

# **Program Review for English**

## Development of Action Steps

### **General Comment:**

The reviewers expressed a “largely positive view.” However, they added that the department will need “significant help in fully realizing its vision.”

### **Commendations:**

1. Program is “vibrant, intellectually ambitious, and socially responsible”
2. Program has a “visionary and ambitious curriculum”
3. Developed a curriculum that “places Lehman’s student body at its center”
4. The department has expanded its recruitment of faculty of color (addressing issue #7)
5. Honors students noted that they had benefited greatly from having strong mentors

### **Identified Issues:**

1. The department will need “significant help in fully realizing its vision”
2. Risks/impacts of upper administrative turnover/lingering impact of the COVID-19 pandemic
3. Lehman’s direction on online learning (with the reviewers stating that in-person classes provide a “better learning environment and greater community cohesion”
4. Reliance on adjunct instructors (64/65 adjuncts vs. 26 full-time faculty members makes it difficult for the department to recruit new students
5. A “lack of coordination of service courses with other types of writing instruction” makes it difficult for the department to recruit new students
6. The department needs a stronger voice in how the College devotes resources to public-facing engagements with Bronx artists (administrative burden of processing paperwork for guests)
7. The department lacks faculty of color
8. The department needs more creative writing faculty as a “cohesive voice for the arts linking Lehman to the community.”
9. The Department needs a more formalized structure.

## Recommendations:

Recommendation	Strengths Leveraged/Issues Addressed	Notes	Responsible Party	Actions Taken
1. Develop robust training and professional development opportunities for adjuncts	Issue 4	The majority of adjuncts are teaching composition. Director of composition would provide the training (part of professional responsibility)	Dean Program CTL	Hired Director of Composition. Starts full time of August 1. Her faculty role begins August 25 <sup>th</sup> .
2. Make it feasible for experienced and outstanding adjuncts to advance to other faculty ranks/consolidate the department's 64 adjunct lines to substantially increase the number of full-time tenure track professors/CCE instructors in the area of English Composition	Issue 4	<p>More of a CUNY Central issue. Conversion lines were allocated across some of the CUNY campuses that would be available to adjuncts. Each institution could allot them. Was part of a 2011 agreement. Department feels it's a good idea if it could be implemented again. The English Department makes a strong effort to recruit from within. Department would like lecturers devoted to the composition program. Department has about 66 FYI composition sections and 15-20 others.</p> <p>Provost would like information on the 64 adjuncts</p>	Provost Dean Program	
3. Develop better coordination between the kinds of writing instruction given in the first-year course and the writing instruction that occurs at other points in the English curriculum/across the College	Issue 5	Better coordination between writing majors/minors and 200- and 300-level courses; need for a consistent experience in the first year	Dean Program	Could be addressed through the hiring of the new Composition Director (in part)
4. Offer support/resources to the new Director of Composition including a summer stipend and major relief from teaching to do planning, teacher development, and coordination between	Issues 1, 5		Dean Program	Discussions are occurring on course shells, assessment, etc.

first-year composition and other parts of the curriculum				
5. Provide release time or monetary compensation for existing writing faculty to assist in training and in the coordination of writing classes throughout the curriculum	Issues 1, 5		Dean Program	
6. Form a College committee, with English department representation, with a standing budget that can organize quality events, better integrate syllabi and campus life into community arts initiatives	Issue 6	<p>Some of the events are better organized as collegewide events rather than departmental ones.</p> <p>Provost would like a list of events for the most recent academic year and identify which events might be better as collegewide events.</p> <p>College is considering an event planner for all of Lehman. Bethania will also be taking over the payments process.</p>	Provost Marketing	
7. Engage an outside consulting firm specializing in diversity and organization transformation to assess department climate and recommend robust diversity and inclusion practices and training	Issue 7	<p>Lehman had consulted Rankin &amp; Associates Consulting to do a campus climate survey in 2022</p> <p>Possibly better at an institutional scale.</p>	Provost	
8. Hire at the level of full professor, two senior scholars to teach Black American and Latinx literature to aid recruitment and retention efforts	Issue 7	Department feels that the hiring shouldn't be limited to full professors.	Provost Dean Program	Department is looking into a substitute line (African American focus but could do Latinx literature). The paperwork has been submitted.
9. Hire a full-time Asian/Asian-American literature specialist who might	Issue 7	Given Lehman's student composition, would it make more sense to pursue an African literature specialist?	Provost Dean Program	

also contribute to an emphasis on ethnic American and global/non-Western literature sometime during the next 5 years				
10. Hire a Medievalist with a similar global or transhistorical reach (as the Asian/Asian-American literature specialist) sometime during the next 5 years	Issue 1	See #9. Can be accommodated without hiring a specialist.	Provost Dean Program	
11. Provide appropriate faculty with remuneration or course releases to lead collaborative workshops to revise existing courses to make them fit more easily into the framework of the new curriculum	Issue 11	This is service. Release time isn't provided for revising one's courses to meet the requirements of the new curriculum the faculty had adopted.	Dean Program	Work on strengthening a culture of service within the department
12. Give the "highest priority" to adding at least three more tenure track lines (designed for MFA or PhD holders) to the Creative Writing track	Issues 1, 8	Creative writing and composition lines are greater priority than literature lines due to changing enrollment. African American/LatinX literature lines are important.	Provost Dean Program	
13. Analyze student outcomes and produce qualitative and quantitative data that will lead to a robust long-term strategic plan for Professional Writing	Opportunity for growth		Program	Work is ongoing; emphasis on working with departments on writing for the courses students take; service focus as opposed to majors
14. Conduct a formal assessment and create a long-term strategic plan for the MA program	Opportunity for growth		Program	Work is ongoing
15. Renew the department's commitment to	Strength 5		Program	Department has been discussing the issue;

quality mentoring of all majors				Covid-19 pandemic has undercut the degree of mentoring that has been occurring. More faculty will be on campus going forward to assist with the mentoring; 6-10 faculty provide advising; department prefers to focus on mentoring
16. Involve students in recruiting efforts	Opportunity for growth		Program	Already use students (often Master's students) but could be expanded
17. Make available more money for students to organize speaker and performer events to build student community and cohesion within the major	Opportunity for growth	Probably should be a collegewide effort outside of Student Life. Lehman may be hiring a institutional event coordinator	Dean Program	
18. The department should negotiate a small bank of course releases or stipends to be used for faculty undertaking significant service jobs	Issue 1	Addressed elsewhere. No changes in policy for service.	Provost Dean Program	
A scholarship statement (tenure and promotion) should be formally adopted and publicized by the Department and endorsed by the Provost	Issue 9	Lehman's tenure and promotion guidelines were published following the COACHE 2019 survey. A statement on scholarship could be drawn from those guidelines.	Program	
Money should be allotted for a research	Issue 1		Dean Program	Exists already.

and travel budget for each faculty member				Faculty can apply.
Write bylaws within the next academic year that cover at least the following areas: officers for the department, their terms, manner of election or appointment, compensation, standing committees, frequency of faculty meetings, what matters come to the faculty for a vote and who votes	Issue 9	Bylaws could incorporate roles already described within FP&B structure, among other areas recommended	Program	Process of formalizing rules is underway.