

MEDGAR EVERS COLLEGE
of the
City University of New York

M-e-m-o-r-a-n-d-u-m

March 3, 1978

To: All P&B Members and
Council of Deans

From: Monroa B. Goutier
Executive Assistant to the President

Subject: MEETING

There will be a meeting of the College-wide P&B Committee on Wednesday, March 8, 1978, at 2:00 p.m. in Room M19 Prep.

The purpose of the meeting is to discuss the Lakewood Report and the full Council of Deans is requested to attend.

AGENDA

1. Announcements
2. Discussion of Lakewood Report
3. Added Items

PLEASE BE PROMPT

Thurs. 3/30 - 2:00 PM - Continued discussion
of Lakewood issues

MAR 7 - 1978

RP37

(new folder)

FILE

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THE LAKEWOOD REPORT

INTRODUCTION

This report is the result of several meetings of divisional chairpersons and the Dean of Academic Affairs aimed at self assessment with the view of further moving Medgar Evers College to academic excellence. In these meetings, an attempt was made to evaluate each segment of the college to identify problems where improvement could or should be made to enhance the college's ability to achieve its missions and goals.

Toward furthering the goals of the institution, it was agreed that the primary focus of the college should be to reach and to teach even the least prepared students and to raise them to the highest level of achievement of which they are capable. All activities of the college should be directed to this focus. All aspects of the institution, its objectives, admission practices, curriculum, faculty, advisement procedures, facilities, resources, administration, and costs should be aimed at improving education quality and student development to ensure the achievement of the desired goal of academic excellence. In view of the inter-relatedness and mutual dependency of all units of the college, a systems analysis approach was used to evaluate the effectiveness of the college's performance.

We recognize that we are 1) a hybrid institution with both two year and four year programs, 2) a small college in a large university having to perform all of the functions of the larger colleges, 3) a new and developing institution confronted with unique problems, and having to perform many activities not required in the older and better established colleges. Many concerns arise as a result of this institutional profile. These and many others must be addressed if we are to carry out our mission and achieve our goals.

This document is a presentation of concerns, some of which demand immediate solutions and others which would require a broader participation by the college community in arriving, expeditiously, at the most satisfactory solution. We hope, also, that this would be the beginning of a process in which future forums might deal with those concerns which have not been addressed here.

Our concerns are outlined below:

I. Personnel

All personnel should demonstrate

- . a high level of performance
- . commitment to the mission of the college
- . personal and professional growth
- . cognizance of their role as representative of the college.

We recommend

- a. That all professional personnel, instructional and non-instructional, be reviewed by the college personnel and budget committee for initial appointments, reappointments, promotions, and adjustments in salary.
- b. That all candidates for appointments as unit heads be interviewed by the college personnel and budget committee.
- ✓ c. That all professional personnel be given an indepth review by the personnel and budget committee of the college every two years.
- ✓ d. That a training program to sensitize all personnel to their role as representatives of the college be instituted.
- e. That evaluation criteria for appointments, reappointments, promotions, and tenure be prioritized in the spring of each year by the Dean of Academic Affairs in consultation with the President and the academic chairpersons to reflect the plans for and patterns of growth of the college.

- ✓ f. That the priorities of the institution be communicated regularly by each unit head to all personnel in the unit. (To this end, all units should have regularly scheduled business meetings).

II. Personnel Morale

A critical problem of morale exists at all personnel levels of the colleges within the City University of New York. At Medgar Evers College all unit heads should address themselves to this problem. We will be making recommendations on this matter subsequently.

II. Management

well stated
That the primary role of the academic divisions be curriculum development, faculty development and teaching. Anything beyond this should be kept to a defined minimum.

Amen!
That we move away from management by crisis and duplication of efforts towards a better system of accountability, coordination and cooperation.

We recommend:

- a. That the college develop a master calendar of activities which would be adhered to by all units so as to eliminate conflicting and counter productive programming.
- b. That the college develop a plan for the central coordination and publicizing of all activities.
- c. That there be an administrative calendar for all units of the college.
- d. That a management scheme be developed for all units to provide uninterrupted service in the absence of key personnel.
- e. That we develop a management chart which delineates the functions of all professional personnel with administrative responsibilities.
- f. That we develop a strategy for anticipating the ramification of new policies and procedures before they are implemented.
- g. That the political future of the College be continually monitored even when we are not in periods of crisis.

- h. That Office of Admissions be combined with the Office of the Registrar and a common file and data base be established.
(This could increase efficiency and potentially reduce costs and staff needs.
- i. That the College make maximum use of existing organizations and committees within the College; for example, the F.O. should be assigned responsibility for faculty development seminars and responsibility for facilitating faculty recognition.
- j. That the College develop a more realistic and workable policy for maintaining and storing records.
- k. That the budget for equipment be allocated, rather than being centralized. This should be done after clear priorities of the College have been established.

III. Facilities and Supportive Services

- a. That it is too difficult to reproduce materials needed for classes on a reliable and timely basis. We recommend: (short term) that additional copying machines be made available, one to each major unit, or twenty-four hour delivery of reproduced materials be arranged by the College. (long term) that an assessment of the cost of reproduction and a cost effective method for providing adequate service be developed.
- b. That campus planning facilities, security, etc., be sensitive to special and ongoing functions of the College. The academic programs, and our image in the community have been adversely affected by the physical condition of the College.
- c. That the heating and cooling unit be made to function properly.
(court action be taken if necessary)
- d. That the emphasis of the Grants Office be on providing technical assistance to the divisions in developing grant proposals and to identifying sources of grant funds. Personnel matters in the Grants Office should be turned over to the personnel office.
- e. That a system of evaluation, assessment and analysis of the Programs of the College be reported on by the Office of Institutional Research.
- f. That the Departments of Purchasing and Contracting be analyzed and evaluated for cost effectiveness, efficiency and procedures.
- g. That the feasibility of combining personnel and payroll be combined with the view of reducing costs and eliminating duplication.

h. That a \$125 petty cash fund in each division be established.

i. That we give attention to space limitations.

IV. Information and Data

- good!
- a. Data processing: that a status report is needed on that office to determine what it does and what it is capable of doing. What supportive services can it provide to make the running of the divisional offices more effective?
 - b. That immediate steps be taken to develop a computerized data processing system which is capable of handling registration, course scheduling of faculty and students, etc. and which would be accessible to the division offices.
 - c. That the attitude of personnel in the Registrar's Office to students has been a source of many problems for chairpersons. We recommend that the Registrar take immediate steps to reassign personnel in that office to come up with a staff which is competent, reliable, and willing to serve the students.
 - d. That student data should be generated from registration records and from the grade reports submitted by the divisions. Data on the number of graduates, etc. could be obtained from the registrar's records and/or data processing. Two recommendations to improve the system in the short term were made.
 1. that a management calendar listing all activities for the academic year be developed and adhered to.
 2. that all requests from the College be funneled through the Office of the Dean of Academic Affairs who would screen them for their appropriateness and monitor them to help in developing a plan for improvement.

A long term solution was suggested: that the College develop a management scheme which would include a system-wide data base, an organized reporting system, and an annual schedule of meetings of its governing and advisory bodies.

It was further suggested that a special task force or a self study be set up to do this and that the College might retain a management expert to assist in carrying out the task. Once developed, however, the responsibility for collecting, recording, storing and processing data should lie in the areas responsible for providing supportive services to the College.

V. Recruitment, Admissions, Retention

We recommend:

- a. That recruitment be managed by Student Services.
- b. That we hire two full-time recruiters as opposed to releasing faculty. Full-time faculty are needed in the classroom, saving FTE cost.
- c. That the Institutional Research Office should provide schedule of times of testing for better placement of students. (We are concerned that the scores are true indicators of where the students are.)
- d. That we develop computerized data processing systems which are capable of handling registration, course scheduling, transcripts and grade point averages. No CETA personnel should be used in Registration.
- e. That the use of adjuncts in the teaching of development skills and other critical areas be kept to a minimum.
- f. That a mechanism be developed to reinforce academic skills after the students leave basic skills classes. We should re-evaluate the Remedial area.
- g. That a student communications systems be organized.
- h. That student assemblies be held regularly.
- i. So that students have a better understanding of faculty, profiles should be highlighted on a monthly basis.
- j. That more guidance be given to student organizations.