

## LEHMAN COLLEGE

### Minutes of General Faculty Meeting September 30, 2015

#### Meeting presenters:

1. President Fernandez
2. Provost Morrobel-Sosa
3. Vice-President Vincent Clark - Prioritization
4. Associate Provost Sarmiento - Enrollment
5. Vice President Jose Magdaleno - Advisement
6. Dr. Davina Porock - COACHE survey
7. Associate Provost Becker - Experiential Learning Opportunities
8. Professor Philipp - Professional Staff Congress (PSC) and University Faculty Senate (UFS)
9. Professor Tananbaum - Lehman College Senate
10. Professor Prohaska - CUNY Faculty Governance Leaders

CALL TO ORDER: Prof. Prohaska called the meeting to order at 3:37 pm.

- 1) Prof. Prohaska opening remarks: (for further information refer to: “General Faculty 9-30-15.pptx”)
  - a. General Announcements: Welcome back.
  - b. Prof. Prohaska noted that if there are any questions, concerns, or comments about presentations made during the meeting to please reach out to the Executive Committee of the General Faculty.
- 2) President Fernandez’s report:
  - a. Summary of Student Success
    - i. Student success is defined by access to resources and excellence in programming. An established metric is needed to measure success outcomes. One potential outcome of importance to policy makers is graduation rates.
    - ii. Changes in curriculum are needed to meet the current requirements of the workforce and ensure student success.
  - b. Summary of meeting of The Association of American College and University (AAC&U)
    - i. Posed the question: “How would we design a liberal education if we had to do it today?” Additionally called for the need to consider innovative approaches to liberal education.
    - ii. Summarized the Value Initiative facilitated by a multi-state coalition. “The participating campuses have agreed to collect samples of student work from students approaching completion of their academic programs, to submit them along with student demographic information to a nationwide Value database, and to have them evaluated by a group of faculty scorers using select Value rubrics (e.g., written communication, quantitative

literacy, or critical thinking). Campuses will receive the results for their own students' work so that they can compare it with their campus efforts to assess levels of student learning. Participating states are working with their respective campuses to fold these results into state-level decision-making and information about student achievement.”

- c. Summary of Grants/Proposals
  - i. Governor Cuomo included 12 million dollars for performing spaces. The Chancellor added 6 million dollars for community colleges as well as an additional 2 million dollars. This money is not going to be divided equally, but rather will be awarded based on proposals that offer plans with merit. These proposals are due in late October (2015).
- d. Faculty of the future
  - i. Noted that it is essential to make sure all faculty are empowered to assist in their students' success.
  - e. President Fernandez closed with, “Everyone has their primary roles and responsibilities, but everyone must be committed to student success.”
- 3) Provost Morrobel-Sosa noted that no individual symbolizes a commitment to student success more than President Fernandez.
- 4) Vice-President Vincent Clark's Prioritization report: (for further information refer to: “PrioritizationUpdate\_GenFacMtng\_30Sep15.pptx”)
  - a. Summarized the prioritization process. All information about the process is available on the website: <http://www.lehman.edu/program-prioritization/>. There were 200 Academic programs and 97 Administrative programs evaluated. Each one of these programs was then rated and put into one of five quintiles. Vice Presidents and Deans have compiled a summary of actions that are going to be taken over the course of three years to comply with the recommendations made in early stages. These reports will then be presented to the President. Vice Presidents and Deans will be expected to report annually on their progress.
  - b. The intent of this process is to ensure Lehman College is prepared and ready to face the future.
  - c. Noted the transparency and inclusiveness of the process, “Open forums and workshops were open during the whole process. 650 individuals participated.”
  - d. *Question Asked:* Where are the quintile ratings? Where can we locate the recommendations being made?
    - i. *Answer:* Individual reports have been given to the taskforce, then the steering committee, then the President. The scoring reports are not available for all to see.
- 5) Provost Morrobel-Sosa's report: (for further information refer to: "GenFacMtng\_30Sep15.pptx")
  - a. Welcomed new members of the faculty and administration.
  - b. Showed a diagram that stresses the importance of faculty support. One specific type of support is in the development of portfolios.
  - c. Summary of Middle States:
    - i. The Self Study Report will be ready by 2018/2019. The Middle States changed their approach. Dean Pettipiece will be the chair of the Middle States Study Report as well as the chair of the committee. The group will

- be composed of a steering committee and working groups comprised of staff, faculty, and students. These working groups will be affiliated with the seven new standards given by the Middle States. The kick off meeting will be in November. Regular briefings will be available on the website.
- ii. Noted that much of the work has already been done as a result of prioritization.
- 6) Associate Provost Davina Porock's report on the Coache Survey: (for further information refer to: "GenFacMtnng\_30Sep15.pptx")
- a. Summary of the Coache Survey:
    - i. The Coache group sent a survey to all full-time faculty. Participating colleges were chosen by the Coache team and the purpose of the survey was to understand faculty satisfaction.
  - b. Summary of the results:
    - i. The results were comparative; there was no golden standard. Dr. Porock pointed to the strengths indicated by survey responses including tenure clarity, department collegiality, and college engagement. Because this is comparative, Dr. Porock noted, "...there is still room to improve, particularly in areas like tenure clarity." Areas that were noted as weak were in the areas of research, collaboration, and teaching.
    - ii. Noted it was interesting that tenured faculty had a lower satisfaction than pre-tenured faculty; full professors were less satisfied with leadership; and associate professors were less satisfied with collaboration and engagement. On the whole, associate professors were the most dissatisfied, particularly those who were associate professors for five or more years.
    - iii. Overall, the results showed CUNY full-time faculty enjoyed the geographic location and diversity of colleagues. Areas that were of the lowest satisfaction had to do with compensation and teaching loads.
  - c. Summary of the next steps:
    - i. With these results, a taskforce will be created to evaluate how to improve some of the areas noted, with attention paid to better communication. Additionally, methods of identifying progress will be developed.
- 7) Associate Provost Stephen Becker's report on Experiential Learning Opportunities (ELO):
- a. Defined ELO as "ideas and concepts beyond the classroom." He also explained that this is a requirement mandated by the State. Currently, surveys have been sent out to Deans and Chairs to assess the current ELOs. The final report is due by November 4<sup>th</sup>, so Dr. Becker asked that the information from the Deans be in by October 23<sup>rd</sup> 2015.
  - b. *Question Asked:* Are Chairs to send excel spreadsheet to faculty?
    - i. *Answer:* If you know all ELOs then fill it out, otherwise send it to faculty to get a clearer sense of ELOs being offered.
- 8) Provost Morrobel-Sosa's report on the Renewed Initiative for Student Success:
- a. "Academic programs are at the heart of what we do." The developing academic master plan targets two main areas. The first involves providing support to faculty who create these programs. This support is given through the Vice President of

Research and Sponsored Programs and the Vice President of Academic Personnel. The second involves understanding the students who these programs are for. This includes academic advisement.

- 9) Vice President Magdaleno's and Associate Provost Sarmiento's report on Academic Advisement: (for further information refer to: "GenFacMtng\_30Sep15.pptx")
  - a. Noted how crucial advisement is to student success.
  - b. Summary of the Pre-Enrollment Phase
    - i. The better job done before enrollment, the more successful students are. Part of this includes the 4-year degree maps and scholarship opportunities.
  - c. Summary of Advisement and Retention
    - i. Described the ways in which advisement assists students with career development and financial planning. An intrusive method of advisement needs to be watched out for to ensure advisors indeed help students with issues that can contribute to their success. The existing early alert initiative may be helpful. They posed the question: "How are we using this system to identify students who are not doing well?" Provost Sarmiento also stressed the importance of getting students to complete 30 credits per year and declare their majors earlier.
    - ii. There was mention of ways advisement can assist students after graduation (financial planning, alumni support, graduate school support).
  - d. Summary of positives already happening
    - i. The Freshmen Year Initiative (FYI) has a retention rate of 82.6%, where the national average is 64%. Steven Wyckoff and the FYI have received first prize for Outstanding National Retention Model from the Consortium of the Student Retention Data Exchange.
    - ii. The Sophomore Year Initiative has a 67.4% retention rate, where the national average is 55%.
    - iii. Lehman is rated top 3 among senior colleges for student satisfaction.
    - iv. The Search for Education, Elevation, and Knowledge (SEEK) program's 6-year graduation rate increased from 29.4% to 40.2% and is noted as one of the top five higher education programs to educate Hispanics.
  - e. Summary of where to go from here
    - i. Noted that there is a lot more to do. The 6-year graduation rate at Lehman is 37.1% and work will be done to move that percentage up.
    - ii. Two working groups have been formed. The first working group, chaired by Richard Finger and Lisa Maolem, met over the summer. They gathered information about "the who" and "the what" of advisement. The second working group evaluated policies and procedures that relate to advisement, the use of technology to automate processes, and how to develop a knowledge base for those currently advising. One important improvement will be to transform the A-1 process from paper-based to electronic.
    - iii. The advisory committee's membership is broad and they are being asked to take a macro view of advisement. They will review the findings submitted from the two working groups and make their recommendations.

- iv. The process is inclusive and there will be regular updates. During the summer, attention was focused on administrative units. This fall, attention will be given to the academic advisors.
  - v. Called for additional comments or questions. *There were no additional comments or questions.*
- 10) Associate Provost Stefan Becker's Curriculum Renewal and Innovation report: (for further information refer to: "GenFacMtng\_30Sep15.pptx")
- a. Summary of the characteristics of a Lehman Student
    - i. Recalled the process of establishing the characteristics of the Lehman Student. The characteristics were named: Engaged, Educated, and Empowered. Dr. Becker noted that faculty and students agreed on the characteristics presented and they will now be moved to the Senate for approval.
    - ii. Asked, "How can we make sure these skills are being developed in reality?" Ways of ensuring these skills are being developed will be discussed by the Integrative Learning Council. Additionally, Dr. Becker stated an expansion of online education through additional resources for both faculties and students. Guidelines and policies for online education will also be developed.
    - iii. Called for additional comments or questions.
    - iv. *Question Asked:* Will there be an infrastructure on which online education is based?
      - 1. *Answer:* There is a strategic plan and it includes the infrastructure, it is understood that we do not have enough. Two people have been hired to assist us. There is also a search for a Director of Online Education
- 11) Associate Provost Sarmiento's enrollment report: (for further information refer to: "GenFacMtng\_30Sep15.pptx")
- a. Provost Sarmiento showed a slide with enrollment target numbers and actual numbers. She noted that 76% of Lehman's student population are transfer students. Other senior colleges came close to or met their enrollment targets. Community colleges are struggling to meet their targets. Provost Sarmiento acknowledged everyone for their assistance in enrollment success.
- 12) Prof. Phillips's PSC report: (for further information refer to: "UFSReportGenFacSept2015.pdf")
- a. There were no major updates to contract negotiations. Prof. Phillips noted financial and nonfinancial aspects of the contract are moving at a "snails pace."
  - b. Prof. Phillips called for others to attend the "Wake-up call" demonstration in front of the Chancellor's residence on Thursday October 1<sup>st</sup>.
  - c. *Question Asked:* What is the role of the Board of Trustees in contract negotiations?
    - i. *Answer:* They have not played a significant role. Prof. Phillips also noted a difference in opinion about the need for tuition increases to fund the contract. The PSC does not want tuition increases to fund the contract.
- 13) Prof. Phillips' UFS report: (for further information refer to: "UFSReptGenFacSept2015.pdf")

- a. Faculty that generate online material for online courses have the intellectual rights and ownership to those materials, not the CUNY institutions.
  - b. There was passage of a resolution to keep emails for retired staff and faculty active, giving them access to online tools and libraries.
  - c. Showed comparative data of first-time freshmen tuition costs, graduation rates, post-graduation salaries, from a variety of college institutions including Lehman.
  - d. Summarized the status of different awards including the Feliks Gross Endowment Award and the Lane Cooper Fellowship for students.
- 14) Prof. Tananbaum's Lehman College Senate report:
- a. Summarized the importance of the Lehman College Senate and referenced the policy of ELOs. The Senate took the lead in opposing ELOs as graduation requirements for students graduating in June of 2015.
  - b. The College Senate met on September 16<sup>th</sup>. They will meet again on October 7<sup>th</sup>, 2015. These meetings are open to all.
  - c. Election status - As of September 16<sup>th</sup>, 2015, Prof. Tananbaum was elected as chair. Students just completed the second round of elections.
- 15) Prof. Prohaska final announcements:
- a. The next meeting will be held December 2<sup>nd</sup>, 2015.
  - b. Meeting adjourned at 5:08 pm