

LEHMAN COLLEGE

The City University of New York Minutes of the Stated Meeting of the General Faculty Wednesday, 11 November 2009

Call to order: Professor Manfred Philipp, the Chair of the Executive Committee of the Faculty, called the meeting to order at 3:30. He began by noting that new ballots for election to the Executive Committee of the Faculty will be available soon. There had been some issue in regard to people being properly nominated, which caused the Executive Committee to rerun the election.

1. Approval of Minutes and Agenda: The minutes of the meeting of 16 September 2009 were submitted and approved. The agenda for the meeting was submitted and approved.

2. Reports:

A. President's Report. 1. Budget: President Fernández reported that Governor Patterson has called a special legislative session, but there does not seem to be much movement in Albany. CUNY is preparing to convene its November meeting, where the Board typically approves the budget to submit to the Governor. The University has requested additional funding of about \$155 million, much of it to cover mandatory costs of salary increases, energy, and inflation. Full-time faculty continues to be CUNY's top priority. Disciplines to be emphasized are nursing and the health professions. The budget request also covers infrastructure upgrades; in the capital area that includes Phase II of the science facility at Lehman. If approved and funded by the State, that money represents an additional \$195 million. **2. Strategic Planning Council:** Everyone is encouraged to attend the Town Hall meeting of the Council. The report, distributed to departments and available to faculty on Blackboard, provides direction for the development of this institution over the next ten years. If you are interested in commenting on the report, attend the meeting. (Responding to a question about the plan, Provost Papazian suggested what she envisions for Lehman is both professional schools and a strong liberal arts core.) **3. Retention, Progression, and Graduation:** President Fernández noted that he has been chairing a Task Force on Student Retention, Progression, and Graduation, discussing what the realities are—including graduation rates of about 15% for four years and 33-to-35% for six years. Another reality is that a majority of our new students are transfers, many from CUNY community colleges. We lose a huge number of students between the first and second years, and one recommendation is the establishment of a Sophomore Initiative. Very closely tied to this would be the development of a Transfer Center assisting transfer students with what courses to take and how many credits will be accepted in transferring. In addition, the Transfer Center would work closely with students on financial aid. Once the Task Force finalizes its review, the report will be shared with faculty, students, and staff. Then we will see if we can obtain funding from CUNY and private foundations to initiate these efforts. **4. United Way Video:** The President

showed a brief video on the CUNY United Way Campaign. He noted that the Lehman Art Gallery would be added to the five college units described in the video and that contributions will aid the Lehman organizations featured.

B. Report of the Provost. 1. Faculty: Provost Papazian said that she would bring the faculty up to date on a number of ongoing projects as well on what is on the horizon. The Strategic Planning Council's report presents a vision of where Lehman should be in the next ten years. To attain real excellence, the College must continue to develop, change, and grow. Faculty involvement will be a key factor in continuing to move the institution forward. **2. Full-Time Faculty:** One of her concerns is whether the College is seeing an erosion of full-time faculty. Referring to an on-screen chart, she noted that Lehman has brought more faculty on board than the number that have left for retirement, resignation, or another job. She said she believes that the College will complete many of the 28 searches for full-time faculty that have been authorized, including lecturers and CLT positions: four in the arts and humanities; six in education; two in the library; and 16 in the natural and social sciences. If all of those searches are successful, Lehman College will have upwards of 420 full-time faculty members on staff. **3. Advising:** We have an Advising Task Force, chaired by Rob Whittaker. If we are going to achieve higher graduation rates, we have to do some things differently. Last year, the Advising Task Force paid attention to four categories: freshmen and sophomores; transfers; departmental and major advising; and pre-professional advising. The four sub-groups have shared reports with the Task Force. **4. Assessment:** Assessment of student learning outcomes is what Middle States expects. On June 25, Middle States reaffirmed our accreditation and requested a monitoring report, due April 1, 2011. The Middle States monitoring report must present evidence that assessment results are being used to improve planning, teaching, and learning. Measurable goals must be developed at the program and course level. (When Raymond Galinski, Lehman's Assessment Coordinator, and Robert Farrell spoke with Linda Suskie, a Middle States vice president, she said that Lehman needs to quicken its time frame. Learning goals should be completed by the end of the fall and a full cycle completed by the end of the spring, with a second complete cycle next year. So we revised the schedule. In the spring, you will begin to gather your evidence, and in the fall of 2010, you will analyze that evidence and begin the second round.)

This kind of assessment has to be owned by the faculty, and no one but faculty members should be determining what a program or course's goals or outcomes should be. Last year, we established the Assessment Council to extend support and advice to department chairs and faculty, and to assist in the development of assessment plans as well as providing ongoing input and review. Ray Galinski and the Council are determining what kind of qualitative and quantitative measures can be used. A representative from every department has been designated as an "Assessment Ambassador," to lead the discussion by the full department of its goals and objectives. However, assessment itself must be owned by the full department. We need to determine what types of support are required to ensure that we can fulfill an assessment mission. Assessment results must be linked to budgetary processes and

decision-making. Middle States is also interested in administrative effectiveness, but this is not an area we have spent quite as much time on. **5. Student Evaluations:** Another important initiative that will impact all of you is a revision of the Student Evaluation of Teaching form. We are about midway through the development process. The existing evaluation instrument is over 30 years old. The goal is to improve our teaching and to make certain that students are learning. So this process is not about showing what we know; it is about ensuring that students learn. That has to be our focus. We established a sub-committee that was charged with looking at the literature and immersing themselves in best practices. The committee examining student evaluations was established last September. In the spring, there was a workshop with department chairs, and the committee revised the instrument in light of the input received. Departments and faculty have since reviewed it, leading to another revision. We also had a conversation last spring with the Professional Staff Congress to let them know that we are examining our student evaluation process. To elicit more input, courses across the disciplines have been selected, with a total of 300 students, where the new instrument will be tested. In these classes, the current instrument also will be provided, and that is the only document that will be included in any faculty member's personnel file. Analysis of the new form will take place over the beginning of the New Year. The instrument will go through the appropriate governance process, although we are still trying to work out exactly what that will be. By the end of the spring semester we hope to have a student evaluation instrument that the community can agree upon. Our hope is to have a new official instrument by the fall of 2010. **6. New Initiatives:** A new School of Health Sciences was discussed in the Strategic Planning Council. A proposal was created based on this input. The initial committee was formed in fall 2008 and led by Robin Kunstler. If we, in fact, choose to move in this direction we will be seeking additional funds to support the infrastructure of a new school. (To a questioner, the Provost noted that the word "School" had replaced "Division" to align with the direction the Council wanted to take, to represent how much the College has grown in terms of offering studies in professional areas, and to reflect our engagement with the community. President Fernández also pointed out that having an administrative unit headed by a dean gives the school someone in a leadership position to advocate in Washington and in dealing with hospitals.)

We have seen tremendous growth in our graduate programs. We need to determine what kind of institutional support is required to take some of the administrative burden off individual departments; they must concentrate on the academic issues related to their graduate programs. Lehman is seeking to hire a director of graduate studies; Middle States actually identified this as a need for us in its Visitation Report. There is a new recruitment initiative, led by Laurie Austin, director of admissions and recruitment, which is engaging faculty. Faculty members are the College's best ambassadors, and the idea is for faculty to go out to high schools to recruit strong students. We are engaged in a process of trying to streamline some of the curricular processes. Lehman is in the first phase of implementing Digital Measures, a web-based faculty reporting system. It is a method of inputting academic work. The College needs to launch a search for a Dean of Adult and Continuing

Education, and we will get to it very soon. Soon we will form a Task Force on the language used for tenure, reappointment, and promotion. We need to broaden our discussions from concentrating on research to also include teaching. How do you represent excellence and effectiveness in teaching? How do we represent service and commitment to the institution? (In answer to a question, the Provost said that scholarship and research are extremely important, but good teaching is equally important, as is engagement with the community.) **7. Announcements:** Susan Watson-Turner of the Journalism, Communication, and Theatre Department is serving this semester as a Faculty Fellow in Academic Affairs. There will be a service learning faculty information session on November 19. President Obama has declared the H1N1 [an emergency]. The latest version of Lehman's faculty brochure was sent around about two days ago to all the departments and you should have received a copy. It came out nicely. The first issue of an Academic Affairs Newsletter was published at the beginning of the semester. The next issue is slated to be available in December or January. There will be a Provost's Coffee Hour next week; we try to have one each month.

- C. Election to Disciplinary Committee:** Professor Philipp reported that Vincent Zucchetto, Executive Assistant to the VP for Student Affairs, had asked him to hold elections to the Faculty-Student Disciplinary Committee. The nominees, all of whom agreed to serve, are: Andrea Boyar, James Jervis, Alan Kluger, Nancy Maldonado, Heather Sloane, and Duane Tananbaum. (There were no additional nominations from the floor, and the candidates were unanimously elected.)
- D. Report of Assistant VP Robert Troy. 1. Enrollment:** Assistant VP Troy examined a chart displaying a six-year trend in enrollment and incorporating fall 2009 enrollment. This term, the admission standards to the College were increased significantly. On the SAT, the bottom score is 900; on the CAA, the figure was 80. There was a contraction in admitted freshmen, but at 22% it was less than the expected 50% drop. Compared to the average SAT score at other CUNY senior colleges, even with our increased requirements, we are second from the bottom. **2. SEEK:** The numbers show that in 2004, Lehman admitted 346 SEEK students, more than 30% of admitted freshmen. That year, the College had a total SEEK population of around 1,200-1,300. The College cannot provide the services required for a SEEK population that large. Since 2007 we have significantly decreased the number of freshmen admitted into the Program. The SEEK enrollment for this fall is 935, and the goal is a SEEK campus population of about 800 students. Our total enrollment is now at 12,200 students, up from 10,200 in 2004. Compared to other CUNY four-year schools, SEEK students are a significantly larger percentage of our total number of students. For example, in fall 2008, 4.7% of Baruch's undergraduate population were SEEK students, at Lehman, 10.7%. (President Fernández interjected that he believes we should be doing significant service in the area of SEEK, but should not be carrying so much of CUNY's burden.)
- E. Report of PSC Chapter Chair. 1. Transparency:** Professor Silverman thanked members the administration for providing data requested at the last General Faculty meeting and said she hoped this openness would continue and that the administration would engage in more and more consultation with the faculty. **2. Medical Coverage:**

Professor Silverman is still trying to get someone to speak on the changes in medical coverage for students up to the age of 25, but has not been able to obtain this information yet. **3. Salary:** Hopefully everyone had received his or her increase in pay. Professor Silverman is concerned about having to negotiate in the current dismal economic climate, and urged faculty members to write letters about the importance of CUNY. If we are invisible, she noted, we get nothing, so it is vital to be visible. Any of you who have contacts with State Legislators: please go visit them to discuss the economic situation; try to get your students to do so also. Professor Silverman wondered whether in December, when the State runs out of money, would faculty members be furloughed? She did not want to cause people to worry, but there are some people, she recalled, who have been here a long time and who remember what happened in 1976. Then, she had been forced to call faculty members and inform them where their unemployment offices were.

- F. Report of the UFS. 1. Conferences:** Professor Philipp described a conference to be held on the funding of higher education. The emphasis will be on faculty involvement in the private funding of the university. It will be decided on Friday whether to hold it on December 11. Conferences that we have decided to pursue in the next semester include one on “Middle States, Assessment, and Other Issues.” A second will be on the involvement of adjunct instructors in the CUNY faculty. **2. Faculty Survey:** The Faculty Senate has sent notifications and reminders to every faculty member who has been on staff since April 1, 2009. So if you received a survey notification, then please follow the instructions, go online, and use the log-in procedures. This study is entirely confidential. So when we send you a reminder, please do not assume that we did not receive your survey, even if you submitted it: we do not know if you filled one out or not. VC Lexa Logue and the Central Office are funding this survey, which they think will provide important data in their efforts to evaluate CUNY’s colleges and campuses. **3. Board Approval:** The new Human Subjects Research Program is going to be passed by the Board. So, too, will a new statement of policy on equivalencies for doctoral academic degrees. At our urging, there will now be a college-centered process so that departments and colleges can decide by themselves which degree equivalents are important. When there is a need for a specific waiver, the decision would not have to be made by the Board of Trustees. **4. H1N1 Virus:** The UFS has asked the Chancellery to strengthen its response in regard to the H1N1 issue. The World Health Organization has not issued a definitive opinion as to the impact of the virus, but they do say that it is coming to us. So it would be good, if you are eligible, to get vaccinated. **5. Research Awards:** The Chancellor’s Task Force is examining changes in the PSC-CUNY Awards Program, and will next meet in December. Two PSC-CUNY awards have been suggested. One type would feature awards with a relatively high dollar amount, unspecified, and subject to external peer review. The other envisions awards with a low dollar amount, which would devolve to the campuses, where a campus-faculty governance group—for example, FP&B committees or college senates—would distribute the money. However, there is no document explicitly detailing how the decision should be handled. We are going to be discussing the proposals on Friday, at the CUNY Council of Faculty Governance Leaders, to see what their response will be. Also I am engaged in conversations with the leadership of

the University Committee on Research Awards.

There are additional concerns about these research awards. The pot of money allocated for award funding has not increased significantly over the last few decades; factoring in inflation, the amount has actually decreased. Another problem is that the Chancellery has complained that some grants submitted for outside review have been of sub-par quality, and have therefore caused the University a loss of image and prestige. The University Committee on Research Awards has proposed its own solutions to these issues. VC Gillian Small chairs the UCRA, but she has not attended most meetings. We have urged her to resume her attendance, and she has agreed to do so. Another motivation for devolving the money to the campuses would be to take money out of the hands of the Research Foundation, which takes a 10% cut. The cost of review, including outside review, is a bit more than 4%. Richard Rothbard, president of the Research Foundation, sits on the Task Force and has, I understand, proposed a way to reduce costs.

The University Faculty Senate has yet to receive a statement of opinion from the University Committee on Research Awards on the new proposal. We are going to be guided by that statement. One concern, though, is that if funds are devolved to the colleges, and there is no review—that is, if serious academic reviews are not undertaken—then it would be foolish for any faculty member *not* to apply. If that happens, the average dollar amount *per* grant would rapidly diminish. If the purpose were to get rid of all grants except those with high-dollar requirements, then that purpose have been achieved, since the rest would disappear. That is our real concern. We have been told by many people that peer-review, even for low-dollar amount grants, is important for younger faculty. And that is something we would like to retain under any system, whether it goes outside or inside the university. Another serious question is whether each individual college will actually mount appropriate peer review, or whether the process is going to be political. (In response to a question, whether Lehman would be disadvantaged under the new system, Professor Philipp pointed out that faculty members at Lehman have an equal chance at the money, which is to be handled by a committee. He noted that the intent is to disperse the monies according to the number of full-time faculty eligible to receive award funding at each institution. By that measure, Lehman may not be disadvantaged.)

There are two documents regulating PSC-CUNY awards. One is the PSC-CUNY contract, which says that the Chancellor appoints the University Committee on Research Awards, including its chair. It is the opinion of Frederick Schaffer, Senior Vice Chancellor for Legal Affairs, that the Chancellor can simply change the composition of the committee so that the group will institute the changes he wants it to have. Another is the By-Laws of the University Committee on Research Awards, which were adopted under the leadership of high chancellery officials and accepted by them. These state that the University Faculty Senate nominates three people for each position on the UCRA, and the Chancellor picks one of those three. This process includes the UCRA's chair. However, as a matter of procedure, my predecessors and I have never offered the Chancellor those three suggestions for the chair because, in fact, the committee has worked quite well with the equivalent of the Vice Chancellor for Research running it. But recently, the Vice Chancellor has simply failed to attend.

We have communicated to the Chancellery asserting that if the Vice Chancellor does not attend, we will, in fact, follow the nominating procedure in the By-Laws. The Chancellery has responded that it does not need to follow the By-Laws, since this document was not approved by the Board of Trustees. The PSC holds a different view. There are obviously different opinions, depending on past practice. Past practice is a legal concept in itself. **6. The Budget:** VC Malave spoke to the University Faculty Senate Plenary concerning New York City's budget situation. His presentation was much more positive than that of his SUNY counterpart at the SUNY University Faculty Senate, in Utica, which I attended in October. The Governor has already cut SUNY's budget by \$90 million; he seeks to reduce CUNY's by more than \$50 million. The Governor cannot cut CUNY's budget himself; that takes an act of the State Legislature. CUNY's proposed budget for the coming year includes a \$28.8 million increase in tuition. CUNY's budget proposal also incorporates additional funds to start construction of buildings at Brooklyn College and City Tech; to fund a seventh community college and School of Public Health; and to make an initial payment on a doctoral program in pharmacy. I chair the Pharmacy Organizing Committee. University Dean Mogulescu spoke to the Faculty Senate Plenary about the planning of the seventh community college. We had a panel discussion, and it looks as if this institution will incorporate a novel structure so that it will be able to maintain a higher retention rate than existing CUNY community colleges. But community colleges are open admissions institutions and have to take students that graduate from the City's high schools, which still require a high degree of attention.

3. **Adjournment:** A motion to adjourn was seconded and adopted unanimously. The meeting was adjourned at 5:00 pm.

Respectfully submitted,

Rosalind Carey
Executive Committee