

## LEHMAN COLLEGE

### **The City University of New York Minutes of the Stated Meeting of the General Faculty Wednesday, February 17, 2010**

**Call to order:** Professor Manfred Philipp, Chair of the Executive Committee of the General Faculty, called the meeting to order at 3:40 p.m.

- 1. New Executive Committee Members:** Professor Phillip introduced new members of the General Faculty's Executive Committee selected in recently held elections: Juan DelaCruz, assistant professor, Economics and Business; Catherine Alicia Georges, professor and chair, Nursing; Robert Feinerman, professor and chair, Mathematics and Computer Science; James Jervis, associate professor and chair, African and African American Studies; Helene Silverman, professor, Early Childhood and Childhood Education; and Christopher Sula, adjunct lecturer, Philosophy. Professor Phillip remains Committee Chair and noted that Chris Sula was elected Secretary.

#### **2. Reports**

##### **A. President's Report**

- 1. Budget:** President Ricardo R. Fernández reported that he had led a delegation of CUNY Presidents to Albany on February 9 and met with Bronx legislators, members of both the Assembly and Senate. He characterized the two meetings as very positive. CUNY's goals for the pending State budget were discussed, as well as Governor Paterson's Executive Budget Proposal. President Fernández emphasized CUNY's Compact for Public Higher Education, a plan developed in 2006 for maximizing philanthropic contributions to CUNY, which is beginning to gain some acceptance. There is less support, he reported, for empowering CUNY and SUNY Trustees to set tuition. However, the concept of differential tuition by program seems to be gaining traction but the idea of establishing differential tuition by campus—a SUNY proposal—has not been as favorably received. These tuition proposals are contained in a report produced by a commission established by former Governor Elliot Spitzer. Governor Paterson has included some of the ideas central to the commission's report in his budget proposal to the State Legislature.
- 2. Legislative Caucus Presentation:** President Fernández returned to Albany on February 13 to attend the annual presentation sponsored by the Black, Hispanic, and Asian Caucus of the State Legislature. CUNY has sponsored a luncheon at this event for the past seven years, and almost all of CUNY's college presidents and the Chancellor attended.
- 3. Enrollment:** CUNY is attracting much interest from potential students. Lehman usually receives approximately 1,300 applications at this time of the year; in 2010, that number has almost tripled to 3,700. Other CUNY senior colleges are reporting similar percentage increases in applicants. The College has some very serious thinking to do in terms of enrollment management. It is not simply a question of admitting everyone who wants to attend. The issues include: space, educational experience, quality, faculty, courses, general access to education, labs and facilities and the library. Another question involves Lehman's ideal size. Some faculty members may remember that this institution had over 15,000 students in the 1970s. When tuition was instituted, that number dropped significantly.
- 4. United Way Campaign:** The College raised \$45,500 and President Fernández thanked everyone who contributed to the campaign, including Maritza Rivera, assistant to the director of Compliance Diversity & Special Projects and overall coordinator of the project.
- 5. State of Good Repair Fund:** In Albany, President Fernández emphasized a CUNY budget request for increased funding of infrastructure and maintenance.

Over the years, Lehman has received its share of State of Good Repair funds, but many buildings on other CUNY campuses are more than 100 years old and have not received the care they need. Throughout the CUNY system there are maintenance problems that have been inadequately resolved. The State Legislature appeared to be both knowledgeable about this issue, and also quite supportive. **6. Science Building:** Even though funding for the new science building is not needed in this fiscal year, President Fernández brought the facility up so as to ensure that when budgetary support is required, in fiscal year 2012-2013, it will be there. The Bronx legislative delegation understands the importance of this facility—both for the College and the borough.

## B. Provost's Report

**1. Attendance Verification Rosters:** The College's Deans have sent e-mails to faculty members about attendance rosters, and Provost Mary Papazian that the College is obliged to fill out and report on student attendance within the first three weeks of a semester. The rosters are also linked, very specifically, to Federal Financial Aid, with guidelines and consequences, which take the form of very large fines. After suffering such a penalty, CUNY installed a monitoring system involving internal audits and self-reporting from the institutions. Lehman College's fall compliance rate was only 41 percent, and CUNY alerted us that we must improve. Provost Papazian reported that the College is working to make place the rosters on the web, which should be available in the fall. **2. Assessment:** As part of the Middle States review the College went through this past year, Lehman has been asked to submit a monitoring report. We must demonstrate the goals and objectives of programs with regard to student learning outcomes. Middle States wants to ensure that the College has created an on-campus infrastructure and culture dedicated to assessment. Departments have been asked to create assessment plans, based on their goals and objectives. Nearly all departments have produced assessment plans; only one or two have not submitted them yet. Each faculty member is also responsible for curriculum maps, and by the end of this semester, there will be an assessment of at least one of each faculty member's objectives. By early March, the Assessment Office has requested an indication of what you will be assessing and how you will accomplish this task. Because not all assessments are rightfully done at the end of the semester, some need to be done earlier in the term. In addition, the College is dividing the Office of Institutional Research, Planning, and Assessment into two segments. The only staff addition will be a secretary in the Office of Assessment and Planning, and Susanne Tumelty will remain the director. Middle States also asked that Lehman examine the goals and objectives of each course, which need to be described on the syllabi. Provost Papazian has asked the Assessment Council, working with the Assessment Coordinator, to develop a timetable that will ensure that the goals and objectives for courses are developed, articulated, and clarified. Many of these descriptions may have been created already in the exercise of developing goals and objectives for programs, as well as curriculum mapping. **4. Summer Research Program:** CUNY has developed a new summer research program for undergraduates. The program provides a stipend for undergraduates to engage in research, with a mentor, at one of the CUNY schools. **5. Faculty Scholarship:** The closing day for contributions is quickly approaching. It is important that all disciplines are covered, and this information must, by its nature, be self-reported. **6. Research Conduct:** There is a new policy at CUNY initiated by the National Science Foundation that obliges the College to engage in online education in regard to the responsible conduct of research and to document that effort with certification. The National Institute for the Humanities is also likely to adopt it very soon. Eventually, this policy will impact the entire College community: faculty, post-doctoral researchers, and graduate and undergraduate students. Gillian Small, CUNY's Vice Chancellor for Research, is developing a system-wide policy and more details on this topic will be forthcoming.

### C. Vice President of Enrollment Management's Report

**1. Enrollment:** Vice President Robert Troy distributed a preliminary enrollment report (below).

	<u>Spring '09 Headcount</u>	<u>Spring '10 Headcount</u>
<b>New Freshman</b>	<b>106</b>	<b>85 (-20%)</b>
<b>New Transfer</b>	<b>831</b>	<b>860 (+3.5%)</b>
<b>New Graduate</b>	<b>165</b>	<b>165 (+38%)</b>
<b>TOTAL UNDERGRADUATE</b>	<b>9,277</b>	<b>9,622 (+3.7%)</b>
<b>TOTAL GRADUATE</b>	<b>2,317</b>	<b>2,390 (+3.1%)</b>
<b>TOTAL HEADCOUNT</b>	<b>11,594</b>	<b>12,012 (+3.6%)</b>

New Freshmen dropped as a result of the new admissions standards instituted last fall. The rise in graduate students can be attributed to the new Master's programs in Business. The total number of undergraduates is also larger, and that is the result of an increase in continuing students; therefore, the College's retention level should be higher. Overall, Lehman's headcount now exceeds 12,000 students; when the final count is completed, that number will be approximately 12,500 for the spring semester. **2. CUNYfirst:** Vice President Troy also distributed a document he prepared with Javiel Mercado, the CUNYfirst project manager. CUNYfirst is a replacement for the SIMS program, and is a fully integrated resources and services tool that will change everything we do on campus. This enterprise resource-planning product was developed by Oracle PeopleSoft. The document given out (below) provided an update and timetable on CUNYfirst system-wide and local projects. CUNYfirst is being rolled out in phases. However, certain aspects of the program will be implemented in a system-wide fashion (e.g., all Human Resources phases are now consistent throughout all CUNY campuses).

**HUMAN RESOURCES\***: Defined by the new system as "Human Capital Management." System-wide functions in position management, talent acquisition management (searches), workforce administration, labor relations, and manager and employee self-service went live on July 13, 2009. The system went live for publicizing position openings and other human resources internal operations on November 16, 2009.

An automated function, allowing human resources staff to reappoint large numbers, such as adjuncts, is scheduled to go live on March 30, 2010.

\*The Talent Acquisition portion of CUNYfirst had problems, and is now functional only within Human Resources. This module was rolled out but had to be withdrawn.

Candidates can apply online, with data going to Human Resources to be forwarded to the departments. Once the system is completely functional, managers and search committees themselves will be able to use this function without going through Human Resources. As of now, there is no date for this section to come live.

**FACULTY WORKLOAD:** Went live November 16, 2009. We still have to use the SIMS system for classes and CUNYfirst for the Faculty Workload Report. Being forced to use a dual system has become a large problem.

**FINANCE:** The general ledger switched to CUNYfirst on July 1, 2008, and line item budgeting became live on July 13, 2009; position budgeting had been scheduled for March 2010, but has been delayed due to installation problems that need to be resolved in the CUNYfirst Human Resources module. The implementation of procurement through CUNYfirst has also been delayed. It is similar to e-procurement. Procurement realities—i.e., the community colleges and senior colleges procure differently, as does CUNY and SUNY—has delayed this aspect.

**CAMPUS SOLUTIONS:** The implementation of this segment also has been put off. Two CUNY “vanguard” campuses (Queens College and Queensborough Community College) were to go live in March 2010. However, because of so many issues with loading transcripts, courses, grading—everything to do with students—this has been postponed to October 2010, for Spring 2011 registration. At this point, the October date itself may be soft. Lehman College is a “Wave II” school, and will therefore follow the vanguard campuses by one year in CUNYfirst implementation in terms of student records. Thus, the target now is October 2011, for Spring 2012 registration. Many College offices are working behind the scenes to implement data conversion and other factors required to switch to CUNYfirst.

**Go online to [first.cuny.edu](http://first.cuny.edu) to access further information about CUNYfirst.**

A question was raised in regard to the workload generated by switching to CUNYfirst, as well as problems, such as knowing all the technical intricacies of the system, as well as losing data. Vice President Troy said there is no funding budgeted for additional staff. However, some funds have been released for temporary positions for tasks such as inputting transcripts. Also, it is recognized that doing ongoing work plus the CUNYfirst conversion may impose too much labor on staff. If we fall behind, CUNY has promised to release additional staff to us. Jay Mercado is responsible for monitoring that all the College’s offices are where they need to be and that tasks are completed when scheduled. He noted that there are now two IT staff at the Help Desk to assist staff. CUNY also promised to send a team at the beginning of March to assess campus progress and provide assistance in regard to CUNYfirst implementation.

#### **D. Vice President for Administration’s Report**

**1. Budget:** Vice President Derek Wheeler reminded faculty that the process begins each year in January, when the Governor presents his/her “Executive Budget” to the State Legislature. The legislators then decide how to approach this plan, and ultimately to fashion a budget that the State Assembly and Senate must approve. This process is supposed to be completed by the end of March. However, in reality, legislative considerations and negotiations have continued, in recent years, through April, May, and June. The longer the negotiating process stretches, the farther the legislators’ final budget is likely to be from the initial proposal made by the Governor. CUNY has advised us that some of the proposals for Fiscal Year 2010-2011 include a \$91 million mandatory increase in the operating budget for salaries, increments, collective bargaining, energy, leases, and other items in which there is no discretion. The Governor also recommended reductions of approximately \$84 million encompassing two budget reductions: cuts in the senior colleges (\$63 million); and \$21 million on projected savings in salaries and fringe benefits, which the Governor would negotiate with the relevant unions, including the PSC. As of now, there has been no effort to assemble the individuals responsible for coming up with that \$21 million. CUNY’s hope is that if this provision survives the final budget negotiations, then CUNY will be relieved from having to save the additional \$21 million. Another major initiative is an attempt to deregulate the setting of tuition rates—together with the decision-making relevant to increasing tuition, and in particular for CUNY’s senior colleges. Currently, for CUNY to increase tuition an action by the

State Legislature is required. This proposal would enable CUNY to raise tuition without having to get approval from Albany. Included in that authority would be the ability to implement differential tuition proposals that may allow certain programs, or institutions, to generate additional funds above any generalized tuition increase. It is probable that there will be at least a 2% tuition increase next year, and CUNY supports this. For the current 2009-2010 budget, the College finalized initial allocations in September 2009. The main question, outstanding at that time, was CUNY's request that Lehman set aside a reserve fund of \$1.1 million, which forced us to defer some initiatives. Lehman has been notified that some of those funds can be reallocated because they will not be needed to offset budget reductions. The amount the College will receive is in excess of \$500,000, and this should enable support for some projects that had been deferred. The Cabinet is now reviewing this proposal and other options, and finalizing our budget for the balance of this fiscal year, which ends on June 30, 2010.

**2. Sustainability Committee:** The Chancellor has committed CUNY to a "30/10 Initiative," a 30 percent cut in the emission of greenhouse gases by the University over a ten-year period. To attain this goal, each college was asked to form a Sustainability Committee to develop campus plans. At Lehman, this body began meeting two years ago, chaired by Assistant Vice President Renee Rotolo. Two students, Dennis Kim and Victoria Namanworth, presented a PowerPoint presentation to faculty describing the proposals that the Sustainability Committee had submitted to CUNY.

*[NOTE: At the Faculty Senate meeting of February 3, a similar presentation was made. Below are the details, as described by Professor Janette Tilley, that were included in the Senate Meeting Notes.]*

The areas that need to be addressed to achieve the 30/10 goal are:

Energy (Replace and/or update the College's central heating and cooling power plant; replace all incandescent bulbs with fluorescent lighting; install solar thermal panels on the new science building and on the APEX building for water heating; replace all window air conditioners and other electrical devices with Energy Star-rated equipment)

Water (Recycle; install motion-activated faucets in all bathrooms; replace water meters with transducers to track water usage; re-use "grey water" for flushing toilets in the new science facility; replace urinals with waterless versions)

Transportation (Purchase electric and non-motorized vehicles for use by maintenance workers on campus; seek methods that encourage the use of public transportation by faculty, staff, and students)

Education and Outreach (Host and promote public conferences on sustainability; establish a new interdisciplinary undergraduate major in Environmental Science; encourage student participation in sustainability events)

Nutrition (Pulp all food waste and compost it; use new silverware service; require sustainable practices by the College's food service vendor; establish an on-campus farmers' market; provide nutritional information for all products in the cafeteria)

Procurement (Use only products made from recycled materials where feasible; require all departments to utilize the e-procurement system and submit purchase requisitions electronically [thus reducing paper usage]; purchase only green cleaning products; make sure that all printers and copiers are capable of two-sided printing).

Recycling (Practice a robust and campus-wide program; implement food-waste composting in the cafeteria and continue our yard-waste composting) Professor Tilley asserted that Lehman College is a leader in recycling within the CUNY system—there is much to be proud of on this campus.

### **3. Approval of the Minutes**

Professor Phillip put forth a motion that the minutes from the faculty meeting of November 11, 2009 be adopted. The motion was seconded and approved.

### **4. Reports (continued)**

#### **E. Professional Staff Congress, CUNY Report**

**1. Negotiating Status:** Professor Helene Silverman reported that the initial stages of negotiating for a new contract have begun. Barbara Bowen, president of the PSC, came to the campus, and at the meeting with her, we informed her of items that we wanted to be considered for the new contract. It is vital that our voices be heard in regard to the negotiating process, because management cannot guess what issues are deemed important. Please e-mail either Professor Silverman or John Mineka, associate professor of Mathematics and Computer Science, with your concerns so they can be brought to the attention of the delegate assembly. **2. Consultation:** Professor Silverman believes there is a failure of communication between negotiators; just because people are in the same room does not guarantee that honest communication is taking place. To foster better communication, Professor Silverman advised “putting our own lenses down, and looking at the value of a person.” To address these problems, and to stop the “trashing of each other,” as well as a misunderstanding of the needs of departments, Professor Silverman prepared a handout focusing on two issues: communication and respect. For the former, she recommended posing the question: “Do you hear us?” For the latter, she proposed two statements: “Do you see us as unique individuals defined by our own contributions?” and “Do you understand the needs of departments?”

#### **F. University Faculty Senate Report**

**1. Prisons Initiative.** Professor Philipp noted that the UFS is in favor of promoting the accessibility of higher education in New York State’s prisons. This has been the Senate’s position for several years, and now President Jeremy Travis of John Jay College has formed a committee together with the CUNY Black Male Initiative to promote prisoner re-entry as well as the provision of higher education in prison. The UFS is putting together a select committee on this issue as well. **2. CUNY Presidents.** The search for a new president at Baruch College is in its last stages. In addition, there are a number of new presidents within the CUNY system: at Brooklyn College, Hostos Community College, Medgar Evers College, and City College. **3. School of Professional Studies.** The UFS continues to express concerns over the School of Professional Studies, which is now moving to compete with CUNY’s colleges in regard to “brick and mortar” courses as well as online courses. At the same time, SPS has a governance structure, which Professor Philipp characterized as “suitable for a continuing education school.” He said that elected faculty are a very small part of its governance and SPS does not have department chairs, but rather appointed chairs. Most faculty are part-time, teaching on a semester-by-semester basis. The School is moving to acquire a few Distinguished Lecturers, but it is not creating any tenure-track positions, and the UFS does not believe this is a healthy situation. SPS is also planning to renege on its promise of doctoral student support, and the UFS is not pleased with that development. A similar situation is developing at CUNY’s new community college, a proposal that the Chancellor is pushing very hard. This new institution seeks to have high retention and graduation rates, perhaps implicitly criticizing existing community colleges, which are seeking to

uphold high academic standards. **4. Community College Budgets.** Senior Vice Chancellor for University Relations Jay Hershenson, Professor Philipp, and Tina Good, president of SUNY's Faculty Council of Community Colleges, held a teleconference recently. SUNY community college faculty governance leaders are planning on meeting with their counterparts at CUNY to discuss the budgets that the Governor has proposed cutting at the same time that community college enrollments are "exploding." **5. Academic Freedom.** Professor Philipp made a recent presentation to PSC's Retiree Chapter to discuss the impact on academic freedom of institutions that have appointed faculties on a semester-to-semester basis and have no elected department chairs. **6. New Vice Chancellor.** Mark V. Shaw will assume responsibility of budget and financial planning. Mr. Shaw formerly served at the Metropolitan Transportation Authority as executive director, and he has held other positions in city and state government. **7. Faculty Experience Survey.** The Survey is now complete. UFS is currently evaluating the data, and expects to have results in approximately one month.

## 5. Emergency Information

Professor Duane Tananbaum and others asked President Fernández and Vice President Derek Wheeler why the decision to close Lehman College during the Wednesday, February 9 snowstorm was communicated to the college community so late.

President Fernández commented that he agreed the announcement was too late. He assured Professor Tananbaum that such an occurrence would not happen again. From now on, if there is a cancellation of classes, a notice will be posted on the College's website by 6:00 a.m., and preferably closer to 5:00 a.m. President Fernández said he would use this opportunity to examine Lehman's emergency protocols in general. In case of any kind of emergency, the College needs to have a very clear notion of who is responsible. The CUNY Alert system did not function well; it should have been available immediately. We expect that students and faculty should be able to go to the website and obtain all the information they need in a timely fashion.

Vice President Wheeler provided a step-by-step presentation that informed faculty about the decision-making process in regard to closing the College for a snow, or other, emergency. The general outline of Lehman's approach is to rely upon information from the two departments directly involved in dealing with a potential emergency: Building and Grounds and Public Safety. In regard to a snow event, Buildings and Grounds is responsible for snow removal, while Public Safety monitors this process and reports to the Vice President in regard to accessibility and safety so a decision can be made on whether to close or not. The ideal is to begin conferring no later than 4:00 a.m., so a decision can be made no later than 5:30 a.m.—and preferably by 5:00 a.m. Attention is paid to weather and traffic conditions, as well as how other CUNY campuses are responding to the emergency. Vice President Wheeler then provided a detailed time line of events relating to the last snow event. When President Fernández informed him at 8:00 a.m. of the decision to close Lehman, there were major problems with the notification system. What should have taken 15 or 20 minutes to complete, in reality, took more than one hour. Professor Tananbaum complained that there was no information on the College's website or telephone system until approximately 9:30 a.m., so he said it required one and one-half hours to get pertinent information out to the community. He also noted that the College does not seem to be progressing in this area; there was a similar failure a few years ago. Vice President Wheeler pointed out that the College does not possess the authority to go directly to media outlets, such as WINS, to provide information. The Vice President had to confer with Allan Dobrin, CUNY's executive vice chancellor, before those media outlets could be informed. Vice President Wheeler reported that the systems did not work. Complicating matters was a State request *not* to use CUNY Alert to notify individuals that the College was closing due to bad weather. The president has asked that the College examine more effective ways of informing the community of emergencies. Vice President Wheeler acknowledged that many individuals were inconvenienced by this process, and he apologized for the manner in which the snow closing was communicated.

**5. In Memoriam: Dr. Glenn T. Nygreen.**

Glen T. Nygreen, Senior Vice President of Student Affairs emeritus, passed away on February 17. Professor Philipp asked the assembled faculty for a moment of silence to honor an administrator who served Herbert H. Lehman College as its Dean of Students, and in other leadership positions, from the College's 1968 founding until his retirement in 1988 at age 70. He joined the institution in 1963—as Professor of Sociology and Dean of Students—when it was still known as Hunter College in the Bronx.

**6. Adjournment:** Professor Philipp put forth a motion to adjourn, which was seconded, and adopted unanimously at 5:20 p.m.

Respectfully submitted,

Chris Alen Sula  
Executive Committee