

PROGRESS REPORT  
ON  
RECOMMENDATIONS MADE BY MIDDLE STATES  
FOLLOWING SPRING 1987 ACCREDITATION EVALUATION

MEDGAR EVERS COLLEGE  
OF  
THE CITY UNIVERSITY OF NEW YORK

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RESPONSE TO RECOMMENDATIONS BY MIDDLE STATES BASED ON  
TEAM EVALUATION SPRING 1987

EXECUTIVE SUMMARY

Introduction

One of the most fortunate and helpful events to occur to Medgar Evers College during its nearly twenty year history was the evaluation conducted by Middle States during the Spring of 1987 and the insightful recommendations for improvement which followed. In the Spring of 1987, the College underwent a crisis in leadership which in some ways detracted from its main mission of providing a sound education for its student body.

The report submitted to the College, following the evaluation, has been a most significant factor in helping the College community to refocus on the mission and goals of the institution. The College has taken seriously the recommendations of the Middle States team; pondered soberly their implications; and responded positively in trying to formulate plans, programs, and activities to address the Team's recommendations.

In a relatively short period of time, much has been accomplished. Yet it is fully recognized that much more remains to be done. Given the commitment, spirit, will and determination of the Medgar Evers College community, the issues raised by the Middle States Evaluation Team will be addressed in a positive manner.

In the following paragraphs, we briefly highlight some of the progress which has been made in the few months following the evaluation. A more extended treatment of all of the recommendations made by the Team follows this Executive Summary.

Campus Climate: The recent crisis in leadership at the college, which occurred in the Spring of 1987, has been followed by a quiet resolve on the part of the college community to be about the task of moving the College forward toward accomplishing its basic mission and goals. The crisis atmosphere, which occupied an inordinate amount of time during the 1987 Spring semester, has passed and faculty have been reoriented toward primary educational and administrative concerns.

The committee on the core curriculum has been meeting on a regular basis and with renewed enthusiasm, as has been the newly formed committee on basic skills.

Faculty development seminars have been initiated by the Dean of Academic Affairs and have been well attended by faculty and staff. The Data Processing Center is moving ahead in exciting ways in modernizing its equipment and acquiring much needed new equipment which will be available to students, faculty and staff.



The College Council, the policy making arm of the college, has held its first meeting of the academic year; affirmed its new membership; and begun its legislative duties. Similarly, the Student Government Association is organized and carrying out its traditional responsibilities.

All standing committees of the College Council are or will be functioning on a regular basis and pursuing their respective mandates.

While there naturally is interest in the question of who the next leader of the institution will be, this has not detracted from the primary mission of the College. The selection process provides for participation by faculty, students, and alumni so that the presidential search can proceed effectively.

A new era of cooperation between the College and the University is emerging and shows great promise for the future. University support in the form of resources and consultation in such areas as basic skills, institutional research, computer information systems and computer literacy courses has already been forthcoming. If the College continues on its present course, there is strong reason to believe that the institution is embarking upon the most exciting and productive era of its existence.

Senior Status: The University, in its 1988-89 budget request, has indicated strong support for reinstatement of senior status for the college. Chancellor Murphy, in this report, states "In accordance with Board policy, we remain committed to senior college status for Medgar Evers College and will work with the Office of the Governor and legislative leaders to advance this important goal". The budget request includes funding to support the College at the senior status level.

Library: The library is well on its way to overcoming the problems noted by the Middle States Team. This has been made possible by extra funding in the amount of \$650 thousand during the academic years 1986-87 and 1988-89.

Updating and Expanding Computer Capabilities: In accordance with the recommendations of Middle States, the College is moving rapidly to update and expand its computer capabilities. Funds have been made available to acquire a mainframe which will greatly increase the college's abilities in the areas of data base management, not only administratively, but also in academic advisement and monitoring student academic progress.

Additionally, funds have been made available to acquire ninety micro computers to establish three laboratories which will be used for computer literacy courses and academic programs involving computers. Funds recently obtained from Title III will give an added boost to the development of courses in computer literacy. Funds also have been made available for curricula and



faculty development and the acquisition of additional computer equipment.

Facilities: The University is making an accelerated effort to insure that the College moves into its new facility during or before the summer of 1988. Within the past month, progress on the building has been personally inspected by the Chancellor, and later by the Vice Chancellor for Building and Construction Management, to see that satisfactory progress was being made. Occupancy of the new building, while by no means solving all problems, will certainly provide a tremendous lift to morale of students, faculty and the community.

Additionally, the University's 1988-89 budget request includes \$1.4 million for additional equipment for the new building and \$5.9 for a campus site addition and facility planning.

Outcomes: The College has taken steps to improve its outcomes studies by involving the University's Office of Institutional Research. That office already has reviewed the College's research program and is cooperating in refining and expanding the program to include improved outcomes studies. Additionally, the University is establishing a cooperative link with other offices of institutional research within the University.

Recruitment, Admissions And Retention: A retention task force has been established in accordance with the recommendations of the Team. It has begun meeting and will develop recommendations for programs and procedures to combat the problem of attrition. The Office of Institutional Research will cooperate with the task force by providing data and conducting studies which might be needed in addressing this problem.

Students and Student Life: Several significant changes have been made to improve services to students and operation of the Student Services Division. Weekly staff meetings have been instituted so as to increase communication, provide for a wider exchange of ideas, improve coordination, and make possible more rapid solution of problems. Counselors' hours have been rescheduled to provide greater availability to evening students. Tutorial hours have been extended for the same reasons.

Academic Programs: Steps are being taken to respond to all of the recommendations made with respect to academic programs. The core curriculum committee continues to meet and make progress toward the completion date of late Spring 1988. A basic skills committee has been formed and is meeting on a regular basis. Work is going forward in developing a computer literacy program which is scheduled to be offered for the first time in the Fall of 1988. The Dean of Academic Affairs is meeting with chair persons bi-weekly to improve communication and coordination between academic programs.

RESPONSE TO  
MIDDLE STATES FINDINGS AND RECOMMENDATIONS  
SPRING 1987 EVALUATION

The following is a summary of the findings and recommendations of Middle States as a result of its accreditation evaluation visit during the Spring of 1987. Also included are the actions and plans the college has and is developing in response to the recommendations made by Middle States.

Reinstatement of Senior Status

Finding: The Team reported support for senior status from all constituencies, including The Board of Trustees, students, the College and the community. Middle States also gave strong support for reinstatement of senior status.

The Team also had some concern about the college being spread too thin in terms of the number of activities it is engaged in. It implied that some of the outreach activities be re-evaluated.

Recommendation: The Team recommended that the college begin now to specifically and strategically plan for senior status, including seeking expert assistance. Important, in this connection, are cost and revenue studies focusing on the adequacy of senior college funding levels given the high cost of remedial education and the fact that eighty percent of the budget goes to personnel salaries.

Action: A presidential committee has developed one position paper which examines and projects many of the crucial variables related to four year status. This includes such variables as enrollment, funding, academic programs, and facilities requirements. This committee will be reconvened and its work continued and expanded to take into account the recommendations of Middle States.

The Chancellor, in his 1988-89 budget request, has restated the University's support for reinstatement of senior status for the College. The budget document indicates that the College should be more appropriately designated a senior college and funded as such. The budget request includes funding for senior level status. The Chancellor indicated that the University would work closely with the Office of the Governor and legislative leaders to advance this important goal.



## Mission Goals and Objectives

Finding: The team commended the college on its mission, goals and objectives. Four goals were selected for special mention--goals four, five, six, and eight. These were highlighted on the grounds that they represent the core of the non-traditional character of Medgar Evers College. These, the Team felt, provide an excellent challenge for students and faculty.

Recommendation: The team recommended that ongoing monitoring be undertaken to assure that the respective objectives of each unit of the college remain closely related to the primary mission and goals of the college.

Action: Each unit of the college has been directed to evaluate its own goals and objectives in light of the college's mission and goals. The units will submit the results of their review and analysis to the existing college-wide committee on mission and goals for final review and recommendations. This process will be repeated on an annual basis.

In addition, the self-study committee on mission, goals, and objectives will become a permanent standing committee and will report to the College Council annually on the results of its reviews.

One of the overall mandates of the committee on mission and goals will be to develop a definition of excellence in line with recommendations of the Team.

## Institutional Integrity

Finding: The Team "commends the college highly on the substance as well as the form of its excellently written document". It also praised the openness, candor, and willingness to share analysis.

The Team expressed concern about the catalog in that programs, curriculum and courses/credit hours were not always congruent with actual practice.

Recommendation: The Team recommended that the catalog be reviewed and revised as soon as possible. The Team suggested frequent updating or the issuing of supplements. It also suggested the establishment of a central data base for all courses and curricula.

Action: The catalog currently is being updated for the 1988-89 academic year. It will reflect all course offerings and changes since the Fall of 1985. The College recently obtained a desk top publisher which will be devoted significantly to maintaining a central data base and publishing the catalog. While this change is in progress, bids have been solicited for the next issue of the catalog. Following publication of the 1988-89 catalog, it



will be revised and published on an annual basis.

#### Recruitment Admissions And Retention

Finding: The Team experienced some difficulty in obtaining accurate FTE data but was able to resolve the problem.

The Team commended the college for enforcing probationary and dismissal standards and expressed support for the constant monitoring of the academic probation and dismissal area presently undertaken.

The Team felt that there was an over reliance on support staff to carry much of the burden of retention of students.

Recommendations: The Team urges the college to continue with high energy to address retention. More concentrated effort should be brought to the area of retention of the college's students. The Team recommended the establishment of a task force on retention and emphasized that it represent the entire college including staff, faculty, administration and students.

Action: A probation committee presently is in operation in the college and is operating very effectively. The college has established a retention task force in accordance with the recommendations made by the Middle States Team. The task force has begun meeting and will formulate recommendations for programs and activities to combat the problem of retention.

The College has a substantial body of data as a result of its attrition studies conducted by Institutional Research. These will be made available to the task force to provide background information on this problem. Moreover, the Office of Institutional Research will cooperate with the task force by conducting further retention studies to pinpoint areas, methods, and techniques which might prove helpful in formulating improved programs of retention.

#### Students and Student Life

Finding: The Team commended the college on its Career Development Center, the Day Care Center, and the Women's Center. It found much, however, in other areas of student services to be concerned about. The Team found the following expressed student concerns: (1) the need for improved tutorial equipment and services, (2) more assistance in identifying and planning recreational and athletic activities, (3) more academic advising and direction, since many adjunct faculty are not available, and (4) improved counseling services.

Another area the Team was concerned about was the lack of coverage of evening hours. These concerns include both lack of supervision and administrative coverage during the evening hours. The Team observed that the college is most alive after five o'clock but most offices close shortly after this time.

Health services also caused concern to the team. These concerns related to lack of back up nursing staff, lack of enforcement of the college's mandatory health policies e.g. physical exams and lack of firm arrangements with local hospitals to provide emergency care.

The Team also found the college lacking in a computerized data base management system to aid record keeping on many aspects of student life--counseling, advisement, placement, and academic progress. There is a lack of timeliness and accuracy of information received by the academic and other support staff.

The Team observed a problem with the leadership of the Division--lack of decisive leadership.

Recommendations: The Team recommended that academic support services be reviewed in light of the concerns expressed above. It is recommended that the college acquire a computerized data base management system either on the micro-or mainframe.

The team recommended that attention be given to evening hour supervision as rapidly as possible. The suggestion was made to look at the possibility of assigning ACE part of this function. This recommendation perhaps relates to the teams earlier concern that the College may be spreading itself too thin in conducting outreach programs.

The Team recommended that the College develop a plan to enhance and augment the health services, including the addition of evening health services, preventive health education and provision of contractual medical services as soon as possible.

Action: A number of concrete steps have been taken to respond to the need for greater coverage during evening hours. The Office of the President is not open each evening, usually until 9:00 P.M. and on Saturdays from 9:00 A.M. until 3:00 P.M. The Office of Academic Affairs is open each evening until 7:00 P.M.

The Office of Student Services is open three evenings per week until 7:00 P.M. It is staffed by one of the three senior administrators on each of these evenings. On the remaining two evenings, it is staffed by clerical staff who provide student information and referrals.

Measures have been taken to insure that counseling services are available during the evening hours until 7:00 P.M. Each counselor has been re-scheduled to include at least one night per week in their tour of duty.

The Office of Tutorial Services is now open four evenings per week and on Saturdays from 10:00 A.M. until 3:00 P.M.

The academic divisions are open three evenings per week until 7:00 P.M.



The Career Development Center has extended its evening hours to include four nights per week until 7:00 P.M. The Registrar and Financial Aid Office also have evenings hours three nights per week.

The Tutorial Program has responded to the concerns expressed in the Middle States Report in the following ways:

- a. Reduced student to tutor ratio from 5:1 to 3:1.
- b. Improved procedures for monitoring and training of tutors.
- c. Extended evening hours as indicated above.
- d. Initiated preliminary descriptive research to assess the effects of tutoring on student performance in basic skills courses.
- e. Acquiring a computer to facilitate matching tutors and available hours with student availability and needs.
- f. Recruited more volunteer tutors.

Steps have been taken to strengthen academic advisement. In addition to each student being assigned to a faculty advisor, counselors also are being assigned academic advisement roles. The policy of counselors providing academic advisement to all College Discovery students has been re-institute. Counselors are now providing intensive services to all students on semester probation (warning), students on academic probation (probation), students reinstated on probation after dismissal, and exit counseling for non reinstated dismissed students.

Finally, all faculty and counselors have instituted the practice of posting office hours and phone numbers so that they are more easily available to students.

Steps have been taken to respond to the team's concern relative to Health Services. The return of the completed health forms have been made a mandatory part of the registration process. The number of health forms completed and returned to the Health Services Office has increased significantly and further improvements are anticipated.

Three local hospitals have been contacted which were not receptive to providing emergency care for students. A written proposal has been developed which will be sent to a fourth hospital, Kings County. Students with health insurance are advised to go to any local hospital in an emergency. Students without health insurance are advised to go to the nearest City hospital.

The College is still working on the problem of identifying resources to provide back up nursing staff.



The Division has instituted weekly staff meetings so as to increase communication, provide for a wider exchange of ideas, produce better coordination and improve overall leadership.

#### Academic Programs

Finding: The Team generally commended the college on its academic programs and admired the balance between the core curriculum, credit hours and specializations which closely parallels the stated mission, goals, and objectives of the College.

The Team found some confusion existing relative to the objectives and content of the core.

The Team was discouraged to find that instruction in remediation was largely by adjunct faculty who were not available to students for advisement and counseling. The team found that computer assisted instruction needed to be expanded, as well as additional soft and hardware. The team also thought there was not enough commonality and coordination of syllabus and exams.

Recommendations: The Team made the following recommendations:

1. Academic programs work closer together providing better articulation and communication among programs.
2. Introduce a computer literacy program for all students as soon as possible.
3. Business program and Natural Sciences work together to avoid overlapping courses and duplication of effort in the computer area.
4. Share information on placement and post testing with academic programs.
5. Develop outcome studies on graduates and transfer students.
6. Monitor and fill faculty vacancies in a timely manner.
7. Develop a definition of excellence which goes beyond "value added", career education, a job, or academic progress. It might incorporate "hope added", "confidence added" or the freeing or liberating of a human being.
8. Encourages that revision of the core curriculum be continued and completed.
9. Review basic skills syllabus and examinations with the view of achieving greater commonality and standardization. Involve more full-time faculty in teaching of

basic skills.

Action: Many of the concerns relative to communication between academic programs and duplication of courses will be handled by the Dean of Academic Affairs who is meeting with the division chairpersons bi-weekly. Moreover, the chairs of the divisions of Business and Natural Sciences are undertaking discussions to examine the problem of duplication of courses.

Work has been initiated on the development of a college-wide computer literacy course to provide students and faculty with knowledge and skills of computer technology. Computer equipment necessary to implement this program will be received by the 1988 Spring semester. In addition, grant funds have been received from Title III to supplement the development of this program. These funds will be used for curriculum development, additional equipment acquisition and faculty training. A pilot course will be introduced during the 1988 Spring Semester with the expectation that the computer literacy course will be offered on a broad basis in the Fall of 1988.

In the area of basic skills, the chairperson of the Humanities Division has formed a basic skills committee which is examining concerns in this area. The committee meets twice monthly and is examining the issue of commonality of syllabi and examinations. In the Writing course, syllabi and exams are standardized and substantial progress has been made in the reading area. In all instances course objectives are the same.

With the acquisition of three new micro computer laboratories, which is scheduled for the Spring of 1988, the committee will be developing plans and programs for utilizing computerized assisted instruction as a supplementary instructional technique for basic skills.

The Team apparently was mistaken in its finding that instruction in remediation was largely done by adjunct faculty. At that time about one-third of classes were taught by adjuncts. Since then, four additional faculty have been employed so that very few remedial classes are taught by adjuncts.

The committee on the core curriculum is at work and expects to complete its task during the Spring 88 semester. At the present stage of development, the committee has arrived at consensus on the goals and objectives of the core curriculum. It has also submitted for review a suggested outline of course offerings and three additional suggestions which reflect areas of differences of opinion. These form the basis of discussion which is now taking place.

The Office of Institutional Research is expanding its program of research on outcomes studies as discussed in a later section of this report.

Adult and Continuing Education



Finding: The Team observed that the Division has a transitory appearance and appeared to be detached from the rest of the college. The Team felt that this division could be more responsive to the needs of the evening students.

Recommendations: The Team recommended that consideration be given to having this division provide regular administrative supervision of the evening hours. It was also recommended that there be more interaction and systematic exchange of ideas between this division and other areas of the College and that the division play a greater role in meeting the needs of evening students. The Team recommended studies to determine future market feasibility and the impact of four year status on this area of the college.

Action: An analysis of the operations of this division has been undertaken to address the questions raised by Middle States. Some recommendations have been made and are currently being considered by the Acting President. Steps have been taken to strengthen ties between the division and the Office of Academic Affairs. Moreover, the division has undertaken cooperative programs with the Social Science Division and have initiated preliminary discussions with the Health Sciences, Education and Humanities Divisions.

#### Outcomes

Finding and Recommendation: The Team recommends that expert advice be sought for Institutional Research in designing outcomes studies and studies of student academic progress and attrition.

Action: The Office of Institutional Research has begun to move forward in developing a more effective research program on measuring outcomes. The office has engaged the assistance of the University Office of Institutional Research in designing more effective outcomes studies. One meeting has been held and future meetings are planned. A Data Committee has been formulated which includes chairpersons and administrative offices to provide input into outcomes study development and other data needs of the College. A three year research plan is being developed for the Office of Institutional Research.

The College has engaged the services of a University Consultant, the Director of Academic Research and Testing, to assist with statistical analysis and research design. Attention also will be given to the resource needs of the Institutional Research Office.

#### Faculty

Findings: The Team had high praise for the faculty noting that clearly one of the great strengths of the college is the expertise, competence, dedication, high accessibility, and sensitivity of the faculty to the needs of the students. The



Team also noted that the faculty are well-credentialed and seem to work diligently to upgrade their expertise in their major disciplines. However, the team suggested that the college do more by way of faculty development such as in-service training.

The team felt that the number of adjunct faculty seemed to be too high in relation to the number of full time faculty.

The Revised Governance Plan approved June 1981 needs further revision. There appeared to be at least a few unresolved tensions in governance.

Recommendations: The Team recommended that faculty development, especially, those initiatives other than sabbaticals, receive a high priority.

It was recommended that the college reduce the numbers of adjunct faculty. The team also recommended that the college set a firm date for the completion and college-wide review of the revised Governance Plan. It was also suggested that the faculty role in governance be defined toward more effective communication and wider dissemination of information at levels which more directly reach the faculty at large.

Action: The Dean of Academic Affairs has initiated a program of faculty development for the 1987-88 academic year. The Fall semester will focus on a series of forums examining the topics of recruitment and retention. The Spring 1988 semester will emphasize innovations in higher education. The first meeting was held on October 5, 1987 and enjoyed broad support and participation by faculty. Also planned during the Spring semester is a faculty development series on computer literacy. This series will introduce all faculty to the basics of computers along with use of various soft ware which are user friendly. The team apparently did not pick up the faculty development programs sponsored by the University which MEC faculty participate in.

The committee on governance is meeting weekly and is attempting to complete its work by the end of the semester. A draft of the revised governance plan has been completed and submitted to the College Council for three readings before final adoption. The Council has tentatively scheduled meetings for consideration of the revised document.

With respect to reducing the number of adjuncts, approximately fourteen additional full time faculty been employed which have reduced the number of adjuncts dramatically.

#### Organization and Administration

Finding: The Team observed a definite need for a better computer facility to assist with the information related to the management of the college. It also noted the need for better communication

Financial Aid Administrator and Institutional Research. The Team also noted that the formal organizational chart needed to be corrected and updated before the end of the academic year.

Action: During the present academic year, the college will increase dramatically its capacity for delivering administrative computing services. The College will install an IBM 4381 mainframe computer before the end of calendar year 1988. The major use of this computer will be for administrative purposes to help improve management of the institution both administratively and academically. This will include such functions as on-line student registration and advisement systems, analysis and tracking of student achievement and retention, and administrative information systems.

This computer also will increase dramatically the college's ability to communicate with the University's central computing facility in Manhattan. Faculty will have immediate and unlimited access to the computing resources available for research and instruction at that center, one of the largest academic computing installations on the eastern seaboard.

The tremendous increase in computing capability afforded by both the installation of the microcomputer laboratories and acquisition of the mainframe will be a powerful catalyst to administration and faculty as they begin to explore the most creative and ways of integrating technology into their administrative and academic efforts.

A committee on reorganization has been working and will be instructed to complete its task before the end of the academic year.

### Library

Finding: The Team felt that the library had the most serious deficiencies to overcome. The team found the library collection to be worn, tired, and woefully neglected. The reference and audio-visual collections were found to be limited and periodical subscriptions had been sharply reduced. The team felt that the interlibrary loan, though useful, does not replace direct access to materials which students should have. These circumstances, at least in part, appears to have contributed to steadily declining circulation and attendance numbers.

Recommendations: The recommendations for the library were: , (1) provide funding to cover years of neglect, (2) develop a plan for consistent funding at an adequate level, and (3) library engage in greater efforts of outreach to combat steadily declining circulation and attendance.

Action: The library is making great strides in overcoming many of the problems observed by the Middle States team.



For 1986-87, a total of \$215 thousand in library materials were encumbered to improve the library's collections. This included six thousand monographs and 100 pamphlets in all subject areas (including reference and general collections). This was achieved through a joint effort of faculty and librarians.

One hundred periodical titles were added to the collection through a periodical survey. The number of periodical subscriptions has increased to 450. A periodical backfile of microfilm was purchased and partial periodicals bound.

More than two thousand items were ordered for Media and a total of \$80 thousand was encumbered for the purchase of equipment, including AV equipment, general office equipment, and microcomputer equipment. These supplies and equipment will help the library improve service and productivity.

For 1987-88, \$310 thousand of a \$400 thousand allotment will be spent to up-date library collections in books for reference and general collections, AV materials, maps, and bibliographic software.

The special allotment has helped to update the general collection so that the students have access to the most recent materials in various disciplines.

The cataloging, processing and library automation areas have been tremendously upgraded. Achievements to date may be summarized as follows:

1. An increase of 50 percent in professional-staff hours.
2. A 45 percent increase in the number of volumes processed over the number processed in 1985-86.
3. A 6 percent increase in the total number of volumes held by the library to 74 thousand as of the end of September 1987.
4. A 108 percent increase in the number of AV items processed over the 1985-86 academic year.
5. Inception of the on-line BRS information storage\retrieval system for bibliographic searching.
6. Inception of OCLC\LINK system for electronic messaging, etc.
7. Installation of the new M300 OCLC work-station microcomputer.
8. Growth of microcomputer resources in the library from to six units.
9. Incorporation of full range of software into library operations--word processing, data management, spread sheets, graphics, modems, filing, and data-transfer programs.



Media Services also have been improved significantly. Since January, 87 we have been able to place orders for approximately 200 instructional programs, most of which have been received, processed and made available to faculty and students. For the 1987-88 academic year, a rather substantial sum is allocated for instructional software. We expect to add about 400 new titles to the collection.

For the first time in many years Media Services does not have any complaints regarding equipment. During the past few months there has been a substantial increase in the number of classroom presentations and individual students served by Media Services.

Concrete steps have been taken to increase the use of the library by students and residents of the community. From July-September, 1987, seventy-one library lectures have been conducted with a total attendance of 952 students. It should be noted that nineteen of these sessions were with a pre-freshman project and twelve sessions were regular academic classes from the Humanities, Social Sciences, and Special Programs divisions.

An intensified plan has been instituted to involve more faculty and their classes through announcements at faculty meetings, divisional meetings, chairpersons meetings, and more contact with individual faculty. Also, on an experimental basis, a Bibliographic Instruction Laboratory has been initiated to reach more students in need of intensive development of library skills.

Other activities are under way to increase use of the library. This includes advertisement of programs and exhibits, a column in the faculty/staff newsletter, revision of the student handbook, distribution of bibliographies and special announcements of new materials. It also is proposed that library newsletter be formed and a regular program on the college radio station be re-instituted through an ad hoc committee of librarians and library supporters.

In a short period of time, the library has made rapid and significant strides. Much remains to be done. The Library staff is very optimistic about building a sound library collection and about offering responsive services.

#### Financial Planning

Finding: The Team found the college to be under funded given its dual nature. The team stated that it unquestionably believes senior status for Medgar Evers is an important step in the right direction. Several other concerns were indicated: (1) Will senior level formula funding meet most of the collage's present financial need? (2) With eighty percent of the budget currently dedicated to personnel salaries, how will the college undertake new programs and activities needed to produce quality senior college level educational outcomes? (3) Given the high cost of

remediation associated with the college's admission of non-traditional students, what will be the financial impact on equally high cost baccalaureate programs?

Recommendations: The team strongly advocated that the college begin long range financial planning and establish ties with the short range financial plan. They also recommend the establishment of cost centers for revenue and expenditure controls. They recommend studying the cost and revenues by program.

Action: The College accepts the Team's recommendation for long range planning. Planning has been done to the extent of determining financial needs which would accompany restoration of senior status and a formal request has been made for these fund.

Longer range planning will become a part of the regular operations of the Administration.

### Institutional Facilities

Finding: Medgar Evers College's currently existing facilities are severely cramped, overcrowded, and show signs of deterioration. Further, it seemed likely to the Team that the new facility will be completed later than anticipated (Fall 87). The Team observed less than desirable, and in some instances, inadequate levels of maintenance in the public areas which receive heavy usage by students. It also appeared to the team that the new facility may not solve all of the college's space needs. The Team also identified that excellent coordination and timing will be needed to effect a smooth transfer to the new facility.

Recommendations: The Team recommended that long range strategic planning be continued to assure that current space problems will be largely alleviated and that expansion of certain areas will be possible. The college was urged to pursue the best daily maintenance possible while awaiting the new facility. It recommended carefully supervised daily housekeeping along with some painting and refurbishing.

Action: A long range space study has been completed and the recommendations for additional space approved by the University. This may have escaped the team's attention. Also three additional maintenance persons have been employed to increase daily maintenance of the buildings. Following the Team's recommendation, staff have been employed to assist in planning and coordinating the move to the new facility.

Improved facilities is one of the most promising areas in the College's future. Assurance has been given that the new quarters will be available for occupancy by or before the Summer of 1988. This will provide tremendous relief from the dreadful physical environment under which so many faculty and staff have labored during the past fifteen years. Moreover, the Chancellor, in his



1988-89 budget request included \$5.9 million for acquisition of an additional campus site and planning for another new facility.