My general feeling about the program is that it was, by far, the best such program we have launched. This has been substantiated in numerous conversations with both student participants and student leaders. As I see it there are three or possibly four factors which were different this year as compared to previous years: the areas used, the itinerary of events, the much better prepared and qualified student leaders and possibly the handbook.

AREA

The area of Killarney Provincial Park proved to be an ideal setting for this type of program. Of the natural regions in this part of the country with which I am familiar, including virtually all of Michigan's Upper Peninsula (but excluding Wisconsin and Minnesota), I know of no other which would be substantially more suitable. (The Southern Appalachians are more quickly reached by highway and offer excellent mountains and streams as well as generally milder temperatures but lack the beautiful lakes of Killarney. However, they have the added danger of poisonous snakes.) The mountains of Killarney Park are rugged, offer beautiful vistas and provide excellent climbing areas. Although the park is not designed primarily for hiking and backpacking these activities are still possible with careful planning. More developed trails would facilitate this component of the program. However, even with a well-developed trail system at least one day should be spent "bush-whacking". One significant advantage in not having a well-developed trail system is the paucity of people and evidences of people which are encountered while hiking. The overwhelming majority of visitors to the park travel by canoe.

ITINERARY

An attempt was made to set up an itinerary which would permit the accomplishment of two goals: arrive at the proper location for logistical reasons and to provide the students with some sense of going somewhere and not just hiking for its own sake. Generally this goal was accomplished, although because of last minute arrangements which had to be made due to my untimely departure, one group ended up hiking in a circle. However, this didn't seem to detract significantly from the quality of their experience.
It is important to have a real goal to reach while hiking and avoid having it appear that the hiking component is simply a physical exercise. This can be accomplished by having the students hike to a resupply point, a climbing location or a point to pick up canoes. Similar criteria should be employed in laying out a canoeing itinerary.

LEADERS

This is the first year we have been able to work through a series of applications for leaders and be selective. As a result we certainly had a better pool of student leaders than last year, by far. Although last year's student leaders were good, this year's were better. In addition to having the opportunity to be more selective, I think two other factors contributed to the quality of leadership which we had. The trip to North Carolina last spring provided a good opportunity for students to lead and to be evaluated in that capacity as well as helping them to develop their skills more. In addition to this, the leadership training session prior to the beginning of the formal program this year helped considerably. The students had an opportunity to improve their skills even more, and of equal or greater importance, there was an opportunity to "gel" as a leadership team. One of the factors which concerned me as potentially causing some morale or psychological problems with the student leaders was having them transfer from one group to another as different groups were on the ship. Because all the students acted as a team, the student leaders regarded this as an opportunity to be with other leaders rather than as a threat to identities which they may have established elsewhere. I did not notice any problems in the "switching" process.

While our student leaders have nowhere near the skills of Outward Bound patrol leaders, for example, they knew what they could do and couldn't do. They were confident of their skills and aware of their limitations and got along well with the participants. They took over when their skills were required and maintained a low profile when circumstances were such that the participants ought to be making decisions themselves. One constant, potentially vulnerable part of the program will continue to be the skill levels of our student leaders but I don't see any obvious solution to this. I think all we can do is attempt to prepare them as well as possible during the year. Our leaders this year certainly had all the minimal skills necessary for what they encountered. Perhaps under different or more rigorous circumstances we would not have been so fortunate. I felt confident about them and comfortable
with them. They handled themselves in a very stable, mature and responsible manner.

Personal stability and general "leadership skills" are extremely important qualifications for a good leader, in addition to technical skills. It is in this area that our leaders excelled. They had the sense of when it was necessary to be leaders and when it was not and acted accordingly. One of the most important factors in one of these programs aside from that of safety is that of morale. Much of the group morale is dictated by the attitudes and behavior of the leaders. At no time did I notice any significant low points in group morale.

In short, I believe our leaders were outstanding and I hope that we are fortunate enough to have the same quality of leadership in future programs.

HANDBOOK

The Land/Sea Handbook may have been of some assistance from the standpoint that it not only laid out the philosophy behind the program but also described program content and a number of necessary skills. Even though, unfortunately, the students didn't receive it until they arrived on campus, they had some opportunity to read about it ahead of time. As a result they had a much better idea of what to anticipate. Whether this was a significant factor or whether the K'79 freshman were significantly different as a whole from the K'78 freshman is not clear. At any rate this year's participants certainly appeared to be better prepared both physically and psychologically than were the students of one year ago. There was a minimum of discord within the group and no discernible ill feelings at all between any group and its leader. On the contrary, very warm relationships have developed in spite of the differences in "status" both in the program and on campus.

GENERAL COMMENTS

The area which was used for base camp was ideal as an orientation area, a place where sick or disabled students could go and as a place for final debriefing, cleanup and checkin prior to departure. In fact, the facilities readily could be termed luxurious. The location of the facilities was removed enough to offer a considerable amount of privacy. The only problems with the area were an attempt by some travelers to break in, the additional cost of fuel in order to run lights and refrigeration facilities (while it was convenient to have these facilities at hand, it was not imperative), and the absence of any type of garbage removal facilities. There also was some
sense of security derived from the availability of the provisioner's airplane in case of emergency. However, the Park Service indicated they could provide similar assistance in case of emergency.

The food which was provided for the program, and the distribution of the food, i.e. logistics, by and large were very favorable. The only significant shortcomings of the food were unshelled sunflower seeds and the abundance of cold cereal. A few days' supply of the latter (perhaps three to four) would have been sufficient and perhaps some farina should have been added. Also, it seems there was more meat than is needed on such a program. To have meat once a week should be very adequate, some student comments notwithstanding.

The logistics of supplying a program of this nature are staggering. There was an absolute minimum of error logistically due again, in large part, to the efforts put forth by the students in planning, packaging and marking of supplies. Jan Saul in particular is to be commended for her efforts.

**FUTURE DEVELOPMENTS**

It seems to me that as the program continues to develop a number of rather significant decisions will need to be made. At the present time, with regard to a future program, three questions (problems?) exist.

1. **Area**

   While the Killarney area is spectacular and nearly perfect for this type of program, nevertheless, it is in Canada. This presents some delays and potential problems with customs and immigration authorities. This year we encountered a minimum of problems while crossing the border but the entire operation and inspection appears to be very capricious. It may be of little consequence but should be noted nevertheless. A more significant problem with regard to having the program in Canada is that of fuel and food. Neither of these can be brought into the country therefore must be purchased in Canada. While the additional cost of stove fuel may not be significant, the food costs (one of the major items in the budget) were significantly higher per person than is necessary. Some cost reduction in food should be possible, however, depending upon food costs in general. Nevertheless, they probably will remain higher than those in the United States.

2. **Cost of Program**

   The cost of the program still is a prohibitive factor to many students and serious attention must be paid to examining every possibility
of cost reduction. Two major costs in the budget have been rental of equipment and the brigantine. Now that the College is beginning to accumulate a supply of sleeping bags, backpacks and tarps, part of these costs can be avoided. However, a complete supply of equipment, including bags, packs, stoves (plus some extras), etc. should reduce costs even further. I do not recommend elimination of the sailing component of the program in an effort to reduce costs. Most of the students thoroughly enjoy this component. Perhaps two approaches to cost reduction would be in order: 1) further negotiation with TBI in an effort to reduce costs, based on the premise that the current cost is approaching a prohibitive point, and 2) obtaining an endowment, the returns of which would be put into the program each year to help defray total costs.

3. **Program Director**

It is extremely important that an individual with a) a good background in wilderness skills and b) some sense of permanency at the College be made director of the program. The way the program has been going, for every five progressive steps which have been made, three are lost in the intervening time period due either to appointing a new leader or lack of time, experience, interest and/or ability on the part of the person in charge. In order for there to be greater continuity from year to year and from the program to on-campus activities, a permanent appointment should be made. As the entire situation currently is developing, it appears that Dave Winch is the only person on campus with the prerequisites that a director must have, i.e. the skills and the sense of commitment. This position is very time consuming since it should involve planning and implementation of the freshman program, maintaining an active role in ongoing programs, developing leadership capabilities among our students, maintaining communication with other programs and individuals, and occasional participation in other programs in order to keep current skills honed and to develop new ones.

To do the optimum amount would require a full time appointment. At the present time, it does not appear that the College can afford a commitment of this magnitude. However, should Dave Winch be asked to function as a leader, he should have some reduction in his teaching load, especially and at least in the summer quarter while final planning for the program is under way. To perform well in the director's capacity consumes an enormous amount of time, especially in view of maintaining involvement with ongoing programs. Final arrangements for compensation should take this into consideration as
well as the burden of responsibility which the director carries.

Roy Smith has made one suggestion which could facilitate a director’s commitments without significantly adding to the actual cost of the program. He proposed having individuals of the status of Outward Bound or Nols instructors lead some ongoing programs in exchange for courses which could be taken at the College free of tuition. Such individuals would, of course, work closely with the director and make his life much simpler. I would strongly recommend investigation of this option.

Faculty members who have indicated some interest in next year’s program are Dave Evans, Henry Cohen and Larry Jaquith. John Fink has also indicated some interest. These individuals should be contacted in the near future, along with any other potential candidates. From the standpoint of courses, K’80 seminars and on-off patterns the faculty members for next year’s program should be contacted as soon as possible.

The appointment of a director should be made at the earliest possible time so that plans can begin for the K’80 Land/Sea program in the very near future. Plans should be started shortly for budget, itineraries, literature and application procedures.

P. D. Olexia