | Monticello  |
|                | Williamsburg            | Colonial Williamsburg<br>William and Mary College                     |
|                | Jamestown               | National Park   |
| North Carolina | Wilmington              | Battleship North Carolina   |
| South Carolina | Charleston              |   |
| Georgia        | Brunswick               | Jekyll Island<br>Brunswick Junior College                             |

SUMMARY OF TRAVEL (CONTINUED)

| <u>State</u> | <u>Cities and Towns</u> | <u>Major Points of Interest</u> |
|--------------|-------------------------|---------------------------------|
| Florida      | Titusville              | Kennedy Space Center            |
|              | Winter Haven            | Cypress Gardens                 |
|              | Tallahassee             | Tallahassee Community College   |
| Alabama      | Mobile                  | Malbis Plantation               |
| Louisiana    | Baton Rouge             | Louisiana State University      |
| Texas        | San Antonio             | Alamo<br>River cruise           |
| Arizona      | Thatcher                | Eastern Arizona Junior College  |

## AROUND THE U. S. IN FIFTY DAYS

America the beautiful! Exploring its many wonders was an opportunity of a lifetime. We had often travelled in the far West, and now we embarked on a journey to discover new places and things. Turning our backs on the familiar West Coast, we drove through southern Nevada into the state of Utah where we would spend several days visiting and observing points of interest. Departure was the day after Easter, so the weather was generally cool during the first part of the trip. The desolate, dry expanse of the first leg of our journey was broken only by the spectacular rock walls of the Virgin River Gorge going into St. George, Utah. The bustling tourist town, set among the red cliffs and formations of southern Utah, is the site of Dixie College.

Dixie is a state supported two-year community college, one of five two-year institutions under the direction of the Utah State Board of Regents. Its name derived from being located in the very southern part of the state, where an attempt was once made by early Mormon settlers to grow cotton and manufacture cloth.

A leisurely visit with Mr. Clark McMullin, Director of Personnel Services, provided helpful information concerning the manner in which this small public college handles personnel matters. The college has a staff of 55 classified employees and about 60 full-time faculty. The Director of Personnel Services, who also is the purchasing officer, reports to the Vice President for Administrative Services. The personnel services are largely centralized with the exception of faculty hiring, which is handled by the Vice President for Instruction. Two noticeable differences from the California system: (1) No state certification of faculty is required and (2) No collective bargaining process has been mandated. A major problem faced by the personnel office is the inability to meet affirmative action goals, due to the lack of minorities in the area served by the college.

A short day's drive put us in Provo, Utah, where we visited two very different types of institutions: A large private university and a small technical college.

At Brigham Young University, reportedly the largest church-related university in America, we were provided an excellent campus tour. The extensive facilities include a new life science museum, one of the most outstanding we have seen. An added attraction during our tour was a surprising but beautiful late Spring snowfall. (We were not prepared!) We also were privileged to attend and observe the annual commencement programs, since B. Y. U. is on a tri-mester type of calendar. Due to the size of the graduating class, one general convocation is held in the morning, followed by separate degree-conferring ceremonies conducted in different locations by the various colleges and schools. This system makes it possible for each graduate to receive individual recognition in a smaller setting with family and friends in close proximity.

It was interesting to note that, besides the usual list of academic offerings and degrees, this university also offers many technical and vocational programs at the associate degree level as well as the baccalaureate.

Utah Technical College, also in Provo, is one of two technical institutes under the Utah State Board of Regents. It offers a number of vocational and technical programs. Shortness of time allowed only a brief, unofficial visit to this school.

As we continued on through Wyoming, the great wide-open spaces became most apparent in its vast rangelands and miles of uninhabited area. Many herds of antelope were observed and, between Rawlins and Casper, we were fortunate in seeing a large cattle drive in progress. It was surprising to learn that petroleum is the biggest contributor to the state's economy. And Wyoming leads all other states in coal reserves.

High on our list of places of interest was Mt. Rushmore National Memorial in the Black Hills of South Dakota. We were not disappointed. One of the most inspirational parts of the entire trip, this marvelous man-made wonder captivated our imagination. The memorial signifies the distinctive achievements of the United States as symbolized by four great national leaders. Since our accommodations were in the nearby

village of Keystone, we viewed the monument several times, including at night when the giant sculpture is floodlighted from the visitors' center.

In stark contrast to the wooded Black Hills, the Badlands area lies only an hour's drive to the east. A thirty-mile alternate route took us through a major portion of this national park which contains spectacular examples of weathering and erosion. Irregular ravines, odd shaped formations, hills and cliffs of variegated color alternate with grayish white sediment.

Moving on across South Dakota via Interstate 90, we stopped in Mitchell to see the Corn Palace we had heard much about. Each year this large structure is redecorated inside and out with layers of natural corn and grasses. Designed in keeping with a new theme each year, the project is part of the Corn Festival held in the latter part of September. Though part of the outside had been destroyed by recent fire, we were able to see much of the colorful detail involved in the last theme, which depicted birds in their natural habitat.

An overnight stay in Sioux Falls gave us the opportunity to explore the falls and the Big Sioux River after which the city was named. A brief visit was made to the College of Sioux Falls, a small four-year institution which has a community college division.

Turning south at this point, we thoroughly enjoyed the well-kept farms as we moved into Iowa. An overnight stay in the small town of Atlantic provided an interesting bit of information. Its claim to fame comes from being the largest Danish community in the U. S. To us it appeared only as another farm town; we had expected something like Solvang, California. The next day we drove east across Iowa through heavy thunderstorms, passing by the town of Newton where F. L. Maytag produced the first motor driven washing machine in the early 1900's. A short detour out of Iowa City took us to the Amana Colonies, a religious community settled in the 1850's by a sect from Europe. Consisting of seven closely united villages, they are now organized as a joint stock corporation for the production of nationally known freezers, stoves, furniture, woolens, cured meats, and wine.

The Mississippi River was swollen by recent floods as we crossed it at Ft. Madison and drove a short distance to Nauvoo, Illinois. This small town has great historical significance for Mormon people, since it was to this place they had fled from persecution. It flourished as headquarters of this religious group until 1848 when it was burned by vandals. The Mormons had been driven out in 1846, beginning their historical trek west to Utah. A great amount of effort has been made to restore many of the homes and buildings of the old town, although only portions of the great temple's foundation remain today.

As we drove east to Springfield, Illinois, once again we were impressed with the beautiful and well-kept farms. Though it is one of the industrial empires of the country, Illinois also is one of the nation's leading agricultural states.

Springfield held special interest for us, since it was home territory for one of our favorite American leaders, Abraham Lincoln. This was where he lived, practiced law, was married, and served in the state legislature. It was from Springfield that Lincoln departed for Washington as President, and it was to this place that he was returned for burial following the assassination. We allowed two days to visit the many historical points in this area. The old Lincoln home, well preserved and containing many original furnishings, was especially interesting. And about two miles north of the city, the Lincoln tomb was an impressive monument. Other memorable places were the old state capitol, the Illinois State Museum, and an outstanding telephone museum.

While in the Springfield area, a visit was made to Lincoln Land Community College. Founded in 1967, one of over 50 community colleges in Illinois, this college has a total of about 6,000 students. Its facilities are uniquely combined in one large building complex, alleviating the problem of moving from one building to another in inclement weather conditions.

My host was the Director of Personnel, Mr. George Dirksen who, when I mentioned the association of that name with Illinois, informed me that he indeed was a fairly close relative of the legendary senator.

The college's personnel system is somewhat decentralized. Services for the 105 classified employees and 16 paraprofessionals are handled by the director of personnel. The vice president for academic affairs has responsibility for most services for the faculty of 135 full time and 100 part time instructors. Non-instructional faculty, such as counselors, come under the vice president for student services. State credentialing of the faculty is not required except for certification of nursing personnel, and Illinois community colleges are not subject to a collective bargaining law. Otherwise, the Illinois community college system is quite similar to that in California.

Little time was lost in going from Springfield to our next major objective, Dearborn, Michigan. We did make brief stops at Danville Junior College and at the famous Indianapolis Motor Speedway.

Dearborn is Henry Ford country; it doesn't take long for the tourist to realize that fact. Three special points of interest brought us to Dearborn: Henry Ford Community College, Ford's River Rouge Plant, and the Henry Ford Museum.

Beginning at the Ford Guest Center, we participated in an excellent tour of the huge River Rouge Plant. Conducted by well-informed guides, the two-hour trip is a combined bus and walking tour. This industrial complex employs about 22,000 people. It is the only automobile plant where the entire process takes place at one location, from the raw materials to the finished vehicle. Our tour included the vast and noisy rolling mill, and the assembly line building where Mustangs were coming off at the rate of one per minute.

The Henry Ford Museum is like the Smithsonian Institute, in that it is impossible to see it all in a half-day's time. Therefore, it was necessary to concentrate on just a few of its areas. Included in the Mechanical Arts Hall is a most outstanding collection of vehicles depicting the various stages of development and growth in transportation. In another area, the Street of Early American Shops displays tools and handiwork of pre-industrial crafts and trades. Adjacent to the museum is Greenfield Village, well known for its collection of many types of

homes and shops brought from all parts of the country. We by-passed this attraction due to extremely adverse weather.

Occupying a 75-acre site on what was once a part of the estate of pioneer Henry Ford, the community college which bears his name offers a comprehensive list of programs to approximately 17,000 students. It is a part of the Dearborn Public School System, although most of the other 28 community colleges in Michigan are separate and distinct from the K-12 systems. Mrs. J. Pierson, Supervisor, provided general information about the college and then answered specific questions concerning personnel services.

Henry Ford Community College employs about 200 full time and 600 part time instructors, none of whom requires state credentialing. Non-instructional (classified) personnel adds another 150 employees. Personnel services were described as very decentralized. For example, the hiring of personnel is handled by the Dearborn Public Schools Office, except that the final interviewing is done by college personnel. Other personnel services are provided by the academic division for instructional faculty, and by the business division for non-instructional staff. Collective bargaining has been an established part of Michigan education for a number of years, and it wields a strong influence on this campus. Although the college has an adopted affirmative action plan, not much has been implemented to date. Affirmative action is a general responsibility of the assistant to the president.

Crossing the Detroit River at Windsor, we enjoyed a pleasant drive across the southern part of Ontario, Canada. This part of Ontario, spanning the northern shore of Lake Erie, is largely agricultural land. Though not nearly as prosperous looking as farms we had seen through Iowa and Illinois, the countryside was a pleasant change from the Detroit environs. Apparently the land is very productive, as the province is Canada's largest agricultural producer. After an overnight stay in the historic town of St. Thomas, we drove on to Niagara Falls, noticing a different type of crop and strange shaped barns along the way. As we breakfasted in a little town called Delhi, we were suprised to learn that this area produces considerable amounts of tobacco. The special barns we saw were for the drying of the tobacco after harvest.

The Niagara Falls area provided opportunity to visit many interesting points. We had seen the falls a dozen years ago, but had not fully enjoyed other nearby attractions such as Queen Victoria Park, Table Rock House, the Whirlpool Basin, Goat Island, and the excellent Niagara Parks Greenhouses. Also, a return after nightfall made it possible to see the falls illuminated by giant searchlights with changing colors.

Returning to the U. S. side, we drove east from Buffalo to Utica on the New York Thruway. Near Utica is Mohawk Valley College, a visit to which was both interesting and informative. This comprehensive public community college is affiliated with the New York University system. Thomas Lascell, Personnel Director, was a gracious host and provided a great amount of information about the New York system of community colleges and Mohawk Valley in particular.

Even though New York community colleges are a part of the state university system, each college has what might be termed a "local sponsor" in the form of a county, city, or combination thereof. Contrary to my previous understanding, Mr. Lascell assured me that these colleges enjoy a high degree of local autonomy. There is a state commission for community colleges in the university system, but it doesn't exercise any great amount of control. Funding is largely from three sources: state aid, county taxes, and student tuition.

With a total enrollment of about 7,000 students, the college employs 150 classified and 220 faculty and administrative personnel. It maintains a centralized office for advertising and recruitment of all full time employees. Actual screening and selection is done by departments. All personnel services for part time faculty are handled through the evening division and departments. Collective bargaining for faculty, with one representative unit, is conducted at the local campus. For classified personnel, also in one unit, the negotiations are done at the county level. An affirmative action plan has been adopted and there is an affirmative action officer, but surprisingly little activity has taken place. A newly formed affirmative action committee is expected to make it more than just a "paper plan" in the near future.

While in the personnel director's office, I noticed an interesting, large bulletin board display. Upon inquiry, Mr. Lascell showed me the details of how he kept close track of the total personnel deployment of the college. Arranged much like an organization chart, the board displayed every full time position under the appropriate division or departmental area. Color coding was used to identify management, classified, faculty, vacancies, etc.; and names were typed on removable strips inserted in plastic tabs. This appeared to be a visual device which, with some adaptation, might be very useful in the new personnel office at Mt. San Antonio College.

Our next major objective was New England but, since it was only a short distance out of the way, we included Cooperstown, New York for the Base ball Hall of Fame. We were well rewarded. Not only was the Hall of Fame and associated museum very informative and fascinating, but we saw some of the most beautiful scenery of the entire trip. This part of New York is country environment at its best, especially in the springtime. As we followed the shoreline of Lake Otsego, we passed Fenimore House, former home of James Fenimore Cooper, after whose father the little town took its name.

Interstate travel in New England was much faster than in the West; thus we drove shorter distances per day and spent more time visiting points of interest. A short drive from Cooperstown and we were in historic Bennington, Vermont. From the top of the Bennington Battle Monument (306 feet) we viewed the site of the Battle of Bennington, which some historians claim was the turning point of the Revolutionary War. An outstanding museum contains priceless manuscripts and a collection of Grandma Moses paintings. The old village part of town features several authentic, restored facilities including the oldest country store in Vermont. Also of interest was Old First Church, dating from 1762. An informal tour was also made of Bennington College, the alma mater of former first lady Betty Ford. At one time a private college for women, the school is now coeducational.

Our route next followed the Molly Stark Trail from Bennington to Brattleboro, very scenic terrain particularly through the Green Mountains where, in the 1770's several groups of local militia gained fame as the

Green Mountain Boys. Seeing this part of New England in the Spring was a special treat, but it only enforced our desire to return to the same area to enjoy the Fall colors. Cutting down through southwestern New Hampshire, we were soon at our next major destination, Boston and environs.

We quickly learned that driving in Boston was frustrating and confusing. We finally put the car in a downtown parking structure and took the Freedom Trail walking tour. Even though there was a brisk, cold wind, we were thrilled as we visited the Old North Church, Boston Common, (oldest public park in the U. S.), Ben Franklin's birthplace, Old State House, Boston Massacre site, and the old Granary Burying Ground. To read about it is one thing but to stand on the balcony from which the Declaration of Independence was first proclaimed is an indescribable experience for any American.

Charlestown, a suburban area of Boston, is the site of the Battle of Bunker Hill. The 220-foot monument is actually located on Breed's Hill, adjacent to Bunker Hill. Not only is this granite obelisk impressive, but the diorama exhibit located on the ground floor depicts all the fortifications and points of attack in the crucial battle. A short distance from Bunker Hill, the U. S. S. Constitution lies in dock at the naval shipyard. "Old Ironsides" is the oldest commissioned warship afloat in the world, and we thoroughly enjoyed a self-guided tour of her three upper decks.

Because it is the oldest university in the country, founded in 1636, Harvard University was a "must" on our list of institutions to visit. Located in Cambridge, another Boston suburb, we found it very difficult to define the actual campus. Yet it was interesting to view the historic "yard" and buildings representing architecture from Colonial times on down to contemporary styles.

During the time we remained in the Boston area we chose Lexington as a quieter, more pleasant location for a motel. This proved beneficial in other ways also, as we took advantage of the rich heritage of that suburban area. Lexington Green, site of the first skirmish of the Revolutionary War, and Minuteman National Park were two worthwhile points of

interest. In nearby Concord we enjoyed seeing the old North Bridge, Emerson House, the Old Manse, and Walden Pond. Shortness of time allowed for just a short tour of Middlesex Community College in Bedford. Its campus is made up of older buildings directly adjacent to a veterans hospital.

Near Lexington Green we happened upon a very special place of interest -- the old building which was the site of the first public school in America. The Lexington Academy was a private women's school from 1822-1839. In 1839, Horace Mann, then Secretary to the Massachusetts Board of Education, persuaded the Board to make the academy a public normal school, the forerunner of public teachers colleges.

As we drove down toward Cape Cod, a stop was made to see the historic points around Plymouth. In addition to the usual attractions (Plymouth Rock, Mayflower II), we were particularly impressed as we climbed Cole's Hill, burial place of Pilgrims who perished during that first terrible winter of 1620-21. Also memorable was the beautiful statue of Massasoit and the National Monument to the Forefathers. Of unusual interest was the tour of Cranberry World Visitor Center, which contains information on the history of the cranberry. Featured are three outdoor working bogs, a scale model of a cranberry farm, and antique harvesting tools. We learned that about 65 percent of the world's cranberry crop comes from Massachusetts bogs.

During our brief stay on Cape Cod, the spring weather was at its best and we thoroughly enjoyed that part of the country. We took a motel in the small town of Orleans, about half-way out to the tip of the Cape, from which we explored various points of interest. A very short distance from Orleans is the village of Brewster where we visited the Old Grist-mill, one of the country's first and still in operation, utilizing water wheel power. Of greater interest, though, was the herring run which we observed in the stream flowing by the mill. We learned from a local resident that herring return from the sea and fight their way up fresh water streams to spawning ponds, much like salmon on the west coast. The fish were literally so numerous in this stream that one could reach in and scoop them out by buckets full. During this season, local residents

are allowed to take one bushel per week from the stream.

At the tip of Cape Cod, Provincetown was the scene of the first landing of the Pilgrims. Prior to our stopping here, my less than adequate knowledge of this portion of history had always placed Plymouth Rock as the first landing site. However, prior to their entering the bay, a small group rowed from the Mayflower to the Cape in search of fresh water. It was a memorable time for us as we stood and viewed the area where they came ashore. Located on Town Hill in Provincetown, the Pilgrim Memorial Monument commemorates the historic event; and at its base a museum contains Pilgrim relics and other historical material.

Cape Cod National Seashore is a 28,000 acre park consisting of sand dunes, marshland, glacial cliffs, and dense forest. Spared the scars of industrial and commercial development, the area is maintained in a natural state. We took a self-guided tour on one of the many nature trails, passing a pool which is thought to have been the Pilgrim's first source of fresh water.

Our itinerary pointed next to Newport, Rhode Island, but on the way down the coast we decided to add Providence. It wasn't far off the route and we did have a desire to see this old state capitol. The beautiful State House, overlooking the city from a hill, is constructed of white marble and is one of the most spectacular we had seen.

Providence, of course, was founded in 1636 by Roger Williams who had been banished from Massachusetts for his religious views. It was a special thrill to inspect the oldest Baptist church in America, established by Williams in 1638. The church building now standing was built in 1775, still a well preserved, simple wooden structure. A number of other very old buildings remain in surprisingly good condition: The Cathedral of St. John (1722), John Brown House (1786), Old Market Building (1774), and of course parts of Brown University dating back to 1770. At one of the busy intersections downtown is the Roger Williams Monument, at the base of which is the grave of the city's founder.

Following an overnight stay near Providence, we took a state highway down the east side of busy Narragansett Bay to the peninsula called Newport. Another old seaport town (1639), Newport is a city of contrasts,

best known for its opulent resort section. We took the famous Ocean Drive which leads past many magnificent estates. Most of these were summer homes of the socially elite in the latter part of the 19th century and into the 20th. Probably the most splendid of the mansions is the Breakers, which was built in 1895 as the summer house for Cornelius Vanderbilt. This huge 70-room structure, with its elaborate European High Renaissance furnishings, is open to the public (for a fee) on certain days and hours. Its extensive grounds overlook the Atlantic Ocean and a winding cliff walk.

Among the many other old estates visited, one of the most interesting was Hammersmith Farm. Utilized as farmland since 1640, it is now the last remaining farm in the city of Newport. The 28-room "cottage" was built in 1887 by John W. Auchincloss and has been used by four generations of that family. It was here that the wedding reception of President and Mrs. John F. Kennedy was held, and to which they often returned during his term of office.

Two beautiful, long bridges took us across Narragansett Bay via Conanicut Island. We were soon back on Interstate 95 leading down the coast into southern Connecticut. In New London we were able to see a part of the U. S. Coast Guard Academy, and also discovered that this town is rich in colonial history. Its port was the principal rendezvous of privateers during the Revolution.

We had not planned on stopping in New Haven, Connecticut, even though it is the home of Yale University. Nevertheless, as we drove along the Connecticut Turnpike, I happened to notice a large structure on the side of which was a sign indicating that this was South Central Community College. I had known little about the community college system of Connecticut; therefore a quick turnoff led to an unscheduled visit of that institution.

South Central Community College is one of twelve regional community Colleges in the state of Connecticut. This system is under the control of a State Board of Trustees for Regional Community Colleges, appointed by the Governor. Each college has a regional advisory council appointed by the State Board. A fairly new school (1968), South Central

C. C. offers a comprehensive educational program to a student enrollment of about 2,000. There appeared to be a strong commitment to affirmative action. In fact, the officer in charge of personnel services was entitled Affirmative Action Personnel Officer. I was unable to obtain an appointment with that person, so did not have the opportunity to discuss personnel matters. It was noted, however, that the college seemed a little heavy on the administrative side, there being 20 positions for a total full-time faculty of 46. No doubt, some of the administrators also carry partial teaching loads.

Completely ignoring New York City (toured on an earlier trip), we took the scenic and well-landscaped Jersey Turnpike down to a little town across the Delaware River from Philadelphia. Our interest lay in re-visiting Independence National Park, and also a tour of the Community College of Philadelphia. On a previous visit the area now comprising the park had been under partial renovation, so we were pleased to have the opportunity again to see this unique cluster of buildings commemorating the birth of the United States. No other area of the country brought to mind so many images of great persons and significant events associated with the American Revolution and the founding of the Nation. Though we grew weary as we walked through Franklin Court, Old City Hall, Independence Hall, and many more, we were grateful for this special privilege. A short distance from the Liberty Bell Pavilion was the new U. S. Mint, and we took the informative audiovisual tour of that facility.

The Community College of Philadelphia is truly an urban school. Located in an extremely congested area of the city, it exhibits the greatest of contrasts to rural Mt. San Antonio. Opened in 1964, it currently occupies a remodeled 8-story building in mid-town Philadelphia. Eventual plans call for a permanent campus where the old U. S. Mint was located. By special statute, the Governor authorized the Mayor to appoint a 15-member governing board as the controlling body. The faculty numbers approximately 300 full-time employees, and the person in charge of the personnel services is titled Personnel Officer/Affirmative Action Director. Also, there is an Assistant to the President for Personnel Relations and a Personnel Assistant. As with all of the other colleges visited, part

of the funding comes from student tuition; but in this case an interesting variation. Philadelphia residents pay \$22 per unit, other Pennsylvania residents are charged \$44 per unit, and out of state students pay \$66 per unit.

After visiting this downtown campus, we were so happy to leave the "City of Brotherly Love" for the lovely open spaces of Valley Forge. Valley Forge, where retreating colonial forces gathered and re-grouped and trained under George Washington, was so peaceful and beautiful in the bloom of springtime. How different it must have appeared during that terrible winter of 1777-78. With somber thoughts, we viewed many statues, monuments, markers of the locations where various units formed, and replicas of the log huts used by the troops. The old 2-story stone house used by General Washington as headquarters still stands, and it was unreal to walk through those rooms where the great man had lived and worked.

We had long been intrigued by information and news about the Amish and Mennonite people in Pennsylvania. Therefore, we had looked forward to spending some time in and around the town of Lancaster. Fortunately, we selected a lovely motel out in the country, completely surrounded by beautiful farms. In the evening, sitting outside our place, we watched with fascination the frequent passing of immaculate buggies drawn by beautiful trotters. Nearby, we observed a young Amish lad plowing a field with a team of four horses, working well beyond dusk.

The next day we went into town and first visited a Mennonite Center where we learned much about the Amish and Mennonite people - - - their common origin, the cause of their division, their similarities and differences. From a religious viewpoint, the two groups are very much alike. A major difference is the fact that Mennonites are more likely to adopt modern practices and customs of society, while the Amish adhere strictly to the old ways. For example, one can distinguish immediately between an Amish and a Mennonite farm by observing whether there are any power or telephone lines leading to the house, and by noting whether power machinery is being utilized. In both cases, however, we observed the best kept and most beautiful farms and dairies we had ever seen. And both groups

appeared to be a very industrious and prosperous people.

A visit to this area is not complete without seeing and enjoying the farmers markets. We were intrigued by this method of merchandising, featuring many stalls, offering an endless variety of Pennsylvania Dutch foods and other products. Much will power had to be exercised in order to avoid over-indulging such delicacies as schnitz, souse, shoofly pie, cup cheese, fresh pretzels, etc. Speaking of pretzels, Lancaster is the location of the largest pretzel bakery in America. A self guided tour of Anderson Bakeries was most informative and unique. From an enclosed observation walkway, we observed the various stages involved in the total production process. This plant produces 33 million pounds of pretzels each year.

While in Lancaster, we learned of two other interesting and rather surprising points of historical significance. It was here in 1879 that F. W. Woolworth opened his first store featuring 5-cent merchandise only. This of course was an enterprise that led to fame and fortune. Secondly, we learned that for one day, September 27, 1777, Lancaster was the Nation's capital when Congress stopped there on its flight from Philadelphia.

It was inconceivable to be so close to the Nation's Capital and not take the time to see once again some of its many outstanding attractions. Therefore, we took a motel in nearby Alexandria and spent the better part of two days re-visiting Washington, D. C. One never tires of seeing the city from the top of the Washington monument and stopping by the Lincoln and Jefferson Memorials. We also spent some time wandering the halls of the Capitol, unable to observe Congress in session since it was a weekend. A drive across the Potomac in order to walk the peaceful hills of Arlington National Cemetery was quite impressive. Besides visiting gravesites of many famous persons, we watched with respect and fascination the changing of the guard at the Tomb of the Unknown Soldier.

A "must see" item on our itinerary was the National Air and Space Museum, part of the vast Smithsonian Institution. This relatively new addition to the Smithsonian is devoted to the history of air and space technology. Due to my previous experience as an aircraft pilot, and also because of the dynamic aeronautics program at Mt. San Antonio College,

I was particularly interested in these exhibits. Notable items on display included the Wright Brothers' aircraft, Lindbergh's Spirit of St. Louis, a Mercury space capsule, the Apollo Lunar Module, and a moon rock. Simulated sky and space programs, as well as other audio-visual exhibits, were designed and unusually effective. This portion of the Smithsonian is probably the most complete and up-to-date collection of air and space exhibits anywhere in the world. It was one of the most educational experiences of the entire trip.

After touring a number of other historic spots in Washington, we drove on down to Charlottesville, Virginia, located in the foothills of the Blue Ridge Mountains. This historic old town was, of course, the home of Thomas Jefferson and James Monroe. Here is located the University of Virginia, founded and designed by Jefferson and first governed by a board whose membership included Jefferson, Monroe, and James Madison. Our main purpose in going to this area was to visit Monticello, the plantation built and operated by Jefferson. As we toured the mansion and associated buildings, we were continually reminded of the genius and unique talents of the third President of the United States. Every part of the estate shows evidence of his fertile imagination and creativity, from construction of the roadways to the design and location of the buildings, its furnishings, and even the gardens. We noted how fitting it seemed that the architect of the Declaration of Independence died at Monticello on July 4, 1826, exactly 50 years after the signing of that document. He is buried a short distance from the home he loved, in the family graveyard which he laid out and which is still maintained by his descendants.

Some of the most scenic areas of the trip were observed as we travelled from Charlottesville through Richmond, the capital of Virginia, and on down to Williamsburg. It was the middle of May, and fresh rainfall gave the lush landscape a clean, glistening appearance.

Williamsburg, named in honor of King William III, was at first an outpost of Jamestown (1633). In 1699 it replaced Jamestown as the capital of the Virginia colony which, at one time, covered a vast area reaching to the Mississippi River and up into what is now Wisconsin. It served as the

seat of government for 81 years and also became the social and cultural center of Virginia. The restoration of this old town has made it one of the most interesting tourist attractions in the nation, containing an almost endless number of points of interest to students of colonial history. Through extensive research the colonial portion of the town has been restored as nearly as possible to the way it appeared during the 18th century. It is a mile long and about a half-mile wide; and to thoroughly see all of the town takes at least two days of walking. (No automobile traffic is allowed in the restored portion.)

The main thoroughfare of Williamsburg is Duke of Gloucester Street, and a variety of restored public buildings, shops, colonial homes, and taverns are located on or just off this street. We particularly enjoyed going through the many craft shops where revived arts, trades, and crafts are practiced by men and women in colonial attire. Costumed workers explain and skillfully demonstrate the 200-year-old methods in such things as musical instrument making, weaving and spinning, silversmithing, printing and bookbinding, and many others. Also of much interest were the old colonial capitol, governor's palace, public gaol(sic), and several authentic taverns.

We were especially fortunate to have been in Williamsburg on May 15, since that is the date on which was held the Prelude to Independence Ceremony. This was the commemoration of the passage of the Resolution of Independence by the House of Burgesses on May 15, 1776. A special performance by the Militia and Fife and Drum Corps was made before a large audience on the village green in front of the colonial capitol. It was a most inspiring and impressive event.

At the west end of the Duke of Gloucester Street is located the College of William and Mary, the second oldest college in the nation (1693). I was surprised to learn that this institution is a state university. One of its buildings, the Wren Building, is the oldest academic structure now in use in America. Its distinguished alumni include three U. S. Presidents: Jefferson, Monroe, and Tyler.

Since it was only a short distance from Williamsburg, we took the Colonial Parkway to Jamestown. Situated on Jamestown Island in the James River, the area is a different kind of attraction. It is largely the

vacated land on which was located the first permanent English colony in America. The old church tower is the only structure remaining that dates from the 17th century. However, a research program has led to excavations which have produced some of the original ruins. As we walked the paths through "James Cittie," many visible clues told the story of those brave colonists. Oil paintings at various points depicted the probable appearance of the ruined buildings. Only one attempt has been made to reconstruct any of the original facilities and that has been the Glasshouse. Here, craftsmen dressed in colonial costume manufacture glassware, using the methods and materials of colonial times. Visitors have a first-hand view of the work in the open-air structure, and it is a fascinating process to observe.

Taking the ferry at Glasshouse Point, we crossed the James River and drove south through North Carolina. In order to enjoy the lovely countryside, we utilized state highways as much as possible. Tobacco and corn crops were much in evidence, and we learned that these are the most important crops in a state that is basically agricultural. In fact, North Carolina produces 70% of the Nation's bright-leaf tobacco. An overnight stay in Wilmington gave us the opportunity to see the U. S. S. North Carolina, a retired battleship at anchor in the Cape Fear River.

From Wilmington our route followed the Atlantic coastline through Charleston, South Carolina and Savannah, Georgia. At this point in our trip, it was determined that we needed to "ease up" a bit from a rigorous schedule of trying to see everything. We continued to avoid large cities as much as possible, enjoying the country areas and lesser highways whenever possible. For miles along U. S. 17 we followed the beach, landscaped with oaks, palms, pines, and beautifully blooming dogwood. A stop was made at Myrtle Beach, South Carolina, a popular resort area boasting a 55-mile long beach. It was a fine looking beach, but heavily covered with jelly fish.

The next major point of interest was the town of Brunswick, Georgia, located on the coast in the southern part of the state. Brunswick, a town of about 20,000, is little known. But the nearby Sea Islands are quite prominent for resort and recreation areas.

Three of these semitropical islands along the Georgia Coast are accessible by automobile: St. Simons, Jekyll, and Sea Island. We took the time to drive to and around Jekyll Island, once a favorite retreat of millionaires. The entire island is now a state-owned public park and it appeared very crowded, even though the heaviest vacation season had not begun. An interesting history revolves around this lovely island, including a period of time when a group of well-known millionaires created the Jekyll Club for the purpose of establishing an exclusive resort where they could get away from the hectic world of business and finance. The old club house and many of their so-called "cottages" remain as tourist attractions, though the club declined and came to an end in the 1940's due to lack of interest of the younger generations among those famous families.

The town of Brunswick itself was a pleasant experience. Though not planned, a worth-while tour of Brunswick Junior College was arranged. I had an interview with the Registrar and Director of Admissions, Frederick Griffith. Also, a brief discussion was held with Dr. John W. Teel, President.

Though small in enrollment (about 1200 students), Brunswick J. C. is quite comprehensive in its educational offerings. It is one of three comprehensive two-year colleges in Georgia. In addition, there are 19 other two-year institutions (mostly technical), all of which are a part of the University System of Georgia. The entire system is governed by a single Board of Regents.

This little college had an attractive, well-kept campus consisting of 9 modern buildings. It was founded in 1961 but the campus was not occupied until 1964. The staff has a total faculty of 70, which includes 6 administrators and 8 division chairpersons. All personnel services are handled through the business office, and collective bargaining appeared to be a foreign term.

Our next major objective was Titusville, Florida for the express purpose of visiting the Kennedy Space Center at Cape Canaveral. A day's drive took us through Jacksonville, St. Augustine (oldest city in the U. S.), and Daytona Beach, to our immediate destination. A 6-mile causeway connects

the mainland to Merritt Island on which is located the Space Center. Incidentally, this Merritt Island is a vast national wildlife refuge, established as a sanctuary for wintering migratory waterfowl. It provides a beautiful setting for the Space Center as well as Cape Canaveral Air Force Station.

It was a unique experience to be able to tour the country's center of space operations. Much of our space history took place and continues to develop at the Kennedy Space Center, operated by the National Aeronautics and Space Administration. The visitor center itself is virtually a space museum featuring exhibits, displays, lectures, movies, models, and actual spacecraft. A guided bus tour included several of the major facilities at the installation. The Flight Crew Training Building featured a dramatic sight and sound show with a simulated launch and landing on the Moon's surface.

The tour also took us to the massive facilities of Complex 39, launch site for the Apollo voyages to the Moon, as well as America's first space station, Skylab. Stopping adjacent to the Vehicle Assembly Building, one of the world's largest structures, we were ushered into the Launch Control Center where we viewed an exciting multi-media re-creation of the launch of Apollo 11, man's first journey to the Moon. Stops were also made to see the giant crawler-transporters which move the space craft from the assembly building to the launch pads, the area where Space Shuttle will be launched in the 1980's, and the specially constructed landing facility for space shuttles. An entire afternoon was spent at the space station, one of great educational value.

Turning our sights westward, we moved into central Florida's citrus belt. The town of Winter Haven, where we stayed, is surrounded by some of the state's finest groves and numerous spring-fed lakes. Our object in taking this route was the famous Florida Cypress Gardens. Although a beautiful attraction, it was somewhat disappointing to us. Perhaps we had expected too much, or perhaps we were beginning to tire of sight seeing. Nevertheless, we enjoyed walking through extensive garden areas with some 11,000 varieties of plants and flowers. Special floral areas contain Gardens of the World under 14 different themes. Two roofed

stadiums form a semi-circle facing a large lake, providing seating for 4,400 people. Here we saw an outstanding water skiing exhibition and show, the best we had seen anywhere.

An abundance of Spanish moss provided a different type of scenery and also whetted our curiosity. Since we noted that it could be found hanging from power lines as well as trees, we wondered how it thrived in this area. We learned that, contrary to our previous information, Spanish moss is not a parasitic growth but one which derives its nourishment from the air. In the little town of Lake Alfred we drove on a street lined with large trees which were covered with hanging moss, forming a complete archway across the street for several blocks.

Our route next carried us north through the central part of Florida, once again moving through thousands of acres of rolling citrus land. We passed through Ocala, with its many thoroughbred horse farms, and Gainesville, home of the University of Florida. As we reached and turned westward onto Interstate 10, we realized that we were homeward bound. Although straying from it, from time to time, this would be our basic route back to the West Coast. First stop on this part of the trip was Tallahassee, but an hour prior to reaching that city we crossed the Suwannee River, made famous through a song by Stephen Foster. A most unusual state highway sign announces the landmark through use of a portion of the musical score.

Tallahassee, the capital of Florida, is a picturesque city noted for beautiful gardens and several large lakes nearby. The main highway leading into town provided a spectacular view of the capitol building. A short distance west of town we located Tallahassee Community College, which gave me the opportunity to visit another campus.

After a brief tour of the facilities, I interviewed Dr. Metcalf, Dean of Administrative Services. This college was established in 1967 as one of the 28 public two-year colleges in Florida. Some of these institutions are strictly vocational in nature, but Tallahassee C. C. is more comprehensive. They are governed by local boards which are appointed by the Governor.

Tallahassee has a total enrollment of about 3,200 which generates approximately 2,180 full-time equivalents. Its administrative structure includes a president and three major deans: Instruction, Student

Services, and Administrative Services. The total staff consists of 60 full-time and 60 part-time faculty, 74 non-instructional staff (classified), and 15 administrators. Due to the size of the college, they have preferred a decentralized approach to handling personnel matters. For example, the hiring of faculty is done by the five divisions through the Dean of Instruction. The Dean of Student Services processes the hiring of their counselors, while the Dean of Administrative Services does the same for classified personnel. The Administrative Services Office also takes care of certain personnel services for all employees, such as payroll, leaves of absence, vacations, etc.

As was the case in other colleges visited, no state credentialing of faculty is required in Florida community colleges. Collective bargaining is permissible but Tallahassee C. C. has not yet become involved in it. Dr. Metcalf's opinion was that the process was coming in the near future, in which case the college plans to utilize a professional negotiator. In the area of affirmative action, the college has written plans and goals, and the Director of Institutional Research serves also as the affirmative action officer. In addition, each of the five divisions has a person designated as affirmative action monitor.

Driving westward across the Florida "panhandle," we passed through Pensacola and had a delightful overnight stay in an old Greek colony named Malbis Plantation, about 12 miles out of Mobile, Alabama. Founded by a Greek monk named Jacob Malbis, seeking refuge for himself and a small group of followers, the colony suffered many hardships and trials. Eventually, though, it succeeded and today includes 600 acres of land under cultivation, a motel (where we stayed), a restaurant, bakery, and cannery. In addition, there were many residences and a beautiful Greek Orthodox church completed in 1965. The mosaic-adorned church is a copy of a Byzantine church in Athens. This unplanned stopping place turned out to be one of those pleasant, unheard-of points of interest which added much to our experience. We regretted not having enough time to explore it further.

Time was becoming a factor in our trip, so we were unable to include as much of the Deep South as we would have otherwise done. However,

we did cover all major points in the original plan. Just driving along the Gulf coast of Alabama, Mississippi, and Louisiana was a pleasant experience. The lush, tropical environment provided an abundance of beautiful scenery, while brief stops in smaller towns gave us the opportunity to visit with local people.

In Baton Rouge, Louisiana we had the pleasure of staying in the home of friends whom we had known during World War II days. This was an experience in true Southern hospitality. Since these friends were native residents of the area, they took great pride in showing us every part of their city. The personal tour included the old and new capitol buildings and also the campus of Louisiana State University.

Once again crossing the mighty Mississippi, we traversed bayou country, marshlands, and areas densely wooded with oak and cypress. Vast acreage devoted to rice, cotton, and sugar cane was observed as we moved on across Louisiana and southeastern Texas. After an overnight stop near Houston, we enjoyed the gentle rolling farm and cattle country going into San Antonio. At this point we discovered a city which, in my opinion, has been greatly underestimated for not only its beauty but also its rich history and dynamic growth.

Known as the cradle of Texas liberty, San Antonio, with its old Spanish flavor, is one of the most picturesque of American cities. There was a time when it was just another large, ugly town with a dirty river winding through its middle. But in recent years, the area bordering the San Antonio River has been developed with much imaginative and aesthetic effects. It has come to stand for the beauty and romance of the city. We thoroughly enjoyed taking the River Walk, or Paseo del Rio, beautifully landscaped with trees and tropical foliage and bordered by nightspots, restaurants, shops, and out-door theatre. A cruise on board a small river craft, while enjoying an authentic Mexican dinner, was a very special added attraction and provided further appreciation for the great diversity of the city's cultural interests.

A tour of the Alamo is a "must" for visitors in San Antonio. Associated with the oldest of the city's five Spanish missions, the fortress was erected in 1744. But its time of fame, of course, was in 1836 when Texas declared its independence from Mexico, and all of the defenders at the

Alamo gave their lives during the ensuing siege by Santa Ana's Mexican forces.

Several days were spent enjoying the interesting and unique environment around San Antonio, following which we moved rapidly across the wide open spaces of West Texas, the southwestern part of New Mexico, and Arizona.

Since all of these areas were most familiar to us, a minimum amount of time had been allowed for this part of the trip. However, we did detour into the Gila Valley, in Eastern Arizona, for a brief return to the area where we had grown up and lived the early part of our lives. This little farming and ranching valley is the site of Eastern Arizona Junior College, the oldest of the state's two-year colleges, and one of my alma maters. The institution actually began in the late 1800's as a religious academy, and later was known as Gila Junior College. It is still a comparatively small college, though its educational programs are quite comprehensive. For many years this public college has maintained on-campus housing for students, since the geographical area served is too large to allow all students to commute. My return to this campus was nostalgic as well as informative, and it seemed fitting that it was the last college to be visited on the trip.

The journey across the familiar Southwest was anticlimactic and we were anticipating the great feeling that always comes when one returns home after a long absence. After spending 50 days and travelling nearly 10,000 miles, to say that we were happy to see our home would be the gross understatement of this report. Even so, as we reflected on the many wonderful opportunities which this journey provided, we were most grateful that it had been made possible and that we had been able to take advantage of it. Through this unique experience we have learned much about this incredible country, its people, and its institutions.

"Oh beautiful for spacious skies,  
For Amber waves of grain,  
For purple mountain majesties  
Above the fruited plain!

America! America! God shed His grace on thee,  
And crown thy good with brotherhood  
From sea to shining sea."