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### **Intern to the Superintendent of Schools, Oakland Community Unit #5, Oakland, Illinois**

Norman Eugene Kerans

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Intern to the Superintendent of Schools,

Oakland Community Unit #5, Oakland, Illinois  
(TITLE)

BY

Norman Eugene Kerans  
B.S. in Ed., Eastern Illinois University  
M.S. in Ed., Northern Illinois University

Field Experience  
~~THESIS~~

SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS  
FOR THE DEGREE OF

Specialist in Educational Administration

IN THE GRADUATE SCHOOL, EASTERN ILLINOIS UNIVERSITY  
CHARLESTON, ILLINOIS

1970

YEAR

I HEREBY RECOMMEND THIS THESIS BE ACCEPTED AS FULFILLING  
THIS PART OF THE GRADUATE DEGREE CITED ABOVE

8-13-70

DATE

ADVISER

8-13-70

DATE

DEPARTMENT HEAD

### ACKNOWLEDGEMENTS

The author would like to express appreciation to Dr. Gerhard C. Matzner, Professor, Administration and Supervision, Eastern Illinois University, for his wisdom, guidance, and patience while serving as advisor during this project as well as during the author's pursuit of the Specialist Degree in Education.

Further indebtedness is acknowledged for the many hours of guidance offered by Mr. E. D. Murray, Superintendent of Schools, Oakland Community Unit #5, Oakland, Illinois. Mr. Murray's forty plus years of experience in the field of education were an invaluable contribution to the growth of the author's administrative experience.

The author would like to express a sincere note of thanks to the Board of Education of Oakland Community Unit #5 without whose cooperation this experience could not have materialized.

Last, but by no measure least, a special thanks is extended to my wonderfully understanding wife, Marilyn, whose tenacity and many hours at the typewriter were an invaluable contribution to this field study.

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## INTRODUCTION

The author of this log gained the experiences logged herein while serving as an intern to the Unit Superintendent of Schools at Oakland Community Unit #5 Schools, Oakland, Illinois.

The author of this log chose this project because he had aspiration to become a superintendent of schools in a unit district in the State of Illinois. It was the supposition of the author that one of the best means of preparing for a position of a superintendent of schools was to work under the guidance of a successful superintendent as a supplement to the regular classroom preparation offered at the university.

In preparation for the author to serve as an intern to the unit superintendent of schools, the author and the superintendent of schools of Oakland Community Unit #5 spent several sessions in consultation determining experiences that would be beneficial to the author in his preparation for a superintendency. Mr. Elmer D. Murray, Superintendent of Schools of Oakland Community Unit #5 agreed to teach the author as many different aspects of the superintendency as the author could comprehend during the succeeding school year. The author agreed to assume as many projects and responsibilities as feasibly attainable during his tenure as an intern to the superintendent.

Prior to formally recording the experiences herein, a proposal was presented for the privilege of service in this capacity to

Dr. G. C. Matzner, Professor of the Department of Administration and Supervision, Eastern Illinois University, who has been advisor to the author since his starting of his specialist program. After approval of the proposal by Dr. Matzner, the Board of Education of Oakland Community Unit #5 passed a resolution which permitted the author to work as an intern in the district.

DAILY LOG

August 12, 1969:

I attended the Board of Education meeting. A resolution was passed to adopt the 1969-70 budget. The budget had been placed on display for 30 days prior to August 12, 1969.

August 18, 1969:

I discussed with the new head football coach the procedure for making sure that all football players were covered with insurance prior to their practicing in football. We also discussed the procedure to follow in ordering items for athletics.

August 19, 1969:

I reviewed the Annual Salary Study Report from the Office of Superintendent of Public Instruction. I went over the time sheets for non-certified personnel of the unit. I also discussed the minimum salary law with the district superintendent.

August 20, 1969:

I discussed the State Aid Claim print-out for our district and how this affected our budget for 1969-70.

August 21, 1969:

I had a telephone conference with Paige Insurance Agency regarding premium payments for football. The printed material sent to the school was ambiguous as to premium deadlines.

August 22, 1969:

I discussed how to budget and pay bills for the building trades house. It was necessary to consult with the school auditor.

August 26, 1969:

We discussed the coding of invoices for the payment of bills for the October Board Meeting.

August 27, 1969:

Mr. Murray explained the transportation arrangement and the correspondence to other superintendents regarding our Special Education students that attend school at Oakland, Arcola, Tuscola, Villa Grove and Paris. He explained the reporting of attendance by each school and the charges made by the schools to each other. (See APPENDIX "A" for students and buses that they ride). We discussed the district (all personnel), and to have a "Get Acquainted" Party for August 28, 1969 at 7:30 p.m.

August 28, 1969:

We completed the school district recognition report from O.S.P.I. This is an annual report.

August 29, 1969:

We held a conference with the school lunch room manager and building principals to discuss the New Illinois Free Lunch Program. We did not fully understand the relationship between the state and the Federal lunch program. We sent a message to the County Superintendent of Schools of Coles County requesting an interpretation of the same as soon as he gets the information.



September 2, 1969:

We had a meeting with the president of the Board of Education and the high school custodians regarding the use of the high school facilities for the annual Cornbread and Bean Festival.

September 3, 1969:

I worked with Mr. Murray on completing the tax levy form for the three counties that comprise our district. (See APPENDIX "B"). Our district received \$63,100 tax money and I had to work out what funds to deposit them in.

September 4, 1969:

I met with the school treasurer for the deposit of \$63,100 in various funds. (See APPENDIX "C").

September 8, 1969:

I reviewed the Board Policy Handbook and made notations for recommended changes in same.

September 9, 1969:

I attended the regular Board Meeting and participated in discussion regarding the Board of Education policies.

September 11, 1969:

I accompanied the Unit Superintendent of Schools to the County Clerk's office in Douglas County to file the certificate tax levy forms for 1970-71. I attended the Vocational-Technical Conference sponsored by the Vocational and Technical Education Division of the Office of Public Instruction. This was a conference for chief school administrators

to explain the changes that are planned for Vocational Education starting in 1969-70. (See APPENDIX "D").

September 12, 1969:

I reviewed the following reports prior to their being mailed and/or filed:

1. Certificate of tax levy for Coles and Edgar Counties for 1970-71.
2. Fall enrollment and Housing Report.
3. School district annual report and application for recognition.
4. School bus transportation report.

September 16, 1969:

We discussed a bus problem that involved elementary and secondary students.

September 18, 1969:

I completed Forms N, Form O, and Form P of the North Central Report. These are normally completed by the Superintendent of Schools with information from several sources.

September 19, 1969:

I worked with Mr. Murray to complete the Annual Financial Statement for publication the fiscal year ended June 30, 1969. This form requires considerable statistical data from several other reports.

September 23, 1969:

I discussed with the Superintendent of Schools and some parents the recently passed law which allows students, whose parents are

receiving public assistance, to receive free lunches at school. Also the school district was officially notified of a legal suit in which the district was being sued on two counts as an outgrowth of the death of a student during the 1968-69 school term.

September 24, 1969:

The Superintendent of Schools and I had a meeting with the school district's insurance agent and a representative of the district's insurance company regarding the pending suit against the district.

I also attended a special Board of Education meeting concerning the Oakland High School Homecoming Activities.

September 25, 1969:

I attended a special Board of Education meeting which was called as a result of last night's special Board meeting.

September 26, 1969:

I reviewed the Quarterly Report of the Elementary and Secondary Education Act, Title I, Public Law 89-10 with the Unit Superintendent. He explained the letter of approval, Quarterly application and how the funds are to be divided.

September 30, 1969:

I discussed with the Unit Superintendent the Educational Program Survey for 1969-70 from the Office of the Superintendent of Public Instruction. Also, all future research information from the O.S.P.I. is to be sent directly to me for distribution.

October 8, 1969:

I reviewed the voucher indicating the amount of money received by the district for Vocational-Technical Education from the state. (See APPENDIX "E").

October 10, 1969:

I discussed with the Unit Superintendent investments of surplus funds. A copy prepared for the October 14, 1969 Board Meeting is in APPENDIX "F".

October 13, 1969:

I discussed with the Unit Superintendent residency requirements for a student attending a school district. We currently have two students attending our district which have raised some questions.

October 14, 1969:

I attended the last part of the regular board meeting - I was in class at E.I.U. until 9:50. The board meeting adjourned about 12:30 A.M.

October 15, 1969:

I met with the County Superintendent of Schools regarding residency requirements for students. He is going to get a legal opinion from Mr. Hutson's office and relay the information back to the district.

October 17, 1969:

Mr. Murray, Unit Superintendent of Community Unit #5, explained the requirement that the district must pay 9.5 percent of vocational salaries paid by the Federal Government. This billing is sent from the Retirement Office.

October 22, 1969:

I attended a meeting in Mattoon with the Unit Superintendent to get information on the guidelines for the vocational programs for 1969-70 and beyond. Due to the change in reimbursement for all vocational programs in the state, there are many unanswered questions and a dire need for clarification. Mr. Kenneth Knell is going to visit our school district and offer us assistance on November 13, 1969.

October 29, 1969:

I attended the Region IV Illinois Association of School Boards Meeting at Unity High School, Tolono, Illinois. The keynote speaker was Dr. Wesley Wildman, Industrial Relationship Center, University of Chicago. He discussed professional negotiations as related to public education.

November 3, 1969:

I attended a Negotiations Workshop at E.I.D.S.U. in Charleston, Illinois. The workshop was conducted under the leadership of Dr. John Horvat, University of Indiana. We actually participated in simulated negotiations sessions.

November 10, 1969:

Mr. Murray, Unit Superintendent of Community Unit #5 and I discussed tax objections raised by the Norfolk and Western Railroad concerning our working cash fund. We will be discussing this situation with our attorney, and I plan to attend the hearing as a representative of Community Unit #5 - as the Superintendent will be away on November 24, 1969.

November 11, 1969:

I attended the latter part of the regular meeting of the Board of Education (I had class that night), and explained to the Board information that I had recently received from the National Association of Secondary School Principals Association regarding legal cases involving dress codes, challenging and pending possible changes in athletics by the Illinois High School Association.

November 12, 1969:

The Unit Superintendent explained the investing of surplus funds and the meeting of monthly bills so as not to have a deficit at the end of any month. We must make a rather large payment from the Bond and Interest Fund at the end of November.

November 13, 1969:

We held a meeting with Mr. Kenneth Knell, Vocational and Technical Education Director of Region IV in which he explained the upcoming changes in Vocational Education in Illinois. This meeting was in much more detail than the meeting of October 22, 1969 in Mattoon.

November 18, 1969:

I discussed with Mr. Murray, Unit Superintendent, the final tax settlement from Edgar County and paying of a Bond and Interest Bill on November 30, 1969. Also we went through past board minutes, financial statements, and the School Code of Illinois to gather information on the pending tax objection by the railroads.

November 19, 1969:

I attended the special meeting of the Board of Education to discuss recognition of the Oakland Teacher's Association as the sole bargaining

agent for the Oakland Community Unit #5 teachers. Also we met with Mr. James Smith of the Department of Vocational Education in Springfield to discuss our district's vocational program for the next five years. I also attended the statewide conference on Emergent Organizational Patterns for the Improvement of Instruction sponsored by the Office of Superintendent of Public Instruction in Springfield, Illinois.

November 20, 1969:

The Unit Superintendent and I had a conference with the States Attorney regarding the pending hearing on a tax objection by the Norfolk and Western Railroad. We also attended a meeting at the Eastern Illinois Development and Service Unit in Charleston, Illinois to discuss the financial deficit of the now defunct vocational education department of that organization. No action was taken.

November 24, 1969:

I appeared as the Community Unit #5 representative at a tax objection hearing by the Norfolk and Western Railroad in Coles County. The objection was to the working cash fund levy as not having been in a separate resolution. The objection was overruled on the basis of the manner in which the law was written.

December 1, 1969:

The Unit Superintendent discussed keeping record of time for and means of paying non-certified personnel to comply with the law. Some adjustments in our system probably are necessary.

December 3, 1969:

The Unit Superintendent brought to my attention correspondence regarding the law for Health and Dental Examinations to comply with the

state statutes for students in grades K or 1, 5, and 9. This information had been obtained by the County Superintendent of Schools.

I contacted the County Superintendent of Schools regarding Senate Bill 800 which stipulates insurance requirements on school buses. Mr. Dunn contacted Springfield and informed me that the O.S.P.I. Legal Office stated that if the owner of contracted buses carried adequate insurance, then this met the intention of the law.

December 9, 1969:

I attended the regular Board of Education meeting and was called upon to make a presentation regarding safety around the elementary school and recommended that the district try to work with the City Council to alleviate some dangerous traffic patterns. I also was called upon to explain the tax objection hearings of November 24, 1969 in which the Norfolk and Western Railroad objected to the district's tax levy in the working cash fund. I also was present in a rather lengthy executive session of the Board of Education in which several personnel problems were discussed.

December 11, 1969:

I discussed with the Unit Superintendent the dates and procedures to follow in preparing nominating petitions for board members.

December 12, 1969:

I talked to the District Director for Vocational Education regarding the unit application for vocational education for the school year 1969-70. There were several points that needed clarification. I had a discussion with the County Superintendent of Schools regarding the law concerned



with health and dental examinations for kindergarten or first grade, fifth grade, and ninth grade students.

A crack has developed in the firebox of the boiler in the main building of the high school. The superintendent and I decided to check this further tomorrow morning when the fire is down.

December 13, 1969:

The boiler in the high school main building is in definite need of repair. A welder has been contacted and parts secured for repairing the boiler.

December 14, 1969:

More attention is needed for the repair in the high school boiler. More spots have shown up as being in need of repair. The board members are contacted in an attempt to decide what to do because the boiler cannot be used. Boiler repairmen and boiler dealers are contacted to get an estimate on repairs or replacement of the high school boiler. Estimates of costs given by one dealer and one boiler repair company will send a man from St. Louis to give us an answer tomorrow. Administrators and the board met to discuss holding school during the remaining time before Christmas. Administrators determine that school can be kept in session by dismissing study halls and physical education classes and utilizing the gymnasium and the shop building which have separate heating plants.

December 15, 1969:

Bids were secured for repair and for replacement of the high school main building heating unit. Board members discussed the problem and

decided that the repair cost was too high in relationship to replacement costs, and the decision was reached to purchase a new heating unit if one could be found. Two gas-fired boilers were finally located in New York.

December 16, 1969:

I notified the supplier of coal for the school of the board's decision to change heating units so we would not be needing coal as originally planned for this school year.

December 17, 1969:

A temporary unit was placed in the building to help keep the pipes from freezing. This was a necessity because the other two buildings get their water from the main building so we cannot shut off the water in the main building without cancelling all activities in the other buildings, and several Christmas activities were already planned for the gymnasium.

December 18, 1969:

The Unit Superintendent and I discussed the money available in the Unit #5 budget for paying for the new heating unit for the high school. Fortunately some "surplus" money was included in the budget. A preliminary negotiations meeting was held between the board committee and a teacher committee. I was an observer. (See APPENDIX "G") for points presented by teachers.

December 19, 1969:

School was dismissed for the Christmas Vacation two days earlier than was originally planned.

December 21, 1969:

I was in several conferences with the following persons concerning the installation of the new furnace for the high school: the furnace contractor, the heating company engineer, the utility company representative, and some board members.

The Superintendent of Schools and I held a meeting with the school district treasurer regarding the final tax settlement from Coles County and the dividing of the money into the various funds and the investment of surplus funds.

I contacted the heating contractor and informed <sup>him</sup> that we were also interested in a new water heater for the high school after meeting with the president of the Board of Education.

December 22, 1969:

The District Superintendent of Schools left for a three-week vacation and left me in complete charge of the district. This was approved by the Board of Education at the regular December meeting. I was in contact with the heating contractor regarding the status of the replacement boilers. The superintendent and I met with the school treasurer regarding investments of final tax settlements from Coles County. (See APPENDIX "H").

December 23, 1969:

I contacted the heating contractor regarding our new boilers. I was in contact with the local utility company regarding adequate gas pressure for the new boilers.

December 24, 1969:

I visited the heating contractor and together we contacted several representatives of trucking companies to find out the whereabouts of our new boilers. We were reluctantly informed that someone had "goofed" and the boilers were at a freight terminal in Chicago. The boilers were to be in Danville, Illinois tonight, but we could not have access to them until Friday, December 26, 1969. We even offered to send our own truck, but this did not help.

December 25, 1969:

Christmas Day. I checked the high school building to see that the pipes were above freezing.

December 26, 1969:

Believe it or not, the boilers arrived at about 4:00 p.m. The contractor started immediately to assemble the boilers.

December 27, 1969 - January 2, 1970:

I spent virtually every day and every night with the heating contractor while he and his workers were installing the two new boilers. We fired the boilers for the first time late Friday.

January 3, 1970:

Some minor problems appeared in the new boilers. I spent the day and most of the night with the heating contractor at school.

January 4, 1970:

The problems are not yet solved with the new boilers, but I decided to have school tomorrow. I have been in contact with some board members regarding this decision.

January 5, 1970:

I consulted with heating contractors, factory representatives, and the heating company engineer regarding problems with the new boilers in the high school. I authorized a partial payment for the new boilers at the high school and had the school district treasurer issue a check for the same. A report that was submitted by the District Superintendent to the Office of Superintendent of Public Instruction was returned for additional information; I added the requested information and returned the report to Springfield, Illinois. I also informed the County Superintendent of Schools of the change so that he could add that information to his report.

January 6, 1970:

I checked with the heating contractor regarding the new boilers in the high school. He has been in contact with the factory and we have another meeting tomorrow morning. The Board of Education members were contacted to find out if they wished to have reservations made for their attendance at the semi-annual meeting of the Illini Division Governing Committee Meeting at Urbana, Illinois on Thursday, January 8, 1970.

January 7, 1970:

I received the O.S.P.I. January Fact Sheet. I held a brief meeting with the heating contractor and two heating engineers. I also had a brief meeting with the president of the Board of Education regarding a teacher-student problem. I reviewed the State Aid Supplementary Claim print-out from the O.S.P.I. Payments to our district will be adjusted for the remaining months of the 1969-1970 school year.

January 8, 1970:

I attended meetings of the Eastern Illinois Development and Service Unit, Eastern Illinois Special Education District and Lake Land College as the representative of the district.

January 12, 1970:

Mr. Murray, the Unit Superintendent, returned today. I spent quite some time discussing events that occurred during his absence, bringing him up to date on meetings that I had attended during his absence and additional items to be discussed at the upcoming Board of Education Meeting.

January 14, 1970:

I attended the regular meeting of the Board of Education. I reported on several items concerning the district. The Unit Superintendent submitted his resignation to be effective at the end of the current school year.

January 20, 1970:

The Unit Superintendent was out of town on school business. Weather conditions became steadily poorer during the day. I dismissed school for the district after we had been in session for the required five hours. I also notified individual board members of the cancellation of a meeting scheduled with the County Superintendent of Schools for tonight.

January 21, 1970:

I attended the Administrators Round Table Meeting at Eastern Illinois University. The topics of discussion were "Professional Negotiations" and "Administrative Leadership".

January 22, 1970:

The Unit Superintendent and I went over the tentative calendar for 1970-71. We also discussed staff personnel.

I attended the special meeting of the Board of Education. One candidate was interviewed for employment with the district.

January 27, 1970:

I discussed with the Unit Superintendent applicants for positions in Unit #5 for the 1970-71 school year.

January 28, 1970:

I held a meeting with the Unit Superintendent and the heating contractor regarding safety controls for the new boilers in the high school. The consulting engineers gave the contractor a listing of corrections desired to meet the state safety code.

February 2, 1970:

I attended a Negotiations Meeting between the Oakland teachers and the Board of Education. (APPENDIX "I") indicates presentations by the teachers and they were rejected by the Board of Education.

February 3, 1970:

The Unit Superintendent brought to my attention the forms from the Placement Office of Eastern Illinois University which requires that we state that we are an equal opportunity employer in order to use their services.

February 4, 1970:

Mr. Murray and I discussed the problem that we will face regarding adequate funds for paying transportation costs. There is considerable

confusion how we are to pay transportation costs if we cannot transfer money from the education fund to the transportation fund.

February 9, 1970:

I attended a workshop with the Unit Superintendent and a board member at which relationships between boards of education and teachers was the topic of discussion. The discussion was led by Mr. L. F. Parrish of the Illinois Association of School Boards. One central idea of this meeting was the recommendation that boards of education should be recognizing the local teachers' organizations.

February 11, 1970:

This was the night of the regular Board of Education Meeting. The following items were considered during the course of the meeting: routine business, interviewing candidates for teaching positions, discussion of overcrowding on buses, a discussion of personnel, and a salary offer was made to the teachers for the 1970-71 school year.

February 17, 1970:

I helped the Unit Superintendent prepare the election supplies for the School Board Election on April 11, 1970.

February 20, 1970:

We reviewed the O.S.P.I. form No. 80-04-144. This was a form requesting approval for a hearing screening technician. A letter was also enclosed explaining that this form had been submitted before, but no action was taken on the previous requests.



February 23, 1970:

I attended a negotiations session between the teacher's committee and the board committee. A proposal was presented by each side with no decisions being reached except that the board reaffirmed its position to not recognize the local teachers' organization.

February 24, 1970:

The Superintendent and I attended a transportation meeting sponsored by the O.S.P.I. Bob Kessen, Assistant Director of Transportation, explained the changes in the transportation support to the local school district. (See APPENDIX "J").

February 28, 1970:

I met with the Board of Education at their special meeting to interview several candidates for positions in the district.

March 2, 1970:

A negotiations meeting was attended between the board and the teachers. Several salary schedules were discussed with no final decision being reached.

March 3, 1970:

The Board of Education held a public hearing regarding the future of the high school in the Okaw Valley Conference. I was asked to assist in the providing of information and to meet with other schools in the conference to seek a more equitable balance for athletics.

March 7, 1970:

The Board of Education held an informal conference to interview several applicants for positions in the district. I was in attendance at this conference.

March 9, 1970:

The Board of Education committee and the teachers' committee held a negotiations session regarding salary for next year. No agreement was reached at this meeting, but the board committee indicated that the proposals presented would be presented at the next regular Board of Education meeting.

March 10, 1970:

I attended the regular Board of Education Meeting at which several items were discussed including transportation for next year, physical changes about the grounds, and a salary schedule was adopted.

March 11, 1970:

The Unit Superintendent and I reviewed the vocational application forms after they were returned with approval. We have a very few weeks to prepare the application forms for the next school year.

March 12, 1970:

Mr. Murray, the Unit Superintendent, and I reviewed the salary schedule for teachers and compared the projected cost for 1970-71 with the salary cost for 1969-70 school year. We also discussed the form to issue to tenure teachers. (See APPENDIX "K" for sample of form). We also discussed projected tax receipts for next year. (See APPENDIX "L").

March 13, 1970:

We held a brief conference with the president of the Board of Education.

March 14, 1970:

The Board of Education held a special meeting. It was necessary for the superintendent to be away, and I functioned in his absence as prescribed in the Board of Education policy.

March 16, 1970:

The Unit Superintendent explained the transportation contract between the bus owners that serve our district and the unit. It is a three-year contract with provisions for "extra" trips, and adjusted rates for large buses.

March 17, 1970:

I had a brief discussion with the president of the Board of Education concerning the forthcoming visitations for the North Central Association and the O.S.P.I. Also we discussed potential candidates for employment during the upcoming school year.

March 19, 1970:

I attended the semi-annual meeting of the Illinois Association of School Boards at Charleston, Illinois. The keynote speaker was Mr. Sherwood Dees who discussed the future of vocational education. There were also panel discussions during the evening.

March 20, 1970:

The Unit Superintendent and I discussed a memorandum from the O.S.P.I. regarding the transportation formula for claiming reimbursement for 1969-70. The attorney general has ruled that the new formula as explained by Mr. Bob Kessen of O.S.P.I. on February 24, 1970 will not go into effect until 1970-71. The question of transferring funds from the Education Fund to the Transportation Fund for 1969-70 is still unanswered.

March 21, 1970:

The Unit Superintendent explained the process of getting ballots printed for the April 14, 1970 Board Election.

March 23, 1970:

The Unit Superintendent and I discussed a letter received from the State of Illinois Sanitary Water Board. It concerned an inspection of the sewage treatment plant for the Lake Crest School. One recommendation was that waste from the screens must be either stored in air-tight containers, buried, or incinerated. Some further changes may be required if the City of Oakland does not build a sanitary system in the future. There was a special board meeting this evening. I attended as a participant and observer.

March 24, 1970 - March 30, 1970:

The Unit Superintendent was away from the district. I was in charge during his absence. It was necessary for me to confer with the members of the Board of Education and the unit attorney regarding a legal matter. I advised the board members of the recommendation of the attorney. Also I had to send several letters regarding action of the Board of Education at its special meeting of March 23, 1970.

March 30, 1970:

I attended an informal meeting of the Board of Education which interviewed potential candidates for positions with the district for next year. Also some legal matters were discussed.

March 31, 1970:

The Unit Superintendent and I discussed the applications for ESEA Title II and the vocational applications for 1970-71.

April 1, 1970:

The Unit Superintendent and I discussed some legal opinions sent to our district. These opinions were summarized by Robert P. Hanrahan as a result of correspondence of N. E. Hutson, Legal Advisor to the State Superintendent of Public Instruction.

April 1, 1970 - April 2, 1970:

The high school had its North Central Association Visitation. I held many discussions with visiting committee members and board members concerning district and high school activities. This time period was also used by O.S.P.I. for recognition of the high school.

April 2, 1970:

The Unit Superintendent and I interviewed a prospective candidate for a teaching position in our unit. Also we held a meeting with the vocational teachers concerning the unit plan for vocational education for 1970-1971.

April 4, 1970:

I attended a special board meeting which was concerned with a discussion of salaries. This was a reassessment of the salary schedule adopted at the meeting of March 10, 1970. Also salaries for non-certified personnel were discussed.

April 6, 1970 - April 8, 1970:

The superintendent and I attended the North Central Meeting in Chicago, Illinois.

April 8, 1970:

A special board meeting was held to discuss hiring a superintendent, hiring a teacher, and further discussion was held to determine salaries for non-certified personnel. I was given permission at this meeting to offer a contract to a teacher for a vacancy in the system.

April 9, 1970:

The Unit Superintendent and I worked on the vocational programs application for the district for 1970-71.

April 11, 1970:

This was Election Day for the regular board members. I assisted in getting the election supplies to the polling place and in returning the final results and materials to the school district safe.

April 13, 1970:

I attended the regular meeting of the Board of Education. The results of the school board election were canvassed and the new board was seated. Routine business was transacted with a teacher and a Unit Superintendent being hired for the 1970-71 school year.

April 14, 1970:

The Superintendent of the Educational Service Region held a meeting to discuss funds available from a federal program for safety and driver education. I attended as the representative of our district.

April 15, 1970:

The Unit Superintendent and I discussed the expenditure of a supplementary appropriation to our district of E.S.E.A. Title I funds.

April 16, 1970:

The Superintendent of the Educational Service Region held another meeting, and I attended this meeting as the unit representative and submitted our proposal for the federal funds which were discussed at the April 14, 1970 meeting.

April 17, 1970:

The Unit Superintendent discussed with me some line items in the budget, and we also considered the addition of some additional line items for the 1970-71 budget.

April 22, 1970:

The Unit Superintendent, the Cafeteria Manager, and I prepared bid requests for cafeteria foods for the 1970-71 school year. We also discussed the purchase of some additional equipment for the cafeteria.

One of the members of the Board of Education and I attended a meeting of our athletic conference. No action for change in the conference was taken at the meeting.

April 23 - 24, 1970:

The Unit Superintendent left me in charge of the district while he was away at meetings. I expedited the routine business of his office in his absence.

April 25, 1970:

The N.D.E.A. Title III approvals for 1969-70 arrived, and I reviewed them as well as opening and sorting the superintendent's mail.

April 27, 1970:

The Unit Superintendent, the schools' librarian, and I reviewed the E.S.E.A. Title II application for library materials prior to submitting the orders.

April 28, 1970:

The Unit Superintendent explained the O.S.P.I. report of local school district expenses for 1968-69. These data were derived from Form 20-10-110. Also we received the O.S.P.I. Fact Sheet for April 17, 1970 which explained school district annual financial report data for 1968-69. Included in this Fact Sheet was information for income and expenditures for schools in the State of Illinois.

April 29, 1970:

I attended the annual meeting of the I.C.E.A. as the district representative. There were small group discussions in addition to a major address by Dr. Lowell A. Burkett, Executive Director of the American Vocational Association.

April 30, 1970:

The Board of Education, the Unit Superintendent, and I attended a meeting for Coles County schools which was sponsored by the Superintendent Educational Service Region. This was a meeting devoted to orientation of new and old Board of Education members. The keynote remarks were presented by representatives of the Illinois School Board Association.

The Unit Superintendent and I discussed the preliminary budget for 1970-71.



## CONCLUSIONS

The experience gained by the author while keeping this log was one of the most demanding in terms of time and work that the author has ever experienced. In spite of the arduous demands that this experience claimed, it was probably the most rewarding time in the author's educational experiences because of the rich opportunities offered for the author to learn. With due respect to the classes and teachers teaching them it is, in the author's opinion, doubtful that any series of classes could duplicate that which has been gained by actually working with a competent advisor in the field of Educational Administration.

The author has come to appreciate the many facets of Educational Administration that far outnumber the layman's concept of such responsibility. It would seem inconceivable that persons unfamiliar with the real job could really appreciate the many demands placed upon a person in this capacity.

This author has come to appreciate that in spite of the many ideas which may be advanced for improvement of the educational program, whether from within the district or from outside the district, there are financial limitations which must be respected or the total program may suffer. Also not all monies available in a given year may necessarily be available the following year.

The author has come to more fully appreciate the necessity of maintaining a vigorous public relations program. Public relations is

a two-way process with both the educational district and the public being in a position to listen and learn.

Professional negotiations, recognition of teachers' groups, grievance procedures, etc. are apparently going to play an increasing role in planning an educational program. The Oakland District has had only a brief initiation in this area, but it is probably going to increase in importance during the next few years.

This author had the unique experience of encountering an emergency of considerable magnitude while serving as an intern at Oakland Community Unit #5 schools. The furnace at the high school had to be replaced during the month of December. It is a most interesting encounter to try to locate a furnace, get it to the site and get it installed over the Christmas holidays. This can involve more frustrations than one can imagine if he has not endured a similar experience.

The author learned that federal and state educational programs are generally in such a state of flux that the local district is hard pressed to stay abreast of these changes. Probably the future of such programs will be even more uncertain.

The many personalities that a unit superintendent must consider in his job is most revealing. The superintendent must try to achieve his goals while attempting to work with those who may not necessarily agree with him.

The author has come to appreciate the many statutes that affect activities at the local school district level. It would appear that even with a firm foundation of understanding of the legal aspects of education, a major task is to learn of the changes of laws as they occur.

Boards of Education, too, are hard pressed to provide a quality educational program while maintaining an air of competency. They, at times, may be called upon to disagree with pressure groups or overzealous persons, and at other times must be able to muster the courage to support an unpopular idea.

The author has come to appreciate the value of patience and understanding in education. He has further learned to appreciate the value of soliciting advice from those that are more experienced in the field of education. This author has exercised the prerogative many times from his unit superintendent, his area educational supervisor and from the Department of Administration and Supervision at Eastern Illinois University. This advice has been most welcome and appreciated.

In conclusion, it should be noted that the entries recorded in this log represent only a small percentage of the total experiences encountered by the author while learning as an intern at Oakland. Demands on his time were such that it was impossible to get all things recorded that would have more fully reflected the total educational experiences of the author.

**APPENDIX A**

**SPECIAL EDUCATION BUS LISTS**

Special Education students who live in the Oakland School District to be counted in monthly attendance reports in Oakland:

Attending in Oakland:

- 1. - - - - -
- 2. - - - - -
- 3. - - - - -
- 4. - - - - -

Attending in Arcola:

- 5. - - - - -

Attending in Tuscola:

- 6. - - - - -
- 7. - - - - -

Ride with Mrs. Liffick.

Attending in Villa Grove:

- 8. - - - - -
- 9. - - - - -
- 10. - - - - -

Ride the Villa Grove bus.

Attending in Paris:

- 11. - - - - -

Mother takes her now.

(Names deleted to maintain anonymity of students. Original log includes names).

APPENDIX B

CERTIFICATE OF TAX LEVY

# CERTIFICATE OF TAX LEVY

33

Oakland Community Unit of Coles, Douglas, and Edgar County, Illinois  
School District No. 5

## AMOUNT OF LEVY

Educational	\$ 325,000.00	*Liability Ins.	\$ 2,000.00
Building, Regular	\$ 90,000.00	*Capital Improvements	\$
Transportation	\$ 40,000.00	*Special Education	\$
*Working Cash	\$ 11,000.00	Summer School	\$
*Illinois Mun. Ret.	\$ 9,000.00	Other (Bonds & Int.)	\$ 68,000.00
*Rent	\$	TOTAL LEVY	\$ 555,000.00
*Fire Prev. & Safety	\$ 10,000.00		

\*See explanation reverse side.

We hereby certify that we require the sum of 325,000.00 dollars to be levied as a special tax for educational purposes, and the sum of 90,000.00 dollars to be levied as a special tax for building purposes, and the sum of 40,000.00 dollars to be levied as a special tax for transportation purposes, and the sum of 11,000.00 dollars to be levied as a special tax for working cash purposes, and the sum of 9,000.00 dollars to be levied as a special tax for Illinois Municipal Retirement purposes, and the sum of \_\_\_\_\_ dollars to be levied as a special tax for rental of facilities owned by the State of Illinois as provided by the School Building Commission, and the sum of 10,000.00 dollars to be levied as a special tax for fire prevention and safety purposes, and the sum of 2,000.00 dollars to be levied as a special tax for liability insurance purposes, and the sum of \_\_\_\_\_ dollars to be levied as a special tax for capital improvement purposes, and the sum of \_\_\_\_\_ dollars to be levied as a special tax for special education purposes, and the sum of \_\_\_\_\_ dollars to be levied as a special tax for summer school purposes, and the sum of 68,000.00 dollars to be levied as a special tax for Bonds and Interest on the taxable property of our school district for the year 1969.

Signed this 12 th day of August, 1969

Glenn Temples, President

Clerk or Secretary of the School Board of said school district  
Robert F. Hawkins, Sec'y

When any school district is authorized to issue bonds, the school board shall file in the office of the county clerk of each county in which the district is situated a certified copy of the resolution providing for their issuance and levying a tax to pay them. The county clerk shall each year during the life of a bond issue extend the tax for bonds and interest set forth in the certified copy of the resolution. Therefore, to avoid a possible duplication of tax levies, the school board should not include in its annual tax levy a levy for bonds and interest.

Number of bond issues of said school district which have not been paid in full Two

A copy of this certificate of tax levy shall be filed with the county clerk of each county in which the school district is situated before the first Tuesday in September.

A copy of this certificate of tax levy shall be filed with the county clerk of each county in which the school district is located before the last Tuesday in September.

Detach and return to school district

This is to certify that the certificate of Tax Levy for School District No. 5  
Coles, Douglas, and Edgar County, Illinois on the equalized assessed value of all taxable property of said school district for the year 1969 was filed in the office of the County Clerk of this county on \_\_\_\_\_, 19\_\_\_\_

In addition to an extension of taxes authorized by levies made by the board of education (Directors), an additional extension(s) will be made, as authorized by resolution(s) on file in this office, to provide funds to retire bonds and pay interest thereon. The total levy, as provided in the original resolution(s), for said purpose for the year 1969 is \$555,000.00

County Clerk



APPENDIX C

PERCENTAGES TO USE FOR DEPOSIT OF TAXES

Percentages to Use for Deposits of Taxes

\$ 63,100.<sup>00</sup> to be deposited

Education Fund

Regular 61.95% = 39,090.45

Liability Ins .28% = 176.68

Total to Education Fund

\$ 39,267.13

Building Fund

Regular 14.52% = 9,162.12

Life Safety Code 1.94% = 1,224.14

Total to Building Fund

\$ 10,386.26

Transportation Fund 3.10%

\$ 1,956.10

DM Fund 1.09%

\$ 687.79

Working Cash Fund 2.18%

\$ 1,375.58

Bond and Interest Fund

Old Bond Issue 1.35% = 851.85

New Bond Issue 13.59% = 8,575.29

Total to Bond and Interest

\$ 9,427.14

Total to be deposited

\$ 63,100.<sup>00</sup>

Sept 4

APPENDIX D

VOCATIONAL MEETING INFORMATION

State of Illinois

Office of the Superintendent of Public Instruction  
 BOARD OF VOCATIONAL EDUCATION AND REHABILITATION  
 406 CENTENNIAL BUILDING  
 SPRINGFIELD 62706

VOCATIONAL AND TECHNICAL EDUCATION DIVISION  
 SHIRLEY WOOD DEES, DIRECTOR

Ray Page  
 SUPERINTENDENT

August 20, 1969

Dear Superintendent:

As you know, the Vocational Education Amendment of 1968 mandates some important changes in emphasis in vocational education in Illinois. The new legislation provides the opportunities for those who carry out programs of occupational preparation in communities throughout the State to tailor their programs to the needs of people served by the educational agency. The legislation also places the responsibility for development of such programs on the local chief school officer.

The new Illinois "State Plan for Vocational-Technical Education" provides an administrative structure under which assistance and flexibility is provided to allow local educational agencies to conduct programs in response to local needs with state administration, supervision and funding procedures that complement this intent.

In cooperation with the I.A.S.A. In-service Education Committee and the I.A.S.B., a series of one-day drive-in conferences will be conducted for school superintendents, county superintendents, and junior college presidents on the topic, "The Role of the Chief School Administrator in Vocational and Technical Education under the New State Plan." Conference location details and agenda items are listed on the attached page.

The Honorable Ray Page, Superintendent of Public Instruction, and Executive Officer of the Vocational and Technical Education Division of the Board of Vocational Education and Rehabilitation, will be the keynote speaker at each conference.

Attendance in person is requested at one conference of each superintendent and junior college president whose institution has or intends to operate vocational or technical education programs supported by funds administered by the Board of Vocational Education and Rehabilitation. Attendance at the conference within one's geographic region is recommended but not required if another time and location proves more suitable.

-2-

The July issue of the Hot Line, published by the American Association of School Administrators made the point that "We are at a point in history where decisions affecting national resources for education are being considered as never before. The school administrator cannot shift his responsibility for human or individual development, regardless of what other label is placed on a national manpower program. It is up to him to acknowledge his responsibility for all of education, whatever its purposes and regardless of whether it is conducted in a school, a skills center, or in a special room set aside in a factory or a shop. Education must not be divorced from occupational preparation."

The intent of each of these conferences is to identify roles and responsibilities and to provide the communication and procedures for making occupational preparation a part of the educational program of the educational institutions of Illinois.

Sincerely yours,

Sherwood Dees  
Director

Enclosure

LOCAL LEADERSHIP MEETINGS  
 U M I 9/11/68  
 10:00 39

AGENDA TOPICS

Keynote Address -- Vocational Education - A Part of Total Education

Vocational Education Amendments of 1968

Local Leadership and Responsibilities under  
 the New Illinois State Plan

Program Development, Approval, and Evaluation

Funding Levels and Procedures

CONFERENCE LOCATIONS

<u>OSPI Region</u>	<u>Date</u>	<u>Time</u>	<u>Location</u>
I	October 28	10:00 a.m. - 3:00 p.m.	Little Theater Joliet East High School 1101 Mills Road Joliet, Illinois
I	October 29	10:00 a.m. - 3:00 p.m.	Auditorium Maine West High School 1755 S. Wolf Road Des Plaines, Illinois
II	October 9	10:00 a.m. - 3:00 p.m.	Starved Rock Lodge Utica, Illinois
III	October 1	10:00 a.m. - 3:00 p.m.	Student Union, Capitol Room Western Illinois University Macomb, Illinois
IV	September 11	10:00 a.m. - 3:00 p.m.	112 Gregory Hall University of Illinois Urbana, Illinois
V	September 24	2:00 p.m. - 5:30 p.m.	Lovejoy Library Auditorium S.I.U., Edwardsville Campus Edwardsville, Illinois
VI	October 20	10:00 a.m. - 3:00 p.m.	Holiday Inn Vandalia, Illinois
VI	October 21	10:00 a.m. - 3:00 p.m.	Holiday Inn Marion, Illinois

APPENDIX E

VOCATIONAL EDUCATION VOUCHER

01-440-000	STATE VOC-TEC EDUCATION	JUNE 30, 1969	491	3	11,452.00
ORGANIZATION UNIT CODE	APPROPRIATION TITLE	DATE	VOUCHER NUMBER		AMOUNT OF VOUCHER

SCHOOL TREASURER  
MILANO CEN UNIT  
BY S COLES CO  
OFFICE OF SECY BO OF ED  
MILANO ILL 61943  
VENDOR NAME AND ADDRESS

015 005  
COUNTY SCHOOL DIST

G.R. 1 75

PROGRAM AND TYPE OF EXPENDITURE	APPROVED FUND BALANCE BY ELEMENT	REMAINING BALANCE BY ELEMENT	AMOUNT REMOVED
AGRICULTURE			
TECHY SALARIES	8,866.00	49.74	4,410.00
TECHY TRAVEL	679.00	50.00	338.00
	9,545.00		4,748.00
HOME ECONOMICS			
TECHY SALARIES-IN MKG	3,502.00	20.00	700.00
TECHY SALARIES-GNFUL/PHIP	2,699.00	49.74	1,342.00
TECHY TRAVEL-IN MKG	20.00	20.00	04.00
TECHY TRAVEL-GNFUL/PHIP	58.00	50.00	29.00
	6,279.00		2,075.00
OFFICE EDUCATION			
TECHY SALARIES-IN SCHOOL	1,450.00	49.74	721.00
	1,450.00		721.00
TRADES & INDUSTRY			
TECHY SALARIES-PREP	7,786.00	49.74	3,873.00
TECHY TRAVEL-TEACHERS	69.00	50.00	35.00
	7,855.00		3,908.00
	25,125.00		11,452.00

APPROVED FOR PAYMENT

APPROVED FOR PAYMENT  
DIRECTOR OF FINANCE  
DIVISION OF VOCATIONAL AND TECHNICAL EDUCATION  
AUDITOR GENERAL

DIRECTOR OF FINANCE  
APPROVED FOR PAYMENT  
DIVISION OF VOCATIONAL AND TECHNICAL EDUCATION  
EXECUTIVE OFFICER  
DIRECTOR



APPENDIX F

UNIT #5 INVESTMENTS AS OF OCTOBER 14, 1969

## INVESTMENTS AS OF OCT. 14, 1969

<u>Date Due</u>		
Nov. 1	Educ. Fund	\$20,000.
Nov. 14	Educ. Fund	19,000.
Nov. 1	Bldg. Fund	10,000.
Nov. 14	Bldg. Fund	4,000.
Nov. 9	Working Cash	12,000.
Nov. 10	Trans. Fund	10,000.
Nov. 30	Bond & Int.	9,000.
Dec. 1	Bond & Int.	47,900.
Dec. 1	Educ. Fund	10,000.
Dec. 9	Educ. Fund	20,000.
Dec. 1	Bldg. Fund	10,000.
Jan. 2	Working Cash	30,000.
Jan. 9	Educ. Fund	20,000.
Jan. 2	Bldg. Fund	5,000.
Jan. 9	Bldg. Fund	4,000.
Feb. 9	Bldg. Fund	10,000.
Feb. 15	Educ. Fund	15,000.
		<u>\$255,900.</u>

APPENDIX G

NEGOTIATIONS ISSUES PRESENTED TO THE BOARD OF EDUCATION

## NEGOTIATIONS ISSUES PRESENTED TO THE OAKLAND COMM. #5 BOARD OF EDUCATION

12-18-70

1. Aim of public schools is to provide best education possible.
2. Attainment of this goal requires cooperation and open exchange of ideas with both parties operating in good faith.
3. Recognition of Association.
4. Association recognition of Board rights under law.
5. Teachers should not be discriminated against for association activities.
6. Meet at reasonable times to discuss matters of mutual concern.
7. Selection of representatives up to each group.
8. Authority of representatives to reach tentative agreement.
9. Impasse Procedure (Mediation-Fact Finding)
10. Guidelines in effect for meetings while discussing policies for 1970-71.

APPENDIX H

UNIT #5 INVESTMENTS AS OF DECEMBER 24, 1969

INVESTMENTS AS OF DEC. 24, 1969  
IN CERTIFICATES OF DEPOSIT AT OAKLAND NATIONAL BANK

<u>Date Due</u>	<u>Fund</u>	<u>Amount</u>
Jan. 2	Bldg. Fund	\$ 5,000.
Jan. 9	Bldg. Fund	4,000.
Jan. 9	Educ. Fund	20,000.
Jan. 2	Working Cash	30,000.
Feb. 9	Bldg. Fund	10,000.
Feb. 15	Educ. Fund	15,000.
March 1	Educ. Fund	20,000.
March 1	Bldg. Fund	10,000.
March 1	Working Cash	13,000.
April 1	Educ. Fund	20,000.
April 1	Bldg. Fund	10,000.
April 24	Educ. Fund	20,000.
May 24	Educ. Fund	20,000.
May 24	Bond & Interest Fund	22,000.
	As of 12/31/69	<u>\$219,000.</u>

APPENDIX I

NEGOTIATIONS MATERIALS PRESENTED TO THE BOARD OF EDUCATION

Excerpts from

NEGOTIATION WORKSHOP FOR SCHOOL BOARD MEMBERS AND ADMINISTRATORS

Conducted by John Horvat, Assistant Dean  
School of Education, Indiana University

Eastern Illinois Development and Service Unit  
November 6-7, 1969

Negotiations with teachers is a dramatic break with the past; the benevolent administrator is a thing of history. Teachers desire formal power, not granted power. It is natural that teachers seek to negotiate with their employers. Thus the administrator should not feel hurt or betrayed when his employees seek negotiations. It is a part of the times and should be regarded thus--not as a personal insult.

Negotiations usually come about in a revolutionary fashion. The atmosphere that exists in a school district during the first one or two contracts will set the climate for the future. The only real power base that teachers have is to withhold their services--to strike. It is irrelevant whether a strike is legal or illegal since it is the only power the teachers do have and the laws are unenforceable. The ultimate power of a school board is to withstand a strike. Already the states of Vermont and Rhode Island have legalized the strike for teachers. If teachers are denied the strike, some other powers must be provided them. State law must provide an alternative such as binding arbitration or an appeal procedure.

It is extremely difficult for the superintendent to play the role of mediator during negotiations. The school board will invariably turn to him for direction while the teachers will also attempt to win him as their aid. If the superintendent leans in one direction, he loses the other; if he remains neutral, he is resented by both sides.

Negotiations is a process which can shape the attitudes of the staff and strengthen the intra-group feelings among the board, administrators and teachers. Differences between the board, the administrators and teachers will be settled one way or another. New educational leadership is required, and if it is not provided by the administration and the board, it will be provided by the teachers or some other group, possibly by government intervention.



## GUIDELINES FOR BOARD NEGOTIATIONS

1. Be prepared. While information is only one factor which contributes toward success, the more information you have the better off you are.
2. Establish an agenda. Get agreement on what the issues are, try to stick to the issues. Everything is potentially negotiable, so you actually negotiate what is to be negotiated when you establish an agenda.
3. Anticipate teacher demands, arguments and techniques. A simulation of negotiation session with principals and staff before meeting with teachers will help develop arguments and tactics to utilize in real sessions and provide your staff with an understanding of the issues and process of negotiations. This is important since it is middle-management that must enforce the contract and handle the first stage of grievances.
4. Establish ahead of time with whom you will be negotiating. Find out who the members of the other team will be. Try to conduct negotiations in private away from press and public, and establish guidelines on the presence of observers.
5. Establish dates for meetings in advance. Avoid all-night sessions and establish the fact that the first few meetings will be largely for the purpose of obtaining information from the teachers and identifying issues and learning the teachers' proposals.
6. Get some agreement in the use of minutes.
7. Agree at the beginning what will be done if you reach an impasse. It is best to define some procedure when the parties involved are calm and reasonable and the question hypothetical.
8. Establish ratification procedure. Have each side agree that they will try and sell any agreement that is made at the table.
9. Hold meetings at your place on the teachers' time. Negotiate after school, in the evening, on weekends or during the summer. Avoid use of school time, but hold meetings in one of the school buildings.
10. Develop long-range plans. Do some thinking of what salaries should be 5-10 years from now. Anticipate what kinds of controls, powers and self-policing responsibilities teachers should have in the future.
11. Involve the board of education in negotiations. They should especially be involved in the early stages of planning and be informed of the status of negotiations.
12. Establish early what are true board-administration prerogatives that cannot be abrogated. Be careful not to confuse board-administration privileges and rights which have been built up through tradition with genuine prerogatives.

13. Ask the teachers to justify their demands in terms of the value it has on educational grounds. How will the education of the students be improved by agreeing to the demands?

14. Question teachers as to the actual problem. Their proposal is often a reaction to a symptom of a deeper problem than the one which appears on the surface.

15. Give your negotiating team actual power. They must have room to "wheel and deal". Do not tie their hands or make them check with you before making every agreement at the table.

16. Never negotiate things one by one. Talk about each item one at a time. Make agreement on each issue tentative and subject to other proposals. Reserve the right to view the package as a whole.

17. It is best to use a three-man negotiating team. One member serves as spokesman. A second listens to the discussion and watches for clues to the real meaning of the talks. He should prevent the spokesman from getting carried away or blinded by the heat of controversy and often is the one to call for a caucus. The third member should take notes.

18. Avoid putting a strong--hard-nosed--negotiator on your team. He is more likely to be concerned about winning his arguments and winning his fight than in what is happening.

19. Sometimes actual agreement can be made with teachers in an informal, off-the-record session. This requires mutual trust and honesty to be successful.

20. Watch for clues of concession. Seldom are they spelled out by the other side. Take note of the degree of finality, the degree of specificity and the type of consequences they state in reaction to your position.

21. Strike takes place when the teachers feel they have no alternative. Agreement is more difficult after a strike.

#### COMMON MISTAKES

1. Become impatient; make a threat or final offer too soon.
2. Make snide remarks or insults.
3. Lose your temper and get angry.
4. Failure to follow through to conclusion on a question or proposal.
5. Failure to give negotiating team any real authority.
6. Having Board of Education negotiate for itself.
7. Failure to hear or see concessions or clues of concessions by opponents.
8. Failure to give other side alternatives.
9. Spend too much time talking about problem and fail to see the cause of the problem.

## POLICY AGREEMENT

Preamble

The Board of Education of District #5, hereinafter referred to as the "Board", and the Oakland Teachers' Association, hereinafter referred to as the "Association", recognize that the aim of the public schools is to provide the best education possible for children and youth in the district. Attainment of the educational objectives is the joint responsibility of the Board, the administrative staff and the professional teaching personnel and requires the participation of all three groups in the consideration of matters of mutual concern, including those affecting salaries and other matters related to professional service.

Attainment of educational objectives of the district requires mutual understanding and cooperation among the Board, the administrative staff and the professional teaching personnel. To this end, free and open exchange of views is desirable and necessary, with all parties participating in good faith negotiations leading to the determination of matters of mutual concern.

It is recognized that teaching is a profession requiring specialized educational qualifications and that the success of the educational program in the district depends upon the maximum use of the abilities of teachers who are reasonably well-satisfied with the conditions under which their services are rendered.

It is recognized that the Superintendent has a dual role to fulfill, as educational leader and professional leader of the staff, and as chief administrative officer of the board of education. It is recognized that the administration has the responsibility to provide those conditions which enable teachers and other staff members to achieve their professional goals within a framework of improved educational service to pupils.

Recognition

The Board hereby recognizes the Association as the exclusive and sole negotiation agent for all regularly employed certificated personnel except the superintendent and all other individuals holding supervisory positions. The Board agrees not to negotiate with any teachers' organization other than the Association for the duration of this agreement. Further, the Board agrees not to negotiate with any teacher individually during the duration of this agreement.

Definition of Responsibilities and Rights

A. The Board hereby retains and reserves unto itself, all powers, rights, authority, duties and responsibilities conferred upon and vested in it by the statutes of the State of Illinois. The Board agrees to participate in good faith negotiations with the duly recognized members of the Association.

B. It is the mutual responsibility of the Board and Association to meet at reasonable times and to negotiate in good faith with respect to salary, fringe benefits, conditions of employment, and other matters of mutual concern.

C. "Good faith" is defined as the mutual responsibility of the Board and the Association to deal with each other openly and fairly and to sincerely endeavor to reach agreement on items being negotiated.

D. The Board agrees not to negotiate with any other teachers' organization other than the Association for the duration of this agreement. Further, the Board agrees not to negotiate with any teacher individually for the duration of this agreement.

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E. The Board agrees that it will not directly or indirectly discourage or deprive or coerce any teacher in the enjoyment of any rights conferred by the laws of Illinois or the Constitution of Illinois and of the United States; that it will not discriminate against any teacher by reason of his membership in the Association or his participation in any activities of the Association.

---

F. The Association and its representatives shall continue to have the right to post notices of its activities and matters of Association concern on teacher bulletin boards, the right to use teacher mail-boxes for communications to teachers, the right to use school buildings for meeting, provided that these shall not interfere with or interrupt normal school operations.

---

G. The Board agrees to furnish to the Association in response to reasonable written requests all available information which will assist the Association in developing intelligent, accurate, informed and constructive programs on behalf of the teachers and their students.

#### Procedures

A. The Board and the Association shall each select their representatives, provided that the Board shall not select a teacher employed by District #5. Either party may select whomever they wish to represent them in negotiations except as limited above.

B. It is the mutual responsibility of the Board and the Association to confer upon their respective representatives the necessary power and authority to make proposals, counter-proposals and reach tentative agreements.

C. The date, time, agenda and place of the next meeting shall be established before adjournment of any meeting.

D. All tentative agreements on individual items shall be reduced to writing and signed by spokesmen of their respective teams prior to adjournment of the meeting at which agreement was reached. Signed copies shall be given to each team.

E. When tentative agreement has been reached on all items, they shall be reduced to writing and shall be submitted to the Board and to the Association for ratification by both groups. The agreement or any phase of it shall be considered tentative until ratified by both the Board and the Association. The negotiating representatives of the Board and of the Association pledge that they will effectively recommend acceptance of the agreement to their respective groups.

F. All negotiating meetings shall be closed.

G. Negotiations shall begin no later than \_\_\_\_\_, unless both parties agree to an alternate date.

H. If agreement has not been reached on all items within 60 days after the opening negotiating session, either party may declare an impasse and request that a mediator be sent by the Federal Mediation and Conciliation Service. This request shall be considered a joint request by the Board and the Association.

The mediator shall meet with the parties, their representatives or both, either jointly or separately and shall take such other steps as he may deem appropriate in order to persuade the parties to resolve their differences and reach mutually acceptable agreement. He shall not, without the consent of both parties, make findings of fact or recommend terms of settlement.

I. If agreement cannot be reached through deliberations with a mediator, a fact finder shall be selected by the American Arbitration Association in accordance with its rules.

1. The fact finder shall, within 10 days after his selection, meet with the parties, their representatives or both, either jointly or separately, make inquiries and investigations, hold hearings and shall take other steps as he deems appropriate. The Board and the Association shall furnish the fact finder, upon his request, all records, papers and information in their possession relating to any matter under investigation by or in issue before the fact finder.

2. If the dispute is not settled prior thereto, the fact finder shall make findings and recommend terms of settlement which recommendations shall be advisory only, within 30 days after his selection. Any findings of fact and recommended terms of settlement shall be submitted in writing to the parties.

3. Within 10 days from receipt of the written report, both parties must notify the fact finder, in writing, of their decision. If the written report of the fact finder is not accepted, the reasons for non-acceptance must be included in the response. If no agreement is reached within 10 days from receipt of the written report, the responses will be added to the written report and copies will be released to the public.

J. The costs for the mediator or for the fact finder shall be shared equally by the Board and the Association.

Duration of Agreement

This agreement shall be effective \_\_\_\_\_ and shall continue in effect until August 25, 1970.

Acceptance

This agreement is signed and adopted this \_\_\_\_\_ day of \_\_\_\_\_, 1970.

In witness thereof:

For the Board of Education  
Community Unit #5

For the Oakland Teachers' Association

\_\_\_\_\_  
President

\_\_\_\_\_  
President

\_\_\_\_\_  
Secretary

\_\_\_\_\_  
Secretary

APPENDIX J

TRANSPORTATION MATERIALS PRESENTED BY MR. KESSEN

(Notes below were taken at the transportation meeting of February 24, 1970).

Presided by Bob Kessen, Assistant Director of Transportation of O.S.P.I.

Section 29-5 replaces sparcity factor.

The maximum rate reimbursible is  $4/5$  of the cost.

The minimum rate reimbursible is \$16 times the number of pupils transported.

The local district is obligated to pay 20% because:

1. Special Education and Vocational Education transportation costs.
2. Students that live less than  $1\frac{1}{2}$  miles.
3. Extra curricular activities.

Use 1968 assessed valuation for 1969-70 claims for transportation.

No more cost per mile on claim for transportation. Keep extra curricular costs records and charge on claim form as actual cost and net on cost per mile basis as before. This is for school owned vehicles. Contracted buses costs are known.

Three Accounts must be kept by the bookkeeper:

1. K-12 costs
2. Special Education costs
3. Area Vocational costs - only if we have appropriate area vocational cooperative

The Superintendent and Principal's salary cost is not part of the transportation cost. Neither is the bookkeeping cost.

After August 25, 1969, no deficit transfer is allowed to the transportation fund unless HB 2938 amendement is passed.



Claim forms must be to the County Superintendent between July 1 and July 10.

Bill HB 2938 - asks that all claims be under the new claim formula. This is still pending.

Be consistent in hauling under  $1\frac{1}{2}$  miles.

Haul all, haul none or haul all for a fee.

School-Owned Vehicle:

6 years 8 months equal total depreciation period. One may borrow from the Education Fund or Building Fund but not from the Working Cash Fund. Working cash to the Education Fund and then to the Transportation Fund is legal.

Section 29:

All students over  $1\frac{1}{2}$  miles must be offered transportation to be eligible for any reimbursement.

4--TRANSPORTATION FUND  
Minimum Chart of Accounts  
Cash Basis

Account Number	Account Title	Explanation on Page
402.0	GOVERNMENTAL DIVISIONS	
402.2	State Transportation Aid	
402.21	Regular. . . . .	IV-104
402.22	Special Education. . . . .	IV-104
402.23	Vocational Education . . . . .	IV-104
402.8	Federal Aid	
402.82	Public Law 874 . . . . .	IV-104
402.86	Elementary and Secondary Education Act	
402.861	Public Law 89-10, Title I . . . . .	IV-105
402.9	Other Governmental Aid	
402.91	Other Federal Aid. . . . .	IV-105
402.92	Other State Aid. . . . .	IV-105
404.0	INTEREST ON INVESTMENTS. . . . .	IV-106
405.0	SALE OF PROPERTY	
405.1	Sale of Equipment . . . . .	IV-106
408.0	PAYMENT FROM OTHER DISTRICTS FOR TRANSPORTATION	
408.1	Regular . . . . .	IV-106
408.2	Area Vocational Education . . . . .	IV-106
408.3	Special Education . . . . .	IV-106
409.0	OTHER REVENUE. . . . .	IV-107
419.0	STUDENT AND COMMUNITY SERVICES	
419.2	Fees. . . . .	IV-109
500.0	<u>EXPENDITURE ACCOUNTS</u>	
504.0	HEALTH	
504.2	Contractual Services. . . . .	IV-115
506.0	OPERATION	
506.1	Salaries. . . . .	IV-115
506.2	Contractual Services. . . . .	IV-115
506.3	Supplies. . . . .	IV-116
506.7	Travel. . . . .	IV-117
506.8	Payments to Other Districts . . . . .	IV-117
506.9	Other . . . . .	IV-117
507.0	MAINTENANCE	
507.1	Salaries. . . . .	IV-117
507.2	Contractual Services. . . . .	IV-118
507.3	Supplies. . . . .	IV-118
507.7	Travel. . . . .	IV-118
507.9	Other . . . . .	IV-118

4--TRANSPORTATION FUND  
Minimum Chart of Accounts  
Cash Basis

Account Number	Account Title	Explanation on Page
508.0	FIXED CHARGES	
508.4	Employer's Share of Retirement Systems	
508.42	Payment to Illinois Municipal Retirement System.	IV-118
508.5	Insurance . . . . .	IV-118
508.6	Rental (of Equipment) . . . . .	IV-118
508.8	Interest	
508.81	Interest on Anticipation Warrants. . . . .	IV-119
508.9	Other . . . . .	IV-119
509.0	OTHER EXPENDITURES . . . . .	IV-119
560.0	CAPITAL OUTLAY	
563.0	Additional Equipment. . . . .	IV-124
564.0	Replacement Equipment . . . . .	IV-125
590.0	PROVISION FOR CONTINGENCIES. . . . .	IV-125

COMPUTATION TO DEDUCT COST OF PUPILS TRANSPORTED LESS THAN  
ONE AND ONE-HALF MILES TO & FROM  
SCHOOL

Total Students Transported	1000.00
Students Over 1½ Miles	600.00
Students Under 1½ Miles	400.00

Total Cost	\$80,000.00
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600 Over 1½ Miles Weighted x 2 = 1200.00

400 Under 1½ Miles Weighted x 1 = 400.00

Total Weighted	1600.00
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Total Weighted	$\frac{\$80,000.00}{1600.00} = \$50.00$
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Total Cost = \$80,000.00

Under 400.00 x \$50.00 = \$20,000.00

Net Cost to Transport Eligibles = \$60,000.00

Districts transporting only students residing a mile and a half from school will be reimbursed based upon total cost of transportation to and from school.



APPENDIX K

PROJECTED LOCAL TAX RECEIPTS FOR UNIT #5 FOR 1970-71

## BUDGET (Local Receipts)

1970 Assessed Valuation	17,971,946.00
1969 Assessed Valuation	<u>17,797,229.00</u>
	Increase 174,715.00

<u>Fund</u>	<u>1969 Rate</u>	<u>1970 Rate</u>	<u>Extension to Collect in 1970</u>
Education Fund	1.60	1.60	237,551.42
Liability Insurance	.0074	.0112	2,012.86
Building Fund	.375	.375	67,354.87
Fire Safety Code	.05	.05	8,985.98
Transportation	.08	.12	21,566.36
IMRF	.0201	.0512	9,201.65
Working Cash	.0562	.0614	11,034.79
Bonds	<u>.386</u>	<u>.343</u>	<u>61,661.81</u>
Total	2.5827	2.6119	469,209.74

## Equalized Value:

Coles County	9,951,538.
Douglas County	7,063,977.
Edgar County	<u>956,449.</u>
Total Assessed Value	17,971,964.

APPENDIX L

STATEMENT TO TEACHERS ON TENURE



OAKLAND COMMUNITY UNIT SCHOOL DISTRICT #5  
Oakland, Illinois 61943

ANNUAL STATEMENT TO TEACHERS ON TENURE

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name of Teacher

The Board of Education, Oakland Community Unit School District #5, Oakland, Illinois wishes to state:

1. -that you are recorded as a teacher under contractual continued service (tenure as provided by the school law.)
2. -that your annual salary for the school year of \_\_\_\_\_ will be,

_____ Degree, Base Salary	\$ _____	Differentials:	
Plus _____ Sem. hours	_____	_____	\$ _____
Plus _____ years exp.	_____	_____	_____
Plus total Differentials	_____	_____	_____
Total Annual Salary	\$ _____	Total Extra	\$ _____

\_\_\_\_\_  
Secretary - Board of Education

"No teacher who has entered upon contractual continued service shall be permitted to terminate such service during the part of the school year when school is in session, or for a period of thirty days just previous to the beginning of the school term unless termination of service shall be mutually agreed upon by the Board and the teacher. Nor, shall any teacher entered upon said contractual continued service be permitted to terminate the same during any other part of the school year except by service upon the Secretary of the Board of written notice of said termination. Any teacher terminating said service in a manner not in accordance with this Act shall be deemed guilty of unprofessional conduct and liable to suspension of certificate as provided under the law relating to the certification of teachers for a period not to exceed one year."