Minutes of
The Lehman College Senate Meeting
Wednesday, May 12, 2010

Senators Present: Akan, A.; Alborn, T.; Amoama, C.; Bamshad, M.; Banoum, B.; Barry, M.; Beard, C.; Bennett, M.; Boone, R.; Bouzalakos, H.; Buckley, M.; Bullaro, G.; Calvet, L.; Carney, J.; Cavallo, S.; Choudhary, A.; DellaPina, M.; DiPaolo, M.; Esteves, C.; Farrell, R.; Feinerman, R.; Fernández, R.; Freedberg, S.; Galvez, A.; Gorokhovich, Y.; Greenberg, J.; Haghighat, E.; Harushimana, I.; Hattori, T.; Jacobson, B.; Jafari, M.; Jervis, J.; Jitianu, A.; Kabat, D.; Kolb, P.; Larimer, A.; Lerzundi, P.; Lucente, J.; Magdaleno, J.; Marianetti, M.; Markens, S.; Matthews, E; Mineka, J.; Nadeem, S.; O'Connor, N.; O'Hanlon, T.; Olabode, A.; Papazian, M.; Peruyero, C.; Prohaska, V.; Qian, G.; Raaum, R.; Rachlin, J.; Rotolo, R.; Sailor, K.; Schwartz, G.; Seiger-Gardner, L.; Shiller, J.; Silverman, H.; Sokol, M.; Soto, M.; Tananbaum, D.; Thompson, P.; Tilley, J.; Totti, X.; Troy, R.; Warde, B.; Wheeler, D.; Whittaker, R.; Wilder, I.; Zermatt-Scutt, M. Zucchetto, V.

Senators Absent: Adams, D.; Afrani, D.; Artinian, A.; Badru, L.; Bard, A.; Barnard, J.; Blas, L.; Blot, R.; Borrell, L.; Brooks, L.; Bryant, S.; Cabrera, A.; Calderon, K.; Carey, R.; Cheng, T.; Delgado, M.; DeSimone, J.; Deveaux, F.; Eldridge, D.; Fletcher, D.; Garçon, M.; Gilbert, F.; Graulau, J.; Gross, C.; Handel, L.; Holloway, J.; Jarroll, E.; Jones, L.; Kayaalp, O.; Kleiman, S.; Levitt, J.; Maybee, J.; Miles, K.; Munch, J.; Ndukwe, C.; Onemola, O.; Philipp, M.; Rice, A.; Ricourt, M.; Schlesinger, K.; Segura, Y.; Sibermintz, N.; Sloan, H.; Small, M.; Tegeder, D.; Twomey, R.; Villar, F.; Voge, S.; Wunder, A.

The meeting was called to order by President Ricardo R. Fernández at 3:45 p.m.

1. President Fernández called this meeting to share with the Senate the work that has been done in the area of planning. However, in recent days there has been much discussion about the action taken by the legislature involving faculty and staff in the nature of a furlough that was approved and signed into law by the governor. A number of questions remain in the minds of people. President Fernández wanted to take the first part of meeting to present some information and answer questions about the proposed furlough for State employees.

2. The furlough means that those affected will need to take one day off next week without pay. This action does not affect faculty and staff in the community colleges as they are on the New York City payroll system. It does not affect anyone on a federal grant, 100% or

employees of the Research Foundation. CUNY has decided that most people will take May 21 as their furlough day. The date was selected because there is less activity on Fridays. Health and Safety employees are exempt. The campus will be open. If there are exams scheduled on May 21, arrangements will be made to reschedule them. Employees essential to basic operations, such as plant tenders and engineers, will be working.

3. CUNY and SUNY unions are in federal court in Albany seeking a temporary restraining order. A decision is not expected until later, therefore, we need to proceed with planning to implement the furlough. The College will be keeping records of employees furloughed. If at some point, the court finds this action illegal, funds will be returned to those affected. While furloughs have happened in other states, New York has not been not subject to this so far. This action is a result of the Governor's initiative to force the legislature to take action on a budget. President Fernández invited members of the administration to answer questions.

4. The president will send out an email message this afternoon informing the Lehman Community about the furlough; additional communication will follow, as needed.

STRATEGIC PLANNING:

1. The president moved on to the strategic planning presentation. He stated that for the last 18 months, almost 2 years, the College has engaged in a process of strategic planning. For those who have not been at Lehman College for long, strategic planning has been a part of the college process for 19 years. The first report was issued in February 1992 followed by the president's response in May 1992. That committee was co-chaired by Professors Fred Shaw and Linda Keen.

2. In the year 2000, the Strategic Planning Committee submitted a report after a year of investigation and discussion. This plan was presented to the college community in February 2001. There were four core areas identified: academic excellence, student recruitment, student retention, and community outreach and interaction. To put this in context, the college had been experiencing a significant enrollment downturn in the late 1990's. The areas of student recruitment and retention continue to be significant for us today, and they are part of the work we have committed ourselves to doing.

3. In May 2005, a Lehman College Strategic Plan *Three Year Planning Horizon* was presented. Six goals were outlined: 1. create an environment that encourages the development of students who are committed to lifelong learning, well prepared to their chosen careers and ready to contribute to their communities; 2. provide a curriculum and resources essential to (offering) outstanding liberal arts and sciences and professional programs; 3. foster scholarship, research and artistic endeavors by College faculty; 4. increase, manage and allocate the financial, material and human resources to support the mission and strategic plan of Lehman College; 5. engage in academic and outreach activities that identify Lehman as the leading institution serving the educational, professional, cultural and recreational needs of The Bronx and surrounding region; and 6. identify and communicate the distinctive characteristics values and impact of Lehman College in order to enhance its image and standing.

4. In spring 2006, the president charged a number of administrators with assessing the mission statement's relevancy, and to consider strategic plan priorities and the ability of the mission statement to focus our effort and energy on common goals. In 2007, the Senate approved a new mission statement: the *Mission, Vision and Values Statements.* In spring 2007, the Middle States Self- Study Committee was established. The work continued until March 2009. In September 2008, the Strategic Planning Council, comprised of senior faculty and administrators and students, produced a report that was presented in January 2010. On January 28, 2010, two documents were presented to the Senate: The Strategic Planning Council Report and The Report of the Task Force on Retention, Progression and Graduation. The latter group, established in fall 2009, addressed issues on retention, progression and graduation and recommended two initiatives, a "Sophomore Initiative" and a "Transfer Center."

5. The challenge for the president was to translate the Strategic Planning Council Report (SPRC) into a working document with plans, goals, objectives, strategies, and timelines; and a way to follow the recommendations of this report. In describing the SPRC, President Fernández used the metaphor of a majestic tree in a 19th century painting with lots of branches and leaves to describe it. *Achieving the Vision*, which the president presented, is a streamlined version of the SPRC, with the branches and the trunk, but no leaves. It is a document that can be shared broadly. The document will be finalized this summer and will

be ready in September for distribution to the campus as well as to the College's more than sixty thousand alumni, and also with policymakers and legislators. *Achieving the Vision* will show that the College has a roadmap. There is a good sense in it of what Lehman College is, the changes we've made in the recent years and the direction we are going in.

6. The strategic directions in *Achieving the Vision* are: 1. excellence in teaching, research and learning; 2. enhanced student success; 3. greater institutional and financial effectiveness; and 4. commitment to engagement and community service. These are lofty goals and very general. We need to define the objectives which are the pathways to achieve each of these strategic directions. For each of these objectives we will need to have strategies. They will be the road map to achieve those objectives. An action plan that involves who's responsible; how long this is going to take; what are the bench marks in terms of where we're starting from; and what kind of resources in personnel, information technology, and any other kind of equipment, facilities and budget required will need to be formulated. That is how we will know if we have achieved these goals.

7. Referring to the document *Achieving the Vision*, which the president shared with the General Faculty earlier this month, Dr. Fernández said that we have the broad general goal of Excellence in Teaching, Research, and Learning. Objective 1.: Recruit, support, and retain distinguished faculty, details the strategies needed to achieve it. The president encouraged everyone to read the *Achieving The Vision* booklet carefully to understand all that is being proposed. He also welcomes comments as it is still a work in progress.

8. In the area of Student Success (goal #2), the president pointed out that recruiting well-prepared, promising, motivated students with diverse ethnicity and culture is consistent with the College's mission. Along these lines, we will continue to gradually increase the admission standards in line with the other CUNY senior colleges and continue to develop a comprehensive enrollment management plan. This is very important as the College needs a balance of undergraduate and graduate students, as well as freshmen coming directly from high schools and transfers students. We have a significant proportion of students coming directly from the community colleges as transfers. In recent years, we have also increased the number of students coming directly from high school, which is a welcome trend. The reality is that many Bronx high school graduates are unable to meet our admission standards

and those students will have to start at a community college and then transfer into Lehman. The focus in the next several years will be on having more effective and defined relationships with the major feeder schools: Bronx, Hostos, Borough of Manhattan, LaGuardia, and Westchester Community Colleges. More support will have to be provided to students if we are to retain them. Their progress, as measured by credit accumulation and movement toward graduation, will require additional resources, such as intensive mentoring and counseling.

9. The president stated that the College seeks to achieve greater external recognition of its academic programs. Obtaining appropriate accreditation is a goal for all our programs. Most of the College's professional programs have been accredited and are recognized nationally, and in some cases, internationally. One recommendation is to look into renaming administrative structures, e.g. , schools rather than divisions. This will not require a governance change; it will simply involve a name change. For example, the Division of Education will become the School of Education, and so on. This is in line with the changes taking place in other CUNY schools. For instance, Brooklyn College is establishing several colleges and will be hiring a number of deans next year. This came about because Brooklyn's current structure has a president, a provost, and 30-plus department chairs reporting directly to the provost. No other CUNY institution is structured that way.

10. Returning to the *Achieving the Vision* document, the president emphasized two items in the last two goals. Namely, greater institutional and financial effectiveness and commitment to engagement and community service. One area is to make better use of our limited resources; the other is to increase funding received from individuals, private foundations and corporations. The College has had some success in recent years in bringing in funds from non-government sources such as foundations, but we must do better. Related to research, an area in which we have recruited talented faculty over the years, with the right kind of support, many of them can be even more successful in bringing in additional grants. If we want to be recognized as a research institution, we need to provide a level of support to faculty– new as well as existing faculty– so they can be more successful in preparing grant applications. The number of grant submissions has significantly increased in the past year and our batting average is getting better. Alumni relations is also an area that is ripe to be

developed. The Office of Alumni Relations has not had a director for a few months now but a new director will be on board by the end of summer.

11. President Fernández expressed his desire to increase the visibility and engagement of the college. The College media relations staff has done wonders in generating more publicity and revamping various websites, such as the Library, Art Gallery, etc. Other departments will be doing the same in the coming months. The president announced the appointment of a Chief Information Officer, Ronald M. Bergmann. Mr. Bergmann will bring a tremendous amount of talent and experience, excellent contacts, and a broad overview of how information technology can serve to make teaching and learning more effective.

12. The president emphasized his view that a publicly-assisted institution has a special responsibility to work to enrich the community through increased engagement of the College's resources, such as students involved in community service projects. Service learning has become a major area in higher education, and Lehman (and CUNY) will be doing more in this area in the next 10 years. We would also like to increase the participation of the general public coming to the campus. Each year we have over 400,000 people coming through the Performing Arts Center for an array of performances. Our Art Gallery has done amazing work with thousands of children in the public schools and other sorts of activities.

13. President Fernández said that there are other areas in which the College will seek to become more involved, such as health education and well being in our communities. We want to strengthen our long-standing relationships with New York City schools. The ultimate goal is to improve student achievement. Lehman has had, and continues to have, excellent programs in education. We have centers doing excellent work with the public schools, such as the Bronx Institute, that is serving 8,500 Bronx middle and high school students and helping them get into college. The Division of Education just received a teacher quality program grant for $7.6 million to focus on training elementary mathematics teachers.

14. The president indicated that a new area of emphasis will be on health. We know that the Bronx has the dubious distinction of having the highest asthma rate in New York City, along with problems with childhood obesity and other chronic illnesses. Lehman offers a Master's in Public Health. Health care is the largest industry in the Bronx. The borough has a large

number of hospitals and we train many of the professionals that work in these hospitals. Many of Bronx Lebanon Hospital's nurses are products of our institution.

15. The president expressed the need to go beyond providing academic training of people. Lehman should start sending more students and faculty to work with community based organizations to help them to do something about rates of diabetes, obesity, asthma, heart disease, etc., and to promote better nutritional practices. Another goal is to have a healthier and greener environment in the Bronx. The College has a Sustainability Council that has come up with very innovative ideas. The new science facility building is aiming to achieve silver-LEED (Leadership in Energy and Environmental Design) rating. This means recycling products and water, using more natural light, etc. We want the roofs of buildings to be more energy efficient. Overall, we are committed (along with New York City) to reducing our carbon footprint. President Fernández congratulated Assistant Vice President Rene Rotolo and the other members of the Council for the work that they are doing and added that we need to get those ideas out to the community, and lead by example.

16. Finally, he stated, we're pushing to improve the economic vitality of the borough. The Bronx has another dubious distinction of having the highest rate of poverty level in the City of New York. In the nation, it is probably in the top five in terms of poverty levels, and it reflects all the accompanying indicators that come with extreme poverty, such as poor health, poor quality housing, high unemployment, etc. The Small Business Development Center at Lehman is another unit that is doing great work. Moreover, there are over 900 students in our business programs, which is our biggest major. We need to figure ways to get some of these students to take part in service learning projects with different organizations in the community. Those are the kinds of ideas embedded in Objectives 4.1 through 4.3. Although we have already been doing some of these things, this is an opportunity to really focus on getting people to embrace those goals and join us in this effort. These goals are part of the ten year plan. These changes will not happen overnight, but if we keep our focus, we will be able to measure the progress made towards these goals.

17. The president completed his presentation and welcomed questions and/or comments from the floor. A student senator commented that there's a difference between community service and community development. He stated that the College should be focused on community

development and that community service means leaving the community. He further stated that as far as he knew, CUNY's policy on ethnic studies is that we gain national prominence in Ethnic Studies. He noted that Ethnic, Gender and Women's Studies were missing from the plan. The president responded by stating that students are not required to leave to perform community service. In fact, students can perform their service in the Bronx or in the community where they live. The goal is have service be connected to what students are learning in class.

18. As for ethnic studies, the president said, that Lehman already has strong ethnic studies departments. We have the Department of African and African American Studies; one of the first departments established in CUNY. The Department of Latin American and Puerto Rican Studies now has a distinguished professor who is the author of six books published by major university presses. Lehman is competitive with the top ethnic studies departments in CUNY. The College is already hiring faculty with expertise in certain disciplines but also with an interest in one or more of the ethnic groups. For example, the Department of Political Science just hired a faculty member who will teach general courses in political science but will also be looking at Latino Politics. Given the growth of the Latino community in the United States, this is an area of scholarship that is of increasing interest to many. Dr. Fernández added that the College will nevertheless take into account the student's comments and see if there could be improvement on what we already have.

19. A senator commented about Lehman's marvelous international students. She asked how the college's receptivity to international students will affect the college. The president stated globalization affects us all in different ways. Higher education is affected by having more students come to study in the United States and increasingly more United States students going abroad. He envisions that in the next 25 years, students in higher education in the United States will probably be involved in some study abroad. The College has established programs in collaboration with a number of universities in other countries, and will continue to explore more. One of the major limitations has been the lack of dorm space to house international students. One of the recommendations of the strategic planning council is to establish housing for honors, international and doctoral students. The Senator inquired about the properties for sale in the neighborhood. The president indicated that the College is already looking at acquiring a nearby lot.

20. Another senator stated that it is important for the college to work on improving the quality of life on campus. The faculty and staff have to deal with broken chairs, classrooms and bathrooms in disrepair. He wants the campus to feel more like home so faculty and staff will want to spend more time on campus. President Fernández stated that the Strategic Council Report addressed that issue. He has asked the various divisions to list what has been done since January 2010. He stated that he can provide a list of things that have been done to address these issues. The senator also urged that there be more focus on the high schools, specifically in the preparation of high school students. The president pointed out in the *Achieving the Vision* document, the relevant goals and objectives that address these concerns. These goals are only the beginning and there is still much more to add.

21. The senator also asked what the rationale for changing from divisions to schools is. The president stated that the college currently lacks administrators who can advocate for a *group* of departments with hospitals, the National Institutes of Health, etc. This lack of representation is holding us back as real competitors for grants and other public and private funding that is available. While department chairs provide leadership to their individual departments, deans can serve a broader function beyond symbolic leadership, connecting the school with hospitals, state and national agencies, etc. Departments may not get the attention because they are small units, but a "school" will represent a larger group, a cluster of departments. The senator then asked about fundraising. The president deferred to Vice President of Institutional Advancement Mario DellaPina. The Lehman College campaign goal is $40 million dollars by 2014. We are now at $31 million. The president indicated that once we reach that goal, we'll set a new one since fundraising never ends.

22. Another senator stated that pursuant to Board of Trustees policy, every community college graduating senior is guaranteed a spot in a senior colleges. However, many senior colleges are not taking CUNY graduates unless they have a certain grade point average. President Fernández said that the College would honor the CUNY Board policy for Associate of Arts and Associate of Science holders. However, Lehman College has increased the GPA requirement for students who transfer without a degree. Students who transfer before earning an Associate Degree need a higher GPA in order to demonstrate that they are well prepared for senior college. Mayor Michael Bloomberg has included funds in the City's budget for rental space for a new community college in midtown Manhattan. In CUNY there is the

question of how can we best prepare community college students so that they can obtain a Baccalaureate degree in three to four years after they transfer. That is one of the issues the University is struggling with. A new Vice Chancellor for Community Colleges has been appointed to provide focus and direction in this area.

23. The president thanked everyone for their work in the Senate this year. He also wished the students all success in their exams and everyone a nice summer.

ADJOURNMENT

President Fernández adjourned the meeting at 4:35 p.m.

Respectfully submitted,

Esdras Tulier