

May 16, 1960

Dr. C. Ray Carpenter  
Director, Instructional Research Program  
307 Burrowes Building  
Pennsylvania State University  
University Park, Pennsylvania

Dear Dr. Carpenter:

It was a pleasure to talk with you about the plans for a new university in Florida, and I am glad that you have agreed to serve on the Advisory Committee. Other members of the Committee will be John E. Ivey, Jr., Meredith Wilson, Howard Phillips, and possibly Doak Campbell.

A tentative plan for a state university at Boca Raton has been prepared, as you know, by Dr. John E. Ivey, Jr., for the Board of Control of Florida. The plan embodies forward-looking ideas designed to provide an educational program of outstanding quality within the financial resources of the State.

The plan has been approved by the Board of Control with the understanding that before the program is put into effect further refinements and revisions may be required.

The Advisory Committee, therefore, is asked to review the plan and to address itself to the general question, in what respects, if any, should this plan be revised to improve its promise of success? More specifically, what practical problems should be anticipated and how can these problems be solved?

It is urgent that the Advisory Committee complete its assignment at an early date because requests for funds for developing the plant and employing the initial personnel of the new university must be presented to the next session of the Florida Legislature, which will convene on April 4, 1961.

Dr. C. Ray Carpenter  
May 16, 1960  
Page 2

As I mentioned to you in our telephone conversation, the Advisory Committee will meet for two days on the 16th and 17th of June and again for two days during the week of July 18.

The Planning Commission will pay expenses incurred in attending the meetings and an honorarium of \$150.00 per day for the days spent in the conferences. We do not anticipate that you will be asked to give any appreciable amount of time to this project in addition to the committee meetings, although you may be asked to give a brief statement of your opinions or suggestions as plans develop.

We will make a reservation for you at the Duval Hotel; however, should you prefer to make your own arrangements, please advise us to that effect.

To assist the members of the Advisory Committee in making flight arrangements, we are enclosing a schedule of airline arrivals and departures for Tallahassee from and to New Orleans, Atlanta, and Jacksonville. Also enclosed is Form No. C-677, State of Florida Request for Transportation, in duplicate, which will cover the cost of a round-trip ticket to Tallahassee when presented at an airline ticket agency. When your ticket is issued, the transportation request form will be completed by the issuing office. The ticket agency will retain the original (printed on blue paper) and return to you the duplicate (printed on pink paper). It will be necessary for you to bring the duplicate with you to Tallahassee for accounting purposes.

I look forward to our association on this project.

Sincerely,

A. J. Brumbaugh  
Director, Planning Commission

AJB:mfb  
Enc. 2

SUGGESTIONS ON MAJOR ISSUES  
of  
PLANNING UNIVERSITY AT BOCA RATON

1. What should be the role of a new university in the Florida System of Higher Education?

Suggestions:

- a. The role should be to complement and supplement the Florida System.
  - b. Especially to serve the constituencies of the local region.
  - c. Emphasize and provide leadership in excellence of teaching and learning.
  - d. Provide especially needed graduate, career and professional training, as needed, and to develop these advance levels of education gradually and soundly given time and necessary resources.
  - e. The institution should have a role of emphasizing excellence in its special patterns of educational programs with excellence of standards and performances being compared on at least a nationwide basis.
2. Is the concept of an upper division undergraduate-graduate program sound and feasible?

The university should be planned and developed as the capstone<sup>step</sup> of the system including centrally the regional junior colleges but also other cooperating

"feeder" institutions in the State. Curricula of cooperating institutions must be designed to interrelate and provide continuity of patterns of work for all students. Those transferring should have a brief orientation period for the new programs which emphasize independent-interdependent study (see Pyramid Plan attached) similar to that given the selected freshmen during the first summer term. There should be considerable overlap and integration of upper division work and graduate work especially over the masters level.

The plan will be feasible if strong support and encouragement is given to supporting junior college students.

3. To what extent should graduate work be envisaged?

Design and build graduate division work area by area: a. To supplement and not duplicate resources provided in other Florida institutions.

b. Build graduate division work with and around competent faculty

members. c. Select areas to be developed where there are critical

needs for this level of training. d. Encourage interinstitutional co-

operation, and scheduled periods of study by students, of several

competent graduate divisions. <sup>in other institutions</sup> Provide for values of "itinerant scholars" somewhat like the European universities. Why should a graduate student

have all of his work at one institution. Arrange for inter-institutional graduate student exchanges.

Develop a method and procedure for matching graduate students to the resources and characteristics of the several branches of the Florida University System. (I have a plan for this).

4. Should all lower level instruction be allocated to the junior colleges?

I approve of the X number - 800 - 1200 - selected freshmen and sophomores. I would grant a certificate of achievement at the end of the sophomore year or program and, thus, provide an honorable exit for those students who need and wish to leave the institution, particularly girls who may be prepared for their careers, but also all those who do not wish or are not prepared for the distinctively more rigorous work on the "upper" division level. (Why not use the terms First Division for freshmen and sophomores, Second Division for juniors and seniors, Third Division for masters levels and Fourth Division for doctorate level?)

The answer to Question 4 is no.

5. What practical difficulties are likely to arise in the development and operation of a junior college-university program?

- a. Difficulty of integrated and coordinated planning and operation, e. g. , work-study program planning for students.
- b. Incompatibilities among faculties with sharp superiority gradients toward the university faculty members. There will be the need to emphasize constantly that levels of teaching are differentiated but all levels are important. Recognition must be equitably distributed. There should be established in all faculties a reasonably common philosophy and value system for education. Programs of mutual aid and exchange should be developed and operated. Members of junior colleges should share and participate in unusual cultural advantages of the university, e. g. , library and learning resources, artist programs, etc. Avoid inter-institutional athletics with junior colleges. Arrange joint conferences for students and faculty members. Set up basic "courses" distributed by television and radio for university and junior colleges. Encourage exceptional teachers in junior colleges to help develop and program these basic study programs.

6. What difficulties are students likely to encounter in transferring credits to and from this institution?

Put students on their merits. The academic assessment methods, procedures and results of the university should be so superior and so well validated as to be completely acceptable as records by other institutions. At an early date, pose this problem for discussion and agreements for most institutions to which students may transfer. Get concurrence before rather than after the fact.

7. The place of a learning laboratory; can and should learning laboratories be established in each of the cooperating junior colleges?

Branches of the Learning Resources Center could and should be established at the junior colleges. Resources could be exchanged in the manner of inter-library loans. Junior colleges students should be encouraged to come to the Main Center for full days of study and for preparing papers and theses. Many resources of the Center will be distributed to junior colleges by television and radio. Academically inclined junior college students should develop identification with the Learning Resources Center, e. g. , come to say "our center," etc.

8. Should "centers" and "institutes" be distinct educational units corresponding to "colleges" or "divisions?" How should they be related to the learning laboratory?

Use term Academic Center of Science, etc., abandon concept of "institute" but use term of program, and integrate with and across academic areas of concentration.

9. How many and what "centers" and "institutions" should be established initially?

Establish 4 Academic Centers - no institutions. Functions of the latter including programs focused on practical problem areas should be built around people and resources on an inter academic areas basis. Set up projects and form appropriate teams and task forces to execute the projects.

10. Is the program of general education soundly conceived? In what respects, if any, should it be modified or expanded?

Hold to strong general education program. Permit trial specialization by students at any time during college career but at an increasing frequency as student progresses through the full college program. Put special strength and emphasis on solid core of expanding-broadening - general education on junior and senior years.



Avoid delusion that all graduate work is specialized. Determine advanced general education needs and opportunities for Third and Fourth Division graduate levels. Arrange appropriate learning resources and high level "large group" instruction (only possible when divisions have grown but should also include wide faculty participation).

Suggested general education programs of teaching and study:

Freshmen: 1. Biological or Life Sciences.

Sophomore: 2. Arts and Humanities

Junior: 3. Physical Sciences and Math.

Senior: 4. Social Sciences - International Relations.

Combine with John Ivey great ideas concepts - also, the areas need not be sequential; freshmen and sophomores should be able to take either 1 or 2, sophomores and juniors 1 or 3, etc. Avoid lock-step procedures generally as much as possible.

The most important general education work could be an integrating capstan line of study for seniors, with both depth and breadth. A real challenge with plenty of "top", as they say in testing. A thorough masterful organization of integrating concepts, ideas, hypothesis, and viewpoints, e. g. , evolution, theory of cycles of history, etc. , oriented

authoritatively toward contemporary problems.

11. Is there sufficient flexibility in the program to permit students to demonstrate educational progress without conforming to time-serving patterns?

The general proposals for flexibility must be worked out in detail.

I would begin to build in flexibility by providing for variability of:

1. The number of terms over the college career years that a student would spend in earning the B. S. or B. A. degrees. Given 4 terms per year, this variability could range from 14 quarter terms to 20.
2. I would permit variability of work loads adjusted to students maturity, motivation and abilities - both special and general.
3. I would schedule students in patterns of college career terms, arrange for almost continuous year around study for some and completion of B. S. or B. A. in three years. For others, I would provide a patter of terms extending over 5 years. Most students would complete the work reaching defined academic standards in 4 years.

4. I would include in these term plans or schedules for students, planned work and study experiences off campus in businesses and industries, institutions and government services, in the U. S. and abroad, in field studies and laboratories, etc. I would use the "whole wide world" appropriately and relevantly to provide learning opportunities for students. Students can go to learning resources just as these can be brought to student s. These off campus experiences for learning languages, sociology, anthropology, government, sciences, arts, etc. must be an integral part of the educative processes appropriately arranged and scheduled on an individual need and competence basis.

Centers could be arranged for and shared with other universities in foreign countries, especially Latin America.

12. What provisions should be made for integrative educational experience at the upper division level?

This has been covered in several places. John's proposal of elections and assignments to Academic Centers, the general education core and the task forces or teams of faculty and students working on research and development projects for social change would all have integrative effects.

Common access and exchanges in the Learning Resources Center would likewise provide cohesion. Furthermore, there should be all university lecture series, art and music programs, programs in public affairs and government which all students could share and which should give some core of intellectual concern for students and faculties.

13. What are the most favorable arrangements for instruction by television?

This question should have the attention of a special task force meeting for an extra day either before or after the next meeting of the Advisory Group. In general, television should be used in combination of patterns of other methods of instruction to:

1. Provide high quality instruction whenever and wherever needed.
2. In connection with films, video tapes, graphics, sound tapes, etc., to make use of learning resources developed both elsewhere and on campus.
3. Be a principal medium of instruction when and where this is appropriate, eg., to distribute and present superior lectures in history, political science, etc. and lecture demonstrations over the whole ranges of the sciences.

4. Bridge the gap for commuting and residence students.
5. Repeat instructional materials to accentuate learning and to raise student achievements to higher levels of mastery.
6. Enrich the university and community learning environment by providing high quality and broad programs of an intellectual and cultural nature.
7. Provide controlled learning programs in basic subjects like English, Mathematics, Speech, Study and Learning Skills, etc.

Physical arrangements in the Learning Resources Center should provide for:

1. Video tape, sound tape, film and graphics production centers.
2. Origination centers for simultaneously transmitting "live" or by video tape up to six programs of instruction.
3. There should be space and facilities for receiving and ordered storing of instructional materials and services for readily accessible to faculties and students as well as state wide and nation wide distribution.

4. All classrooms and dormitories as well as nearby places where programs will be needed, e. g. , junior colleges or community study centers, should be provided with a network of video - - audio cables. Also, there should be facilities for 3 or 4 broadcast channels - limited range and wave guide translators - for use in blanketing the area "at will. "
5. All classrooms, study centers and dormitory rooms should be equipped with video and audio reception apparatus - - new arrangements will be required, e. g. , dual student dormitory rooms will need two television picture tubes - wall mounted, headsets and radio receivers. Dormitory lounges should have TV receivers.

Maximum emphasis should be put on selection and procurement and the production of high quality instructional programs for TV and radio. Learning ("Language") Laboratory procedures should be extended and made more accessible to students by ingeniously connecting them with TV and radio. (We at Penn State are working on procedures for doing this).

Plan for uses of TV as a part of a total strategy for using the "new" electronic media and use each appropriately. Don't get fixated on any one of them!

14. Are the proposed teaching and learning procedures supported by established theories of learning?

This is a complex subject. The following are over condensed guiding statements.

1. The task of education is to provide optimum (or the most favorable possible) learning opportunities for students.
2. The main objective of an educational enterprise is to increase the intensity of the interactions of students with materials to be learned.
3. Teaching is one means of instigating learning; teaching is a means and not an end in itself; hence, teaching should be properly conducted, subordinated or emphasized, in the whole system of learning activities and learning opportunities and resources.
4. For learning to occur, students must be motivated to learn.
5. For learning to occur at any level, students must be adequately prepared at subsequent levels.

6. Of all conditions affecting learning, the abilities of students correlate most highly with rate and extent of learning.
7. Learning to learn or the intelligent management of learning activities is fundamental and when accomplished gives great leverage to other learning efforts.
8. Students must learn to learn under a wide range of conditions.
9. Formal intensive training is required for independent or interdependent (small group) study.
10. The learning environment should give students reasonable protection from distractions and interferences which affect learning negatively.
11. The "value systems" and "social norms" of students must positively reinforce learning and not block, degrade or be antagonistic to solid academic achievements.
12. Clearly understood personal purposes and goals for careers and professional development facilitate learning. Students should be encouraged to commit themselves, even on trial basis, to academic and professionally related areas of academic work.



13. Effective learning is hard work and requires prolonged intensive effort; hence, there should be development of expectancies of much effort but with satisfactions of real achievements. Distinctions should be made between real achievement and intellectual-personal growth and the pseudo-symbols of such growth, e. g. , grades, credits, degrees, etc.
14. Students who understand that learning is a life-long matter, that continuous learning is necessary in a changing society, are most likely to reach highest levels of development.
15. The students' acceptance of responsibilities for learning provides a most favorable condition for achievement. This opposes the "scapegoating" of students who blame failures on teachers, the system, parents or instructional materials and methods.
16. A great deal of learning can be made to occur as a function of the interchange among students themselves. Students learn from and teach each other and conditions should be arranged to maximize the effects of student interactions on academic achievement and personal development.

15. What conditions will be necessary to attract qualified faculty members ?

1. Find the men you want and need.
2. Pay competitive salaries.
3. Provide appealing challenges and opportunities for capable, but displaced and frustrated faculty members in other universities.
4. Appeal to those who will respond to risks for high gains.
5. Provide unusually favorable living and working conditions.
6. Provide a continuing program for faculty development.
7. Write clear descriptions of performance expectancies.
8. Design and use a system of faculty-rank structure which properly evaluates teaching, research and services either singly or in agreed to combinations.
9. Develop a vigorous program of recruiting, training and employing faculty members on a Florida System basis. Grow your own people and export more than you import. This can be done and it is not being done in any state of the Union.

10. Provide faculty members with what they need to do their jobs - - offices, teaching materials, secretarial services, testing services, ideal classrooms and conference rooms. Arrange for application of "teaching team-learning team" approach. Expect faculty members to work fittingly in the area of their competencies. Protect them from routine demanding busy work.
11. Establish favorable faculty-administrative relationships.
12. Challenge faculty members to help build a distinctive university with a supporting cultural-intellectual climate. Avoid the industry-business images of a university. Develop a university which is human, has a heart and a place where meritorious men are respected and can live dignified lives. Avoid concept or perception of faculty members as "employees." Provide opportunities for earning and maintaining academic-professional status. The<sup>ll</sup> provide due recognition of status and merit. Provide the symbols and procedures appropriate to earned recognition and status. In short, make it worthwhile for a man to strive to be a distinguished full professor.

16. How can commuting students be brought into full and effective participation in the intellectual and social life of the campus?

Dealt with elsewhere.

17. What are the major hazards involved in launching a program of this kind?

What are its chief merits?

1. The problem of starting from scratch and building a tradition.
2. Need for adequate funds; it will cost more than we estimate and more than the State will believe that it can afford.
3. Appointing the right key people, the beginning core staff and key faculty members.
4. Appropriately scheduling sequential developments - a tough job - we might use linear programming for this.
5. Determining the needs for the university based on demographic and other analyses of the people and the region - - Human resources analyses - -.
6. Coordination with other educational institutions.
7. Attracting and appointing the right kinds of faculty members and administrators.
8. Preparing a workable blue print for the university in too short time.

May 24, 1960

Dr. C. Ray Carpenter  
Director, Instructional Research Program  
307 Burrowes Building  
Pennsylvania State University  
University Park, Pennsylvania

Dear Dr. Carpenter:

The Advisory Committee for the new university at Boca Raton will meet in Room 224, School of Business Building, Florida State University. The meeting will begin at 9:30 a.m., and we will arrange to pick you up at the Duval Hotel at 9:15 and take you to the meeting place.

Not having heard from you, we have made reservations for you at the Duval Hotel for June 15 and 16.

If these arrangements do not suit your plans, please let us know.

Sincerely,

A. J. Brumbaugh  
Director, Planning Commission

AJB:MB:s



THE PENNSYLVANIA STATE UNIVERSITY

UNIVERSITY PARK • PENNSYLVANIA

Division of  
Academic Research and Services  
405 Old Main  
UNiversity 5-7675

June 8, 1960

Dr. A. J. Brumbaugh  
Director  
Planning Commission  
Board of Control of Florida  
Tallahassee, Florida

Dear Dr. Brumbaugh:

I plan to arrive on the plane from Atlanta, on Eastern Airlines Flight 953, at 10:11 P. M. on the evening of June 15th.

Thank you for making reservations for me at the Duval Hotel. Would you please make reservations for the night of June 15, and June 17.

I shall leave Tallahassee on the morning of June 17th. Therefore, I shall be available for the evening of the 16th if this is necessary.

I have a copy of the preliminary plans and proposals which I am studying.

Sincerely,

*C. R. Carpenter*

C. R. Carpenter  
Director

CRC:jaw

*I understand that the days of 16+17 will be for the conference. I shall come down on the 15th and return on 18th. If this is not correct, wire me. CRC*

*2:30*

*18th*

*Memo!  
Hester  
Carpenter*

June 10, 1960

AIR MAIL

Dr. C. R. Carpenter  
Director  
Division of Academic Research and Services  
The Pennsylvania State University  
405 Old Main  
University Park, Pennsylvania

Dear Dr. Carpenter:

Thank you for your letter of June 8. Your room is being held for late arrival. We requested that our reservations for the members of the Advisory Committee be held for late arrival as we were not sure when any of them planned to arrive.

We have checked the schedule of airline departures for Atlanta and understand your concern about reserving your room for the night of the 17th. However, it is planned that the meeting of the Advisory Committee will conclude at 2:30 p.m. on June 17, which will give you and other members of the committee ample time to leave Tallahassee on Eastern Airlines Flight 268 at 3:25 p.m. if you wish.

I look forward to seeing you at the meeting next week.

Sincerely,

A. J. Brumbaugh  
Director, Planning Commission

AJB:mfb

cc: Chancellor Gordon W. Blackwell  
Mr. Henry Chauncey  
Dr. John E. Ivey, Jr.  
President Howard Phillips



June 10, 1960

Dr. C. Ray Carpenter  
Director  
Division of Academic Research and Services  
The Pennsylvania State University  
405 Old Main  
University Park, Pennsylvania

Dear Dr. Carpenter:

The distribution of the publication entitled "Research Designed to Improve Institutions of Higher Learning" is being handled through the American Council on Education; however, we are enclosing our office copy for your use.

I look forward to seeing you next week.

Sincerely,

A. J. Brumbaugh  
Director, Planning Commission

AJB:mfb  
Enc.

CLASS OF SERVICE

This is a fast message unless its deferred character is indicated by the proper symbol.

# WESTERN UNION TELEGRAM

W. P. MARSHALL, PRESIDENT

SYMBOLS

DL = Day Letter

NL = Night Letter

LT = International Letter Telegram

1201

The filing time shown in the date line on domestic telegrams is STANDARD TIME at point of origin. Time of receipt is STANDARD TIME at point of destination

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= A J BRUMBAUGH=

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BOARD OF CONTROL TALLAHASSEE FL0=

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D C R CARPENTER •

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THE COMPANY WILL APPRECIATE SUGGESTIONS FROM ITS PATRONS CONCERNING ITS SERVICE

# THE PENNSYLVANIA STATE UNIVERSITY

UNIVERSITY PARK • PENNSYLVANIA

Division of  
Academic Research and Services  
405 Old Main  
UNiversity 5-7675

June 23, 1960

Dr. A. J. Brumbaugh  
Director  
Planning Commission  
Board of Control of Florida  
Tallahassee, Florida

Dear Dr. Brumbaugh:

I was very frustrated in my work with you and your group last week. I have tried to compensate for this frustration and discharge my responsibilities by writing comments, suggestions and ideas under the headings of each major issue as stated in the prepared agenda. I hope this rough draft will be useful. If you wish to duplicate the materials and distribute to the others who may be interested, please feel free to do so.

I have four additional suggestions at this time:

- I. On the question of what should be built first and on the the problem of scheduling growth and expansion, I propose that a full scale Learning Resources Center be built first. This Center from the very beginning should be the pulsating heart of the university. In design, it should be the hub of the wheel of the overall lay-out of the university. This step would emphasize and dramatize the emerging character of the university. The original nucleus of the staff, faculty and students would use this Learning Resources Center and become completely familiar with its structure and operations. With developments and expansion, appropriate groups of functions can be moved out along spokes of the wheel.

The Learning Resources Center could from the beginning be an intellectual and cultural Center for the region including the school systems and especially the junior colleges.

Funds for the Center should be adequate for the building and for all equipment and resources, including the library, which can be justified. I guess that about 1/2 of the funds should be put into the building - say \$5,000,000 and the same amount into learning resources, equipment and facilities.

Space for expanding functions of the Center will become available as the academic centers get new buildings and move out of the Center.

- II. I suggest that an organization like the Systems Development Corporation of Santa <sup>Monica</sup> Barbara, California be approached with the problem of programming the development of the university using systems analyses procedures and computers. John Gardner of Carnegie is on the Board. Phil Coombs of the Fund for the Advancement of Education (Ford) would be very interested in this approach. Systems Development may undertake this work on a cost basis, or they may even subsidize the effort.

III. From the very beginning the university will need a superior student advisory system. Lay out this program so that it will be one of the initial units along with central administration units.

- IV. Closely related would be a strong and adequate Academic Research (Institutional Research) Unit or Group. Build research and evaluation into the fabric of the university to conduct real not pseudo-experiments on academic and learning problems. Establish at once the requirement that adequate and appropriate evidence be secured and used as a basis for all important decisions. When there are deviations from this policy, insure that such deviations are justified or defended.

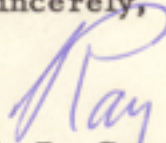
*H.R.B. Singer  
at State College  
is much  
interested in  
this approach  
and  
would consider  
doing the job  
if it can  
be financed.*

Ken Christiansen will probably suggest to you that a separate task force meet for a day to block out the general plans for using the new media. This can be done in conjunction with the next meeting of the Advisory Committee.

Perhaps the idea of separate task forces on special cohesive problems can be applied to other phases of planning.

It was wonderful to work with you once again.

Sincerely,



C. R. Carpenter  
Director

CRC:ok

Enclosures

July 1, 1960

Dr. C. Ray Carpenter  
Director  
Division of Academic Research and Services  
The Pennsylvania State University  
405 Old Main  
University Park, Pennsylvania

Dear Ray:

I have read with a great deal of interest the materials you submitted with your recent letter. They will be quite helpful, and I appreciate your preparing them for us.

The second meeting of the Advisory Committee will be held in the Starry Lecture Room, School of Business Building, Florida State University, as before, and will begin at 9:30 a.m., July 19. We expect to conclude the meeting at 1:00 p.m. the following day.

The enclosed schedule of airline flights to and from Tallahassee may be helpful to you in planning your trip. Also enclosed is Form C-677, State of Florida Request for Transportation, in duplicate, for your use in obtaining a round-trip ticket to Tallahassee. The issuing office will complete the form, retain the original, and return the copy to you. Please bring the copy with you, as it is required for accounting purposes.

We will make a reservation for you at the Duval Hotel if you will let us know when you plan to arrive.

Further information will be prepared and sent to you prior to the meeting.

Sincerely,

A. J. Brumbaugh  
Director, Planning Commission

AJB:jg

Enclosures

P. S. I will write you separately about the "Television Task Force" meeting.

July 6, 1960

Dr. C. Ray Carpenter, Director  
Division of Academic Research and Services  
The Pennsylvania State University  
405 Old Main  
University Park, Pennsylvania

Dear Ray:

As discussed in our telephone conversation last Friday, the "Television Task Force" has been chosen with you as its chairman. Members will be Dr. Kenneth Christiansen, Mr. John Brugger, and perhaps Dr. John E. Ivey, Jr.

The task force will meet at 9:30 a.m., July 18, in the office of the Planning Commission, 239 Suwannee Arcade, Florida State University. You probably will want to consider such matters as (1) the role of television instruction in the program of the university at Boca Raton, (2) plans for organizing and operating television instruction in conjunction with the junior colleges, and (3) some preliminary estimates of space requirements and costs.

I look forward to seeing you on July 18.

Sincerely,

A. J. Brumbaugh  
Director, Planning Commission

AJB:jg

July 8, 1960

Dr. C. Ray Carpenter, Director  
Division of Academic Research and Services  
Pennsylvania State University  
405 Old Main  
University Park, Pennsylvania

Dear Ray:

As you will see on the enclosed agenda we are asking for reports to the Advisory Committee from those persons who are responsible for a particular project in connection with the planning of the new university. Therefore, we are asking that you report briefly on the work of your task force.

Also enclosed is a memorandum summarizing ideas that emerged from the discussions in the first meeting of the Advisory Committee and proposals for further discussions in the forthcoming meeting.

Sincerely,

A. J. Brumbaugh  
Director, Planning Commission

AJB:jg

Enclosures - 2



July 25, 1960

Dr. C. Ray Carpenter, Director  
Division of Academic Research and Services  
405 Old Main Building  
The Pennsylvania State University  
University Park, Pennsylvania

Dear Ray:

We are returning your expense account as you had not included your honorarium and had included the cost of your air line ticket. The cost of your ticket was covered by the transportation request form which was sent to you July 1 and, therefore, cannot be claimed.

Another set of expense account forms have been prepared and are enclosed. Please sign the original and one copy and return them to us with the pink (duplicate) copy of the transportation request form on which your ticket was issued.

We regret that we must bother you with this matter again, but our accounting procedure requires it.

Sincerely,

A. J. Brumbaugh  
Director, Planning Commission

AJB:jg

Enclosures

August 4, 1960

Dr. C. Ray Carpenter, Director  
Division of Academic Research and Services  
Pennsylvania State University  
405 Old Main  
University Park, Pennsylvania

Dear Dr. Carpenter:

We are enclosing State Warrant No. 030689 in the amount of \$506.27. This includes the honorarium provided in connection with your serving as a member of the Advisory Committee and the reimbursement of expenses incurred during the meeting on July 18-20.

Sincerely,

(Mrs.) Marion F. Buford  
Research Assistant

MFB:jg

Enclosure

THE PENNSYLVANIA STATE UNIVERSITY  
UNIVERSITY PARK • PENNSYLVANIA

RECEIVED  
AUG 26 1960  
BOARD OF CONTROL

Division of  
Academic Research and Services  
405 Old Main  
UNiversity 5-7675

August 25, 1960

Mrs. Marion F. Buford  
Research Assistant  
Board of Control of Florida  
Tallahassee, Florida

Dear Mrs. Buford:

Your State Warrant No. 030689 in the amount of 506.27 has been received; this amount covering Dr. Carpenter's expenses for the July 18-20 meeting.

A copy of a letter mailed to Mr. Brumbaugh's secretary is enclosed, but the letter was probably never received as we have not received a reply.

To explain more fully what happened I am writing to you.

With the program for the July meeting travel expense blanks or vouchers for Dr. Carpenter's travel expenses were enclosed. Somehow, these blanks were misplaced and we have not been able to locate them here at the office.

Dr. Carpenter paid the round trip travel fare from his personal account, hoping these would be located by the time he returned from Florida.

Is it possible to obtain a duplicate set of the travel vouchers or what steps may we take now to reimburse Dr. Carpenter in the amount of 150.90 for his ticket to Florida and return.

Your immediate attention to my request would be greatly appreciated.

Sincerely,

*Octavia Knisely*  
(Mrs.) Octavia Knisely  
Secretary

OK:my

Encl.

TR #47578 B

C O P Y

July 27, 1960

Secretary  
A. J. Brumbaugh  
Director, Planning Commission  
Board of Control of Florida  
Tallahassee, Florida

Dear Miss:

We have misplaced the set of transportation request forms which you previously sent us. In order for Dr. Carpenter to receive reimbursement will you please prepare another set of the forms and send to us.

Thank you very much.

Sincerely,

(Mrs.) Octavia Knisely  
Secretary

OK;jaw

August 30, 1960

Mrs. Octavia Knisely, Secretary  
Division of Academic Research and Services  
405 Old Main  
University Park, Pennsylvania

Dear Mrs. Knisely:

We were surprised to learn that Transportation Request No. 47578 B, issued to Dr. Carpenter for his recent trip to Florida, had been lost as your letter of July 27 did not reach Dr. Brumbaugh's secretary.

As requested we are enclosing another transportation request in duplicate. If it is possible, present the forms to the agency which issued Dr. Carpenter's ticket and ask that it refund his money. The agency should complete the forms, retain the original, and return the duplicate to you. You should then send the duplicate to us. If the agency refuses to follow this procedure, you may send us whatever evidence you may have or obtain from the ticket agency describing the ticket purchased and the amount paid. We can then prepare an expense voucher to reimburse Dr. Carpenter in the usual manner. If the latter procedure is followed, you should return the enclosed transportation request forms to us for cancellation.

If you should find the transportation request forms which we originally sent to Dr. Carpenter, please return them to us for cancellation also.

We regret the delay in reimbursing Dr. Carpenter for his ticket, but we were unaware of the difficulty until we received your letter of August 25.

Sincerely,

(Mrs.) Marion F. Buford  
Research Assistant

MFB:jg

Enclosure

September 1, 1960

Dr. C. Ray Carpenter, Director  
Division of Academic Research and Services  
405 Old Main  
Pennsylvania State University  
University Park, Pennsylvania

Dear Ray:

We are making plans for a meeting of the Advisory Committee. We want to choose two days on which every member will be able to be here if possible. Therefore, it will be helpful to us if you will let us know on which of the following dates you would not be able to attend:

October 20-21  
October 24, 25, 26, 27  
November 1, 2, 3, 4  
November 9, 10, 11

Please let us hear from you as soon as possible.

Sincerely,

A. J. Brumbaugh  
Director, Planning Commission

AJB:jg

# THE PENNSYLVANIA STATE UNIVERSITY

UNIVERSITY PARK • PENNSYLVANIA

Division of  
Academic Research and Services  
405 Old Main  
UNiversity 5-7675

September 13, 1960

Dr. A. J. Brumbaugh  
Director, Planning Commission  
Board of Control of Florida  
Tallahassee, Florida

Dear Dr. Brumbaugh:

The following dates are open on my calendar: October 20 - 21, October 26 - 27, November 3 - 4. The dates of November 9, 10, and 11 might be possible but are not preferred because I must be in Minneapolis, Minnesota during the next week.

I would appreciate having for study a copy of the notes and recommendations we prepared on the Learning Resources Center.

What has been done to plan for integration of the Library into this Center?

I am concerned about the making of estimates of space needs in terms of established formulae as was apparently proposed during our last meeting. A new and unconventional university should require a very different pattern of space and facilities. The problem is one of determining how to make new estimates for space and facilities for a university that will operate very differently from a conventional institution.

I believe that one of the major foundations should be greatly interested in our planning tasks for the new university. I suggest that one way to get a foundation involved might be to invite a representative to attend a planning session. Specifically, I suggest that Mr. Phil Coombs of the Fund for the Advancement of Education be invited to attend our next session and that an evening be set aside for general exploratory discussions with him.

Dr. A. J. Brumbaugh

-2-

September 13, 1960

Last week in Chicago I spent an evening with a representative of The Systems Development Corporation of Santa Monica, California. That organization is strongly interested in applying systems analysis methodologies to the planning of higher education and particularly to a new university. I suggested that the officials of the Corporation communicate with you.

If there is "homework" that I can do before our next meeting, please give me appropriate instructions.

Sincerely,



C. R. Carpenter  
Director

CRC:jf



September 16, 1960

Dr. C. R. Carpenter, Director  
Division of Academic Research and Services  
405 Old Main  
Pennsylvania State University  
University Park, Pennsylvania

Dear Dr. Carpenter:

As you have been advised by telegram, November 10-11 are the only dates when all the members of the committee could attend a meeting. I realize that this presents some complications for you, but I hope that you can adjust your plans so as to attend the meeting. I am enclosing a copy of the statement that your task force prepared.

I am sure that none of us are completely satisfied with the techniques we have used in making estimates of space needs. I think, however, that our estimates are sufficiently generous so that specific space arrangements can be made within the total which our estimates provide.

I appreciate your suggestion about the interest of one of the major foundations. There have been negotiations with the Fund for the Advancement of Education which have not been productive of financial support. I have made a special request for a small grant from the Educational Facilities Laboratories. Perhaps we ought to ask Dr. Gores, who is the director of the Educational Facilities Laboratories, to attend our meeting. I shall give this further consideration.

If it seemed desirable, could you meet with your task force on the ninth just prior to the meeting of the Advisory Committee?

Thanks for your continuing interest.

Yours sincerely,

A. J. Brumbaugh  
Director, Planning Commission

# THE PENNSYLVANIA STATE UNIVERSITY

UNIVERSITY PARK • PENNSYLVANIA

Division of  
Academic Research and Services  
405 Old Main  
UNiversity 5-7675

September 21, 1960

Dr. A. J. Brumbaugh  
Director, Planning Commission  
Board of Control of Florida  
Tallahassee, Florida

Dear Dr. Brumbaugh:

It would be interesting to have Harold Gores with your Committee at its next meeting. The experience would be very stimulating for Harold.

I could attend a "Task Force" meeting of the group in new media on the 9th. This would be especially useful if the architects have sketches or lay-outs of the Learning Resources Center. If these drawings are not available, permit me to suggest the activation of a similar hardworking task force on the library part of the Center, unless indeed this has been done since our last meeting. I would be interested in serving with the library task force as the next most important step in planning the Center. Surely we will need the best thinking of several of the most competent specialists in the field of library planning.

We should not forget to consider including consideration of a unique and creative "museum" in the Learning Center. I do not refer to a depository but a flow of objects, materials, exhibits, artifacts, etc. planned and executed to stimulate and reinforce learning. The "museum" should not segregate the arts and sciences but, in contrast, the programs should be designed to include subjects and themes throughout the scope of the University.

Should we consider proposing a series of lodges for commuting students?

May we at our next meeting outline that phase of the University which is to be concerned with Health and Physical Development?

Dr. A. J. Brumbaugh

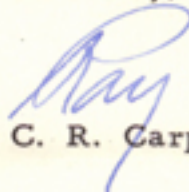
-2-

September 21, 1960

Is there need at this time to debate the issues of whether or not special programs should be planned for women? I would be most interested to hear Gordon Blackwell's views on these issues.

Finally, do we not need a more systematic and complete demographic study and projections than was presented at our last meeting?

Cordially,



C. R. Carpenter

CRC:jf

September 23, 1960

Dr. C. R. Carpenter, Director  
Division of Academic Research and Services  
405 Old Main  
Pennsylvania State University  
University Park, Pennsylvania

Dear Dr. Carpenter:

The meeting of the Advisory Committee which will be held on November 10-11 will be in the Starry Lecture Room, School of Business Building, Florida State University. The meeting will begin at 9:30 a.m., and we expect to conclude it at 1:00 p.m. the second day.

Transportation request forms, to be used to purchase your ticket, will be sent to you at a later date along with an agenda and other information relating to matters to be discussed at the meeting.

Sincerely,

A. J. Brumbaugh  
Director, Planning Commission

September 28, 1960

Dr. C. R. Carpenter, Director  
Division of Academic Research and Services  
405 Old Main  
Pennsylvania State University  
University Park, Pennsylvania

Dear Dr. Carpenter:

Please sign the original and one copy of the enclosed  
voucher and return them to us so that we may submit  
them for payment.

Sincerely,

(Mrs.) Marion F. Buford  
Research Assistant

Enclosure

October 10, 1960

Dr. C. R. Carpenter, Director  
Division of Academic Research and Services  
405 Old Main  
Pennsylvania State University  
University Park, Pennsylvania

Dear Dr. Carpenter:

We are enclosing State Warrant No. 131424 in the amount of \$150.90 for reimbursement of travel expenses in connection with the Advisory Committee meeting on July 18-19.

Sincerely,

(Mrs.) Marion F. Buford  
Research Assistant

Enclosure

October 11, 1960

Dr. C. R. Carpenter, Director  
Division of Academic Research and Services  
405 Old Main  
Pennsylvania State University  
University Park, Pennsylvania

Dear Ray:

Enclosed is Form No. C-677, State of Florida Request for Transportation, for your use in purchasing a round-trip airline ticket to Tallahassee to attend the meeting of the Learning Resources Center Task Force on November 9 and the meeting of the Advisory Committee on November 10-11. The transportation form will be completed by the agency which issues your ticket. The agency will retain the original and return the duplicate to you. Please bring it with you as we will need it for accounting purposes.

If you will let us know when you plan to arrive in and depart from Tallahassee, we shall be glad to make reservations for you at the Duval Hotel.

Further information, including the agenda for the meeting of the Advisory Committee, will be sent to you at a later date.

Yours sincerely,

A. J. Brumbaugh  
Director, Planning Commission

AJB:jg

Enclosure

THE PENNSYLVANIA STATE UNIVERSITY

UNIVERSITY PARK • PENNSYLVANIA

Division of  
Academic Research and Services  
405 Old Main  
UNiversity 5-7675

October 17, 1960

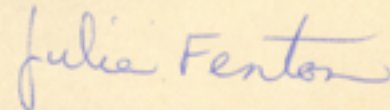
Mr. A. J. Brumbaugh  
Director, Planning Commission  
Board of Control of Florida  
Tallahassee, Florida

Dear Mr. Brumbaugh:

Dr. Carpenter plans to arrive in Tallahassee on the night of November 7, probably about 10 p. m. , and will depart from Tallahassee on the afternoon of November 11.

Thank you for taking care of hotel accommodations for him.

Sincerely,



(Mrs. ) Julia Fenton  
Secretary to  
C. R. Carpenter  
Director



October 17, 1960

Dr. C. R. Carpenter, Director  
Division of Academic Research and Services  
405 Old Main  
Pennsylvania State University  
University Park, Pennsylvania

Dear Ray:

Enclosed is background material and an agenda for the meeting of the Advisory Committee on November 10-11.

I have written the members of the task force on plans for the learning resources center that your meeting will begin at 9:30 a.m. and conclude by 5:00 p.m.

Yours sincerely,

A. J. Brumbaugh  
Director, Planning Commission

Enclosures-6

THE PENNSYLVANIA STATE UNIVERSITY  
Division of Academic Research and Services  
405 Old Main Building

Dr. Brumbaugh:

Dr. Carpenter has asked me to send you, in addition to the materials mentioned in his letter, the enclosed drawings of proposed faculty offices for Penn State. His thought was that you could pass these on to the university architects.

Mrs. Julia Fenton  
Secretary to  
C. R. Carpenter

24

# THE PENNSYLVANIA STATE UNIVERSITY

UNIVERSITY PARK • PENNSYLVANIA

Division of  
Academic Research and Services  
405 Old Main  
UNiversity 5-7675

November 15, 1960

Dr. A. J. Brumbaugh  
Director, Planning Commission  
Board of Control of Florida  
Tallahassee, Florida

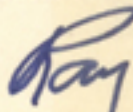
Dear "A. J.":

You may wish to suggest to the Florida Committee on Academic Annual Schedules that they consider the version described by the attached document. Penn State will go on this schedule next July 1.

*enclosed also.*  
Before the cock crows thrice tomorrow morning I shall have drafted some guide lines for the new library. The decision made during the last moments of the meeting of the Planning Committee on Friday changed the requirements for the Library.

Dr. Lawler, Mr. <sup>F</sup>Nearney and consulting librarians should read the provocative letter I have received from Mr. Welch of the Library of Congress (copy enclosed).

Sincerely,



C. R. Carpenter  
Director

CRC:jf  
enclosures

November 29, 1960

Mrs. Julia Fenton  
Secretary  
Division of Academic Research and Services  
405 Old Main Building  
The Pennsylvania State University  
University Park, Pennsylvania

Dear Mrs. Fenton:

On the basis of the information you submitted in connection with Dr. Carpenter's recent trip to Tallahassee, we have completed the enclosed expense account. Please have him sign the original and one copy and return them to us. You may retain the remaining copy for your file.

Sincerely,

(Mrs.) Marion F. Buford  
Research Assistant  
Planning Commission

Enclosures

Period NOV. 7 to NOV 12, 1960

---

Per diem 150

---

Lodging

12.48

41.22

53.70

---

add meals. NOV. 7. Supper 1.25  
NOV 8. Lunch .95  
NOV 9. Lunch 1.20  
NOV 10 Lunch 2.25  
" " Dinner 4.75  
NOV 11 Lunch 2.25  
Supper 1.00  
NOV 12 Breakfast 1.25

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\$14.90

14.90

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Loni. SC to Airport 3.00  
Tallahassee 1.00  
" 1.00  
" 1.00  
Air Port to SC 3.00

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9.00

Tyis

Nov. 7

.50

Nov. 11

.50

" 12

.50

" 12

.50

---

2.00

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Other:

Baggage handling  
Pittsburgh

1.00

November 30, 1960

Dr. C. R. Carpenter, Director  
Division of Academic Research and Services  
405 Old Main Building  
Pennsylvania State University  
University Park, Pennsylvania

Dear Ray:

At the last meeting of the Advisory Committee you will recall that we decided tentatively on December 15-16 as the most suitable time to hold our next meeting. These dates are now definite, and we will meet in the Starry Lecture Room, School of Business Building, Florida State University, as we have heretofore. The meeting will begin at 9:30 a.m. on the first day and will conclude about 1:00 p.m. on the following day.

Enclosed is Form C-677, State of Florida Request for Transportation, in duplicate, for your use in purchasing your round-trip ticket to Tallahassee.

We are making a reservation for you at the Hotel Duval for the nights of December 14 and 15. If this is not satisfactory to you, please let us know as we are guaranteeing the reservation.

We are assembling materials for the meeting and would like to include reports from the task forces. If you have a report you would like to submit for the Task Force on the Learning Resources Center, we shall appreciate receiving it.

The agenda and other pertinent materials will be mailed to you prior to the meeting.

Yours sincerely,

A. J. Brumbaugh  
Director, Planning Commission

Enclosure

December 8, 1960

Dr. C. R. Carpenter, Director  
Division of Academic Research and Services  
405 Old Main Building  
Pennsylvania State University  
University Park, Pennsylvania

Dear Ray:

Enclosed are the agenda for the coming meeting and other materials which relate to the work of the Advisory Committee.

I am glad that it will be possible for you to arrive here a day earlier and be with us for the preliminary meeting on the 14th. A reservation has been made for you at the Hotel Duval for December 13-15.

Yours sincerely,

A. J. Brumbaugh  
Director, Planning Commission

Enclosures



December 9, 1960

Dr. C. R. Carpenter, Director  
Division of Academic Research and Services  
405 Old Main  
Pennsylvania State University  
University Park, Pennsylvania

Dear Ray:

In catching up on the accumulated reading materials on my desk yesterday I discovered your report for the library task force. I think that I had not acknowledged this previously. The fact that I have just come upon it explains why it was not included in the materials sent out to the members of the Advisory Committee. I shall have copies made and available for distribution when the committee meets.

While I am writing you, may I also say that I found the letter from Mr. Willard Webb of the Library of Congress very interesting. In accordance with your suggestion I have given copies to Dr. Lawler and Mr. Fearney. I am currently reading "Determinants of College Students' Subculture" by Clark and Trow. This report contains much material relevant to our provisions for students at Boca Raton.

When Mr. Fearney returned from his conference with you he related the suggestion which you made to him that Dr. Gores of the Educational Facilities Laboratories might meet with our Advisory Committee. I think I failed to report to you at the time of our last meeting that I had several long distance telephone conversations with Dr. Gores and that I have invited him to attend <sup>one</sup> each of our Advisory Committee meetings. During one of our earlier conversations I asked him whether or not there was a possibility that the Educational Facilities Laboratories might give us a grant for planning our learning resources center similar to the grant which was given to Stephens College. He suggested that I dictate an informal statement as though I were talking to him covering the purposes and the nature of the center. I did this and sent him the statement, a copy of which I am attaching. I am also enclosing a copy of his reply.

December 9, 1960

A short time ago when I talked to him about the possibility of attending our Advisory Committee meeting on December 15 and 16 he said that this would be impossible but that he would like to talk with us further about our plans. Inasmuch as he will be at Boca Raton during the third week of January we are arranging tentatively for him to stop in Tallahassee in connection with that trip. I have no way of anticipating what the outcome of our conference may be.

I have given you this somewhat detailed running account of what has transpired so that if you have any occasion to talk with Dr. Gores you may have in mind the steps that we have taken largely at your suggestion.

I am sending this air mail with the hope that it will reach you before you leave to attend our preliminary meeting on Wednesday, December 14.

Yours sincerely,

A. J. Brumbaugh  
Director, Planning Commission

Enclosures-2

# THE PENNSYLVANIA STATE UNIVERSITY

UNIVERSITY PARK • PENNSYLVANIA

Division of  
Academic Research and Services  
405 Old Main  
UNiversity 5-7675

January 3, 1961

Dr. A. J. Brumbaugh  
Director, Planning Commission  
Board of Control of Florida  
Tallahassee, Florida

Dear A. J. :

I now find that I must be in Washington for an important meeting at the Center for Applied Educational Research on January 27. I regret this very much since the date conflicts with the meeting of your Advisory Committee. What do you suggest? Would you wish me to come down on the night of the 24th and work with you on the 25th and 26th?

Best wishes for the New Year.

Cordially,



C. R. Carpenter  
Director

CRC:jf

January 4, 1961

Dr. C. Ray Carpenter, Director  
Division of Academic Research and Services  
405 Old Main Building  
Pennsylvania State University  
University Park, Pennsylvania

Dear Ray:

The Advisory Committee meeting scheduled for January 26-27 will be held in the Starry Lecture Room, School of Business Building, Florida State University. The meeting will begin at 9:30 a.m. on the first day and will conclude about 1:00 p.m. on the following day.

Enclosed is Form C-677, State of Florida Request for Transportation, in duplicate, for your use in purchasing your round-trip ticket to Tallahassee.

We are making a reservation for you at the Hotel Duval for the nights of January 25 and 26. If this is not satisfactory to you, please let us know as we are guaranteeing the reservation.

The agenda and other pertinent materials will be mailed to you prior to the meeting.

Yours sincerely,

A. J. Brumbaugh  
Director, Planning Commission

Enclosure

January 9, 1961

Dr. C. R. Carpenter, Director  
Division of Academic Research and Services  
405 Old Main  
The Pennsylvania State University  
University Park, Pennsylvania

Dear Ray:

We are very sorry that you cannot be here for both days of the Advisory Committee meeting. Your wealth of information and sound advice have been most helpful. If you can conveniently be with us on January 25 and 26, we will be grateful. We will change your reservation at the Hotel Duval to January 24 and 25 and will have it held for your late arrival on January 24.

I am hoping that Dr. Gores may be here on the 25th or 26th, but I have had no final word from him. Thanks for your suggestions of projects in which he might be interested.

Yours sincerely,

A. J. Brumbaugh  
Director, Planning Commission

# THE PENNSYLVANIA STATE UNIVERSITY

UNIVERSITY PARK • PENNSYLVANIA

Division of  
Academic Research and Services  
405 Old Main  
UNiversity 5-7675

January 30, 1961

Dr. A. J. Brumbaugh  
Director, Planning Commission  
Board of Control of Florida  
Tallahassee, Florida

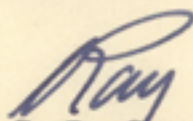
Dear "A. J.":

I am enclosing a statement on the four term plan to be begun this summer at Penn State. This plan might be considered as an alternative to a three semester plan for Boca Raton. Advantages and disadvantages should be listed and compared.

Sorry to have missed Friday's meetings.

Please send me three copies of John Ivey's premises statement. I hope to redraft and reorganize these statements.

Sincerely,



C. R. Carpenter  
Director

CRC:jf

February 6, 1961

Dr. C. R. Carpenter, Director  
Division of Academic Research and Services  
405 Old Main Building  
Pennsylvania State University  
University Park, Pennsylvania

Dear Dr. Carpenter:

As Dr. Brumbaugh has no way of obtaining reimbursement for payment of your expenses at the Duval Hotel, I have included them on the enclosed voucher and am asking that you please pay the hotel bill, a copy of which is enclosed.

Please sign the original and two copies of the voucher and return them to us for payment. You may retain the remaining copy for your file.

I hope this arrangement will not inconvenience you in any way.

Sincerely,

(Mrs.) Marion F. Buford  
Research Assistant  
Planning Commission

Enclosures

February 10, 1961

Dr. C. Ray Carpenter, Director  
Division of Academic Research and Services  
405 Old Main Building  
The Pennsylvania State University  
University Park, Pennsylvania

Dear Dr. Carpenter: -

We are enclosing Form C-677, State of Florida Request for Transportation, in duplicate, for your use in purchasing your round-trip ticket to Miami next week. Also enclosed are expense account forms for reporting expenses incurred during your trip. Please complete the forms, sign them, and return the original and two copies to us. You may retain the forth copy for your files.

Sincerely,

(Mrs.) Marion F. Buford  
Research Assistant  
Planning Commission

Enclosures



BOARD OF CONTROL - CONSULTANTS

Per Diem and Expenses

Period January 25, 1961 to January 26, 1961  
Per Diem 2 days at \$150 \$ 300.00

Expenses:

Lodging \$ 15.97  
Meals 14.36  
Taxi 4.00  
Tips .90  
Other 2.75

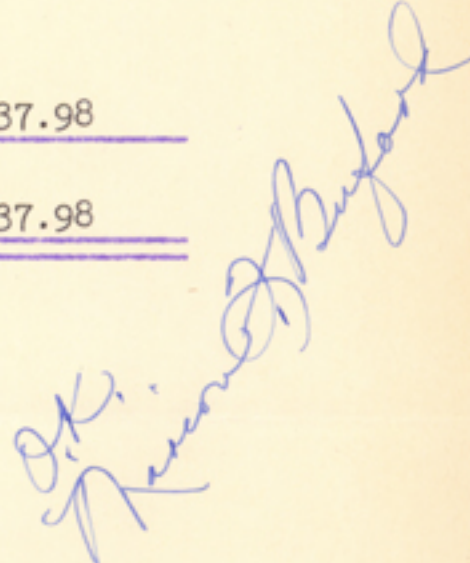
Total 37.98

37.98

TOTAL

\$ 337.98

Remarks:



(Signed) CR Carpenter

Division of Academic Research and Services

Mailing Address

405 Old Main Building  
Pennsylvania State University  
University Park, Pennsylvania

February 13, 1961

Dr. C. R. Carpenter, Director  
Division of Academic Research & Services  
405 Old Main Building  
The Pennsylvania State University  
University Park, Pennsylvania

Dear Dr. Carpenter:

Mrs. Gibson is quite sure she did not get Dr. Brumbaugh to sign the transportation request we sent to you for your trip to Miami this week. Therefore, we are enclosing a signed request in the event the other one was not signed. You may return the unused request for cancellation.

I hope this causes you no inconvenience.

Sincerely,

(Mrs.) Marion F. Buford  
Research Assistant  
Planning Commission

Enclosure

February 15, 1961

Dr. C. Ray Carpenter, Director  
Division of Academic Research and Services  
405 Old Main  
The Pennsylvania State University  
University Park, Pennsylvania

Dear Ray:

Some time ago you sent me a research memorandum on Systems Analysis and Education. I gathered from the notations on it that this is probably your file copy. I am, therefore, returning it with my thanks for giving me the opportunity to see it.

I shall be interested in hearing of developments in your two days with the architects in Miami. I gathered that the matters to be considered would not affect the basic educational ideas that have thus far been evolved. For that reason and because of pressing matters on my desk, I decided not to attend the conference. We certainly appreciate the time and help that you are giving us.

In rereading your letter of January 30 I note that you ask for three copies of John Ivey's statement of premises. Accordingly, I am sending you three copies now.

Yours very truly,

A. J. Brumbaugh  
Director, Planning Commission

Enclosure

INSTITUTIONS OF HIGHER LEARNING

UNIVERSITY OF FLORIDA

INCLUDING AGRICULTURAL EXPERIMENT STATION  
AND AGRICULTURAL EXTENSION SERVICE  
GAINESVILLE

FLORIDA STATE UNIVERSITY  
TALLAHASSEE

UNIVERSITY OF SOUTH FLORIDA  
TAMPA

FLORIDA AGRICULTURAL AND MECHANICAL  
UNIVERSITY  
TALLAHASSEE

FLORIDA SCHOOL FOR THE DEAF AND THE BLIND  
SAINT AUGUSTINE



BOARD OF CONTROL OF FLORIDA

J. B. CULPEPPER, EXECUTIVE DIRECTOR

TALLAHASSEE, FLORIDA

February 17, 1961

J. J. DANIEL  
CHAIRMAN  
JACKSONVILLE

J. K. HAYS  
VICE CHAIRMAN  
WINTER HAVEN

JAMES J. LOVE  
QUINCY

RALPH L. MILLER  
ORLANDO

S. KENDRICK GUERNSEY  
JACKSONVILLE

JAMES D. CAMP, SR.  
FT. LAUDERDALE

FRANK M. BUCHANAN  
MIAMI

File: W-1-1

Dr. C. R. Carpenter  
Twigs Lane, Route #1  
State College, Pennsylvania

Dear Dr. Carpenter:

Attached is State warrant number 345177 payable to you in the amount of \$337.98 for services rendered to the Board of Control of Florida.

Sincerely,

*H. P. Hamrick*

H. P. Hamrick  
Accountant

HPH/ed1

cc: Office, Educational Survey

# THE PENNSYLVANIA STATE UNIVERSITY

UNIVERSITY PARK • PENNSYLVANIA

Division of  
Academic Research and Services  
405 Old Main  
UNiversity 5-2675

February 21, 1961

Dr. A. J. Brumbaugh  
Director, Planning Commission  
Florida Board of Control  
Tallahassee, Florida

Dear A. J.:

Thank you for the return of the systems analysis document and for copies of John's statement of premises. Representatives of the Systems Development Corporation of California will visit us next month. We shall explore possibilities of university planning using computers. Whether this can be done or is feasible remains to be determined.

I went to Miami Thursday evening and returned to Penn State on Monday morning. I just escaped being trapped by the airlines' strike and a crush of people in Miami.

You were correct in your judgment that the session did not change "educational ideas that have been evolved." The task, especially on Friday, was to review once again educational programs for the architects and to help them make useful interpretations from educational to building programs. I tried to serve in the translator-interpreter roles as best I could. As you well know, this is extremely difficult. The facts and figures from the reports of the several task forces, the estimates made by Dr. Lawler and Dr. Turck were very very useful in addition.

May I recommend that copies of all task forces' reports be sent to each one of the architects. Apparently they have not yet had copies and they urgently need to have and to read them.

The estimates of percentages of students expected in the several subject areas were especially useful.

February 21, 1961

I was most favorably impressed with the revised land-use layout. I believe that Ted Fearney was also pleased. The plot plans for buildings occupied much time and I believe that all changes will meet with favorable reactions of the Planning Committee.

The most difficult decision was on the "tower dormitories". As you will learn, the dormitory buildings are now planned to be four stories high but with possibilities of variations of other units later.

All changes, as I understand them, strengthen rather than weaken the possibilities of realizing the educational programs as previously projected. The Library building of the Learning Resources Center is now the dominating five story building. The lecture auditoria (3 of them) and production spaces are more nearly adequate than formerly. Counseling, and guidance and testing spaces will please Henry.

The great area of uncertainty is that of estimating where what students will be when! Also, we urgently need the report on the science building from Howard's committee. Finally, I fear we have short changed the arts and humanities as well as the social sciences. Nevertheless, given the intended flexibility of spaces and possibilities of tight scheduling, I believe the planned programs can be launched.

John Stetson invited me to visit with him the site at Boca Raton just before dark Saturday evening. The size of the area is overwhelming! All the buildings presently planned will be lost in the vastness of the area. The seemingly limitless expanse is not a marshland, low and uninteresting as I had been led to believe. My reactions are generally favorable.

This leads me to suggest that the Planning Committee should meet on the site as soon as this can be arranged. This should be done even if we must meet and live in tents or under trees on the far edges of the property.

Please send me single copies of all task force reports. I gave mine to the architects.

Has another meeting date been set? I am scheduled for an address to the Association of Southern Universities on April 6 in Biloxi, Mississippi, and I

Dr. A. J. Brumbaugh

-2-

February 21, 1961

shall attend a national conference in Miami during the period April 24-28.

Kindest personal regards.

Sincerely,

  
C. R. Carpenter  
Director

CRC:jf

## Technical Division, Pensacola Junior College

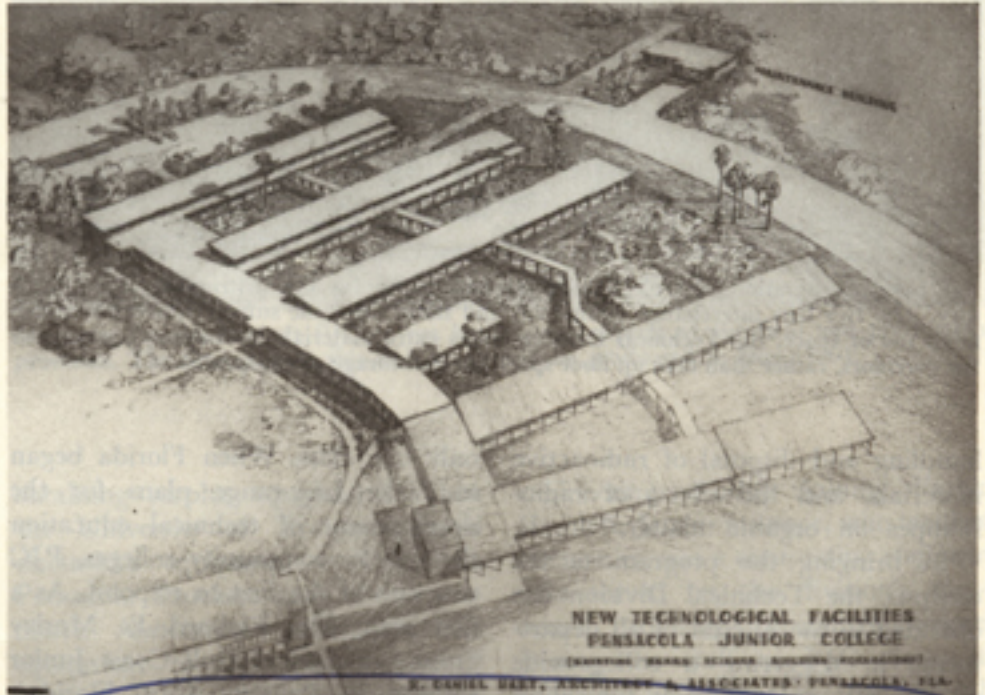
(Sixty-sixth in a series of informal reports on leading technical institutes)

September 22, 1960. For most of us, if we thought about it at all, that date marked the beginning of autumn. But on the campus of Pensacola Junior College in Florida, September 22 had special meaning. It was a day the faculty had been working toward for nearly a year—the day they launched their new nuclear program.

"We had scheduled our first classes for September 15," said Dr. J. E. McCracken, dean of technical and specialized education, "but Hurricanes Donna and Ethel cancelled all class meetings, and we had to postpone the starting date a week.

"Although our reactor assembly has not as yet been delivered, we have gone ahead with our 'nonhardware' survey course this fall. By the end of December, we expect to have equipment and instrumentation in place, and we will be proud to be the first junior college in the nation to have a sub-critical nuclear assembly on our campus."

The first step toward making this possible came in February, 1960, when PJC received a grant of \$21,000 under Title III of the National Defense Education Act for the purchase of a sub-critical nuclear reactor and instrumentation. Other developments soon followed. The Escambia County School Board granted a supplementary amount for necessary additional instrumentation. On July 22, PJC received approval from the Atomic Energy Commission to receive and use special nuclear materials. By this time, Instructor Richard E. Chenoweth was dividing his time between The Pennsylvania State University and Argonne National Laboratory, attending the summer institute in nuclear energy sponsored by AEC and the American



This architect's rendering shows the unique construction of the Mary Ellison Baars Science Building, which houses the technical facilities of PJC. The one-story brick building, which is on an 80-acre campus, has six wings connected by covered walkways.

Society for Engineering Education. He was preparing for his work as chief instructor and as safety and control officer for the new program.

### Campus-wide Program

"Mr. Chenoweth returned to the campus in August," Dean McCracken said, "and joined Dr. Henry L. Ashmore, president of the college, and me on a trip to Atlanta for a final check-out on the Lockheed SPUR (Sub-critical Portable University Reactor) for our nuclear program. When all the equipment is in place here on the campus, we plan to develop our nuclear program so that all students in the science and technical divisions will come into contact with some phase of it.

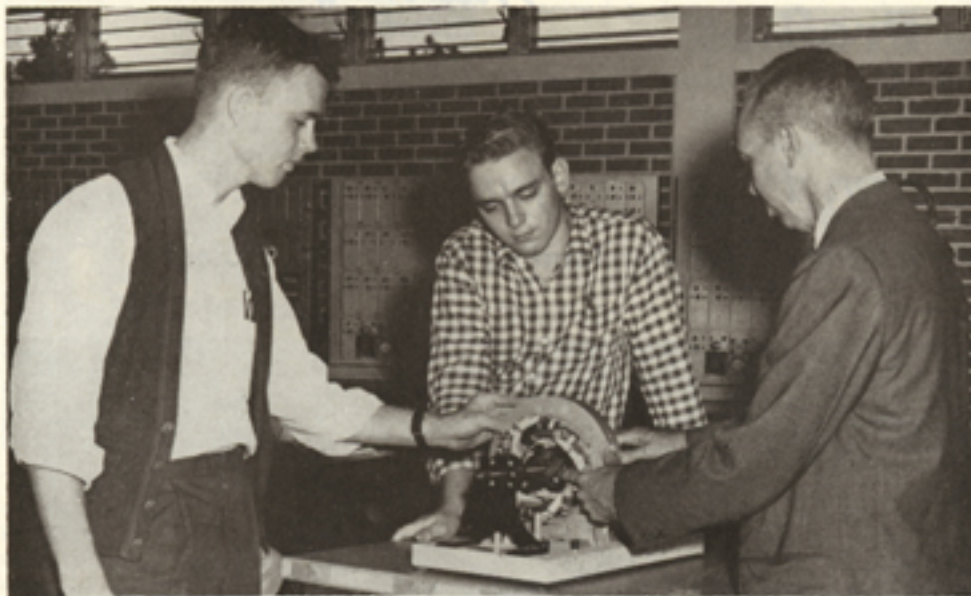
"Of course, the Technical Division

will make primary use of the reactor assembly, through emphasis on instrumentation, reactor design, and reactor operation. Special emphasis will be given, also, to industrial uses of radioisotopes. The physics department will use the reactor to demonstrate theory on the behavior of neutrons and the instrumentation for radioisotope studies.

"The life science departments will make use of the instrumentation to study radiation measurement and particular phenomena that can be demonstrated through the use of radioisotopes as tracers.

"The Nursing Division will draw from both the Technical Division and the life science departments as students in nursing are involved in health physics, regulations that govern the





For ease of operation, the electronics laboratory adjoins the instrumentation laboratory. The two labs interchange equipment and share the same storage space. For maximum use of space, the Technical Division stores extra materials in "balcony" areas over the corridors, rather than take up floor space for the storage of equipment.

handling and disposal of radioactive materials, and the effects of radioisotopes on organic matter."

In bringing the program to the campus, the Technical Division has operated in the interest of all departments in triggering a college-wide nuclear program. This is typical of the way in which each division of PJC works in the interest of the total program of the college.

Pensacola Junior College opened in 1948 in temporary quarters, with 128 students. It was operated jointly by Escambia and Santa Rosa Counties. In 1954, Dr. Ashmore was appointed as full-time president, and the college became an independent unit of the Escambia County School System. Under Dr. Ashmore's enterprising leadership, the college has grown steadily—in size, in quality, and in curriculums offered. In 1957, the college moved to its new campus on what was formerly a large estate about four miles from downtown Pensacola. By September, 1960, total enrollment had grown to 2,306—1,080 day students and 1,226 evening students.

#### Technical Division Develops

The Technical Division at PJC is so new that so far it has graduated

only one class. When Florida began to make long-range plans for the development of technical education through its community colleges, PJC was one of the first to respond. As a first step, Dr. Richard E. Morley (now president of Gulf Coast Junior College in Panama City, Florida) joined the staff as dean of technical

and specialized education. In July, 1957, Dr. Ashmore, Dr. Morley, and Dr. James L. Wattenbarger, state director of junior colleges in Florida visited junior colleges and technical institutes in Michigan and New York to see what others were doing.

They followed these visits with a survey of industries in the Greater Pensacola area. The survey indicated a shortage of technically trained people in several areas, and served as a guide in the development of the over-all program. The Technical Division started its first three curriculums in the fall of 1958—chemical, drafting, and industrial technology—graduating the first class in June, 1960.

By January, 1959, the division was able to add both electronics and instrument technology. Also, since the survey showed a need for supervisory training in practically all industries, they added a two-year program in industrial management, which spans the area from the first-line supervisor to middle management. Then in September, 1959, when the new technical plant was completed on the campus, they added mechanical technology.



The two-year program in drafting technology covers topographical, architectural, structural, and mechanical drafting, and machine design. Each of the five technical laboratories—materials testing, mechanical, electronics, instrumentation, and drafting—a combination of classroom and laboratory, with seating capacity for 24 students.

These programs are all designed to prepare students for immediate employment upon earning an Associate in Science degree. Each program is a blend of general education and the technical major, with courses in the sciences, mathematics, social studies, communications, drawing, and the technical specialties. A student enrolled in industrial technology, for instance, would study—in addition to American history, communications, and other general subjects—plant planning and layout, materials handling, production and cost control, statistical quality control, work simplification, safety administration, and human relations.

Whenever possible, arrangements are made for students to take advantage of special opportunities for learning. For example, in April, 1960, the Southeastern Section of the Instrument Society of America met in Pensacola. Students in instrumentation attended special sessions of the conference, such as the Education Workshop, the all-day instrument maintenance clinic held on the campus, and the industrial show at the Pensacola Municipal Auditorium. Second-year students make field trips to the Naval Air Station, to nearby Eglin Air Force Base, and to industrial plants in the area.

Representatives of industry and of the college report that the close relationship between them has been mutually beneficial.

The college develops special courses and seminars for local industry whenever they are needed. These special courses have included materials handling, corrosion problems, instrumentation and automation, and higher mathematics. During the past year, the Technical Division conducted seminars in wage-hour laws, unemployment compensation, social security, and similar subjects.

In turn, much of the Technical Division's laboratory equipment has been acquired as a result of this close cooperation. For instance, members of the division's advisory committees who are attached to the Naval Air Station in Pensacola have aided in



Mechanical technology at PJC covers both design aspects of the field and production processes. The first class in this technology will be graduated in June, 1961.

obtaining surplus equipment. When the University of Tampa donated electronics equipment to PJC, the Pensacola Truckers and Warehouseman's Association transported the equipment to the college free of charge. When PJC obtained hydraulic test equipment from the Navy, the local chapter of the Instrument Society of America rebuilt the equipment and installed it in the PJC laboratory as a chapter project.

The Technical Division also draws part-time instructors from local industry and from the military establishments. For instance, J. E. Bigham, instrument superintendent at the Chemstrand Corporation, has taught an evening course in instrumentation at PJC. Charles Boeing of the Naval Air Station has taught work simplification and similar subjects. Neil Applegate, publications editor, and J. W. Harrison, instrument engineer, both at Chemstrand, are presently teaching supervision and electronics courses. These men bring to their students the most up-to-date practice of modern technology.

The full-time staff also has a background of industrial experience. All have had at least 10 years of industrial experience in addition to their

engineering or other training. Frank Hamlett, Jr., for instance, who teaches electronics, was a contracting engineer who served on the division's electronics advisory committee before joining the staff of PJC. Stephen Scherer, who teaches mechanical technology, was formerly with General Motors in Detroit.

Kenneth Carruth, instructor in drafting, credits *Technical Education News* for his job at PJC. He applied for the job after reading the story on technical education in Florida's community colleges which Dr. Wattenbarger prepared for the February, 1959, issue.

#### Students

Most students in the Technical Division are men from the immediate area, some coming across the state line from Alabama. Most of the day students are high school graduates; the greater percentage of the evening students, however, are men from industry who are being upgraded in their jobs through these educational opportunities.

The Technical Division stresses relationships with high schools in much the same way it stresses cooperation with industry. A close work-



The program in instrumentation is keyed to the military establishments and the industries of the area—chemicals, plastics, pulp and paper, various process industries. The nuclear program will affect the programs in both instrumentation and electronics, which will show greater emphasis on nuclear instrumentation as demand for such technicians begins to grow.

ing relationship with Mr. E. G. Holly, coordinator of vocational and technical education for Escambia County; seminars for high school students in conjunction with the Joe Berg Foundation; visits to all high schools in the area; and co-sponsorship of the annual Science Fair are some of the ways in which the college keeps in touch with high school students. The grand prize of the 1960 Science Fair for high school students, sponsored jointly by the college and the local newspaper, *Pensacola News-Journal*, was a two-year scholarship to PJC.

What's ahead for the winner of this scholarship and for others interested in technical education at Pensacola Junior College? For one thing, the Technical Division hopes to make more scholarships available. Undoubtedly, because of the marked industrial growth of the area, PJC's technical program will continue to be diversified. Students reporting for classes this fall found that a new wing had been added to the library, and that the new Health Building and Student Center were near completion.

"One of the most exciting aspects of the growth of the junior colleges in Florida is the possibility of developing

a sound technical program that will provide our students with a general educational background and also with a marketable skill as a technician," said President Ashmore. "We shall continue our efforts to provide this new type of higher education with deliberate speed, yet based upon what we conceive to be sound educational principles."

Under Dr. Ashmore's able administration, Pensacola Junior College has become very much a part of the

cultural development of the community. The Technical Division, established under Dr. Morley's direction and now carried forward under Dr. McCracken's supervision, plays an important part in the industrial growth of the area.

"We will continue to supply the trained technical personnel our industries need," said Dean McCracken, "and will be ready to develop programs in other areas when the need arises."

## Pensacola Junior College

### Instrument Technology

First Year			Second Year						
First Semester	T	L	C	First Semester	T	L	C		
Basic communications	3	0	3	American history	3	0	3		
Basic electrical and circuit theory	2	6	5	Basic drafting	2	6	5		
Industrial organization	3	0	3	Mechanical laboratory	2	6	5		
College algebra	3	0	3	Basic principles of measurement	2	6	5		
General physics (including mechanics and heat)	3	2	4		9	18	18		
	14	8	18	Second Semester			T	L	C
Second Semester	T	L	C	American history	3	0	3		
Basic communications	3	0	3	Control and control systems	2	6	5		
Electron tubes and circuits	2	6	5	Analytical instruments and advanced control	3	0	3		
Plane trigonometry	3	0	3	Human relations	3	0	3		
General physics (magnetism, electricity, sound, optics)	3	2	4		11	6	14		
	11	8	15						

T—Theory hours per week      L—Laboratory hours per week  
C—Credit hours per semester

## Oil Burner Book Revised

**D**omestic and Commercial Oil Burners is the title of a new second edition of *Domestic Oil Burners*. The second edition, which McGraw-Hill will publish in January, presents changes in methods and equipment which have occurred during the last ten years. The author is Charles H. Burkhardt, managing director of the Oil Heat Institute of America, Inc.

Organized in three parts—Domestic and Commercial Oil Burners, Installation and Controls, and Service

and Maintenance—the second edition features new types of burners and accessories and the most recent advances in electromagnetic, mechanical, and electronic controls.

The book includes simple methods for calculating heat loss and charts that give step-by-step methods for installation and servicing.

Another book by the same author is *Residential and Commercial Air Conditioning*, which McGraw-Hill published in 1959.

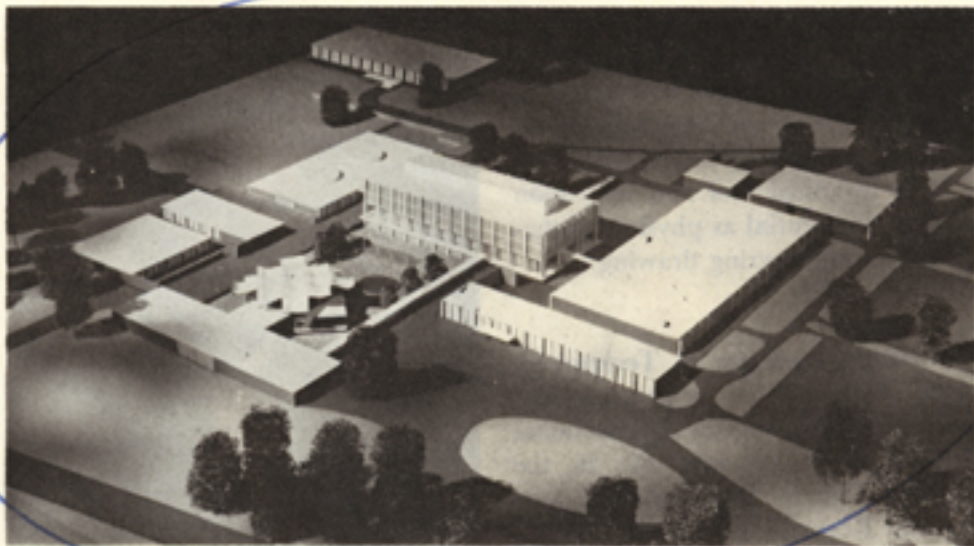
intendent of Documents, U.S. Government Printing Office, Washington 25, D.C. *Electrical Technology* (OE-80006) is 75¢ a copy; *Electronic Technology* (OE-80009), 70¢.

**Lorain (Ohio) School for Technicians** is a new area school operated by the Adult Education Department of the local Board of Education. Full-time, two-year programs are being offered in the fields of chemical, electrical, and mechanical technology. The school operates on the basis of three 12-week quarters a year, under the direction of Max J. Lerner. Students spend 25 to 30 hours a week in classrooms, shops, and laboratories; 10 to 20 hours in outside study. Applicants for admission must be high school graduates or must pass an equivalency test.

**Michigan College of Mining and Technology** at Houghton initiated in September a variety of evening technical institute programs in Houghton,egaunee, Iron Mountain, and Escanaba. The college plans also to develop full-time day programs in several communities. The developmental program is under the supervision of Kenneth F. Light, coordinator for technical institutes.

**Oceanside-Carlsbad College** at Oceanside, Calif., offers a two-year program in vocational drafting. The course provides experience in the use of drafting tools and materials to train students in the use of working drawings. The degree of Associate in Arts is awarded upon completion of the program.

**Erieside Institute, Inc.**, opened for classes on Sept. 26, 1960, at 4141 Erie Street in Willoughby, Ohio. Initially, both day and evening classes are being offered in drafting, blueprint reading, mathematics, cost estimating, electrical circuits, and practical accounting. The institute, char-



*Lenz—Art Photo*

The proposed new campus of Henry Ford Community College in Dearborn, Michigan, will be located on a 75-acre grant of land presented to the college by the Ford Motor Company. The campus will be adjacent to the new Dearborn branch of the University of Michigan, and the two institutions will supplement each other in many ways.

tered by the state as a nonprofit educational corporation, will also offer classes for apprentices in Lake County. President of the new school is Karman Duchon, who holds bachelor's and master's degrees in chemical engineering, has taught chemistry at Fenn College and the University of Cincinnati, and has worked as a building contractor.

**Student Financial Aid: Manual for Colleges and Universities** is an up-to-date manual for administrators of scholarships, loans, and other forms of aid. Guidance counselors in high schools will also find the 56-page manual of value. Written by Dr. Homer D. Babbidge, Assistant U.S. Commissioner for Higher Education, the manual contains a special 19-page section of reprints of model financial-aid forms. Copies are available at \$1.50 each from the American Personnel and Guidance Association, 1605 New Hampshire Ave., N.W., Washington 9, D.C.

**Monterey (Calif.) Peninsula College** has developed during the past year a number of programs in its division of Technical-Vocational Edu-

education—aviation, construction technology, dental assisting, electronics data processing, fire science, and electronics technology. Under consideration are engineering aide, medical technician, and police training. Because of its importance in the area, data processing has been developed on a departmental basis, rather than being included in existing departments. Through this special department, the college expects to serve the fields of engineering, mathematics, science, and business. Charles R. Mulkey, dean of Technical-Vocational Education, anticipates having an IBM 1620 computer in time for a workshop to be offered at the college in the summer of 1961.

**Oakland (Calif.) City College** is offering on its Laney Campus a pilot program in electronic technology based on a survey of the area. According to the survey report, prepared by William S. Huberich, electronic coordinator, the consensus of those interviewed was that trigonometry is the minimal mathematics required for advanced courses in electronics. Those technicians going into computer work would need training in number systems, and Boolean al-

gebra would be very useful. Most questioned the inclusion of calculus except for an introduction to basic concepts. The report also stated that electronic technology is fast becoming a basic technical tool and may soon become as essential as physics, mathematics, or engineering drawing.

**N**orthrop Institute of Technology plans to move from its present location near Los Angeles International Airport to a 126-acre site in the Rancho Conejo Light Manufacturing and Research Center near Thousand Oaks in Ventura County, Calif. The institute campus is planned as a 15-year project that will eventually include, in addition to classroom and laboratory facilities, an auditorium, a cafeteria, dormitories, an athletic field, and an outdoor amphitheatre.

**I**owa State University has established a technical institute, which opened for classes in September. **Iowa State Technical Institute** is located on the main campus of the university at Ames. The initial offerings are construction technology, elec-



Richard E. Morley

tronics technology, and mechanical technology. Until the institute is able to develop its own quarters, students are using the regular facilities of the College of Engineering. The College of Engineering also provides some staff members for the institute; others have been recruited from industry. For 1960-1961, 25 students were admitted in each of the three technologies; first-year enrollments will be in-

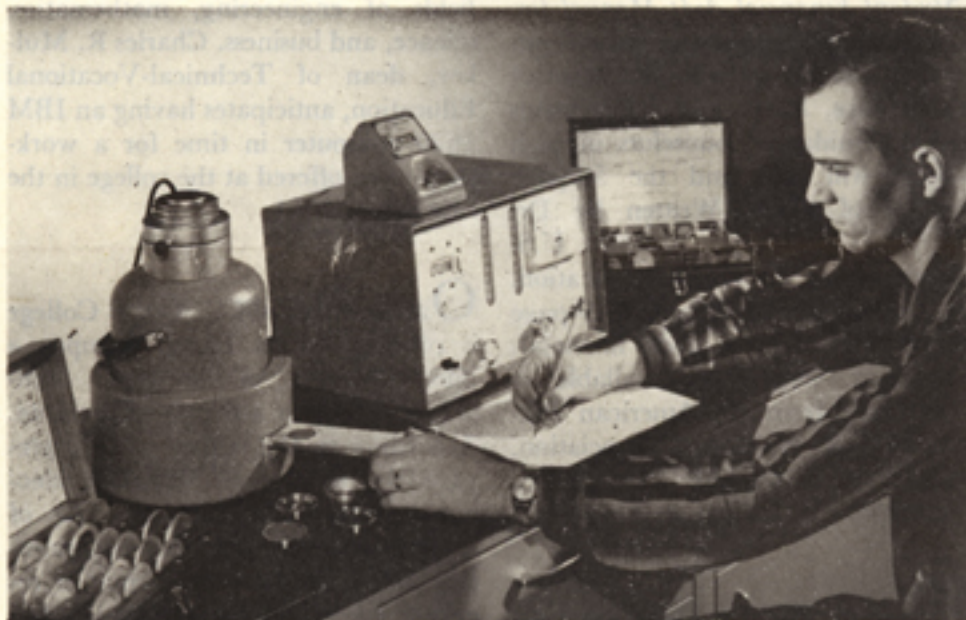
creased to 50 next year. Graduates of the two-year programs will receive the certificate of Associate in Applied Science.

**W**estern Technical School, 6553 Phinney Ave., Seattle, provides training in electronics, particularly for people already employed. Classes meet evenings and Saturdays, and programs range in length from six months to three years. Among the courses offered are basic electronics, electronic servicing, industrial electronics and communications, radar-communications technology, aeronautical electronics technology, and industrial electronics technology.

**R**ichard E. Morley resigned as dean of technical and specialized education at Pensacola Junior College to become president of Gulf Coast Junior College in Panama City, Fla. Dr. Morley, a native of Texas, received his doctorate in education from the University of Houston. He has taught psychology and management, graph arts in the Technical High School in Houston, English, and journalism and has worked as a printer and as a news and technical writer. He also serves as a consultant to business and industry in psychological services and management development.

**N**ew York City Community College added in September a two-semester program in radioisotopes, covering theory, measurement, and uses. Offered through the Evening Division, the program is designed to meet the needs of local industry and of commercial and medical laboratories. The college received a grant from the Atomic Energy Commission for the purchase of equipment used in the course.

The program, requiring some background in basic chemistry, elementary physics, and mathematics, consists of 45 hours of lecture during the first semester; 45 hours of laboratory work during the second. Subjects include



A student at New York City Community College uses radioisotope measuring equipment for an experiment involving absorption of radiation by various metals. The equipment includes, left to right, absorber metal disks; sample holder and shield, which contains a Geiger Muller detector tube; and a scaler or counter to measure radiation.



INSTITUTIONS OF HIGHER LEARNING  
UNIVERSITY OF FLORIDA  
INCLUDING AGRICULTURAL EXPERIMENT STATION  
AND AGRICULTURAL EXTENSION SERVICE  
GAINESVILLE  
FLORIDA STATE UNIVERSITY  
TALLAHASSEE  
UNIVERSITY OF SOUTH FLORIDA  
TAMPA  
FLORIDA AGRICULTURAL AND MECHANICAL  
UNIVERSITY  
TALLAHASSEE  
FLORIDA SCHOOL FOR THE DEAF AND THE BLIND  
SAINT AUGUSTINE

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March 6, 1961

File: W-1-1

Dr. C. R. Carpenter  
Twigs Lane, Route #1  
State College, Pennsylvania

Dear Dr. Carpenter:

Attached is State warrant number 370025 payable to you in the amount of \$351.69 for services rendered to the Board of Control of Florida.

Sincerely,

*H. P. Hamrick*  
H. P. Hamrick  
Accountant

HPH/edl  
cc to:

Office, Educational Survey

March 16, 1961

Dr. C. R. Carpenter, Director  
Division of Academic Research and Services  
405 Old Main  
The Pennsylvania State University  
University Park, Pennsylvania

Dear Dr. Carpenter:

Enclosed are copies of task force reports you requested several weeks ago.

I hope that our delay in sending this material has not inconvenienced you in any way.

Sincerely,

(Mrs.) Marion F. Buford  
Research Assistant  
Planning Commission

Enclosures

March 18, 1961

AIR MAIL  
SPECIAL DELIVERY

Dr. C. Ray Carpenter, Director  
Division of Academic Research and Services  
405 Old Main  
The Pennsylvania State University  
University Park, Pennsylvania

Dear Dr. Carpenter:

Enclosed is TR No. 75469B for your use in purchasing your round-trip ticket to Tallahassee for our conference on Tuesday. We have made a reservation for you at the Duval Hotel, and we look forward to seeing you again.

Sincerely,

Marion F. Buford  
Research Assistant

/mfb  
Enc.



GENERAL  ELECTRIC  
COMPANY

DEFENSE ELECTRONICS  
DIVISION  
COMMUNICATION PRODUCTS DEPARTMENT  
TECHNICAL PRODUCTS OPERATION

ELECTRONICS PARK, SYRACUSE, NEW YORK . . . TELEPHONE GRanite 6-4411

March 24th, 1961

Dr. C. R. Carpenter  
Division of Academic Research and Services  
The Pennsylvania State University  
405 Old Main  
University Park, Penna.

Dear Ray:

I am indeed grateful to you and all your associates for making my visit to Penn State University a most interesting and helpful experience. It is going to require considerable time and effort for me to organize my thoughts and assimilate all the ideas and information that I received.

I expect to prepare a report covering the various areas which I observed. While this report will aim, as its main purpose, to convey my observations and recommendations to my associates, I would be pleased to have an opportunity to get your comments on the material I prepared. I'll try to send this as soon as it is finished.

Special thanks for the opportunity to examine the Boca Raton material. This is most interesting and interesting. I believe it represents the type of approach that deserves the attention of our activity, and I hope we will be able to make a contribution in this area.

You may recall our discussion in which I expressed the idea that an important aspect of learning a given subject matter field consisted, in part, of gaining fluency in expressing the concepts of that field, particularly through the use of the special vocabulary and idiomatic modes of expression involved. In applying this idea to a project like Boca Raton, it occurred to me that an educational procedure could be incorporated to develop such fluency. This could be done by establishing regular learning programs in the following basic activities:

Written and oral expression;  
Mathematics;  
Expression in the graphic or performing arts (optional).

In such programs, each student would

- carry on learning activities in each of these areas continuously during his entire enrolment in the university;
- begin his work in each of these areas at whatever level of competence he possessed, as determined by examinations at the time of matriculation;

Dr. C. R. Carpenter

March 24, 1961

- be held responsible for improvement of his capability in each of these areas from semester to semester; such improvement to be determined by appropriate examinations.

Clearly, gaining competence in written and oral expression is here considered to consist in more than the usual "composition" and "public speaking" courses. It is regarded as training in the basic verbal skills by means of which the ideas and concepts of our cultures are handled. I believe fluency in this area, as developed by continuous study and practice, would be one of the most important ways in which students could be "trained to think", to solve problems and to increase their capabilities in creative endeavors. In a similar manner, the mathematics program would provide continuous development in handling the numerical skills by means of which the scientific and technological ideas and concepts of our culture are handled and which form a foundation for discovery and invention.

Competence in the graphic and performing arts represents a third area of expression vital in our culture. The only reason for designating this as optional is the current (probably erroneous) beliefs that some students are not "gifted" or have no real needs or interests in this area.

Perhaps consideration ought to be given to a fourth area, roughly defined as physical expression as found in athletic skills, involving both game strategy and the coordination of body, arm and leg movements.

I have not thought through a procedure for handling the administration of such programs in a university. However, the much greater flexibility in scheduling, visualized in a project such as Boca Raton, would pave the way for solving this problem. One requirement would appear to be quite important: that these programs should not be set up as content areas, curricular subjects, or academic disciplines or departments in the same way science, history, literature and other subjects are organized currently. In fact, it may be possible to integrate instructions in these skills with the various other areas in which a student may be working. It would be important to provide for adequate instruction by the university; methods of motivating students would have to be developed to the end that they would become increasingly self-sufficient; and special attention would have to be given to developing adequate examination methods.

Programmed materials and appropriate electronic equipment may be one of the ways instruction in these areas could be provided effectively.

If you have any interest in pursuing these ideas, I would be happy to discuss them further with you when we meet again.

Thanks, again!

Sincerely,

*W. C. Schmarzbek*

W. C. Schmarzbek

WCS:rh

P.S. I am returning the attached sheets. Sorry that I picked them up by mistake last Friday.

WCS

↙ ↘

Suggestions re. Boca Raton made by R.C. Carpenter at the time of the AHE meeting in Chicago.

1. Is there enough in the budget for the purchase of TV equipment?
2. Can plans be developed for the cooperative production of video tapes?
3. Pursue the idea of cooperative relationships with U. of Fla. for the procurement of books, cataloging and also TV production
4. Enlist the participation of students and faculties in the junior colleges in planning.
5. Study the flow of students on the basis of a hypothetical program.
6. Develop the concept of affiliated junior colleges and provide for faculty affiliation with the university faculty.

March 27, 1961

Mr. Theodore Fearney  
Architect  
Florida Board of Control  
Tallahassee, Florida

Dear Ted:

Thanks for sending me a copy of the excellent prospectus. You and your colleagues have done a tremendous job in an incredibly short period of time. Congratulations to all of you!

I assume that this prospectus has already been submitted to the Legislature. It seems to me to be a very adequate document for that purpose.

I do not have at this time any major changes to suggest. As you will note, I have expressed several thoughts in my letter to Dr. Brumbaugh that may need serious and early consideration.

We all realize that there are many, many details to be developed in each building when the Legislature gives the green light. If the light is red, then all of us will have time to let our ideas mature and ripen. The exercise in planning will not be lost. If we can't build the place, we can publish a bulletin on the concepts and designs. Such a publication, if well done like some of the EFL bulletins, might have great influence on building for education.

The DASFEE Project has just issued its two volume report. I have been working with this group at RPI for two years and the results will be most useful when the details of buildings are considered. I have only one set and will bring them with me when I next come to Florida.

Mr. Theodore Fearney

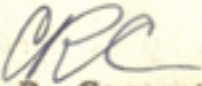
-2-

March 27, 1961

I am calling you on Monday (this is Saturday) about the request you made for me to come down and work with you. I will be in Biloxi, Mississippi, on the 6th of April. However, I would prefer to combine work with you for a day or two either in Tallahassee or Miami on the 23rd or 28th and 29th. By these dates it may be clear what we should do, how, and when. I now plan to leave here for Florida on April 22 and return on April 28. I am attending a meeting of the Division of Audio Visual Instruction at the Duvall Hotel in Miami. Mrs. Carpenter will be with me. I do not intend to take the meetings too seriously. So I will have time during the week when I could work with the architects. I also plan to spend half a day studying the Media Center at Miami University. Let me know what I can do for you.

I believe your note reflects a stress syndrome. Relax a bit, if you can, and try to realize that you have faced a most difficult job and achieved remarkable results.

Cordially,

  
C. R. Carpenter  
Director

CRC:jf  
cc: A. J. Brumbaugh

# THE PENNSYLVANIA STATE UNIVERSITY

UNIVERSITY PARK • PENNSYLVANIA

Division of  
Academic Research and Services  
405 Old Main  
UNiversity 5-7675

March 27, 1961

Dr. A. J. Brumbaugh  
Director, Planning Commission  
Board of Control of Florida  
Tallahassee, Florida

Dear A. J. :

I have spent this Saturday afternoon studying the prospectus submitted by the Board of Control to the 1961 Legislature.

The architects and physical plant planning groups have done a tremendous job of preparing the prospectus. Their accomplishments are particularly impressive considering the limited time available to them.

As I look now at the overall conceptualization, I have some general impressions:

1. The present plans for buildings to be constructed will yield a university in miniature. All spaces are of minimum or sub-minimum numbers and sizes. These dimensions result directly from the limits of financing. These limits may, in turn, determine what can be done including numbers of students admitted and the kinds of educational programs that can be put into effect.
2. There may be important elements of the educational program which are not yet reflected in the buildings as now projected. The social sciences and arts divisions are not as well provided for as I would like to see. Psychology and geography among other disciplines should have some space in the Science Building.
3. Surely "flexibility," "expansionability" and "high utility" as planning concepts must be used in actual operations to solve critical problems. However, I am concerned about extent of flexibility, rate at which expansion can occur in relation to needs and demands of students, and limits on utility rates over time.

March 27, 1961

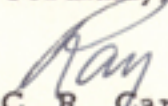
4. These thoughts lead to two possible conclusions which have immediate implications for planning: First, to make the plan work, the generally visualized instructional materials, production and communication systems on the campus must now be planned in detail. It is probable that these components, which are the nervous system of the institution, will cost as much or more than the Science Building or the Library. Is this fact realized? Second, given the University in Miniature, it seems probable that compensations must be developed in the form of projecting the University from the site to the region served by means of broadcasts, both television and radio. Plans for broadcasts were originally conceived but delayed because of lack of funds. Apparently we must revert to considerations of the providing for two UHF TV channels and two or more FM radio broadcast channels for distributing instruction to students in the area from Palm Beach to Miami. Thus, the number of students and the time actually spent at the University could be reduced. The general idea is that the core university will become a principal source of instruction for a dispersed student body using the housing resources of the community and spending a minimum time at the physical site of the source of instruction. Are these possibilities realized? What sources of funds are available for capital investments in equipment to make these extensions of instruction possible?

5. I am greatly concerned about the procurement of books and other materials for the Learning Resources Center. Recorded materials and programmed materials on the junior and senior levels do not exist and must be produced. The procurement and production of these will be a major and expensive effort and will involve cooperation with many agencies. What are the plans for financing the procurement of the learning resources other than buildings in the Learning Resources Center.

All of these points may have been considered but I have felt it to be my responsibility to call attention to them once again.

It was a real pleasure to have lunch with you in Chicago.

Cordially,

  
C. R. Carpenter  
Director

CRC:jf  
cc: Mr. Fearney

# THE PENNSYLVANIA STATE UNIVERSITY

UNIVERSITY PARK • PENNSYLVANIA

Division of  
Academic Research and Services  
405 Old Main  
UNiversity 5-7675

April 12, 1961

Dr. A. J. Brumbaugh  
Director, Planning Commission  
Board of Control of Florida  
Tallahassee, Florida

Dear A. J. :

Mr. Fearney has called me about planning work to be done in Miami on April 24, 25, and 27. He also reported on the fact that the Legislature had appropriated or approved initial expenditures of about five and one-half million dollars for initial physical plant construction. This is obviously a hard reality which must be confronted.

Given the severe limitations on construction funds and limitations that are likely to exist in the future, I wish to suggest the possibility that the Planning Committee and the Board of Control may desire to consider changing the design of the proposed university.

Conceivably a plan could be developed which would consist of the following:

1. A central learning resources center at Boca Raton.
2. Instructional materials production and distribution facilities.
3. Academic research and services including testing and student assessment facilities and services
4. Decentralized study centers located mainly in existing buildings in communities along the coast from Miami to West Palm Beach
5. Broadcast and other communication systems and materials distribution arrangements from the University Center to the dispersed student work-study locations in communities.



Dr. A. J. Brumbaugh

-2-

April 12, 1961

Elaboration and development of a new design could retain many of the essential premises under which planning has been done. The curricular areas can remain essentially unchanged. Emphasis on independent and interdependent study could even be increased. Individual progression to completion of lines of study would still pertain. Strong emphasis could be continued on high quality recorded and distributed instructional materials to students wherever they are. The assessment of student achievements would remain essentially as previously planned.

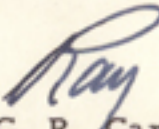
Clearly students would need to have different kinds of schedules and spend more time in study at home and in the community work-study centers and less time at the university center. Students would come to the latter regularly but only as necessary and for specific purposes. There would be no students in residence at the University Center.

The revised plan would possibly require that more responsibility be placed on and more cooperation arranged with the several junior colleges of the area than formerly planned. This may be an actual advantage.

Administrative problems and difficulties would possibly be increased over the arrangements as previously visualized. The work of the faculty would be somewhat more dispersed. The reach of the communication systems, television, radio, telephone, films and the transported instructional materials would need to be principal lines of activities in the educational programs.

One final remark: It is not inconceivable that the rugged necessity to design a new kind of university within severe or even austere limitations of funds may result in extraordinary developments.

Sincerely,

  
C. R. Carpenter  
Director

CRC:jf

cc: Mr. Fearney

April 19, 1961

Dr. C. Ray Carpenter, Director  
Division of Academic Research and Services  
405 Old Main  
The Pennsylvania State University  
University Park, Pennsylvania

Dear Ray:

We are continuously indebted to you for the many stimulating ideas which you suggest concerning the Boca Raton program. I was a bit concerned, however, about the suggestions made in your letter of April 12. First, all of the suggestions were based upon the assumption that five and a half million dollars had been appropriated (or approved) for initial physical plant construction. The facts are that this amount was recommended by the Governor in his message to the Legislature; thus far the Legislature has taken no action. We are not in a position, therefore, to proceed on any other assumption than that eight and a half million dollars will be required and that if it is not all appropriated at this session of Legislature the balance will be made available at the next session, and the university plant will be developed in two stages rather than one.

Second, in view of these facts I would hesitate to consider the possibility of developing a new design for the university. I realize that what you said in an earlier letter concerning the minimal character of the facilities as planned is quite true, but here again the plans include provisions for early expansion, so I think the problem is not as serious as it might otherwise be. In any event, being a perpetual optimist, I am willing to proceed with plans as though full support will be available.

I hope to see you at Miami; in the meantime, my sincere thanks for your continued interest in Boca Raton.

Yours very truly,

A. J. Brumbaugh  
Director  
Planning Commission

cc: Dr. J. Broward Culpepper  
Mr. Forrest M. Kelley



INSTITUTIONS OF HIGHER LEARNING

UNIVERSITY OF FLORIDA  
INCLUDING AGRICULTURAL EXPERIMENT STATION  
AND AGRICULTURAL EXTENSION SERVICE  
GAINESVILLE

FLORIDA STATE UNIVERSITY  
TALLAHASSEE

UNIVERSITY OF SOUTH FLORIDA  
TAMPA

FLORIDA AGRICULTURAL AND MECHANICAL  
UNIVERSITY  
TALLAHASSEE

FLORIDA SCHOOL FOR THE DEAF AND THE BLIND  
SAINT AUGUSTINE

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May 10, 1961

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MIAMI

File: W-1-1

Dr. C. R. Carpenter  
Twigs Lane, R. D. #1  
State College, Pa.

Dear Dr. Carpenter:

Attached is State warrant number 484301 payable to you in the amount of \$363.75 covering services rendered to the Board of Control of Florida.

Sincerely,

*H. P. Hamrick*  
H. P. Hamrick  
Accountant

HPH/edl

cc to: Mrs. Marion Buford  
Educational Survey

# THE PENNSYLVANIA STATE UNIVERSITY

UNIVERSITY PARK • PENNSYLVANIA

Division of  
Academic Research and Services  
405 Old Main  
UNiversity 5-7675

May 10, 1961

Dr. A. J. Brumbaugh  
Director, Planning Commission  
Board of Control of Florida  
Tallahassee, Florida

Dear A.J.:

My letter of April 12 reflected an attempt to accommodate to the discouraging reports on financing the new university. I was trying to visualize different means from those planned to approximate the accomplishment of the same objectives. Forgive me for a "flight into fantasy."

I become increasingly convinced that the Educational Facilities Laboratories, Dr. Harold Gores, should finance a design study of the communication systems' facilities and functions that will be needed in Boca Raton. This problem is exceedingly complex and for its solution we need the concentrated effort of a number of inventive communications engineers. I have serious reservations about giving this problem to sales engineers who represent different companies and are responsible for selling existing products.

I would be willing to do what I can to help prepare a proposal to Dr. Gores which would require \$25,000 for this design project.

It was good to see you even briefly in Miami.

Cordially,



C. R. Carpenter  
Director

CRC:jf

# THE PENNSYLVANIA STATE UNIVERSITY

UNIVERSITY PARK • PENNSYLVANIA

Division of  
Academic Research and Services  
405 Old Main  
UNiversity 5-7675

May 19, 1961

Dr. A. J. Brumbaugh  
Director, Planning Commission  
Board of Control of Florida  
Tallahassee, Florida

Dear A.J.:

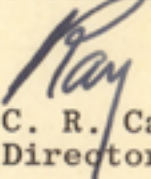
I am sending you two copies of a preliminary draft of the proposal we discussed yesterday.

I talked with Harold Gores. He will welcome a proposal. However, he will want to have assurances that the university is actually to be built. A paragraph on present status of official recommendations is needed in the proposal.

I have asked Robert Frick of Educational Technology and Products Project of General Electric whether or not his Project could accept the job. After a conference with his staff he called back and expressed great enthusiasm for the opportunity to undertake the responsibility.

I called Mr. Frick because Harold Gores raised the question of whether there was anyone in the country who could do what is expected. Also, I called Frick because I have worked with him and his group and I have high regard for the abilities of the men on his new Project.

Cordially,

  
C. R. Carpenter  
Director

CRC:jf  
enclosures (2)

Mr. Robert Frick  
Educational Technology and Products Project  
Communication Products Development  
General Electric Company  
Electronics Park  
Syracuse, N. Y.

Information from Dr. Carpenter on January 12, 1961

Mr. Robert Frick - General Electric (Electronics)  
Syracuse, N. Y.

Mr. Alden Clark - Holt, Rhinehart, Winston (Publishing)

Teleprompter - New York City (Design)

May 26, 1961

Dr. C. Ray Carpenter, Director  
Division of Academic Research and Services  
Pennsylvania State University  
University Park, Pennsylvania

Dear Ray:

Thanks for your promptness in sending us a draft of the proposal for a grant from the Educational Facilities Laboratories. I have asked the architects to review the proposal, and they endorse it heartily. It is now in Dr. Culpepper's hands since the official request will have to come from him.

It appears now that the Legislature will make a substantial grant for operating funds, but the capital outlay will be put into a category of second priority which means that the appropriation will be made on condition that funds are available over and above first priority commitments. I am not quite sure how this will effect the proposal to Dr. Gores. I shall ask Dr. Culpepper or Dr. Elee to keep you informed of developments.

Yours sincerely,

A. J. Brumbaugh  
Director  
Planning Commission

cc: Dr. J. Broward Culpepper  
Dr. Myron R. Elee



*Return*

INSTITUTIONS OF HIGHER LEARNING  
UNIVERSITY OF FLORIDA  
INCLUDING AGRICULTURAL EXPERIMENT STATION  
AND AGRICULTURAL EXTENSION SERVICE  
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UNIVERSITY  
TALLAHASSEE  
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JUL 27 1961  
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**BOARD OF CONTROL OF FLORIDA**

J. B. CULPEPPER, EXECUTIVE DIRECTOR

TALLAHASSEE, FLORIDA

July 19, 1961

Dr. C. Ray Carpenter  
Twiggs Lane, Route 1  
State College, Pennsylvania

Dear Dr. Carpenter:

I have just learned that we must have your Social Security number before we can pay your per diem and expenses in connection with your recent trip to Tallahassee. No tax deduction will be made, but a new policy requires that such payments be reported to the Internal Revenue Service.

We enjoyed having Dr. Brumbaugh with us last Saturday. His presentation of the report on the plans for Boca Raton was well received by the Board. We will send you a copy of the report as soon as it is available.

Sincerely,

*Marion*

Marion F. Buford,  
Assistant Research Director

MFB:md

*Dear Marion: My Social Security number is 182-30-3029. My Internal Revenue office is Scranton, Pa.*

*Glad Dr. Brumbaugh had a good reception. Thanks for report.*

*Sincerely  
C.R.C.*