

III. SOURCES

- Alladice, J. (September 25, 1998). Personal communication with Alladice, Assistant Director, Office of Adult and Continuing Education, New York City Board of Education.
- Askins, W. (November, 1997). *The New York City Adult Literacy Initiative, Final Report 1995-96*. New York, NY: Literacy Assistance Center, Inc.
- Baker, G.A. (Ed.). (1994). *A Handbook on the Community College in America: Its History, Mission, and Management*. Westport, CT: Greenwood Press.
- Bennett, J.F. & Foy, J.R. (August 5, 1998). Personal communication with Bennett, Northeastern Regional Director, and Foy, National Pedagogical Director, North America.
- _____. (July 30, 1998). Personal communication with Bennett, Northeastern Regional Director, and Foy, National Pedagogical Director, North America.
- Berlitz International, Inc. (August 14, 1998). Program information submitted by John F. Bennett, Northeastern Regional Director.
- _____. (August 1998). A Proposal for Language Testing Submitted to the Mayor's Task Force on CUNY by Berlitz International, submitted by John F. Foy, National Pedagogical Director.
- _____. (July 31, 1998). Berlitz web site at <http://www.berlitz.com>.
- _____. (July 30, 1998). Various marketing materials submitted by Bennett and Foy.
- _____. (1998). *Berlitz 1997 Annual Report*.
- Blake-Reed, B. (March 23, 1999). Personal communication with Blake-Reed, Executive Director, Office of Funded Programs, Board of Education of the City of New York.
- Bloom, B.S. (April 1978). New views of the learner: implications for instruction and curriculum. *Educational Leadership*, 35(7), 563-76.
- _____. (1971). Mastery learning. *Mastery Learning: Theory and Practice*. Ed. Block, JH. New York, NY: Holt, Rhinehart and Winston.
- _____. (1968). Learning for mastery. *Evaluation Comment*, volume 1, number 2, pp. 1-12.
- The Board of Education of the City of New York. (August 19, 1998). Minutes from regular calendar meeting, Hall of the Board, Brooklyn, NY.

- Boylan, H. (August 10, 1998). Personal communication with Boylan, Director, National Center for Developmental Education, Appalachian State University, Boone, NC.
- Breneman, D.W. & Haarlow, W.N., Costrell, R.M., Ponitz, D.H., Steinberg, L. (1998). *Remediation in Higher Education*. Washington, DC: Thomas B. Fordham Foundation.
- Briggs, D.H. (August 3, 1998). Personal communication with Briggs, Executive Director, Huntington Learning Center, 1556 Third Avenue #209, New York, NY.
- _____. (July 31, 1998). Personal communication.
- California Department of Education. (September 4, 1998). CA DOE web site at <http://www.cde.ca.gov/>.
- California Education Code sections 60603 and 60605.
- California Assembly Bill AB 649.
- California Higher Education Policy Center. (Spring 1997). *State Structures for the Governance of Higher Education: California Case Study Summary; Florida Case Study Summary; and Texas Case Study Summary*. Available from <http://professionals.com/~chepc/reports.html>.
- California State University. (January 1996). Memo prepared by Trustees' Subcommittee on Remedial Education for Board of Trustees meeting on January 23-24, 1996. Available from <http://www.calstate.edu>.
- Cardiello, M. (September 24, 1998). Letter and attachments from Cardiello, Assistant to Provost of Iona College, describing Iona's development program in composition and English as a second language.
- Chavez, A.P. (August 7, 1998). Personal communication with Chavez, Regional Training Manager, Kumon Math & Reading Centers.
- Chickering, A. & Ehrmann, S. (October 1996). Implementing the seven principles: technology as lever. *AAHE Bulletin*, pp. 3-6. Also available from: <http://www.tltgroup.org/erhmann.htm>.
- Chickering, A. & Gamson, Z. (March 1987). Seven principles for good practice in undergraduate education. *AAHE Bulletin*, pp. 3-6.
- City of New York. (1998). *Mayor's Management Report, Volume II - Agency and Citywide Indicators*. New York, NY: Mayor's Office of Operations.

Clifford, E. (September 14, 1998). Personal communication with Sister Clifford, Vicar for Education, Archdiocese of New York.

Collingworth, B. (October 8, 1998). Personal communication with Collingworth, State District Deputy Superintendent, Newark NJ Public Schools.

Commission on Higher Education, Middle States Association of Colleges and Schools. (May 1998). *Outcome Assessment Plans: Guidelines for Developing Outcomes Assessment Plans at Colleges and Universities*. Philadelphia, PA: Author.

_____. (October, 1996). *Outcomes Assessment*, policy statement. Philadelphia, PA: Author.

_____. (July, 1996). *Frameworks for Outcomes Assessment*. Philadelphia, PA: Author.

_____. (1994). *Characteristics of Excellence: Standards for Accreditation*. Philadelphia, PA: Author.

Cushman, M. (July 29, 1998). Personal communication with Cushman, Academic Dean, Strayer University.

Educational Testing Service. (July 29, 1998). *What Every Parent Should Know About Testing*. Princeton, NJ: Educational Testing Service. Also available from:
<http://www.ets.org/aboutets/pta2.html>.

Fish, R. (October 6, 1998). Personal communication with Fish, Director, New York City Mayor's Office of Adult Literacy.

Fitzhugh, Tony. (March 23, 1999). Personal communication with Fitzhugh, consultant to the Office of Funded Programs, Board of Education of the City of New York.

Florida Department of Education. (August 31, 1998). FL DOE web site at
<http://www.firn.edu/doe/sas/> and <http://www.firn.edu/doe/menu/>

_____. (August 17, 1998). *Readiness for College – 1995-96: Executive Summary*. Available from <http://www.firn.edu/doe/postprpt.htm>.

Florida Postsecondary Education Planning Commission. (December 27, 1997). *1998 Master Plan for Florida Postsecondary Education*. Tallahassee, FL: Author. Available from
<http://www.firn.edu/webfiles/others/psepc/mastpln.htm>.

Florida State House of Representatives. (1998). Text of Fla. H.R. 4289 amending FLA STAT. 240.321.

- Grastie, K. (September 24, 1998). Personal communication with Grastie, Vice President of Education, Greenville Technical College, Greenville, SC.
- _____. (June, 1998). Greenville Technical College and Kaplan Learning Services: a joint partnership for creating successful innovations in developmental studies. *Developmental Education: A Twenty-First Century Social and Economic Imperative*. Ed. Robert H. McCabe & Philip R. Day, Jr. Mission Viejo, CA: League for Innovation in the Community College, The College Board.
- Grubb, W.N. (1998). *From Black Box to Pandora's Box: Evaluation of Remedial/Developmental Education*. Paper presented at the Conference on Replacing Remediation in Higher Education, Stanford University, January 26 & 27, 1998.
- Gurr, B. (November 4, 1998). Personal communication with Gurr, Director, Arts Education, Board of Education of the City of New York.
- Guskey, T.R. & Pigott, T.D. (March/April 1988). Research on group-based mastery learning programs: a meta-analysis. *Journal of Education Research*, 81(4), 197-216.
- Halpin, S. (September 30, 1998). Personal communication with Halpin, Vice President, External Affairs, St. John's University.
- Hall, C. (September 30, 1998). Personal communication with Hall, Assistant Vice President, Institutional Research, St. John's University.
- Hassett, P. (October 23, 1998). Personal communication with Hassett, Interim Deputy Chancellor, the City University of New York.
- Hlavinka, L. (July 29, 1998). Personal communication with Hlavinka, University of Phoenix.
- Holloway, S. (October 9, 1998). Personal communication with Holloway, director, Freshman Skills Program and Academic Support Center, St. Francis College.
- _____. (September 21, 1998). Personal communication.
- Huntington Learning Corporation. (April 8, 1999). Facsimile letter listing Huntington partnerships as of this date, submitted to Task Force by Louise Cue, Manager, School Services.
- _____. (August 11, 1998). Various marketing materials and program information submitted by Kerri Smith, School Services Assistant.
- _____. (August 6, 1998). Various marketing materials and program information submitted by Cue.

- _____. (July 31, 1998). Various marketing materials and program information submitted by Deborah Briggs, Executive Director, Huntington Learning Center, 1556 Third Avenue #209, New York, NY.
- Jacoby, S. (August, 5, 1998). Personal communication with Jacoby, Director, Berlitz Jr., Berlitz International, Inc.
- Janas, J.J. (March 19, 1999). Personal communication with Janas, Coordinator, Materials Development and Instruction Department, Kumon Math & Reading Centers.
- _____. (August 7, 1998). Personal communication with Janas.
- Joseph-Silverstein, J. (September 30, 1998). Personal communication with Joseph-Silverstein, Associate Provost for Academic Affairs, St. John's University.
- Kaplan Educational Centers. (March 22, 1999). *LAUSD Summer 1998*, company document submitted by Julia Stone, Director, Business Development, Kaplan Learning Services.
- _____. (August 24, 1998). Various marketing and program materials submitted by Julia Stone, Director, Business Development.
- _____. (August 18, 1998). Responses to questions from Task Force dated August 4, 1998.
- _____. (August 11, 1998). Various marketing and program materials submitted by Stone.
- _____. (August 5, 1998). Various marketing and program materials submitted by Stone.
- _____. (June 17, 1998). *George Washington High School - Final Report*.
- _____. (January 1998). *Developmental Education Program Fall 1997 Semester - Interim Report of Results*, Kaplan Learning Services, Higher Education Group.
- Kent, P. (December 3, 1997). Learning center helps kids succeed; parental priority - teacher sees big demand for extra boost some students need. *The Atlanta Constitution*, p. 7J.
- Kerlinger, F.N. (1986). *Foundations of Behavioral Research*. New York: Harcourt Brace Javanovich College Publishers.
- Klabacha, T. (October 29, 1998). Personal communication with Klabacha, Director, Legislative Affairs, State Board of Community Colleges.
- Krakow, C. (December 21, 1998). Personal communication with Krakow, Dean of Academic Affairs, Brookdale Community College, 765 Newman Springs Road, Lincroft, NJ.

- Kulik, C-L., Kulik, J.A. & Bangert-Drowns, R.L. (1990). Effectiveness of mastery learning programs: a meta-analysis. *Review of Education Research*, 2(60), 265-299.
- Kumon Math and Reading Centers. (August 11, 1998). Responses to questions asked by Task Force on August 7, 1998, faxed by John Janas, Coordinator, Materials Development and Instruction Department, Kumon Math & Reading Centers.
- _____. (August 7, 1998). Various marketing and program materials submitted by Janas.
- _____. (August 3, 1998). Various marketing and program materials submitted by Shanna D. Roberts, Public Relations Coordinator.
- _____. (August 3, 1998). Kumon web site at <http://www.kumon.com>.
- Lehman Brothers Global Equity Research. (February 11, 1997). *The Second Annual Education Industry Investment Conference Briefing Book*. New York: Lehman Brothers, Inc.
- Lutz, A. (Mach 24, 1999). Personal communication with Lutz, Assistant Vice President and Managing Director, High School Programs, The Princeton Review.
- _____. (August 6, 1998). Personal communication with Lutz, Assistant Vice President and Managing Director, High School Programs, The Princeton Review.
- Malone, W. (September 30, 1998). Personal communication with Malone, Associate Dean, Metropolitan College, St. John's University.
- Maryland Higher Education Commission. (May 1997). *Study of the Effectiveness of "Privatizing" Remedial Services*. Annapolis, MD: Author.
- Massachusetts Board of Higher Education. (January 1998). *New Admissions Standards for the Massachusetts State Colleges and University: Implementation Guide for High School Guidance Counselors*. Boston: Author. Available from <http://www.mass.edu/access/impguide.htm>.
- _____. (June 1998). *An Agenda for Performance and Improvement: A Mid-Point Assessment*, forwarded to Task Force by Erik Sorensen, Chief of Staff, Office of the Senior Advisor to the Mayor, Office of the Mayor, City of New York.
- _____. (1996). *Implementation Guidelines for Massachusetts Board of Higher Education Developmental Education Policy for the Commonwealth's Public Colleges and University*. Boston: Author. Available from <http://www.mass.edu/bhe>.

- Massachusetts Department of Education. (1995). Goals 2000 Five-Year Master Plan. Available from <http://www.info.doe.mass.edu/edreform/governor/goals.html>.
- McCabe, R.H. & Day, P.R Jr. (June, 1998). What works in developmental education. *Developmental Education: A Twenty-First Century Social and Economic Imperative*. Ed. Robert H. McCabe & Philip R. Day, Jr. Mission Viejo, CA: League for Innovation in the Community College, The College Board.
- McClenney, B.N. & Flores, F.M. (June, 1998). Community College of Denver developmental education program. *Developmental Education: A Twenty-First Century Social and Economic Imperative*. Ed. Robert H. McCabe & Philip R. Day, Jr. Mission Viejo, CA: League for Innovation in the Community College, The College Board.
- McConochie, D. (August 10, 1998). Personal communication with McConochie, Director, Planning and Evaluation, Howard County Community College, 10901 Little Patuxent Parkway, Columbia, MD 21045.
- McGrath, D. & Spear, M.B. (1991). *The Academic Crisis of the Community College*. Albany: The State University of New York.
- McKay, S.E., Red Shirt, E.M. & Hickey, M.C. (June, 1998). The Guilford Technical Community College developmental education program. *Developmental Education: A Twenty-First Century Social and Economic Imperative*. Ed. Robert H. McCabe & Philip R. Day, Jr. Mission Viejo, CA: League for Innovation in the Community College, The College Board.
- Meyers, K. (August 10, 1998). Personal communication with Meyers, Associate Professor of Mathematics, Howard County Community College, 10901 Little Patuxent Parkway, Columbia, MD 21045.
- Milliron, M. (August 5, 1998). Personal communication with Milliron, Vice President, the League for Innovation, The College Board, 26522 La Alameda, Suite 370, Mission Viejo, CA 92691.
- Morgan Stanley Dean Witter. (March 23, 1999). *Equity Research Briefing Note: Sylvan New Contract Win and Update on Spanish Acquisition*. New York, NY: Author.
- Mulvihill, M. (September 30, 1998). Personal communication with Mulvihill, Dean, Metropolitan College, St. John's University.
- National Center for Education Statistics. (1996). *Remedial Education at Higher Education Institutions in Fall 1995*. Ed. L. Lewis & E. Farris. Washington, DC: Author.
- National Center for Postsecondary Teaching, Learning and Assessment. (1998). *Turning Results into Improvement Strategies*. State College, PA: Author.

New York City Literacy Initiative. (April 1998). *Guidelines and Application Materials for Adult Education Funding Available Through the City of New York Office of the Mayor, and the New York State Education Department, Office of Workforce Preparation and Continuing Education, Adult, Family and Alternative Education, to Provide Instruction in Basic Education, English for Speakers of Other Languages, Basic Education in the Native Language, Mathematics, Preparation for the GED Test and Adult Centers for Comprehensive Education And Support Services (ACCESS) for Fiscal Year 1999*, a request for proposals. New York, NY: Author.

_____. (August 1, 1997). *New York City Adult Literacy Initiative, Program Report 1996-1997*. New York, NY: Author.

New York Institute of Technology. (October 2, 1998). Letter and attachments submitted T. L. Thomas, Assistant Dean for Student Development.

_____. (September 29, 1998). Letter and attachments submitted by Thomas.

_____. (September 3, 1998). NYIT web site available at <http://www.nyit.edu>.

New York State Education Department. (June 12, 1998). *Teaching to Higher Standards: New York's Commitment*. Albany, NY: The University of the State of New York.

_____. (November 14, 1997). *Proposal for Revising Graduation Requirements*. Albany, NY: Author. Available from <http://www.nysed.gov/rscs/gradreq.html>.

_____. (June 27, 1996). *Leadership and Learning for the Best Educated People in the World*. Albany, NY: Author. Available from <http://www.nysed.gov/regents/strategy.html>.

New York University. (September 28, 1998). Responses to Task Force questions dated September 22, 1998, submitted by Elinor Azenberg, Director, School of Continuing and Professional Studies.

_____. (September 22, 1998). Responses to Task Force questions dated September 22, 1998, submitted by William Jex, Director, American Language Institute.

_____. (1998). NYU web site at <http://www.nyu.edu>.

Nichols, B. (August 4, 1998). Voyager Expanded Learning, Inc.

Odening, G. (July 27, 1998). Personal communication with Odening, Vice President, Solomon Smith Barney, Global Equity Research.

- Osborne, D. and Gaebler, T. (1992). *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector*. Reading, MA: Addison-Wesley Publishing Company, Inc.
- Pricewaterhouse Coopers. (August 14, 1998). *Financial Analysis of Remedial Education at the City University of New York – Draft Report*, unpublished manuscript.
- The Princeton Review. (August 14, 1998). Responses to Task Force questions dated August 13, 1998, submitted by Jeff Rubenstein, Director, High School Research and Development.
- _____. (August 12, 1998). Responses to Task Force questions dated July 31, 1998, submitted by Rubenstein.
- _____. (July 30, 1998). Various marketing material and program information submitted by Andy Lutz, Assistant Vice President and Managing Director, High School Programs.
- Queensborough Community College. (July 14, 1998). Basic Education Performance Standards, submitted by Jerrold Nudelman, Chair, Department of Basic Skills.
- Renfro, S. and Armour-Garb, A. (May 1999). *Open Admissions and Remedial Education at the City University of New York*, Task Force report.
- _____. (July 27, 1998). Notes from York College campus visit.
- Rodriguez, L. (November 4, 1998). Personal communication with Rodriguez, Administrative Assistant Superintendent.
- Russell, D. (1993). *Every Child An Achiever: A Parent's Guide to the Kumon Method*. New York, NY: Intercultural Group.
- Russo, C. (September 30, 1998). Personal communication with Russo, Director, Pre-Admission Programs, St. John's University.
- Scherer, J. J. (August 17, 1998). Letter from Scherer, Vice President, Kaplan Learning Services, Kaplan Educational Centers.
- Schwartz, T. (January 10, 1999). The test under stress. *The New York Times Magazine*, pp. 30-36 and 63.
- Singer, P. & Kind, S. (August 7, 1998). Personal communication with Singer, Director, Contract Services, and Kind, Director, Research, Sylvan Learning Systems.
- Smith, J. (October 7, 1998). Personal communication with Smith, Director, Center for Urban Community College Leadership, New York University.

- Smith, K.D. (August 3, 1998). Personal communication with Smith, School Services Assistant, Huntington Learning Center.
- Stone, J. P. (August 5, 1998). Personal communication with Stone, Product Director, Intervention Programs, Kaplan Learning Services, Kaplan Educational Centers.
- Sylvan Learning Systems, Inc. (April 22, 1999). Excerpts from contract between Sylvan and Baltimore City Community College dated December 3, 1998, submitted to Task Force by Steven Pines, Managing Director, College and Adult Program, Sylvan Contract Educational Services.
- _____. (April 9, 1999). *Analysis of Achievement Growth for Students who Began the Sylvan Program with Reading Test Scores in the Bottom Quarter, 1997-98 School Year*, company document submitted to Task Force by Pines.
- _____. (August 17, 1998). Additional responses to Task Force Survey on Service Providers, submitted by Pines.
- _____. (August 17, 1998). Various pieces of marketing material and program information, submitted by Pines.
- _____. (August 10, 1998). Responses to Task Force survey, submitted by Pines.
- _____. (1998). 1997 Annual Report. Baltimore, MD: Sylvan Learning Systems, Inc.
- _____. (Winter 1997). Howard Community College pilot yields impressive student gains. *Sylvan College Study Centers: College Outcomes Report*, marketing material produced by Sylvan Learning Systems, Inc.
- Texas Education Agency (TEA). (September 4, 1998). TEA web site at <http://www.teas.state.tx.us>.
- _____. (1995). *Academics 2000 Education Improvement Plan*.
- Texas Higher Education Coordinating Board (THECB). (August 17, 1998). THECB web site at <http://www.thecb.state.tx.us>.
- _____. (October 1996). Ten Strategies and Their Financial Implications for Reducing Time-to-Degree in Texas Universities. Available from <http://www.thecb.state.tx.us/divisions/planning/degree/toc.htm>
- _____. (July 1996). Annual Report on the TASP and the Effectiveness of Remediation. Available from <http://www.thecb.state.tx.us/divisions/univ/tasp/annrpt96/ar96.htm>.

The Washington Post Company. (March 6, 1998). *The Washington Post Company 1997 Annual Report*.