# \* SPECIAL EDITION he Technicia

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\*\*\*SPECIAL EDITION\*\*\*

Wednesday, May 5, 1971

## 'I Perhaps Erred'- Chancellor

# Caldwell Reconsiders Food Plan; Union Workers May Not Be Fired

The decision by the administration to take away food service from the Erdahl-Cloyd is being re-examined along with other campus food decisions that were announced last week.

In a meeting yesterday with student leaders Chancellor John

T. Caldwell disclosed that the decisions made last week are being

Included in those decisions was the consolidation of the food service facilities in the present Union, in the new University Student Center, in Harris Cafeteria, and in the Case Athletic Center under one outside caterer.

Also included was the announcement of the firing of all Union

food service employees effective June 1, 1972. Both decisions are

"We in the administration did not think our decision was poured in concrete and we are confronted with many uncertainties down the road and I feel any firm and irreversable decision right now unwise and I perhaps erred in trying to make one," stated Caldwell.

Wrong Assumption

The Chancellor stated that he may have been drawn into a wrong assumption. He said that the Cafeteria Advisory Committee Report, on which his decisions were based, may have put too much emphasis into saving Harris Cafeteria.

The point in the decisions last week was to increase the base of

the caterer at Harris Cafeteria by assigning more facilities to them. This would have kept Harris open for hot food service.

save Harris, but to make the food service at the new University Student Center a success," stated the Chancellor.

He spoke of the possibility of contracting Harris Cafeteria to an outside caterer. If they could not make a success of it, then possibly the cafeteria should be closed.

Union Food

The food facilities in the present Erdahl-Cloyd Union and the

new University Student Center would be handled by the Union, with the new Center offering hot food service.

Caldwell speculated the Union might be able, with the two facilities, plus the vending in the two buildings to become a healthy food enterprise.

However Caldwell was concerned with the possibility that the Union might lose money in such a venture which would have to be made up through student fees. An outside caterer, if it was loosing money, would not draw from University funds.

Possibly the Union could start out running both facilities to if it can work out.

"We are doing far too much theoretical thinking. Maybe we ought to go on with it now and see how it works out," stated Caldwell. (continued on page 4)

## Students On Trustee Board

There will be six students on the Consolidated University of North Carolina Board of

Trustees.

In final action yesterday, the North Carolina House of Representatives enacted into law a bill to place the student body presidents of all state-supported institutions of higher learning on their respective Boards of Trustees.

In the case of the University

tive Boards of Trustees.

In the case of the University of North Carolina, the new law will permit the student body president at each of the six campuses to become a voting trustee on the 100-member board for that institution.

Each student will be a full voting trustee with all privi-

however, membership on the powerful Executive Committee will be left up to the full trustee board.

#### Gusler A Trustee

Gusler, State's newly-elected Student Body Presi-dent, will be State's student representative on the trustee

Recently, Gusler commented that he was happy with the bill and felt it was an experiment to see how the idea works out. He hopes students can be added to the Executive Committee.

An almost identical bill was introduced in 1969 by Senator

Ralph Scott, D-Alamance. The failure of that bill was partly because it came during a period

of campus disruptions.

This year's bill had earlier passed the Senate by a vote of

44-2.

The bill had been approved by the House last week, but was held up for final action until yesterday. The bill was finally passed by voice vote.

The action by the North Carolina General Assembly parallels action by other state legislatures and trustee boards to add students to the governing boards of schools and colleges. ing boards of schools and colleges.
Schools which already include students on their

governing boards in this state include Meredith College and Wake Forest University.

# Parking Alternatives Presented At Meeting

Staff witer

In a joint meeting Thursday night with the University Parking and Traffic Committee and the University Campus Planning and Environment Committee, two alternate plans were viewed by interested students in an effort to solve State's increasing parking problem. The meeting was open to students to solicit opinions and questions about the matter.

The two plans presented by Don Ingold—a representative from parking consultants Wilbur Smith and Associates—offered a maximal and minimal program to take care of the campus parking situation projected for 1980.

Alternate Plan One will provide a maximum level of service. The plan includes the building of four parking decks. Possible sites for the decks are the Coliseum Parking Lot, the tennis court area beside Carmichael Gymnasium, in place of the greenhouses on North Campus, and the University-owned parking lot of Hillsborough Street.

Transit systems would be instituted for the Fraternity Court area. McKimmon Village and

borough Street.

Transit systems would be instituted for the Fraternity Court area, McKimmon Village and the West campus parking lots. The bus system in these areas would limit Fraternity-Court and McKimmon Village to one parking space instead of the two spaces they now occupy (one at their residence and one on campus).

The third element of the plan will provide controlled entry onto the campus. Control points will set up on Dan Allen Drive at Cates Avenue and Pullen Road, and Dunn Avenue at Pullen Road.

Pullen Road.

The cost of this plan will be approximately \$20 million and maintenance of the program will be \$400.000 per year.

In Alternate Plan Two, service will be provided at minimal level. The plan calls for a transit system and control points. The control points will limit non-campus traffic from entering the campus.

The plan will utilize at least one parking deck, most likely in the Coliseum parking lot area. The proposed deck will cost approximately \$3 million to construct and will take

mately \$3 million to construct and will take approximately three years to build.

According to Ingold, the second plan is probably the most feasible for this campus. Both plans do complement each other and either could be implemented. Total cost will be approximately \$11.5 million for Plan Two.

After the presentation, questions were fielded from the audience with most of the questions being directed to Dr. L.A. Jones, chairman of the University Parking and Traffic Committee.

chairman of the University Parking and Traffic Committee.

During the discussion, the transit system—which is imminent—could possibly be installed this fall on a trial basis. Funds to provide this service will probably come from the Traffic Committee reserve fund.

One parking deck will accommodate a thousand spaces and will cost around \$200,000 to service the deck.

According to lones action for next year

service the deck.

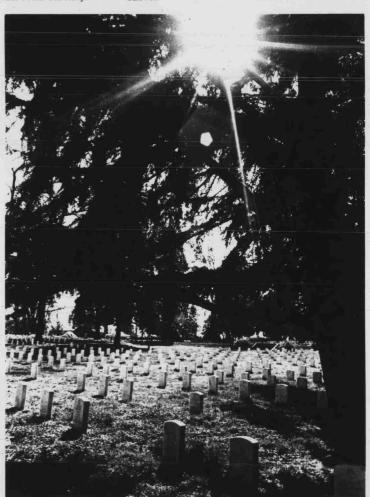
According to Jones, action for next year could include the three basic elements of the two plans—busing, closing off the campus, and a parking deck could be started. All of this depends on a decision to institute one of the

plans.

Busing from the now existing West campus lots and from future lots that could be built, in that vicinity could alleviate the problem of long walking distances from that area. The program if instituted, will run buses twice every hour.

Dr. Jones stated that the proposals will go back to the two committees where they will be studied. The committees will then send the proposals back with recommendations to the consultant before the consultant makes a final report.

report.
Students will be informed over the sur by several newsletters sent out by the Traffic Committee. Jones said this may include a



## **Kent State Memorial Tonight**

A statement marking the first anniversary of the tragedy at Kent State University was released Monday by State Student Body President Gus

A year ago this week nine students were shot destudents were shot down at Kent State and Jackson State

while protesting the United State's invasion of Cambodia. "This was one of the most shocking events ever to take place in our country. The events of those two days will remain in the hearts and minds of America for many years to of America for many years to come," stated Gusler.

Gusler is asking that the Bell Tower flag be flown at half-mast on May 4, 5, and 6. Black armbands will be available at

armbands will be available at the Union.

A memorial service will be held tonight at 8 p.m. on the Brickyard for those killed at Kent State and Jackson State.

#### theTechnician

r that is entirely the product of the student body becomes at once the A paper that is entirely the product of the student body becomes at once the official organ through which the thoughts, the activity, and in fact the very life of the campus, is registered. It is the mouthpiece through which the students themselves talk. College life without its journal is blank.

the Technician, vol. 1, no. 1, February 1, 1920

**EDITORIALS** 

**OPINIONS** 

# ollars and

proposal from the University Parking and Traffic Committee, chaired by Dr. L.A. Jones, to force students to register their Jones, to force students to register then vehicles with the University Traffic Office at the cost of one dollar. According to W.L. Williams, Traffic Administrative Officer, the General Administrative Officer, the General Statutes of North Carolina state that the University can legally require every student who owns or operates a vehicle in the city of Raleigh to register it with the University.

Last week. Jones informed the Technician this rule now exists in the Traffic Rules and Regulations requiring students to register their vehicles for the one dollar fee and that they can then purchase a parking sticker for an additional \$24. Jones said the rule had just never been strictly enforced. Jones further commented the rule was for the good of the student in that it would help to curb vandalism, would assist officers in determining the owner of the car in case of an accident, and further enable campus security to ascertain whether a vehicle belonged to a student or someone else

Sure it would.

The future campus parking and traffic

plan proposed last week will only work if at least 85 per cent of student operated and owned vehicles are registered and paying full parking fee registration costs. ese parking fees will be increased to \$90 by 1980, with varying increases until then, but none this fall.

According to the parking consultants representative, Don Ingold, the University presently is able to only solicit about 45 per cent vehicle registration of which some find it extremely difficult to find a suitable parking place on campus. Ingold brought up a few very good points in his presentation. One, why should students pay fees to the University to park further from their destination than they could be parking in Cameron Village or Pullen Park for nothing? And two, if the University could somehow implement a plan to force students to park on campus, or entice them to do so by offering better parking, their parking proposal could be financed through the use of this additional revenue now going to waste in Cameron Village and Pullen Park.

Does anyone see another "dollars and cents" decision in the making-and not a decision to curb vandalism? We do-and we smell a rat.

#### reconsiders Caldwell

The University Administration has reconsidered.

In an action last week, Chancellor Caldwell returned his answers to the Cafeteria Advisory Committee's report. These answers included a re-evaluation of residence hall floor kitchens, turning the Union food service over to a private caterer who would also control the food service in Harris Cafeteria, and that the new Student Center food service also be under the control of the same food agency when it opens.

But Caldwell was not aware at the time of any general, widespread disagreement with his decisions. Some members of the Committee immediately began drafting a reply to the Chancellor's statements calling for him to reconsider. The Student Senate passed a resolution unanimously disagreeing with Caldwell's answers. General student body feelings about the food matter have kept student government offices filled to overflowing this week and Chancellor Caldwell is presently reconsidering the alternatives

In a meeting yesterday with Caldwell he stated many of his decisions had been

misinterpreted. His use of the word "reexamine" in his answer to the Committee's recommendation of continuing the use of residence hall floor kitchens was misinterpreted, according to Caldwell, as meaning serious consideration would be given before anymore would be opened and some thought would be given to closing down the ones presently in operation. This is not the case, said Caldwell. He said he merely meant that the feasibility of floor kitchens needed more study and that this study would be carried out.

The decision about the discontinuance of present Union food service was admitted by the Chancellor to be in error. "We in the Administration didn't think that our decisions were poured in concrete, and we are confronted with many uncertainities down the road and I feel that any firm and irreversible decision right now unwise. I perhaps erred in trying to make one," said Caldwell in an official statement. He emphasized the matter would be kept open and opinions from all quarters would be solicited.

But now a decision has to be made, and soon, as to the selection of the new caterer and the status of the present Union food service. Present Union food service employees are in doubt as to their job status after next year, and may leave for greener and more secure pastures. Slater, Servamation and Saga are all bargaining for the services. And the Administration makes the final decision—the Cafeteria Advisory final Committee having done all the preliminary groundwork—and they are virtually unhampered as to whom they choose. They are unfettered by parameters, their only guidelines the ones they personally elect to use-and they now make a completely objective decision.

For all concerned, let's hope that decision is completely objective and in the best interests of the entire University

## Alternatives?

The campus food service problem could best be settled by adhering to the Committee's recommendations since the reason for their existence was to study the food problem and make necessary recommendations for change to Chancellor. The Chancellor has, in part, ignored their findings and recommendations.



'Oh, I wish I were an Oscar Mayer weiner. That is what I truely want to be-e-e. Because if I were an Oscar Mayer weiner, everyone would be in love with me-e-e." – a dedication to all those tired, frustrated studied-out students who got the big, green weenie during exams.

# Student trustee bill passes

North Carolina The House of Representatives passed a bill yesterday allowing for the presidents of the student bodies of the state supported universities to become members of the board of trustees The House vote followed approval by the Senate thus making the change

Two years ago a similar move was defeated by the General Assembly. The bill was defeated as a protest against student unrest on the college campuses. This year, there has been less unrest on the campuses which aided in the bill's passage. Also, passage of the bill was a political gift to the younger voters on the college campuses. By the next elections-in all probability-college students will be able to vote because of the constitutional amendment lower the voting age to 18.

**Minor Victory** 

College students may have won a minor political victory in getting the presidents of the student bodies on the board of trustees, but under closer analysis the victory is more of a symbolic one. Gus Gusler and the other student body presidents of the Consolidated Univer-Board of Trustees sitv's will be only six of the 106

members on the Board.

They certainly will not be able to carry much weight at the board meetings. The biggest advantage is that the student body presidents will be able to debate and express opinions in the trustee meetings.

The real power in the Consolidated University Board of Trustees does not rest with the full board which meets four times per year, but with the Executive Committee. The Executive Committee is elected by entire board; and there is a possibility that one of the six students might be elected to

the Executive Committee. The election of a student to the Executive Committee would be a major step forward for the students. In such a case the students' would have effective voice in the closed meetings of the Executive Committee where most of the major decisions affecting the University are made.

It is hoped that one of the student body presidents will be elected to the Executive Committee. It will be a move in the right direction towards improying presently non-existent student input into the decision-making body of the University.

#### ohaniolan akiga, N. C. 27607 . Richard Curtis

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# Chancellor Caldwell's Plan Hits Campus With The Effect Of A 'Bombshell' At Union

EDITOR'S NOTE: The following article was written by News Editor Hilton Smith, who is a member of the Cafeteria Advisory Committee. The article was written before the Chancellor made. his decision to re-evaluate his decisions concerning food service. by Hilton Smith News Editor

Although away from the campus physically last week, Chancellor John T. Caldwell was here in spirit as his decisions concerning campus food service were announced.

Students and administrators agree this is probably one of the biggest "bombshells" dropped on the ampus this year.

A major food crisis a year ago including a controversial switch in the sandwich contract by the Business Office, a steady drop in cafeteria patronage, and an increase in the use of refrigerators in the dorm rooms caused the Chancellor to direct the Cafeteria Advisory Committee to come up with a total food service program.

The Committee made its report in early March and recommended at least two campus caterers (including the Union) under a new independent campus food service agency. It also recommended guaranteed student and faculty input into food cardioa decisions.

recommended guaranteed student and faculty input into food service decisions.

The Chancellor's reply played down the differences with the Committee report. Such wording as "approved in principle," "approved in substance," and "approved in part" was used extensively.

However, with a careful reading of the decision, the similiarity vanishes and a substantially different food program emerges.

Union Food Ended

Whereas the Committee recommended at least two independent food managements, including the Union, the Chancellor decided to establish only one caterer on the campus and eliminate Union food service altogether.

With this decision an outside firm, possibly A.R.A. Slater, will control Harris Cafeteria, the present Union, the new University Student Center, facilities, and the Case Athletic Center-and possibly the snack bars at some future date.

Persons close to the Chancellor have heard comments from

him for over a year favoring a centralized campus food service

Technician Analysis

The elimination of Union food service has already been initiated by the Administration. All 28 Union food service employees have been fired effective June 1, 1972.

This action is deceptive since most employees will drop out as soon as they can find new jobs. Union officials have already terminated all banquet service effective this spring, because of the uncertainty of available employees. In fact, the takeover of the Union by a private caterer is probably only months away.

Independence Questioned

The validity of the independent campus food agency is also being questioned. Although approved by Caldwell, indications are the agency will wind up subordinate to the Business Office, the same Business Office that pushed through the controversial sandwich change last year as a "dollars and cents decision."

At the time of the sandwich change last year, when protests from faculty and student arose. Business Office officials stated

#### Floor Kitchens

One of the more interesting parts of the report deals with rigerators and floor kitchens. The Committee recommended refrigerators and floor kitchens. The Committee recommended that the use of both be continued.

The Chancellor stated, "because of health and safety

The Chancellor stated, "because of health and safety implications and impact on existing facilities financed by State and student fees, the policy concerning floor kitchens in residence halls is being reexamined."

A check with Director of Student Housing Pat Weis last week

revealed there had been no safety or health problems with the five current floor kitchens whatsoever. In fact, Weis was not even aware of Caldwell's decision.

An agreement between the Inter-Residence Council and the Housing Office for the individual halls to pay for their own floor kitchens had already been finalized, with the knowledge of the Housing Director. Housing Director.

#### **Reaction Swift**

Reaction to the report has been swift. Several members of the Cafeteria Advisory Committee are drawing up a letter of protest to the Chancellor.

Last Wednesday, the Student Senate unanimously passed a resolution expressing its dissatisfaction with the Chancellor's

"The decisions made by the Chancellor could have far-reaching consequences and could further erode the base of student support for campus food facilities," stated the resolution.

Plans are being drawn to organize students against the proposal in some way and to show the Chancellor their dissatisfaction.

## Union Employees Await Decision

## Comes Along, I'll Take It' If Anything

by Hilton Smith News Editor

Union food service employare taking a wait-and-see attitude following announce-ments by the University that their jobs will be eliminated effective June 1, 1972.

The announcement of the firing of the employees was made in connection with a report issued last week by Chancellor John T. Caldwell. The report stated that all food service would be taken out from under the Union and service would be taken out from under the Union and would be given to an outside

would be given to an outside caterer.

This outside caterer, under the plan, would also run the facilities in the new University Student Center, Harris Cafeteria, and the Case Athletic Center.

"I don't think there will be

Center.
"I don't think there will be much of a change. Most of the employees went through this eight years ago when the switch was made to Slater. They will more or less stay around with the other company," stated Union Food Service Piller Director Piller Delevemble

Director Billy Dalrymple. crdahl-Cloyd Union Direct-Henry Bowers confirmed

that A.R.A. Slater operated the facility

"This was at the time when they were given the contract to operate the other food services

operate the other food services on the campus. They operated the cafeterias and the Union food service, but not the snack bars," explained Bowers.

According to Bowers the main reason for this was that Union food service personnel had just come under the State Personnel Act and it was thought an outside caterer could operate more flexibly.

Switched Back
"We switched back several

Switched Back
"We switched back several
years ago because we felt the
service was not satisfactory. It
may have been the fault of the
Union manager. I don't know.
It was generally recognized at
that time that the Union
should go back to operating its
own food service," stated
Rowers.

Asked about the possibility of Slater taking over the Union operation again, Dalrymple stated, "As far as I am constated, "As far as I am con-cerned, Slater would do just as good a job as any other outfit. They are one of the top in the

nation in the caterering field."
No decision has yet been made by the Administration as to which outside caterer will be chosen to run the campus facilities. Invitations to bid will have to be sent out by the have to be sent out by the Business Office.

Employees Wait

Most Union food service employees are waiting to see if anything else is going to hap-

pen.
"I'm not going to do anything right now. I'm just going to wait and see what happens.

to wait and see what happens. I'm dissappointed in everything," commented one employee.

All five of the employees interviewed stated they were going to wait to see if the situation changes before going to find a new job.

"I just want to keep on working until I find a job somewhere else. You've got to work somewhere. You can't just stop and sit down. But if anything comes along I'll take it," said one employee.

Because of -the current uncertainty as far as employees

uncertainty as far as employees are concerned, Dalrymple has cancelled all banquet services after May 15.



Students who patronize the Union snack bar may find new service employees next year. Chancellor John Caldwell is now considering the matter of campus food service,
Slater caterers may have the whole campus next year.

#### Society Soph Make Eleven

The Order of Thirty and

Students Professors Selected By For Outstanding Teacher Academy

Thirty faculty members have been selected to the Academy of Outstanding Teachers for a term of three years. The principal consideration for the selection of Outstanding Teachers es excellence in teaching. Data from the Surveys of Student Opinion of Courses and Instruction, from Alumni polls, and from the appropriate sources as determined by the selection committees were used.

were used.

Those members were selected by school committees consisting of the school's faculty senate members and an equal number of students selected by the school's student council.

The 1970-71 Outstanding Teachers are:

Agriculture and Life Sciences

Louis E. Aull. Soil Science

George T. Barthalmus, Zoology

Roy A. Larson, Horticulture Science

J. Fulton Lutz, Soil Science

Roy A. Larson, Horticulture Science J. Fulton Lutz, Soil Science Richard M. Myers, Animal Science Robert P. Patterson, Crop Science Walter R. Prince, Poultry Science

Design Vincent M. Foote, Product Design

Edgar J. Boone, Adult & Community College Education
Durwin M. Hanson, Industrial & Technical Education
Joseph T. Nerden, Industrial & Technical Education

Engineering
Willard F. Babcock, Civil Engineering
Michael A. Littlejohn, Electrical Engineering
John K. Whitfield, Mechanical and Acrospace Engineering
Ephraim Stam, Nuclear Engineering Johnny L. Crow, Freshman Engineering Clarence J. Maday, Engineering Mechanics

Forest Resources

Donald H.J. Steensen, Wood and Paper Science
Robert E. Sternloff, Recreation Resource Administration

Liberal Arts

Virginia C. Downs, English
Walter G. Ellis, Politics
Joseph P. Hobbs, History
Joseph P. Mastro, Politics
Thomas H. Regan, Philosophy and Religion
Elizabeth A. Smaltz, Physical Education

Physical and Mathematical Sciences
Henry A. Bent, Chemistry
Henry S. Brown, Geoscience
Paul E. Lewis, Computer Science
Howard A. Petrea, Mathematics

Paul A. Tucker, Textile Technology

fraternity at State has tapped Il outstanding students membership.

Election to the fraternity is

the highest honor a sophomore at State can receive. Students are selected on the basis of scholarship and student leader-

ship.

The Order of Thirty and Three was founded in 1933. It is composed of 11 sophomores, 11 action senior members.

Objectives of the organiza-tion are "to promote the welfare of North Carolina State University to raise school standards and to cooperate with alumni and all other friends of the University in working for the best interests of the students and the University at large."

The four coeds and seven

men named to the honor society, their fields of study, and addresses are:

John R. Boone, agricultural engineering, Troutman; Amy D. Brown, food science, Rockwell; William M. Edger-

ton, engineering operations, Pikeville; Conrad B. Ehrhardt, civil engineering, Pinehurst; Jack W. Laney, electrical engineering, Raleigh; Arthur J. Fayetteville.

Lee K. Phillips, history,
Winnsboro, S.C.; Kay J. Sloop,
M. Illa Keyin

food science, Mt. Ulla; Kevin D. Starr, horticulture, Maiden; Carl V. Tart Jr., agricultural education, Zebulon; and Kay F. Williams, politics, Raleigh.

## Listings For A New Calendar

All student organizations planning social events for the coming year are reminded to list them with the Union Programs Office to appear in the 1971-72 Calendar. Dead-line is. Friday, May 14, 1971.

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### **Foundation** Analyzes 'Homogenized' Colleges

WASHINGTON (WCNS) —The academic community received a severe scolding and impassioned warning last month in a thorough review of America's higher education establishment by a task force sponsored by the Department of Health, Education and Welfare and the Ford Foundation.

and Welfare and the Ford Foundation.

Reflecting long-held suspicions among college students, the task force, headed by Franklin Newman, associate director of university relations at Stanford University, said the country's college "system with its massive inertia, resists fundamental change, rarely eliminates outmoded programs, ignores the differing needs of students, seldom questions its educational goals, and almost never creates new and different types of institutions."

Educational Enterprises

The solution: create "new educational enterprises;" change admissions policies; provide "informal colleges" off campus; and diversify faculties.

diversify faculties.

The task force, initiated by former HEW Secretary Robert Finch and funded by a \$35,000 grant from the Ford Foundation, analyzed the present "homogenized" state of higher education and warned the nation that "simply expanding the present system will not provide meaningful education for the ever-broader spectrum of students gaining entrance."

The 139-page report took as its enemy a sextet of colleges' collective sins: admissions, curriculum faculty, bureaucracy, credentials, and discrimintion. For every point there was a solution proposed:

solution proposed:

#### Caldwell Reconsiders Plan

#### Student Reaction

Reaction to last week's plan has been relatively strong among students. The Student Senate unanimously passed a resolution last week asking reconsideration of the food service decisions.

Several members of the Cafeteria Advisory Committee wereplanning to send a letter to Caldwell asking for a re-study. In the area of floor kitchens Caldwell stated that the policy is under revision and that no decision consensate the kitches is the

under revision and that no decision concerning the kitchens in the residence halls has been made. He said students will be consulted.

All aspects of the food decisions made last week are under

"I want to say confidently that no firm decision will be arrived without consultation with responsible student leaders," concluded the Chancellor

1. Admissions policies, while encouraging more and more high school students to attend college, perpetuate a "socially-conditioned reflex" to continue in school because "it's the thing to do." "The longer students remain in the academic atmosphere," the report says, "the more some become dependent upon it because it is the only life they know. With the exception of summer jobs, most young people in college have no first-hand knowledge of any occupation save that of being a student." The solution, the task force says, is to encourage admission of older students after they break up their years of schooling for at least two years. two years.

students after they break up their years of schooling for at least two years.

2. Curricula at most colleges and universities reflect "the growth of federal support (that) has enabled (them) to expand into graduate education and to hire faculties oriented to academic disciplines rather than career-related programs." No longer is there a choice among "different modes of learning, but between institutions which differ in the extent to which they conform to the model of the prestige university."

To change direction, the nine-man group—including Harvard student James Rhodes, who served on the President's Commission on Campus Unrest last year—urges the formation of "new educational enterprises," reflecting innovations forwarded by "energetic, imaginative individuals." Funding would allow students to "create a "market' for education"—much as the often debated "voucher system" in primary and secondary schools would permit students to pick their style and place of education.

3. Faculty culpability in the "homogenization of higher education" has resulted directly from the post-World War II belief that "there is only one mode of teaching and learning—the academic mode." The so-called "professionalization of academic faculties" has meant that professors view themselves "as independent professionals responsible to their guilds rather than to the institutions which pay their salaries. . Those who slight the academic obligations of specialization, research and publication are themselves slighted in promotion, esteem and influence."

"Moreover," the task force adds, "seldom do the majority of faculty members spend any time in jobs outside the university." The "educationsl lockstep" gripping students has taken hold of today's younger faculty members who are in no position to advise students on prospects in the "outside world."

The solution to this problem, the group says, "is for colleges and universities to leaven their faculties with practitioners who are outstanding in their jobs, and eager to bring ingenuity to bear on transmitting their own competence ad confidence. . . . They would be given full status within the institution. . . and play a

large part in making decisions about the shape of the educational program."

4. Bureaucracy in higher education—especially in multi-campus systems like the University of California—has meant simply "more of the same." Presidents and chancellors have lost much authority over resource allocation, while "state governors and legislators are assuming a much more active role in campus affairs.

Political safety, rather than educational leadership, becomes the priority."

... Political safety, rather than educational leadership, becomes the priority."

As universities are organized more an;more for the benefit of administration, "the more difficult it is for (a) new idea to survive. ..in a climate of detailed budget review, pressures for campus dominance, or concern for political expediency." To solve this problem, the task force recommends returning greater autonomy to each campus, setting up "a separate (governing) board for each campus," and utilizing "the project grant method of funding for a significant portion of higher education"—perhaps one-third.

Education and Jobs

"While educational credentials are, in many cases,

of funding for a significant portion of higher education"—perhaps one-third.

Education and Jobs

5. "While educational credentials are, in many cases, indispensable for getting a job," the task force writes, "there is increasing evidence that they have little to do with how well an individual performs a job." Academic success seems to be irrelevant to one's economic success. In fact, "men who get to the top in management have developed skills that are simply not taught by formal education." Yet because of the demands of employers for "educated" employees, "colleges and universities are filled with people who seek only to be certified."

The solution: "to reduce the reliance on educational credentials as admissiotickets to careers." Barring this revolutionary change in employers' attitudes, educators must "open up alternative routes to obtaining credentials." "Regional Examining Universities" where exams without courses certify one's academic progress and grant degrees; "Regional Television Colleges" which provide access to taped lectures; "informal colleges" (like already existing "free universities"); and tutors—all these ideas, the task force says, could complement "campus" education.

6. Racial and sexual discrimination can be overcome in

education.

6. Racial and sexual discrimination can be overcome in education only with the combined change in attitudes of the public an educators. For racial minorities, the report recommends that "educators must begin to understand what it means to be a minority student." Furthermore, success in this field depends on "how much we are willing to invest." "More ingenuity and effort must go into experimenting with varying forms of education that adapt college to the minority student. New kinds of inner-city institution must be created with special curriculum and faculty." 

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