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

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

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

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

33
34 1. President Fernández called this meeting to share with the Senate the work that has been
35 done in the area of planning. However, in recent days there has been much discussion about
36 the action taken by the legislature involving faculty and staff in the nature of a furlough that
37 was approved and signed into law by the governor. A number of questions remain in the
38 minds of people. President Fernández wanted to take the first part of meeting to present some
39 information and answer questions about the proposed furlough for State employees.

40
41 2. The furlough means that those affected will need to take one day off next week without
42 pay. This action does not affect faculty and staff in the community colleges as they are on
43 the New York City payroll system. It does not affect anyone on a federal grant, 100% or

44 employees of the Research Foundation. CUNY has decided that most people will take May
45 21 as their furlough day. The date was selected because there is less activity on Fridays.
46 Health and Safety employees are exempt. The campus will be open. If there are exams
47 scheduled on May 21, arrangements will be made to reschedule them. Employees essential
48 to basic operations, such as plant tenders and engineers, will be working.

49
50 3. CUNY and SUNY unions are in federal court in Albany seeking a temporary restraining
51 order. A decision is not expected until later, therefore, we need to proceed with planning to
52 implement the furlough. The College will be keeping records of employees furloughed. If at
53 some point, the court finds this action illegal, funds will be returned to those affected. While
54 furloughs have happened in other states, New York has not been not subject to this so far.
55 This action is a result of the Governor's initiative to force the legislature to take action on a
56 budget. President Fernández invited members of the administration to answer questions.

57
58 4. The president will send out an email message this afternoon informing the Lehman
59 Community about the furlough; additional communication will follow, as needed.

60
61 STRATEGIC PLANNING:

62 1. The president moved on to the strategic planning presentation. He stated that for the last
63 18 months, almost 2 years, the College has engaged in a process of strategic planning. For
64 those who have not been at Lehman College for long, strategic planning has been a part of
65 the college process for 19 years. The first report was issued in February 1992 followed by the
66 president's response in May 1992. That committee was co-chaired by Professors Fred Shaw
67 and Linda Keen.

68
69 2. In the year 2000, the Strategic Planning Committee submitted a report after a year of
70 investigation and discussion. This plan was presented to the college community in February
71 2001. There were four core areas identified: academic excellence, student recruitment,
72 student retention, and community outreach and interaction. To put this in context, the
73 college had been experiencing a significant enrollment downturn in the late 1990's. The
74 areas of student recruitment and retention continue to be significant for us today, and they are
75 part of the work we have committed ourselves to doing.

76

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

89
90 4. In spring 2006, the president charged a number of administrators with assessing the
91 mission statement's relevancy, and to consider strategic plan priorities and the ability of the
92 mission statement to focus our effort and energy on common goals. In 2007, the Senate
93 approved a new mission statement: the *Mission, Vision and Values Statements*. In spring
94 2007, the Middle States Self- Study Committee was established. The work continued until
95 March 2009. In September 2008, the Strategic Planning Council, comprised of senior faculty
96 and administrators and students, produced a report that was presented in January 2010. On
97 January 28, 2010, two documents were presented to the Senate: The Strategic Planning
98 Council Report and The Report of the Task Force on Retention, Progression and Graduation.
99 The latter group, established in fall 2009, addressed issues on retention, progression and
100 graduation and recommended two initiatives, a "Sophomore Initiative" and a "Transfer
101 Center."

102
103 5. The challenge for the president was to translate the Strategic Planning Council Report
104 (SPRC) into a working document with plans, goals, objectives, strategies, and timelines; and
105 a way to follow the recommendations of this report. In describing the SPRC, President
106 Fernández used the metaphor of a majestic tree in a 19th century painting with lots of
107 branches and leaves to describe it. *Achieving the Vision*, which the president presented, is a
108 streamlined version of the SPRC, with the branches and the trunk, but no leaves. It is a
109 document that can be shared broadly. The document will be finalized this summer and will

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

114
115 6. The strategic directions in *Achieving the Vision* are: 1. excellence in teaching, research and
116 learning; 2. enhanced student success; 3. greater institutional and financial effectiveness; and
117 4. commitment to engagement and community service. These are lofty goals and very
118 general. We need to define the objectives which are the pathways to achieve each of these
119 strategic directions. For each of these objectives we will need to have strategies. They will
120 be the road map to achieve those objectives. An action plan that involves who's responsible;
121 how long this is going to take; what are the bench marks in terms of where we're starting
122 from; and what kind of resources in personnel, information technology, and any other kind of
123 equipment, facilities and budget required will need to be formulated. That is how we will
124 know if we have achieved these goals.

125
126 7. Referring to the document *Achieving the Vision*, which the president shared with the
127 General Faculty earlier this month, Dr. Fernández said that we have the broad general goal of
128 Excellence in Teaching, Research, and Learning. Objective 1.: Recruit, support, and retain
129 distinguished faculty, details the strategies needed to achieve it. The president encouraged
130 everyone to read the *Achieving The Vision* booklet carefully to understand all that is being
131 proposed. He also welcomes comments as it is still a work in progress.

132
133 8. In the area of Student Success (goal #2), the president pointed out that recruiting well-
134 prepared, promising, motivated students with diverse ethnicity and culture is consistent with
135 the College's mission. Along these lines, we will continue to gradually increase the
136 admission standards in line with the other CUNY senior colleges and continue to develop a
137 comprehensive enrollment management plan. This is very important as the College needs a
138 balance of undergraduate and graduate students, as well as freshmen coming directly from
139 high schools and transfers students. We have a significant proportion of students coming
140 directly from the community colleges as transfers. In recent years, we have also increased
141 the number of students coming directly from high school, which is a welcome trend. The
142 reality is that many Bronx high school graduates are unable to meet our admission standards

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

150
151 9. The president stated that the College seeks to achieve greater external recognition of its
152 academic programs. Obtaining appropriate accreditation is a goal for all our programs. Most
153 of the College's professional programs have been accredited and are recognized nationally,
154 and in some cases, internationally. One recommendation is to look into renaming
155 administrative structures, e.g. , schools rather than divisions. This will not require a
156 governance change; it will simply involve a name change. For example, the Division of
157 Education will become the School of Education, and so on. This is in line with the changes
158 taking place in other CUNY schools. For instance, Brooklyn College is establishing several
159 colleges and will be hiring a number of deans next year. This came about because Brooklyn's
160 current structure has a president, a provost, and 30-plus department chairs reporting directly
161 to the provost. No other CUNY institution is structured that way.

162
163 10. Returning to the *Achieving the Vision* document, the president emphasized two items in
164 the last two goals. Namely, greater institutional and financial effectiveness and commitment
165 to engagement and community service. One area is to make better use of our limited
166 resources; the other is to increase funding received from individuals, private foundations and
167 corporations. The College has had some success in recent years in bringing in funds from
168 non-government sources such as foundations, but we must do better. Related to research, an
169 area in which we have recruited talented faculty over the years, with the right kind of
170 support, many of them can be even more successful in bringing in additional grants. If we
171 want to be recognized as a research institution, we need to provide a level of support to
172 faculty— new as well as existing faculty— so they can be more successful in preparing grant
173 applications. The number of grant submissions has significantly increased in the past year
174 and our batting average is getting better. Alumni relations is also an area that is ripe to be

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

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

184
185 12. The president emphasized his view that a publicly-assisted institution has a special
186 responsibility to work to enrich the community through increased engagement of the
187 College's resources, such as students involved in community service projects. Service
188 learning has become a major area in higher education, and Lehman (and CUNY) will be
189 doing more in this area in the next 10 years. We would also like to increase the participation
190 of the general public coming to the campus. Each year we have over 400,000 people coming
191 through the Performing Arts Center for an array of performances. Our Art Gallery has done
192 amazing work with thousands of children in the public schools and other sorts of activities.

193
194 13. President Fernández said that there are other areas in which the College will seek to
195 become more involved, such as health education and well being in our communities. We
196 want to strengthen our long-standing relationships with New York City schools. The ultimate
197 goal is to improve student achievement. Lehman has had, and continues to have, excellent
198 programs in education. We have centers doing excellent work with the public schools, such
199 as the Bronx Institute, that is serving 8,500 Bronx middle and high school students and
200 helping them get into college. The Division of Education just received a teacher quality
201 program grant for \$7.6 million to focus on training elementary mathematics teachers.

202
203 14. The president indicated that a new area of emphasis will be on health. We know that the
204 Bronx has the dubious distinction of having the highest asthma rate in New York City, along
205 with problems with childhood obesity and other chronic illnesses. Lehman offers a Master's
206 in Public Health. Health care is the largest industry in the Bronx. The borough has a large

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

209
210 15. The president expressed the need to go beyond providing academic training of people.
211 Lehman should start sending more students and faculty to work with community based
212 organizations to help them to do something about rates of diabetes, obesity, asthma, heart
213 disease, etc., and to promote better nutritional practices. Another goal is to have a healthier
214 and greener environment in the Bronx. The College has a Sustainability Council that has
215 come up with very innovative ideas. The new science facility building is aiming to achieve
216 silver-LEED (Leadership in Energy and Environmental Design) rating. This means recycling
217 products and water, using more natural light, etc. We want the roofs of buildings to be more
218 energy efficient. Overall, we are committed (along with New York City) to reducing our
219 carbon footprint. President Fernández congratulated Assistant Vice President Rene Rotolo
220 and the other members of the Council for the work that they are doing and added that we
221 need to get those ideas out to the community, and lead by example.

222
223 16. Finally, he stated, we're pushing to improve the economic vitality of the borough. The
224 Bronx has another dubious distinction of having the highest rate of poverty level in the City
225 of New York. In the nation, it is probably in the top five in terms of poverty levels, and it
226 reflects all the accompanying indicators that come with extreme poverty, such as poor health,
227 poor quality housing, high unemployment, etc. The Small Business Development Center at
228 Lehman is another unit that is doing great work. Moreover, there are over 900 students in
229 our business programs, which is our biggest major. We need to figure ways to get some of
230 these students to take part in service learning projects with different organizations in the
231 community. Those are the kinds of ideas embedded in Objectives 4.1 through 4.3. Although
232 we have already been doing some of these things, this is an opportunity to really focus on
233 getting people to embrace those goals and join us in this effort. These goals are part of the
234 ten year plan. These changes will not happen overnight, but if we keep our focus, we will be
235 able to measure the progress made towards these goals.

236
237 17. The president completed his presentation and welcomed questions and/or comments from
238 the floor. A student senator commented that there's a difference between community service
239 and community development. He stated that the College should be focused on community

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

247
248 18. As for ethnic studies, the president said, that Lehman already has strong ethnic studies
249 departments. We have the Department of African and African American Studies; one of the
250 first departments established in CUNY. The Department of Latin American and Puerto Rican
251 Studies now has a distinguished professor who is the author of six books published by major
252 university presses. Lehman is competitive with the top ethnic studies departments in CUNY.
253 The College is already hiring faculty with expertise in certain disciplines but also with an
254 interest in one or more of the ethnic groups. For example, the Department of Political
255 Science just hired a faculty member who will teach general courses in political science but
256 will also be looking at Latino Politics. Given the growth of the Latino community in the
257 United States, this is an area of scholarship that is of increasing interest to many. Dr.
258 Fernández added that the College will nevertheless take into account the student's comments
259 and see if there could be improvement on what we already have.

260
261 19. A senator commented about Lehman's marvelous international students. She asked how
262 the college's receptivity to international students will affect the college. The president stated
263 globalization affects us all in different ways. Higher education is affected by having more
264 students come to study in the United States and increasingly more United States students
265 going abroad. He envisions that in the next 25 years, students in higher education in the
266 United States will probably be involved in some study abroad. The College has established
267 programs in collaboration with a number of universities in other countries, and will continue
268 to explore more. One of the major limitations has been the lack of dorm space to house
269 international students. One of the recommendations of the strategic planning council is to
270 establish housing for honors, international and doctoral students. The Senator inquired about
271 the properties for sale in the neighborhood. The president indicated that the College is
272 already looking at acquiring a nearby lot.

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

283
284 21. The senator also asked what the rationale for changing from divisions to schools is. The
285 president stated that the college currently lacks administrators who can advocate for a *group*
286 of departments with hospitals, the National Institutes of Health, etc. This lack of
287 representation is holding us back as real competitors for grants and other public and private
288 funding that is available. While department chairs provide leadership to their individual
289 departments, deans can serve a broader function beyond symbolic leadership, connecting the
290 school with hospitals, state and national agencies, etc. Departments may not get the attention
291 because they are small units, but a “school” will represent a larger group, a cluster of
292 departments. The senator then asked about fundraising. The president deferred to Vice
293 President of Institutional Advancement Mario DellaPina. The Lehman College campaign
294 goal is \$40 million dollars by 2014. We are now at \$31 million. The president indicated that
295 once we reach that goal, we’ll set a new one since fundraising never ends.

296
297 22. Another senator stated that pursuant to Board of Trustees policy, every community
298 college graduating senior is guaranteed a spot in a senior colleges. However, many senior
299 colleges are not taking CUNY graduates unless they have a certain grade point average.
300 President Fernández said that the College would honor the CUNY Board policy for Associate
301 of Arts and Associate of Science holders. However, Lehman College has increased the GPA
302 requirement for students who transfer without a degree. Students who transfer before earning
303 an Associate Degree need a higher GPA in order to demonstrate that they are well prepared
304 for senior college. Mayor Michael Bloomberg has included funds in the City’s budget for
305 rental space for a new community college in midtown Manhattan. In CUNY there is the

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

310
311 23. The president thanked everyone for their work in the Senate this year. He also wished
312 the students all success in their exams and everyone a nice summer.

313
314 ADJOURNMENT

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

316
317 Respectfully submitted,

318
319 Esdras Tulier