September 21, 1978

To all regular faculty members:

Dear colleagues,

Here is the final report of the Organizational Counsulting Group. You
will recall that the survey of the Music Department was initiated last
year by Leonard. Please read the report and be ready to raise any
points or queries at next Tuesday's faculty meeting. Billie London
will be present at the faculty meeting for a short time in order to
discuss the report.

                                        Bernard

attachment

FEEDBACK REPORT TO THE FACULTY

DEPARTMENT OF MUSIC

Organizational Consulting Group
September 18, 1978

INTRODUCTION

In early May Dr. Leonard Newmark, the Acting Chairman of the Music Department, requested that the Organizational Consulting Group perform a study of the department's administrative organization and functioning. The administrative unit of the department includes the department's Management Services Officer, 4 support people, the Public Relations Director, and the Principal Electronics Technician and his assistant. It was planned that all members of the department would be invited to participate through individual interviews with the consultants, and that all members would receive feedback. It was also agreed that a feedback report would be delivered to Dr. Newmark prior to the end of his term as acting chairman on July 1, 1978.

The consultants, Billie London and Steve Carney, were introduced at a joint faculty/staff meeting and the goals of the study were discussed. At this meeting some faculty members asked that certain faculty concerns be addressed also, such as participation, leadership, and decision making practices. It was agreed that faculty could discuss these if they chose to do so in the individual interviews, and if sufficient data were produced, OCG feedback would include the data regarding faculty functioning as well as that regarding administrative processes.

DATA COLLECTION

Data collection was accomplished through open-ended interviews. Faculty and staff were asked their views of department administrative processes and of any problems that they believed the study should address. Department members were enthusiastic and cooperative. Their responses indicated candor and thoughtfulness about the issues being discussed. A total of 14 faculty , 7
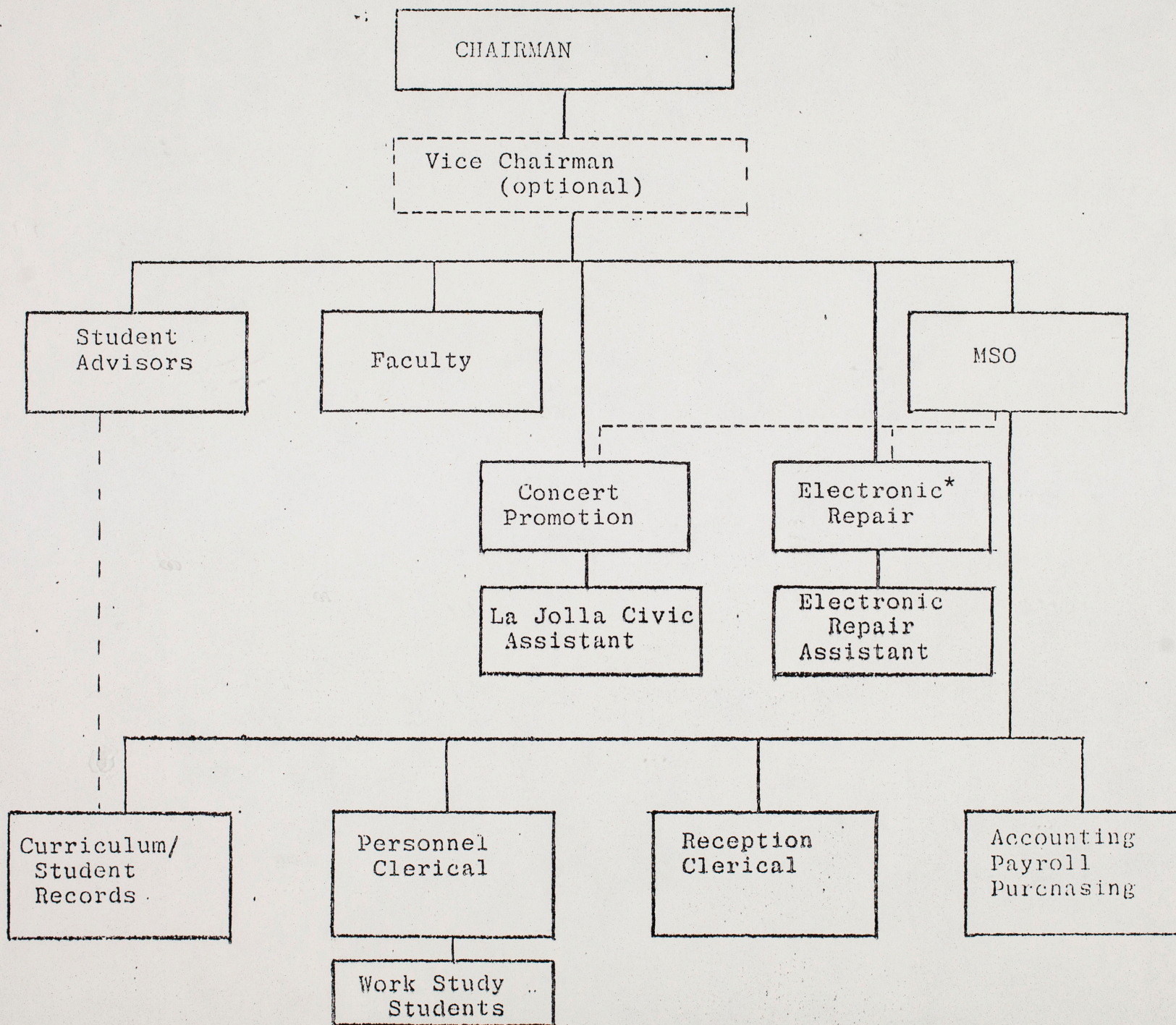
DEPARTMENT OF MUSIC

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                        ┌─────────────────┐
                        │    CHAIRMAN      │
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                        │  Vice Chairman   │
                        │   (optional)     │
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Student Advisors	Faculty		MSO

Concert Promotion	Electronic* Repair

La Jolla Civic Assistant	Electronic Repair Assistant

Curriculum/ Student Records	Personnel Clerical	Reception Clerical	Accounting Payroll Purchasing

Work Study Students

*at the time of this report the electronics repair function reported to Pauline Oliveros.

Figure 1

staff members, and one graduate student* were interviewed.

STUDY RESULTS

During the past year the department's functioning has been examined in
depth by members themselves and by consulting teams. New leadership provided
the opportunity for extensive changes: procedures and curricula have been
revised, new faculty and staff have been hired, office spaces have been re-
allocated and remodeled, and staff job assignments have undergone revisions.
In interviews, department members repeatedly expressed the view that the de-
partment has functioned more smoothly and effectively than in the recent past.
Many expressed optimism for the future.

During interviews a lack of clarity about staff members' individual
work responsibilities was reported by some faculty. Therefore the following
section is included which delineates job descriptions of staff members.

STAFF ORGANIZATION AND FUNCTIONING

The staff of the Music Department is organized into 3 professional level
positions, 4 clerical support positions, (one support position is temporary)
and one technical support position. (See figure 1.) These positions and their
reporting relationships are described below.

Management Services Officer (MSO): Supervises the administrative and
business affairs of the department (under the general supervision of the
department chairman). Coordinates faculty recruiting efforts and aca-
demic personnel matters. Is responsible for clerical staff recruiting,
hiring, training, evaluating, and supervision. Coordinates administra-
tive duties of technical and concert staff. Organizes budget and

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* Dr. Rands suggested that a small group (5) of graduate students be contact-
ed to be interviewed; two responded. One was interviewed and the other
felt too busy to be interviewed, since the study was occurring at the close
of the academic year. Since individual interview data are confidential, we
have not included the one graduate student's data.

accounting data and assists the chair with planning and development of long range budgeting requirements, facilities and staff. Assists chair with preparation of course schedules and catalog copy.

Reporting to the MSO are two administrative assistants and a Secretary II.

<u>Administrative Assistant II:</u>   Maintains department accounting records for all funds. Reconciles monthly ledger sheets and prepares monthly status reports for MSO, chairman, and each committee or person allocated departmental funds. Coordinates departmental purchasing activities and prepares accounting, payroll, timekeeping and employment forms. Serves as bookkeeper to MSO in fiscal and staff personnal functions.

<u>Administrative Assistant II:</u>   Supports academic programs by preparing the schedule of classes and forms, such as faculty course level, teaching evaluations, course approvals, and student academic progress forms. Provides some student direction. Prepares course material for faculty. Schedules department classrooms and practice rooms. Maintains graduate student files and supports committees for M.A. and Ph.D. candidacy. Answers and/or refers student inquiries. Performs secretarial duties related to academic programs.

<u>Secretary II:</u>   Serves as secretary to Department Chairman and MSO. Maintains academic files. Types letters, research proposals, and grant applications for department faculty. Provides clerical assistance such as xeroxing, taking minutes, filing and mail distribution. Maintains bulletin boards and supervises part-time student clerical assistants.

Reporting to the Vice-Chairman, Bernard Rands, is the Program Promotion Manager.

<u>Program Promotion Manager:</u>   Performs management duties, including

concert promotion and coordination. Coordinates with MSO to assure compliance with departmental and university policies regarding contractual agreements and with department bookkeeper on ticket sales and cashiering. Serves as liaison between Music Department and local media; faculty and local community; department and visiting artists. Prepares press releases, supervises design and layout of posters, flyers, ads and programs. Coordinates scheduling of events and prepares a quarterly calendar. Provides concert committee with budget estimates for each event. Maintains department archives of performances. Supervises student assistants.

Reporting to a faculty member, Pauline Oliveros, at the time of the report is the Principal Electronics Technician.

Principal Electronics Technician: Designs new analog and digital electronic equipment as needed. Performs and/or supervises assembly, installation, demonstration and maintenance of complex electronic equipment. Instructs and tests students, faculty, and staff on regular and advanced uses of all departmental electronic equipment. Researches new equipment and recommends and justifies purchase. Provides setup and performance of equipment in concerts involving audio electronics. Maintains or supervises maintenance of department electronic equipment, keeping records of repairs, design, checkout, theft and damage, and inventory. Responsible for security of electronic equipment and related rooms. Supervises one electronics technician trainee (below).

Electronics Technician Trainee: Performs maintenance of department electronic equipment under limited supervision. Assists in documenting maintenance. Performs fabrication of equipment, cables, etc. Installs and moves electronic equipment. These duties are performed 80% time for

music and 20% time for the Center for Music Experiment.

ADMINISTRATIVE STAFF FUNCTIONING

Interviews with department members reflected support for the administrative staff in general. Most people reported an improvement in the quality of the services they received over the past year. The staff is considered pleasant to work with and generally well trained. A separate report has been prepared for the chairman and staff which addresses specific staff issues.

ISSUES OF CONCERN TO THE FACULTY

In the past years the faculty reported difficulty in reaching agreements on hiring, curriculum and other key issues. This led to polarization on issues, extended debates, delayed decision-making, and subsequently lowered attendance at faculty meetings. Faculty members report that under Leonard's leadership there has been an easing of tensions in the department. Important decisions have been made and as a result the department runs smoother. Most people felt that his decisiveness was one of the key benefits of his term as chairman. Leonard used a centralized leadership approach when no decisions were being reached. He held few meetings, consulting with faculty individually and then making the decision. This process has been seen by the faculty as necessary and valuable as an interim measure.

Most faculty members express a desire to institute a consensus type decision-making process in the future. Many faculty members feel it is important for them to meet and share opinions in an open process. Communication is increased and a sense of group and department identity is fostered when the faculty is able to successfully work out their problems within a group context. In the future some balance needs to be achieved between the type of centralized leadership used by Leonard and active faculty participation. The

department could experiment with having more meetings but retaining some of the directiveness characteristic of Leonard's style. The faculty say they want a chair who is willing to take responsibility and be decisive even though it results in occasional mistakes. They also want to be consulted in an open and participative process where discussion can take place within the group without excessive conflict. For this to happen there needs to be a willingness to work toward improving the quality of communications in the meeting process. Group members may wish to explore ways to improve meetings, such as limiting debate to a specified time, limiting agenda items, calling meetings with a specified agendae when necessary rather than holding regular meetings without agendae, keeping a running consensus, recording important decisions and commitments. The faculty need to support the chairperson and be flexible enough to accept decisions that at times some disagree with. Some conflict is to be expected and can contribute to creativity when open discussion is allowed and there is a commitment to working disagreements through.

A related area of concern to faculty members is that few potential chairpersons have experience in administration. Most faculty see the job as a difficult one, and one that they do not have adequate preparation for. The job is an addition to their workload, and takes time and energy away from their primary work. Members also say the potential hazards to their career outweigh any reward system presently devised. This issue is, of course, not solely a Music Department issue, however musicians have the unique problem of having time taken from their performing or composing lives. The department is experimenting with the concept of a Vice-Chair who will share workload and "train" for the year's chair. There are also other alternatives; chairpersons may get outside training in management. There are books and cassette type training programs available on subjects like decision making, supervision, goal setting, and making meetings work.

In closing we wish to say that reports such as these tend to focus on problems in the department. The problems we have reported are those mentioned most frequently by members. The Music Department has many strengths. It's members are concerned about the welfare of the department. Even though this concern at times has polarized faculty, the potential exists to channel that energy and concern into solving problems.