General Faculty Meeting
30-Sep-15

Academic Affairs Update

Dr. Anny Morrobel-Sosa
Provost & Sr. Vice President for Academic Affairs

General Faculty Meeting
30 September 2015
New Faculty

- Benjamin Burton-Pye, Chem.
- Donna McGregor, Chem.
- Pamela Mills, Chem.
- Kimberly Vanderbuilt, ECCE
- Iris Schneider, Econ/Bus
- J. Bret Maney, English
- Kate Gardner Burt, Health Sci
- Sarah Ohmer, LALPRS
- Martha Lerski, Library
- Javier Alonso Lopez, Math/CS
- Sherry Deckman, MHSE
- Tiffany DeJaunes, MHSE
- James Mahon, Philosophy
- Amanda Sisselman, Soc. Work
Administrative Positions

- Dr. Stefan Becker, Vice Provost for Academic Programs
  - Replacing Dr. Robert Whittaker
- Dr. Davina Porock, Vice Provost for Academic Personnel
- Dr. Joseph Rachlin, Interim Vice Provost and Dean of Research; since 2013; search on-going
- Ms. Reine Sarmiento, Vice President for Enrollment Management and Vice Provost
  - Replacing Dr. Robert Troy
Academic Personnel: Portfolio

ACADEMIC PERSONNEL

PROCESS:
- FAC. SEARCHES - JOB DESCRIP.
- STRAT. HIRING PLANS
- OFFER LETTERS: WORK PERMITS
- NEW HIRE: PROFESSIONAL PLAN (3YR)
- ORIENTATION, ONBOARDING
- FAC. ADVANCEMENT
  - 1st + 4th YR
  - T/P > DM
  - SUCCESSION PLAN
- GOVERNANCE
  - DEPT P&DB = CHAIR + 4 (TENURED)
  - CHAIR: 3 YR TERM (TENURED)
  - SCHOOL EXEC. CMT
  - COLLEGE PUB (20 CHAIRS + DEPs + PROFESS)
  - T/P SUB CMT

POLICIES:
- FAC. MANUAL
- CHAIR MANUAL
- T/P PORTFOLIO (T&P CMT)
- FAC. WORKLOAD (ANNUAL)
- ANNUAL EVAL (CHAIR OR REP)
- 2nd REAPPOINTMENT (EXTERNAL)
- CHAIRS' REPORT (CONFIDENTIAL)
- DEANAL REVIEW (PRE-REAPPOINTMENT)
- CANDIDATE'S STATEMENT(S)
- FELLOWSHIP LEAVES (SABBATICALS)
- TRAVEL POLICIES
- AWARDS, RECOGNITION(S)
- VISITING SCHOLARS
- ADMIN. POLICIES
- PROCESSES ASSOC.
- V. FAC. DEVELOPMENT
- PROVIDE SUPPORT SERVICES FOR
  T/P ADVANCEMENT
- PROMOTE RECOGNITION (IMPACT, REPUTATION)
- DEPT OF LEHMAN FAC.
- T-R-S
- LEADERSHIP DEVELOPMENT

LEHMAN COLLEGE

The City University of New York

General Faculty Meeting
30 September 2015
Academic Programs: Portfolio

- General Education
- Experiential Learning
- WAC Q.R.
- Online/F-T-F

ACAD. PROG. → CURRIC. RENWAL

- Program Development (UG, GS)
  - Course, Prob.
  - Budget Implications
  - Mode of Delivery
  - Accreditation

- Process
  - DEPT.
  - ACAD. POLICY
  - VERIFICATION
  - ACAD. SLO

- Task Force
  - Promega, Sophia, IT, EM, SA

- Accreditation
  - Institutional (North Central)
  - Programs
  - Self-Studies

- Academic Master Plan
  - Current
  - Within 6 yr
  - Within 10 yr

Sample Syllabus
- Course Descriptions
- 4yr Map
- Program SLO
Self-Study 2018-19 Update
Middle States Commission on Higher Education (MSCHE)
Organizational Structure

- Dr. Deirdre Pettipiece – Chair, Steering Committee; (Chaired successful PRR in 2014)
- Steering Committee, Standards-Focused Working Groups – faculty, staff, students
- Kick-Off Meeting (Nov. 2015)
- Steering Cmte. and Working Groups (Spring 2016)
  - Much preliminary, baseline work already done through Prioritization Process
- Regular Briefings (Updates) – website, each semester
Standards-Focused Working Groups

- Std.1 – Mission and Goals
- Std.2 – Ethics & Integrity
- Std.3 – Design & Delivery of Student Learning Experience
- Std.4 – Support of Student Experience
- Std.5 – Educational Effectiveness Assessment
- Std.6 – Planning, Resources, & Institutional Improvement
- Std.7 – Governance, Leadership, & Administration
Collaborative on Academic Careers in Higher Education (COACHE) Faculty Survey Update

Dr. Davina Porock
Vice Provost for Academic Personnel
Survey Method

Purpose: faculty job satisfaction

- Resources to support faculty work
- Benefits, compensation, work/life balance
- Interdisciplinary work & collaboration
- Mentoring
- Tenure and promotion
- Leadership & governance
- Departmental collegiality, quality, engagement
- Appreciation and recognition

Analysis

- Comparative analysis with
  - Brooklyn College (CUNY)
  - Montclair State University (NJ)
  - Queens College (CUNY)
  - Stockton University (NJ)
  - UNC-Wilmington

- Comparative analysis with CUNY
Lehman College vs. Benchmarks

Areas of comparative strength
- Tenure clarity
- Departmental collegiality
- Departmental engagement

Areas needing attention
- Nature of work: research
- Nature of work: teaching
- Facilities and work resources
- Collaboration
- Promotion
Within Lehman College

- Tenured faculty scored lower satisfaction than pre-tenured faculty:
  - Nature of work: teaching, research and service
  - Appreciation and recognition
  - Divisional leadership

- Full professors scored lower satisfaction and assoc. profs:
  - Departmental leadership

- Assoc. profs scored lower satisfaction than full professors on:
  - Interdisciplinary work, collaboration
  - Promotion
  - Departmental engagement
Comparison: CUNY & CUNY Senior Colleges

Highest Ranking Issues
- Geographic location
- Quality of colleagues
- Diversity

Lowest Ranking Issues
- Compensation
- Teaching load
- Assoc. Prof. were most dissatisfied of all ranks
Next Steps: Lehman Task Force

- Develop a communication plan
- Review findings
- Identify & prioritize areas/issues for improvement
- Recommend strategies for change
- Recommend metrics & methods for evaluation
Experiential Learning Opportunities (ELO) Update

Dr. Stefan Becker
Vice Provost for Academic Programs
CUNY’s Working Definition

At CUNY, experiential and applied learning opportunities should be a transformational component of the undergraduate experience. Educational research indicates that high-impact practices that take ideas and concepts beyond the classroom can increase rates of student retention and student engagement, and can be beneficial in shaping their longer-term personal development as critical and creative thinkers. These practices, known at CUNY as Experiential learning Opportunities (ELO), take many different forms, all of which allow “learners to have direct experience and focused reflection in order to increase knowledge, develop skills, clarify values, and develop individual capacity to contribute to communities” (Association for Experiential Learning).
Experiential Learning Opportunities

- **State (Governor) mandate**: Increase availability of experiential/applied learning activities to students beginning in Fall 2016.

- **CUNY Task Force** (Lehman College’s Provost is a member): Assess current opportunities; identify models of excellence and areas for improvement; expand the reach and impact of programs.

- **College Survey**: Report to Task Force due 04-Nov-15
CUNY Experiential Survey (AY14-15)

Baseline inventory
- Internships
- Cooperative Education and Community Service
- Clinical Preparation/Practicum and Research/Field Study
- Campus-Based Work, Civic Engagement, and International Opportunities

Lehman’s Approach to ELO
- Graduation requirement (??)
- Faculty Role (??)
- Assessment (??)
- Mid-October DEADLINE
Institutional Themes for AY 2015-2016

Academic Master Plan:
Academic Advising
Curriculum Renewal & Innovation
ACADEMIC MASTER PLAN

STUDENTS
HS, CC, ADULTS INTERNATIONAL

FACULTY + DEVELOPMENT SUPPORT

ACAD PROG
US, G, OTHER

DELIVERY MODES
F-T-F, ONLINE, HYBRID, FLIPPED

RENEWAL!

WORKFORCE
NEEDS/DEMANDS INDUSTRY

ACCRED., REV.
MSCE, NYSED, CUPH, PROG. ACCRED.
Academic Advising

Mr. José Magdaleno
Vice President for Student Affairs

Ms. Reine T. Sarmiento
Vice President for Enrollment Management and Vice Provost
Why do this?
Who is engaged?
Progress/status to date?
Next steps?
Regular updates?
Curriculum Renewal and Innovation

Dr. Stefan Becker
Vice Provost for Academic Programs
Curriculum Renewal & Innovation

- General Education – Developing 21st Century Skills
  - Characteristics of a Lehman Graduate: *Educated, Empowered, Engaged*
  - Integrative Learning Council: Assessment of learning opportunities & outcomes.

- Academic Programs – undergraduate, graduate & blended
  - Existing – current & relevant...professional/scholar/career oriented
  - New – specific/interdisciplinary, combined BS/MS

- Online Education – course(s) and programs
  - Ensuring quality/qualifications & assessment
  - Expanding capacity
Enrollment Update

Ms. Reine Sarmiento
Vice President for Enrollment Management and Vice Provost
<table>
<thead>
<tr>
<th>Fall 2015 Enrollment</th>
<th>Fall 2014 FINAL ENROLLMENT</th>
<th>Fall 2015 Actual</th>
<th>Fall 2015 Target</th>
<th>% to Target</th>
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<tr>
<td>September 17, 2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Continuing Students</strong></td>
<td></td>
<td></td>
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<tr>
<td>Undergraduates</td>
<td>6,318</td>
<td>6,591</td>
<td>6,184</td>
<td>107%</td>
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<tr>
<td>Graduate Students</td>
<td>1,261</td>
<td>1,283</td>
<td>1,171</td>
<td>110%</td>
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<tr>
<td>Nondegree</td>
<td>454</td>
<td>165</td>
<td>172</td>
<td>96%</td>
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<tr>
<td><strong>Total Continuing Students</strong></td>
<td><strong>8,033</strong></td>
<td><strong>8,039</strong></td>
<td><strong>7,527</strong></td>
<td><strong>107%</strong></td>
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<tr>
<td><strong>New Students</strong></td>
<td></td>
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<tr>
<td>Freshmen</td>
<td>674</td>
<td>641</td>
<td>646</td>
<td>99%</td>
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<tr>
<td>Transfers</td>
<td>1,899</td>
<td>2,078</td>
<td>1,932</td>
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<tr>
<td>Graduate Students</td>
<td>585</td>
<td>576</td>
<td>565</td>
<td>102%</td>
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<tr>
<td>Re-admits</td>
<td>629</td>
<td>614</td>
<td>627</td>
<td>98%</td>
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<tr>
<td>Nondegree</td>
<td>578</td>
<td>317</td>
<td>811</td>
<td>39%</td>
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<tr>
<td><strong>Total New Students</strong></td>
<td><strong>4,365</strong></td>
<td><strong>4,226</strong></td>
<td><strong>4,581</strong></td>
<td><strong>92%</strong></td>
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<tr>
<td><strong>Enrollment - Headcount</strong></td>
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<tr>
<td>Total Undergraduate Headcount</td>
<td>10,326</td>
<td>10,262</td>
<td>10,161</td>
<td>101%</td>
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<tr>
<td>Total Graduate Headcount</td>
<td>2,072</td>
<td>2,003</td>
<td>1,945</td>
<td>103%</td>
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<td><strong>Total College - Headcount</strong></td>
<td><strong>12,398</strong></td>
<td><strong>12,265</strong></td>
<td><strong>12,108</strong></td>
<td><strong>101%</strong></td>
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<td><strong>Enrollment - FTEs</strong></td>
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<tr>
<td>Total Undergraduate FTEs</td>
<td>7,126</td>
<td>7,409</td>
<td>7,082</td>
<td>105%</td>
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<td>Total Graduate FTEs</td>
<td>1,272</td>
<td>1,198</td>
<td>1,194</td>
<td>100%</td>
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<tr>
<td><strong>Total College - FTEs</strong></td>
<td><strong>8,398</strong></td>
<td><strong>8,607</strong></td>
<td><strong>8,276</strong></td>
<td><strong>104%</strong></td>
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