

1-27-1986

# Report to the University on Reviewing the Past and Previewing the Future

Leo Goodman-Malamuth II  
*Governors State University*

David Curtis  
*Governors State University*

Follow this and additional works at: [https://opus.govst.edu/president\\_goodman-malamuth](https://opus.govst.edu/president_goodman-malamuth)

---

## Recommended Citation

Goodman-Malamuth II, Leo and Curtis, David, "Report to the University on Reviewing the Past and Previewing the Future" (1986).  
*President Goodman-Malamuth II*. 16.  
[https://opus.govst.edu/president\\_goodman-malamuth/16](https://opus.govst.edu/president_goodman-malamuth/16)

This Response or Comment is brought to you for free and open access by the President at OPUS Open Portal to University Scholarship. It has been accepted for inclusion in President Goodman-Malamuth II by an authorized administrator of OPUS Open Portal to University Scholarship. For more information, please contact [opus@govst.edu](mailto:opus@govst.edu).

GOVERNORS STATE UNIVERSITY  
Interoffice Memorandum

Originating Office: PRESIDENT'S OFFICE

To: University Community

From: Leo Goodman-Malamuth

Date: January 27, 1986

Subject: REPORT TO THE UNIVERSITY ON REVIEWING THE PAST AND  
PREVIEWING THE FUTURE

Attached is Dr. Curtis' summary of the comments and questions which came from the 22 sessions of "Reviewing the Past and Previewing the Future." I attended parts of seven or eight of the meetings and found them to be very interesting.

I have given considerable thought to the best way to get all of my responses to you. As you will see when you read the attached material, the questions and comments alone are rather lengthy. I am torn between getting my response to you quickly, and giving you something of manageable length to read. After discussion with a number of people, I have decided to respond to the questions over a period of weeks and in order of the nine categories into which the provost organized them.

I have already sent certain comments and questions to different staff members and will use their responses in my responses to you. Some of the questions and comments can be answered with a brief sentence or two. Others could become thirty-page answers. My responses must necessarily tend toward the brief side. However, if you need additional information, simply ask. Also, if you have a particular interest in a question or comment which will be answered later than you would prefer, please give the provost or me a call. We'll get an answer for you in a shorter time period.

I appreciate the participation of all of you in focusing my (and our) attention to a number of specific areas to improve the University.

1h  
Attachments

GOVERNORS STATE UNIVERSITY  
Interoffice Memorandum

Originating Office: PROVOST'S OFFICE

To: Leo Goodman-Malamuth

From: David Curtis *DC*

Date: January 13, 1986

Subject: REPORT ON COMMENTS AND QUESTIONS RAISED IN THE SESSIONS  
ON "REVIEWING THE PAST AND PREVIEWING THE FUTURE"

The program on "Reviewing the Past and Previewing the Future" began on October 28, 1985, and ended on December 12, 1985 with a total of 22 separate meetings. All University employees plus approximately 80 students were invited, and over 400 people attended. I believe the meetings were very fruitful, and I personally have a whole new appreciation for the spirit and dedication of our staff and students.

As you requested, a summary of the many comments and questions is attached. These comments have been put together from over 40 pages of notes that were taken by various people. As you can imagine, there was a certain amount of overlap and duplication. Consequently, I asked Barbara Flowers to reduce the 40 pages to a number of separate comments and questions. Her list contained 215 separate items and I further consolidated them to the listing which is attached. However, nothing was eliminated, and in an attempt to make sure that you receive the full flavor of the comments and questions, some remain which are quite similar to one another.

I attempted to organize the material and developed nine categories:

- Bureaucracy
- Building and Physical Arrangements
- Communication
- Curriculum
- Miscellaneous
- Mission
- Orientation
- Staff Relationships and Issues
- University Hours

These categories are not discrete--there is considerable overlap among them. Furthermore, reasonable people could disagree about which category a particular question or comment might be placed in. But overall, the categorization was not particularly important so I put each item where it "seemed" to belong and proceeded to the next one.

I will be happy to discuss with you how we should proceed to get this information, plus your responses, to the students and staff.

DVC:lh  
Attachments  
PRO:m21-86-c

## BUREAUCRACY

1. Avoid overmanagement.
2. Reduce the amount of red tape and paper at GSU.
3. Faculty doing too much administrative work.
4. Improve support services for faculty.
5. The "third floor" is unthinking in placing demands on unit heads and individual employees.
6. Administrative structure too rigid.
7. We should not err or move too swiftly in our desire to run the University as a business. Effectiveness is a more important criterion than efficiency. For example, if we use telecourses, be careful that we do not do so at the expense of student/faculty contact.
8. More administrative effort should be given to recognizing problems and then bringing the right people together to work out solutions.
9. Establish standing committees at unit head level.
10. Need improved--on-line--registration system.
11. Register by mail or telephone.
12. Lack of computer support.
13. Xerox problem still exists in some areas.
14. The University planning process is excellent--so good in fact that it kills innovation and creativity, since all things are planned five years in advance.

## BUILDING AND PHYSICAL ARRANGEMENTS

1. Need classroom improvements--lighting, sound, blackboards.
2. Storage barn is too crowded.
3. Need signs for Alumni Walkway.
4. Make it easier to find your way around the building: better maps, room identification, and layout scheme, color coded walkways.
5. Give map of parking lots and building to people who stop at parking booth.
6. Have new and improved maps available at Information Booth.
7. Remodel Engbretson Hall as University showplace.

8. Institute a more variable parking rate system.
9. New chairs and tables for cafeteria.
10. Too few seats in cafeteria.
11. A place to lie down when you're feeling ill.
12. Curtains for classrooms with large windows looking into hallways.
13. A chapel.
14. Some "soft chime" bells at offices with service decks to politely request attention.
15. Carpet more of the elevators and "do something" about the elevator near the campus police office . . . "elevator is banged up by mail and delivery carts."
16. Fireplaces in lounges--can they be used?
17. A simple fountain in the lake?
18. Purchase fake owl for east entrance of building to keep pigeons away.
19. When it rains, replace buckets on the floor in Hall of Governors with "decorative buckets" hung from ceiling and trees.
20. Flashing lights at both exits--warning sign ("hidden drive") before curve at east exit.
21. Shades in rooms where you can't now use films and overheads because of light.
22. More lighting inside and outside.
23. Improve lighting in library--both in the stacks and in reading areas.
24. There are no walkways to exit lot "C." Have to walk through lot and out driveway. Especially bad in winter. Need small pedestrian foot bridge and walkway.
25. Parking lots--getting to the building in winter--shuttle service or covered walkways.
26. Better noise insulation between classrooms.
27. Need advance warning of construction which blocks access to different parts of building.
28. Copier not available in College of Education after 5:00 p.m.
29. Paths should be mowed to the monumental art structures. Maintain nature walk and make accessible to public.

30. Consider some kind of housing arrangement for out-of-state and out-of-country students.
31. Some classrooms should be designated as audio-visual classrooms to eliminate the need to move equipment around.
32. Courtesy telephones in parking lots.
33. More in-house telephones for student use.
34. We need to re-think the Phase II Building, should plan efforts to meet specific needs, e.g. a new classroom building.
35. Make better use of Information Booth.
36. More attention by faculty and students to keep classrooms clean for next class.
37. Parking lots--overcrowded constantly.
38. Group study rooms in library.
39. Improved pest control.
40. Designated parking area for guests--without charge. Use of payroll deduction for paying parking fees for faculty and staff.
41. Curtains in library between offices and work areas and public areas.
42. Have room report form for complaints about heating, cooling, ventilation, noise, equipment, cleanliness, etc.

#### COMMUNICATIONS

1. Should have a suggestion box in a central location, but only if there is a response to questions and comments. Don't call it a suggestion box. Put up a sign that says--"Make GSU a Better University or Build a Better University--Your Suggestions Please."
2. Need more sessions like these--keep groups small.
3. Need larger group meetings and have the president speak and answer questions.
4. Have a GSU "townhall" or "open forum" meeting from time-to-time.
5. Arrange more meetings with faculty in attendance from different divisions.
6. Better ongoing explanations of how all parts of the University fit together.
7. How can we regularize these seminars?
8. Could "fireside chats" run by Student Life be reinstated?

9. If we only get together once a year, it's not enough to know what others are doing.
10. Inscapes--too limited--not enough news about Civil Service Staff.
11. Combine some of the current in-house publications--Inscapes, Personnel Postscripts. Have president or provost have a scheduled column. Have all unit heads write about their units on a scheduled basis.
12. Improved telephone system--automatic switching so no call goes unanswered.
13. Have an internal computer mail system with billboards and messages.
14. University intercom system.
15. Annual or yearbook.
16. Reinforce student success by better publicity.
17. Hold a student recognition (honors) day or convocation.
18. Recognize that departmental secretaries provide a great amount of information for students. Better define the information they can and should provide.
19. Lessen the frustration of students by:
  - (a) making sure telephones are answered;
  - (b) publicizing a Chicago toll-free number;
  - (c) providing better training for staff to reduce the amount of misinformation;
  - (d) making sure telephone calls are returned.
20. Update and issue to all personnel a small wallet-size "Quick facts about GSU" card.
21. On-campus student activities should be better publicized among enrolled students.
22. Inform faculty of recruitment plans.
23. Have division and unit open houses with a specific program developed.
24. Develop better network of public relations. Speakers' bureau.
25. Telephone directory should also include person's room number.

#### CURRICULUM

1. Why don't we teach foreign languages?
2. Need more computers.
3. Improve SEI process to weed out poor teachers.

4. Offer more core courses at more convenient times.
5. Become center for education for the physically handicapped.
6. Improve advising.
7. Centralize more advising.
8. Need evaluation instrument for advising.
9. Provide more CUEs to have senior faculty do advising.
10. Need good student study plans and give responsibility to students to follow them.
11. Concern about different types of advising system among the colleges.
12. Faculty are trained in a specific discipline. Advising calls for a broader perspective. We need more broadly based advising.
13. Secure faculty positions for those programs where vacancies have occurred but faculty have not been replaced.
14. Learning assistance centers--utilize graduate students and put the centers into the individual colleges.
15. Develop a program--seminar, special meetings--designed to get students reading not only for instruction but also for pleasure.
16. More emphasis on graduate studies--emphasize excellence. More support for research. Perhaps the creation of a graduate school separate from the four existing colleges.
17. It is becoming harder and harder to do things of an experimenting nature, even team teaching.
18. BOG/BHE reviews put too much pressure on individual programs. This promotes factionalism as programs fight for survival.
19. Is there a conflict between need for more students and quality of the academic programs?
20. Some students are unrealistic about the academic load they can handle in addition to work and family.
21. Create a testing service for students to take classroom exams which they missed.
22. Why no Block I courses in BPA during Spring/Summer?



### MISCELLANEOUS

1. Make greater efforts to track students from recruitment straight through job placement.
2. Need more information on why students stopout and dropout.
3. Students who advance register cannot use library because they have no I.D. card. Can something be done?
4. What does Student Life do?
5. Some poor teachers are tenured--what to do?
6. Bus service improvements needed.
7. Need multiple copies of textbooks on three-day reserve for students who are poor.
8. Have telecourse office "back up" GSU library by distributing cassettes to off-campus sites and local libraries.
9. University needs more tradition to increase sense of community.
10. Encourage each employee to take a course each year--waive requirement that civil service employees make up the time.
11. Improve staffing levels in library to provide more service to students.
12. Do something about turnaround time for students applying to University and to specific programs. Inconsistency in admission procedures, acceptance and notification.
13. Review promotion and advertising budget. Only programs with good enrollment appear to get support. Other programs with low enrollment that need promotion support do not seem to be getting attention.
14. What can we do to make various professional libraries in Chicago more accessible for our graduate students?
15. The bookstore fails to stock books in time for classes.
16. Food service employees are not knowledgeable of the menu, proper portions, or prices. The cost structure includes too many "extras."
17. Create an improved national identity for the University--perhaps change the name to reflect its geographic location.
18. Regularly scheduled library tours.

### MISSION

1. Should we review mission? Are we attempting too much with both day emphasis and night emphasis?
2. Must continue to work on sense of what the University "is about."

### ORIENTATION

1. Orientation for all new employees (1 to 3 days).
2. Provide brown bag lunch for new civil service employees--(Several variations on this general theme suggested. All were attempts to get staff to mix more.)
3. Big sister or big brother program for new employees as a follow-up to formal orientation.
4. How do you prevent older employees with negative attitudes from "souring" new employees?
5. Make students and staff more aware of facilities and procedures at GSU.
6. Improve student orientation.
7. A "troubleshooter" for lost, perplexed student during registration. Hosts and hostesses trained for registration.
8. More visibility and availability at registration. Use name taps--have more administrators around.
9. Interview new students--find out why they are attending. What originally interested them? Is this University what they expected? What are their plans?
10. Create information system in the Office of Student Admissions and Recruitment for referral of students directly to program advisor.

### STAFF RELATIONSHIPS AND ISSUES

1. Faculty seem to be on a pedestal and everyone else must cater to them.
2. A "caste system" exists which creates three classes of employee--faculty, administration, civil service.
3. Civil service and faculty relationships are difficult at times.
4. The administration does not properly respect civil service employees.
5. Need a place for civil service employees to go and be "offstage."
6. Feedback, both positive and negative, to employees from supervisor is not adequate.

7. Hold workshops on improvement as follow-up to evaluation.
8. Make a fuss over good things. Recognize accomplishments.
9. New funding should be put into support services. These people have direct contact with students and burnout is high. Faculty complain when services are not available.
10. Review requirement of hiring faculty with terminal degrees. May cause us to lose some younger faculty who do not yet have terminal degrees. Should be flexible enough to recognize effect of supply and demand in certain fields.
11. Investigate an incentive/reward program for all employees from top down.
12. SMILE!!
13. More follow-up and follow-through relating to student requests.
14. Treat each other as fellow human beings day-by-day.
15. Practice the Golden Rule.
16. Establish Quality Circles.
17. Non-ranked faculty system fails to provide incentives.
18. Too many senior faculty are not very much involved in the life of the campus.
19. The "stick" should be used more often.
20. There should be a faculty ethics committee.
21. Stress-relief for staff.
22. Need to involve adjunct faculty more in the University. Have dinners for all new adjunct faculty. Discuss the University and teaching expectations.
23. Need employee handbook.
24. Name tags for new employees.

#### UNIVERSITY HOURS

1. The majority of administrators and staff seem to be leaving just as the majority of students seem to be arriving.
2. Could library be open on Sundays?
3. Increased hours of operation for Computer Center.

4. Faculty office hours: frustration level high for students--need better adherence by faculty to office hours.
5. Difficulty in locating some faculty.
6. More day classes for master's level students.
7. Start evening classes at 7:00 p.m.
8. Increase hours for Escort Service.
9. Open cafeteria for breakfast.
10. Students come at 4:30 looking for parking. University "day shift" leaves at 5:00. Change "day shift" hours to 7:45 a.m. to 4:15 p.m.
11. Saturday classes.