Walter,

First, one thing I really wish the Program Secretaries would do is to agree upon a single font to be used for all evaluations, across the College. For a long time, everyone seemed to used CG Times 11 point, which is the one I'd prefer. But now I see some secretaries using a variety of fonts, often quite large type, so the evaluation goes over too many pages. My main concern is making the evaluations compact, because transcripts are already huge; but I also think they ought to have a uniform appearance.

Now, since you're doing this job, let me mention something from the distant past. A long time ago, around 1975, Charlie McCann appointed a DTF on the Working Climate, because Evergreen folks, especially staff, seemed to be in a kind of depressed state. We started with a big DTF and wound up with only a few at the end; I'm quite sure I'm the only remaining member. One of the main things we recommended is that all employees should be able to regulate their own activities, in what was at that time a management style coming out of Japan and Scandinavia. Our model, in fact, was the way the Program Secretaries were operating at the time; they seemed to be a particularly happy, productive group. Well, our report never had any effect; few people understood it. Soon afterward, the Program Secretaries got to be supervised by someone in the Academic Deans' area, though I don't know why. I thought they were doing very well by themselves. My major recommendation to you would be to try to return the Program Secretaries to a condition of working together cooperatively and setting their own working rules in close consultation with the faculty.

Burt Guttman