

ANNUAL REPORT

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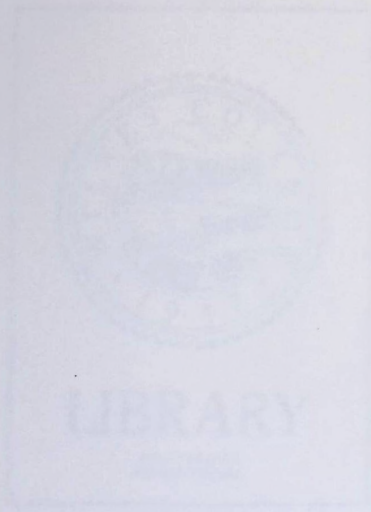
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PREFACE

During 1967, the newly created Institute of Regional Affairs engaged in an expanding range of activities. This Annual Report to the President and the Board of Trustees of Wilkes College summarizes and reviews the significant activities over the past year. This report will certainly reaffirm the credence that the Institute supports the processes of change in Northeastern Pennsylvania which certainly are the interests of the local leaders of the region.

Hugo V. Mailey
Director
Institute of Regional Affairs

A. CONTEMPORARY MISSION OF COMMUNITY SERVICE

In the last thirty years, Northeastern Pennsylvania communities experienced a state of economic decline with corresponding high unemployment. Only in very recent years has this region made any progress in economic development.

Having met this challenge successfully by building a stable and progressive economic foundation, it is essential that the region turn its attention to a broader, more comprehensive, and more balanced approach to development which will tap a wide range of resources in such a way as to provide the essential amenities of community life for people of the region. In making this sophisticated evolution from a posture of stressing economic rebirth to one of consciously providing a balance of amenities for community living, it is essential to maintain a broad problem-solving orientation, rather than a narrow or fragmented program orientation. This approach combines the physical, economic, social, and human elements of planning and development in a comprehensive and balanced approach to communities as organic units.

Moreover, these same communities which have gone through an economic transformation face drastic readjustment to the stern realities and the demands of an urbanizing society, not as acute as in larger metropolitan centers, but nevertheless, just as painful. The onrushing transition from a relatively simple agrarian set of conditions to the highly technical and bafflingly complex conditions of urban life call for vigorous and alert response from local institutions, be they governmental, educational, economic, or social.

In this kind of setting, what is the role of an institution of higher education? It would seem that all aspects of knowledge have their institutional reflections in three missions for college or university: to acquire knowledge through research; to transmit knowledge through teaching; and to apply knowledge through public service.

Assuming that public service is a modern mission of institutions of higher learning, can the research and teaching resources of a small college such as Wilkes be tapped to better understand and control our urban environment? Can a small college provide "urban agents" to deal with the complex problems of this whole region? Is it presently structured to assume urban commitments? Are there limits to engagement in community conflict? Can the universities and colleges that undertake these extension operations use the same system of academic rewards for staff as they use in so-called line departments?

The challenges of today are particularly pointed to a college that has a mandate to serve the community. If "community," once predominantly rural, has changed in location, ethnic composition, economic activity, and needs for services, a college must accommodate accordingly if it wishes to remain a relevant and progressive force. Although every college exists primarily to provide education and to sponsor research, it is also a community institution bearing all the responsibilities this fact implies. Furthermore, community affairs have an impact on any college even as the development of a college affects the community. The nature of a given urban area, the structure of the college, the disciplines of its staff, the philosophy of its president--each colors the outcome of commitment to community affairs.

Since its establishment in 1947, Wilkes College has participated in every community effort towards economic and social development because its faculty leaders believe that the College's expansion and development are inextricably linked to the fortunes of the community and the region.

The Institute of Municipal Government formed in 1951 out of a mutual desire of town and gown to work with one another for the advantage of both had as its fundamental purpose to try to help make American democracy stronger by guaranteeing the semi-autonomous structure of American local government, so long as it could retain the capacity to solve its own problems. Many innovations in local government in the area had their beginnings at workshops and conferences sponsored by the Institute. Planning, which has been undertaken by the County and most Luzerne County communities, together with redevelopment, was first proposed in this region at a meeting of local officials dating back to 1953. The fruits of a 1955 Conference on Redevelopment, are beginning to be manifested with considerable progress being made through adoption of redevelopment programs in Pittston, Wilkes-Barre, Nanticoke, and other Luzerne County communities.

Greater Wilkes-Barre's plan for greater industrial harmony is a plan of positive action--a plan that may well serve as a guide for other communities or areas which may share such a reputation or for those communities or areas that want to maintain and improve an already healthy industrial climate. A part of this plan includes a Labor-Management-Citizen's Committee initiated through the Economics Department of Wilkes College and in collaboration with the Greater Wilkes-Barre Chamber of Commerce.

The objective of the Committee is aimed at doing something about the area's reputation of troubled labor-management relations, and thereby removing the false impression sometimes attached to the area in the minds of many industrialists, and other citizenry alike, in the other sections of our country.

To establish a climate for industrial progress, and recognizing a special need of the industrial community, the College has pioneered a management training program under which special classes were organized for personnel in industry, commerce, and banking. This program has been offered since the early 1950's to both large and small firms of Wyoming Valley who have long expressed a need for sound "tailored-to-problem" personalized service training for foremen. The two-fold purpose of this program has been to develop specific management techniques and to broaden the worker's understanding of the economic system of which he is a part. Many national concerns have since adopted its principles for the training of company employees for supervisory positions in other sections of the country.

In 1960, an Area Research Center was established on the campus to coordinate the many economic studies that had been done prior to its establishment. Older studies were updated and new ones initiated. In 1965, the Area Research Center was phased out and replaced by the Economic Development Council of Northeastern Pennsylvania, a broad-based citizen organization for all of Northeast Pennsylvania.

The Psychology Department has assisted in the establishment of a mental health workshop for the clergy of the area.

The Education Department has cooperated with the secondary schools officials of the County through the Anthracite Institute for Development of Schools.

Both the Education Department and the Guidance Center have cooperated with the principals and guidance directors in setting up seminars, conferences, and workshops.

Quite a number of Wilkes College faculty and administration members are active officials of many social welfare organizations - the College President on a hospital board, the Dean of Academic Affairs as President of the Family Service Association, the Chairman of the Political Science Department as the Chairman of the County Housing Authority board, and many others too numerous to mention serve in community organizations and governmental offices.

The commitment by the College in community affairs was duly recognized in 1960 when the Ford Foundation funded the Institute of Municipal Government, the Area Research Center, and a Labor-Management Office. This financial support generated even more interest on the part of the Wilkes College faculty members to seek community involvement.

There appears to be a growing realization that responsiveness to the urban environment calls for total across-the-board commitment. An isolated department devoted to urban affairs appears to have limited impact upon a college as a whole. While ostensibly patterned after the traditional agricultural extension operation, the urban umbrella proved much too large for restriction to any single approach. Indeed, a semantic jungle surrounds the term "urban" -- the sociological and economic implications of the word "rural" have been relatively clear, but somehow "urban" has come to mean "all that is not rural."

The Institute of Regional Affairs formed in 1966 is intended to be a multi-purpose college organization which views regional problems as belong-

ing to no simple academic discipline, but rather as a contemporary phenomenon spilling into many disciplines. The very creation of the Institute is proof positive that a full across-the-board commitment has been made by Wilkes College. Its resources include not only the College faculty in the social sciences -- economics, education, psychology, government, sociology -- but also those experts in the region who can lend their talents to teaching, information, research, and consultation. The Council of the Institute of Regional Affairs is a cross section of the social sciences and College administrative officials. The creation of the Institute of Regional Affairs is really the natural integration of prior activities in which many members of Wilkes College social science faculty have engaged for over twenty years.

It will assure the coordination of these varied efforts and help to better understand and resolve complex and contemporary problems. It is the specific manifestation of the College's response to the challenges of urbanization. Its mission, then, is to provide meaningful assistance to Northeastern Pennsylvania communities and organizations in such a way as to enhance their capacities to respond effectively to the challenges of growth and change.

The Institute of Regional Affairs would appear to have three basic interrelated goals:

---to help the College relate effectively to a constantly changing urban society.

---to help the component communities of this region to develop a greater capacity for dealing with urban problems and guiding urban development; and,

--to help contribute generally to the development of knowledge of urban society and the processes of change, and to methods of applying this knowledge.

By utilizing this approach, the Institute of Regional Affairs intends to operate as a catalyst to stimulate and induce positive community responses to needs, responsibilities and opportunities. The result of this approach is an Institute of Regional Affairs which devotes most of its technical efforts to applied research on a local basis, deals with the "nuts and bolts" operating problems of the communities of the region, and seeks to infuse some new understanding of urban phenomena.

The traditional rewards of promotion and academic recognition are still based upon scholarship, research, and professional association, rather than upon service functions performed by the new breed of academicians whose extracurricular labor is extension work in the field. In making full commitment, Wilkes has considered the work in the Institute of Regional Affairs as equivalent to teaching hours. Whenever College personnel have engaged in adult extension work, either the teaching load has been reduced, or extra compensation has been paid. The decision has always been an individual matter between a department chairman, the President, and the teaching member.

The setting of limits to engagement in community conflict has never been a critical issue to Wilkes College faculty members. Programs have never been abandoned because of fear of involvement, even though at times action programs may have been postponed until a time was more propitious. In the case of the College, it was always looked upon as a neutral forum where ideas

could be exchanged and programs instituted outside a partisan political framework. In trouble-plagued communities, programs are conceived not as ends in themselves but as a means to the larger end of community development. Rather, the College (through the Institute of Regional Affairs) has been drawn into a continuing role of helping to develop and to implement urban programs.

The work of the Institute of Regional Affairs can be viewed as an investment that has yielded ideas, techniques, and insights that a small liberal arts college may profitably examine as it ventures more deeply into complex community and area problems.

B. EDUCATION AND TRAINING

The primary function of the Institute of Regional Affairs is to continue to provide a broad range of courses, seminars, conferences, and studies pertaining to urban affairs for the municipalities of Northeastern Pennsylvania. These programs have as their purpose assisting the development of an enlightened leadership for the region and to improve their awareness of urban problems. Only through better understanding of methods and practice can public officials and leaders of private and voluntary organizations successfully discharge their responsibilities and master today's complex problems. The training which the Institute of Regional Affairs provides is the basic occupational education which is so often lacking.

Over the years many specific courses have been offered to public personnel relating to their particular specialty. These courses are non-credit, non-degree, educational opportunities, varying from 5 to 24 sessions in length during the academic year. The number and variety of courses will vary from year to year depending upon the demand.

I. IN-SERVICE TRAINING COURSES FOR LOCAL GOVERNMENT PERSONNEL

Beginning with a total of 29 public officials in 1951, the enrollment in courses for public employees and public officials reached a new high in the 1966-1967 year when 467 qualified for Certificates of Attainment. Over a sixteen year period more than 2,240 individuals completed the course requirements and received Certificates.

Courses offered to local public officials during the past year were the following:

I. POLICE

- a. Basic Police Procedure
- b. Small Arms
- c. Auxiliary Police
- d. Police Report Writing

II. FIRE

- a. Municipal Fire Administration
- b. Fundamentals of Fire Fighting
- c. Fire Ground Attack
- d. Auxiliary Fire

III. ASSESSING

- a. Rural Assessment

IV. MINOR JUDICIARY

- a. Criminal Law

V. CIVIL DEFENSE

- a. Shelter Management
- b. Civil Defense Adult Education
- c. Basic Rescue for Civil Defense
- d. Civil Defense for Local Government
- e. Civil Defense for Local Directors
- f. Light Duty Rescue
- g. Radiological Monitoring
- h. Medical Self-Help
- i. Control Center Operations

VI. OTHER

- a. Borough Councilmen and Township Commissioners
- b. Community Planning
- c. Elements of Purchasing
- d. Street Maintenance

From time to time a variety of courses have been offered to supervisory personnel and junior executives in industry, and to the personnel of banking and other institutions. Such courses may be planned either by the organization seeking the course or by the college staff. In 1966-1967, enrollees from savings and loan associations received Certificates of Attainment.

II. TITLE I COMMUNITY SERVICE PROGRAMS

The Institute received federal funds under Title I of the Higher Education Act of 1965 for the conduct of continuing education. The Institute of Regional Affairs conducted three projects under this program which were really in the nature of training activities:

A. Principles of Purchasing with the following objectives:

- a. centralized purchasing by local governmental officials
- b. cooperative purchasing by local governmental units
- c. certification for local officials in conjunction with the National Institute of Governmental Purchasing

The Board of Commissioners of Luzerne County have centralized all purchasing. The County Purchasing Agent secured certification as a NIGPO. Moreover, his efforts have been rewarded by his election as President of the Pennsylvania Governmental Purchasing Agents Association.

B. Joint Communications System for Luzerne County with the objective of securing joint community action on a communications system. Meetings were held for those interested in a central communications system in Luzerne County. These meetings were co-sponsored with the Public Services Committee of the Greater Wilkes-Barre Chamber of Commerce. Such

a communications center could link together in a mutual aid network all of the emergency systems on which the welfare of the communities depend.

C. Community Leadership Seminar. The purpose was to provide an opportunity for the leadership of many civic and community agencies to examine a broad range of alternatives in the approach to regional problems. The six-session Seminar was intended to help community leaders to qualify themselves for more effective contributions to local public affairs.

III. SPERRY & HUTCHINSON LECTURESHIP PROGRAM

The foundations Lectureship Program of Sperry & Hutchinson Company is intended to enrich college curricula and to strengthen the sponsoring institution in its community activities. Wilkes College was one of 39 institutions to receive grants for 1966-1967. The lectures under the program were published by the Institute of Regional Affairs in book form.

The lecture topics and speakers were:

"Changing Values in Today's Metropolis"

by

Dr. John Middleton, Chairman
All University Department of Anthropology
Graduate School of Arts and Sciences
New York University

"The Political and Governmental Response to Metropolitanism"

by

Dr. Alan K. Campbell
Professor of Political Science and
Director of Metropolitan Studies Program
Maxwell Graduate School
Syracuse University

"New Directions for the City's Economy"

by
John H. Nixon, Director
Area Development for the Committee for Economic
Development

IV. KEYSTONE JOB CORPS TRAINING INSTITUTE

In January 1967, the Institute of Regional Affairs conducted a three-week, pre-service training institute for counselors and administrative staff of the Keystone Job Corps Center operated by the Radio Corporation of America. The purpose of the seminar was to introduce the personnel of the newly created program to some of the many and varied kinds of sociological, psychological, and other problems that they might encounter in dealing with unemployed female youth between the ages of 16 and 21. There were 17 members of the Keystone Job Corps Center who received Certificates of Attainment upon completion of the three-week program.

V. COMMUNITY GROWTH CONFERENCE

The Sixth Annual Community Growth Conference, co-sponsored with other community organizations, was held in September 1966 and was intended to acquaint local officials and the general public with emerging issues in public affairs, centered on the theme, "Northeastern Pennsylvania -- A Critical Look into the Future." The topics discussed at the Conference included: Political Leadership - Its Impact; Tourism/Recreation - A Second Major Industry; Our Manpower Problem of Industrial Growth; Sad Plight of Our Cities -

Have They Become Obsolete; Northeastern Pennsylvania's Future - Planned or Unplanned.

VI. CHEMICAL TESTING

A short course on "Chemical Testing for Intoxication" for police instructors was held by the Public Service Institute of the Department of Public Instruction in conjunction with the Institute of Regional Affairs. The eight-hour, one-day course was intended to qualify instructors to administer chemical tests for intoxication and to assist police officers in testifying in court. Wilkes-Barre was one of the 5 areas in the Commonwealth selected as an instruction site.

VII. WORKSHOP FOR BETTER ENVIRONMENT

The Institute of Regional Affairs cooperated with the Regional Sanitarian's Office of the Department of Health of the Commonwealth of Pennsylvania in setting up a one-day workshop for local sewage facilities inspectors.

VIII. TAX CLINIC

Although the Tax Clinic was not an activity of the Institute of Regional Affairs, facilities for this annual meeting were provided on the campus.

IX. CONCRETE CITY

When the Institute received from the Glen Alden Corporation a 40-acre site which is a former housing development known as Concrete City, valued at upwards of \$60,000, it became possible to expand the training activities in the fields of fire, police, civil defense, and of the varying units of the military

reserves and national guard. This will supplement the work done in the classroom.

At the present time, a special advisory committee composed of interested parties in training is assisting the Institute to formulate plans for the construction of facilities at the site.

First priority was given to the installation of a fence around the immediate vicinity of the buildings to protect equipment stored in the buildings.

The Board of Luzerne County Commissioners provided \$3,849.00 and fire companies contributed the remaining \$1,100.00 toward the cost of the installation of the fence. The Luzerne Fire and Rescue Association and the Civil Defense Unit of Luzerne County have contributed many hours of labor toward the improvement and development of the training site.

C. INFORMATION

The Institute of Regional Affairs tries to keep public officials and those engaged in community work completely informed on urban and regional affairs. To this end, the Institute of Regional Affairs maintains a library and circulates a monthly newsletter.

I. LUZERNE COUNTY NEWSLETTER

The purpose of the Luzerne County Newsletter originally was to keep local public officials informed of the varying methods successfully employed by communities throughout the United States in solving problems of management, personnel, and administration. A broad approach has now been adopted to include in its contents the fields of education, economics, and social welfare. It also calls attention to the services, instructions, courses and other activities of the Institute. Published monthly the Newsletter is mailed to approximately 1,750 interested community leaders throughout Northeastern Pennsylvania. The mailing list includes a roster of members from the following organizations: Greater Wilkes-Barre Real Estate Board, Wilkes-Barre Clearing House Association, Northern Anthracite Bankers Association, First Class Township -- Luzerne County, Cabinet Commission on Economic Opportunity, Newspaper & Radio Stations of Northeastern Pennsylvania, Luzerne County Congressional & Legislative Representatives, University Bureaus of Governmental Research, Northeastern Pennsylvania Savings & Loan Associations, Redevelopment and Housing Authorities of Northeastern Pennsylvania, Hospitals & Community Aid Centers of Luzerne County, Third Class Cities --

Luzerne County, Boroughs -- Luzerne County, Second Class Townships --
Luzerne County, Luzerne County School Boards, Home Builders of North-
eastern Pennsylvania, Assessors of Northeastern Pennsylvania, Civil Defense
Departments in Luzerne County, Police Chiefs of Northeastern Pennsylvania,
Fire Chiefs of Northeastern Pennsylvania, Wilkes College Board of Trustees,
Community Ambulance Associations, Planning Commissions of Northeastern
Pennsylvania, Housing Authorities of Northeastern Pennsylvania, Friends of
Wilkes College, American Institute of Architects of Northeastern Pennsylvania,
and United Fund Organizations.

II. LIBRARY

The Institute also maintains a carefully selected library of contemporary printed materials in the social science fields. The library of the Institute, continuing to grow daily, now includes over 3,500 publications. It is, at the present time, one of the largest repositories of information and materials on municipal administration in Northeastern Pennsylvania. Pamphlets, reports, surveys, studies and 96 periodicals are received on a semi-monthly, monthly, or quarterly basis.

In 1966, the Institute was awarded a 151 book planning library from the Pennsylvania Planning Association. This valuable collection of planning materials was on display at the Annual Conference of the Pennsylvania Planning Association. When added to that already in the Institute, this material becomes the most extensive planning library in Northeastern Pennsylvania.

Not only have interested community leaders made wide use of the library materials, but many undergraduate students who plan to go into the broad field of urban problems have had their first contacts in the fields by the utilization of the library materials for term papers and research projects.

III. PENNSYLVANIA--HORIZONS

The Pennsylvanian serves as the official publication of the Pennsylvania State Association of Boroughs, the Pennsylvania League of Cities, the Pennsylvania Municipal Authorities Association, the Pennsylvania Association of Township Commissioners, the Pennsylvania Local Government Secretaries Association, and the Assessor's Association of Pennsylvania. This magazine reaches well over 15,000 people interested in Pennsylvania local government. The bulk of these, of course, are elected and appointed local government officials.

"Horizons" is the four-page center spread of this monthly publication and that was originally the joint product of the institutes of local government of Pennsylvania universities -- Pittsburgh, Penn, and Penn State. The three institutes were organized into a loosely knit group called "Association of Institutes of Government of Pennsylvania Universities for the purpose of providing material for, and supervision over Horizons.

Basically, there are three sections to Horizons: (1) the lead, editorial-type article of about 1,000 words to be provided on a three-month rotating basis by the three participating institutes; (2) a second article provided by the editor which is usually a reprint of a speech or an article from another publication,

severely edited, which seem particularly appropriate for the readership; (3) two or three "dot abstracts" which are summaries of books or reports in the field of public administration and are provided primarily by the Fels Institute.

Horizons is an outstanding part of the magazine--The Pennsylvanian--and because of its sponsorship, some things can be said or supported in "Horizons" which could not be said or supported in other parts of the magazine. For this reason, it is useful as a separate publication in reprint form.

In 1966, Penn State withdrew from the associated institutes and Wilkes College was invited as a replacement to participate in the organization and contribute to Horizons. Although the manpower of the Institute of Regional Affairs is limited, its staff has made its contribution on a quarterly basis.

D. CONSULTATION

A third service of the Institute of Regional Affairs is special consultation made available to interested parties for the study of public issues. Consultative services are offered to interested officials, governmental and non-governmental. The assistance, both formal and informal, is provided and made possible because of the specialized resources and staff of the College. Such services include testing and counseling for public agencies; preparation of special management studies; and the study of general administrative problems.

In the development of the Institute's program, the following criteria are used as guides in initiating or accepting consultative requests:

1. the significance of the problem to the development of Northeastern Pennsylvania;
2. the potential "multiplier effect" of the project;
3. the potential value of the project as a prototype for a similar service by other public and private agencies in community service;
4. the interests and competencies of the Institute staff and the availability of special consultants to the Institute of Regional Affairs.

Among the consultative services offered by the Institute over the year 1966-67 are the following:

I. CONSULTING ACTIVITIES

ABOLITION OF WARDS - EDWARDSVILLE - submitted report to Luzerne County Court appointed commission on the merit of at-large ward election for Borough Councilmen.

ABOLITION OF WARDS - EXETER - submitted report to Luzerne County Court appointed Commission on the merit of at-large ward election for Borough Councilmen.

ABOLITION OF WARDS - LARKSVILLE - submitted report to Luzerne County Court appointed Commission on the merit of at-large ward election for Borough Councilmen.

EMERGENCY COMMUNICATIONS SYSTEM FOR LUZERNE COUNTY - initiated research and co-sponsored meetings with the Public Service Committee of the Greater Wilkes-Barre Chamber of Commerce; Luzerne County Commissioners; fire-chiefs; police chiefs; and civil defense directors for the installation of a Centralized Emergency Communications System for all of Luzerne County

KIDDER PEABODY & COMPANY - provided financial and general data to Kidder, Peabody & Company for the preparation of a prospectus for the \$17 million bond issue of the Wyoming Valley Sanitary Authority.

HADASSAH - LEAGUE OF WOMEN VOTERS - assisted in the preparation and execution of a public program for the consideration of the public question on the proposed Council-Manager System.

LOWER LACKAWANNA SEWER AUTHORITY - provided consultation and administrative services in the creation and establishment of the Authority composed of Old Forge, Taylor, Dupont, Avoca, and Duryea.

UNIVERSITY OF THE PHILIPPINES - upon special request of the President of the University, provided a descriptive summary of the range and the scope of the In-Service training activities provided by the Institute, stressing the importance of the College and community relationship.

TIME-LIFE BOOKS, INCORPORATED - supplies information and comparative data on Northeastern Pennsylvania to two representatives of Time-Life, Ezra Bowen and Sandra Albert. They are responsible for a publication on the Appalachia Region, which is part of a series on the United States.

ADVISORY COUNCIL, DEPARTMENT OF COMMUNITY AFFAIRS - Director appointed by Governor Raymond P. Shafer and elected Vice-Chairman by the membership of the Council. This Council recommends areas for research in local government and assists the Secretary of Community Affairs in planning and guiding the recommendations made to the Department.

SHICKSHINNY - assisted in the preparation of an ordinance for a system of refuse and garbage collection, and the initiation of a sanitary landfill project.

KINGSTON TESTING SERVICE - administered Fire & Police tests, June 1967;
Firemen Test, June 1966; Police Test, June 1966

WILKES-BARRE CITY SCHOOL DISTRICT - administered Custodial and Clerk
Typist examinations, January 1967.

WILKES-BARRE CITY SCHOOL DISTRICT - assisted in the preparation of a
resolution providing for a merit system for non-professional employees.

JENKINS TOWNSHIP SEWER AUTHORITY - assisted in the preparation of an
ordinance creating the Jenkins Township Sewer Authority.

CLEAN-UP, PAINT-UP, FIX-UP CAMPAIGN - provided assistance to the Wyo-
ming Valley Improvement Council and held meetings with Public Services
Committee of the Greater Wilkes-Barre Chamber of Commerce to initiate
1967 campaign.

MODEL CITIES TASK FORCE - assisted in the preparation of an application to
the Department of Housing and Urban Development for a grant to plan a
comprehensive city demonstration program for the City of Wilkes-Barre.

CHARTER STUDY COMMISSION - served as consultant and primary source for
advice, information, and data for the Wilkes-Barre Charter Study Com-
mission.

CITIZENS COMMITTEE FOR COUNCIL MANAGER - provided administrative
services and directed 78 student volunteers to "get out the vote" on the
Council Manager question.

MANAGER SELECTION COMMITTEE - consultant to the committee formed to
expedite the selection of a city manager for the City of Wilkes-Barre.

II. CONFERENCES AND MEETINGS

REVISION OF PENNSYLVANIA CONSTITUTION - served as participant and panel-
ist on radio programs for revision of State Constitution.

SORDONI EXECUTIVES - discussed the survival of local government and its
problems in the 21st century.

SHAVERTOWN METHODIST CHURCH - reviewed the sewage problems of and
possible solutions for the Back Mountain Area.

MANPOWER CONFERENCE - attended in the Northeastern Pennsylvania Manpower Conference.

CONSERVATION FUND CONFERENCE - attended Title I Conference relative to exploring of Title I proposal.

FELS INSTITUTE COLOQUIUM - participated in the conference "Urban Government in the Decade Ahead: the Technological Revolution in Management" at the University of Pennsylvania.

Members of the Institute staff have maintained membership and taken part in the functions of many community and state-wide groups. The Institute has acted as co-sponsor of conferences with varying state-wide professional organizations and national organizations and has accepted direct participation therein. Among them are such organizations as the Pennsylvania Municipal Finance Officers Association, Pennsylvania Boroughs Association, Pennsylvania Planning Association, Local Government Center, American Society for Public Administration and Pennsylvania Department of Health.

In addition to the Institute's consulting services cited above, both the Director of the Institute of Regional Affairs and the Associate Director have acted as personal consultants or in some capacity for local governmental bodies.

Some examples are as follows:

Director of the Institute of Regional Affairs as Executive Director of the Wyoming Valley Sanitary Authority.

Director as Chairman of Luzerne County Housing Authority

Associate Director as Lecturer for Public Service Institute

Director and Associate Director as consultants for Charter Study Commission of Wilkes-Barre.

E. RESEARCH

The fourth area of activity of the Institute of Regional Affairs is that of research. The Institute because of its relation to both the College and the community is in a unique position to conduct a continuous research program. The research activity is usually connected with the educational programs of the Institute. Occasionally, other types of studies and reports may be undertaken under specific sponsorship. The purpose of the research is intended to contribute to the development of greater knowledge of the relationships between the different activities which together form a region.

The Institute also interprets, evaluates, and applies theoretical research at the university level.

The Institute may make specific studies for individual municipalities or groups of municipalities. These normally are conducted at the request of a specific municipality when they relate to such problems as reorganization of a police department, comparative costs of incineration and sanitary landfill, development of personnel records, or the feasibility of establishing a public library.

Other studies which have been undertaken by the Institute are occasionally Valley-wide or County-wide in scope. These have included such studies as a study of Local Political Subdivision Disaster Preparedness, the Use of Idle Cash Balances by Municipalities in Luzerne County, and continuing wage and salary surveys of cities, boroughs, and first class townships in Luzerne County.

The Institute has also made studies for non-governmental organizations. For example, the Institute has done a special Audience Characteristic Study for the TIMES-LEADER EVENING NEWS.

I. JOINT COMMUNICATION SYSTEM

A major study completed in 1967 was the Joint Communications System for Luzerne County. This project was concerned with "protective" services, and especially fire, police, and civil defense. It was found that there is no consistent and established policy for the maintenance of emergency communications systems, but rather an unnecessary fractionalization of communications.

Only a centralized communications center could link together into a mutual aid network all of the emergency systems on which the welfare of the people of Luzerne County depends. The need of a centralized emergency communications system which would provide the inhabitants of Luzerne County with an efficient communications service is not only apparent to ensure safety and protect property, but in times of crisis such an emergency communications system is decisive in survival.

The objectives of the study were:

1. To survey and evaluate in the form of an inventory the existing communications equipment scattered throughout Luzerne County.
2. To consult with major communications equipment manufacturers to determine the feasibility of establishing centralized communications, which includes estimates as to needs, variety of equipment, and costs.

The Institute of Regional Affairs is now in the process of setting up conferences and meetings with the Board of Luzerne County Commissioners and local governmental officials to implement the recommendations of the Report.

II. ACADEMIC CALENDAR FOR PENNSYLVANIA COLLEGES AND UNIVERSITIES

During the past year the Institute of Regional Affairs in conjunction with the Faculty Calendar Committee undertook a Study of Academic Calendars in Pennsylvania Colleges and Universities.

III. STUDIES AND REPORTS

A list of the Institute's publications from 1951 through 1967 includes the following:

MUNICIPAL STUDIES AND REPORTS 1951-1967

1. An Analysis of Tax Collections in Luzerne County
2. Attitudes and Implications of Urban Renewal
3. Civil Service Rules and Regulations for the Borough of Forty Fort
4. Civil Service Rules and Regulations for the Borough of Luzerne
5. Civil Service Rules and Regulations for Kingston
6. Comparative Costs of Incineration and Sanitary Landfill for Berwick
7. An Evaluation of Small Arms Course
8. The Glen Alden Story
9. Influences on Women's Voting Behavior
10. Intoxication and Law Enforcement
11. Library Service for Edwardsville
12. Local Political Subdivision Disaster Preparedness (Civil Defense)
13. Merger Study of Kingston and Pringle Boroughs
14. Pennsylvania Municipal Finance Officers 27th Annual Meeting
15. Personnel Status Record for Police Department of Wilkes-Barre
16. Proceedings of the First, Second, Third, Fourth, Fifth, and Sixth Annual Community Growth Conference
17. Proceedings of Sanitary Landfill Conference
18. Proposed Structure and Pay Schedule for Police Department of Kingston
19. Report on the Feasibility of Joint Sanitary Landfill for Wilkes-Barre and Adjoining Towns
20. Salary and Wage Study for Third Class Cities in Luzerne County -- 1964, 1965, 1966, 1967
21. Student Opinion Survey Concerning Consolidation
22. Study of Sanitary Landfill for Wilkes-Barre and Surrounding Communities
23. Use of Idle Cash Balances in Luzerne County
24. Annual Report (1964) - Wyoming Valley Sanitary Authority
25. Audience Characteristics - Times Leader Evening News
26. Salary and Wage Study for Boroughs in Luzerne County - 1965, 1966, 1967
27. Ambulance Survey - Wyoming Valley
28. The Appearance of Wyoming Valley
29. Report on the Institute for Youth Opportunity Program
30. Salary and Wage Study for First Class Townships in Luzerne County 1966, 1967
31. Report on Institute for Keystone Job Corps Center
32. Problems of Change in Urban Centers
33. Emergency Communications Systems for Luzerne County
34. Academic Calendars in Pennsylvania Colleges and Universities
35. Annual Reports of Wyoming Valley Sanitary Authority - 1964, 1965, 1966

IV. PUBLIC PERSONNEL ASSOCIATION

The Public Personnel Association prefers usually to provide its testing service directly to the government agency that will use the tests. In situations where the governmental agencies are small or are in the initial stages of growth, the value of the tests would be seriously reduced by inexpert planning, administration, or interpretation.

Since the Public Personnel Association does not maintain a field staff to provide frequent or regular consultation service to agencies, it is advantageous for Public Personnel Association to cooperate with consultants in various parts of the country who are qualified to provide test planning, administration, and interpretation services. In this way, local government can benefit from sound test construction and proper test administration at reasonable cost.

The Public Personnel Association, therefore, found it desirable to enter into a cooperative service agreement with the Institute of Municipal Government in October, 1961 for the Institute to provide the test services. Although wider use of the Institute of Regional Affairs testing service could be made, additional agencies are added every year. To date, Forty Fort, Kingston, Luzerne, and the Wilkes-Barre School District have entered into cooperative agreements with the Institute of Regional Affairs for the testing service.

The availability of the testing service has opened up still another field for the Institute -- that of preparing rules and regulations wherever merit systems are in force.

V. CERTIFICATION OF THE INSTITUTE

Philip Tuhy, Associate Director of the Institute, has had considerable background and experience in the field of planning. He was the Senior Planner for the Luzerne County Planning Commission and the Acting Director of Planning for the Wilkes-Barre City Planning Commission. At present he is acting as consultant for the Wilkes-Barre Planning Commission.

On April 1, 1967, he was inducted as an Associate Member of the American Institute of Planners, the national organization which establishes criteria and qualifications for planners in the field. Most community planners are engaged in either public employment or private practice. AIP certification is held by very few members of a college faculty. Mr. Tuhy is one of the few people with an advanced educational degree and also qualified by experience and background in the field of community planning. His AIP membership strengthens these qualifications and thereby the Institute's broad field of operation in the field of research in community planning.

Because of the educational background and experience of Mr. Tuhy, the Institute of Municipal Government was originally certified as a qualified consulting organization by the Department of Commerce of the Commonwealth of Pennsylvania. The Institute of Regional Affairs has filed data with the Department of Community Affairs for recertification in the field of community planning, in place of the Institute of Municipal Government.

F. EPILOGUE

Measuring the benefit which the Institute of Regional Affairs has provided to the area is difficult because workable criteria for evaluation are lacking. The concept of an "urban agent," which really defines the Institute, seems to be a viable one even though it is difficult to evaluate the results. Policies adopted, attitudes changed, educational meetings attended, or number of activities completed may be inadequate measurements. Projects have influenced action; but, ultimate achievement depends upon the extent to which social scientists and educators possess the knowledge and means of communication which is appropriate to improve the quality of life.

The ultimate purpose of the Institute in what was once a depressed area is to contribute to improving the quality of regional life. It can be said the Institute has effectively established and maintained communications and working relationships between Wilkes College and organizations and individuals serving the immediate community and the region. This continuing and successful relationship may have been facilitated because the Institute has been separated from the regular college prescriptions. Thus, a traditional barrier of the "town and gown" type was eliminated. The Institute is in the community. It is, however, relatively free of restrictions because it is not of the community. The very fact that the Institute of Regional Affairs is both in the community but not of the community gives it tremendous latitude for venturesomeness.

There are numerous indications that the work of the former Institute of Municipal Government and now the Institute of Regional Affairs has assisted in the effective and meaningful development of new governmental leadership in Wyoming Valley, in Luzerne County, and in Northeastern Pennsylvania.

A measurable indication can be found in the statistics below:

INSTRUCTIONAL PROGRAM
1951-1967

<u>Year</u>	<u>Certificates of Attainment Awarded</u>
1951	29
1952	42
1953	37
1954	27
1955	36
1956	52
1957	37
1958	39
1959	89
1960	90
1961	157
1962	231
1963	119
1964	189
1965	184
1966	415
1967	468

Public officials and community leaders have come to depend upon the Institute for its varied services and especially the instructional aspects of its work.

The wide acceptance of the instructional program of the Institute is attested to by the fact that in 1967-68, 29 courses will be offered to local

public officials. All of these short courses are co-sponsored with the Public Service Institute of the Department of Public Instruction. Not included in the courses mentioned above are the many courses, meetings, workshops, and conferences for educators, middle management, business organizations, and leaders in the public welfare field.

Changing needs in today's complex society pose special problems for community leaders at all levels. Civic officials are faced with knotty problems of planning, community renewal, health, welfare, education, organization and management, and a host of other challenging areas. These often require special skill, research, and broad knowledge of best practice. All too frequently they demand more time than can be spared from regular duties. In addition, governmental and non-governmental agencies are becoming increasingly aware of the wisdom of longer range planning and program studies, as well as the need for efficient administrative structure and procedure.

Since the Institute has become a broad umbrella over the social sciences, preliminary discussions are taking place to define the many projects to be undertaken by the various College departments under the auspices of the Institute. The following College faculty were brought into the activities of the Institute in 1967:

Michael Barone	Education Department
Robert Capin	Summer & Evening School Registrar
John Chwalek	Guidance Center
Harold Cox	History Department
Robert De Young	Economics Department
Theodore Engel	Economics Department
Eugene S. Farley	President

Welton Farrar
Eugene Hammer
Joseph Kanner

Hugo V. Mailey
Francis Michelini
Robert Riley
George Siles
Philip R. Tuhy

Economics Department
Education Department
Psychology Department &
Guidance Center
Political Science Department
Dean of Academic Affairs
Psychology Department
Education Department
Political Science Department

Steps must now be taken to bring even more of the faculty into the ever-increasing activities of the Institute.

There is a possibility that many community organizations will want all types of action and research projects undertaken. It is the aim of the Institute of Regional Affairs to serve as a vehicle to help make research and action programs on urban problems a process of continuing data collection and analysis rather than relying, as in the past, on issuance of sporadic and single-shot reports. Only in this way can the "extension" approach be fully realized.

Projects by members of the faculty may be undertaken for part-time or summer research. Research and action programs can then serve to encourage originality with only general requirements that the work deal with problems of urbanization.

Already in 1967-68, the Institute has listed quite a number of on-going projects:

HOUSING OPPORTUNITY STUDY - part of the Community Renewal Program for the planning of future housing projects and renewal programs in the City of Wilkes-Barre.

POSITION CLASSIFICATION AND PAY PLAN FOR THE WYOMING VALLEY SANITARY AUTHORITY - Preparation of a plan for separate job descriptions and a merit increment wage schedule.

COMMUNITY LEADERSHIP SEMINAR - Second year of a seminar on regional problems for community leaders.

PREPARATION OF A MANUAL FOR VOLUNTEER FIREMEN - A manual on the fundamentals of fire fighting.

STUDY OF TAX EXEMPT PROPERTY IN WILKES-BARRE - A study to determine the extent of tax exempt property in the City.

PREPARATION OF A MANUAL FOR BOROUGH COUNCILMEN - A manual for newly elected councilmen.

PUBLIC TRANSPORTATION - A survey of the transportation facilities in Luzerne and other Northeastern counties with a view to utilizing the data to assist low income unemployed.

IDENTIFICATION OF NEIGHBORHOOD GROUPS - A study of "voluntary neighborhood reserves" to determine the involvement of the poor in anti-poverty and related programs.

SEVENTH ANNUAL COMMUNITY GROWTH CONFERENCE - Conference of interested citizens on the image of Northeastern Pennsylvania.

UPWARD BOUND - A program intended to motivate able students who feel that college is beyond their reach.

SYSTEMS DEVELOPMENT INC. - The offering of a prototype course for national instructional team, abbreviated course for state instructional teams, training course for local officers in conjunction with Bureau of Public Roads.

The Institute of Regional Affairs does not have a full time staff to conduct any of its research and action projects. If any positions can be called the "core staff," it is limited to the Director and Associate Director, both of whom are in the Political Science Department and are engaged in the Institute's work on a part-time basis.

However, the Institute is administratively independent of any of the academic departments. Its Director reports directly to the President of the College. This structure was deliberately designed to emphasize the Institute's extension or extra mural orientation and to prevent its part-time permanent staff from being captured by pressures for teaching man hours and traditional academic interests. Herein, lies the secret of the success attained by the Institute. It is responsible to the President because of its specific mission.

The Advisory Council of the Institute, which functions in a consultative capacity to the Director represents disciplines with competence and interest in urban affairs, including political science, sociology, economics, psychology, and education. Both the "core staff" and the Council have appointments in departments of the College.

Since Northeastern Pennsylvania is blessed with an abundance of human resources and skills, the Institute is able to draw local leaders to assist in Regional Affairs' activities. The summary below gives a picture of the success in bringing local talent within the Institute's orbit:

- 15 instructors for the short courses
- 9 lecturers on specific subjects
- 27 community leaders who acted as chairmen, moderators, or leaders in workshops or meetings
- 13 professional staff members of governmental and community organizations serving on planning committees.

Associated with the "core staff" in 1966-67 was a staff of 20 capable students performing many of the tasks of the Institute on a part-time basis, divided as follows:

10 students, clerical
6 students, research assistants
4 students, combined clerical and library

These students, who put in a total of 5,596 student hours with the Institute, performed a wide variety of tasks such as typing, stenography, editing, assisting on action programs, and editing textual material for the short courses.

It is expected that additional professional staff will be added on a temporary basis to take care of large scale research projects or service work financed by outside sources, such as the Federal or State government. The "core staff" may be enlarged for specific projects on the same basis as heretofore - part-Institute and part-departmental. This is the unique solution to the controversy of teaching and/or research or community service.

In all of the activity that has been summarized, an overriding consideration is the fact that the Institute is first and foremost a service organization with a program of training, consulting services, publications, and research intended to assist the intelligent and capable public-spirited leader in facing the changing needs of today's complex society.

Although the College does have immediate financial responsibilities and long-range educational commitments to its academic programs, it has become increasingly aware of the fact that community affairs have an impact on the College as the development of the College affects the community.

Just as some of the faculty have sought to work among community groups, so the community has sought out the services that the College could offer. It is no wonder then that the community at large has shared in the Institute's growth and has encouraged its development.

The mutual desire of town and gown to work with one another for the advantage of both is not only a demonstration of teamwork between higher education and the region, it is an educational venture into the field of adult extension education, wherein the College is acting in the role of "urban agent." In representing the College as "urban agent," the Institute of Regional Affairs has attempted to create the "tomorrows" from the work of "todays."

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