



**College: Lehman College**  
**Request for Academic Excellence Fees**

**Name of Degree/Program**

Ed.D. in Organizational Leadership, Development and Change

**Description of Degree/Program and Justification for Fee**

Please provide details regarding the cost of the program, the potential outcomes/marketability for students and the quality of the program as evidenced by rankings or other metrics.

**DESCRIPTION of PROGRAM**

Lehman College's 52-credit Doctor of Education in Organizational Leadership, Development and Change (EDOL) program is designed for graduates to lead mission-driven organizations that serve the community in a complex and constantly shifting environment through its emphasis on research, collaboration, social justice, and applied practice. It is aligned with the mission of the college in that it seeks to accomplish the following:

- Provide students with the knowledge and skills that will enable them to be effective leaders in a variety of organizations.
- Provide organizations in the region with graduates who have developed their abilities to perform leadership functions effectively.
- Contribute to the accomplishment of the mission of Lehman College, which is to provide professional degree programs and afford opportunities to develop skills and competencies needed in the workplace.
- Provide undergraduate and graduate studies in the liberal arts and sciences and professional education within a dynamic research environment, while embracing diversity and actively engaging students in their academic, personal, and professional development.

With advancements in educational technology, unlike many existing CUNY programs, Lehman's unique delivery of this program in a low-residency format (e.g., online courses complemented with three on-site, intensive residencies) will attract learners from not only a traditional Bronx-based population but also reach participants from neighboring counties as well as adjacent areas in New Jersey, Connecticut, and Pennsylvania. As a result, this program has the potential to have both a local and a regional impact. The extended reach of the program will be attractive to professionals working in the many public and private educational systems, hospitals, non-profit and/or community-based organizations, industrial companies, city agencies, state and county agencies, and social service organizations in the New York Metropolitan Area.

## **DESCRIPTION OF PROGRAM (continued)**

There are multiple goals for the EDOL program, but the main outcomes for the program are as follows:

- 1) prepare candidates who can evaluate educational theory, business and market considerations, and problem-solving approaches to lead organizations in innovation, entrepreneurship and change;
- 2) prepare candidates who can leverage technology to support their practices and analyze data to create, articulate, implement, inspire and communicate a vision for an organization;
- 3) prepare candidates who can communicate and build effective partnerships;
- 4) prepare candidates to employ best practices in project management to harness human ingenuity, navigate through technology and environmental change, and create competitive advantages for an organization;
- 5) enhance candidates' capacity for fostering continuous learning, unleashing human potential, and generating motivation;
- 6) develop candidates who are models of ethical and moral leadership, who embrace diversity, who promote social responsibility, who give back to their community, and who seek to build positive relationships based on trust, understanding and mutual respect; and
- 7) develop candidates who demonstrate scholarship and service.

## **PROPOSED ACADEMIC EXCELLENCE FEE STRUCTURE:**

Academic Excellence Fees (AEF) would be charged each semester, consistent with the model from other CUNY units (e.g., Hunter College, Queens College, CUNY Graduate Center).

Lehman is proposing charging students a fee of \$350 for each Fall and Spring semester and a fee of \$300 for the Summer semester.

## **JUSTIFICATION:**

Without the AEF, Lehman would not have sufficient resources to support the program. EDOL will be a model of academic excellence for programs that develop leadership and entrepreneurship among underrepresented individuals, but it can only do so if it has the resources to provide intensive academic advisement, enhanced dissertation mentoring, digital learning and research supports, and other resources that support advanced graduate study.

Candidates in the Lehman EDOL program are professionals in the field who are seeking additional credentials for career advancement. In this respect, they differ from our typical student population at the undergraduate and graduate levels in terms of ability to bear the financial burden of the fee.

In addition, even with the inclusion of the proposed AEF, the EDOL program will generally be less expensive for these students than the existing alternatives, partly due to CUNY's commitment to access, and also because the low-residency format implies that they can continue with full-time employment for the duration of their doctoral studies, have minimal commuting costs, and on-going access to university advisors and other supports without additional personal investment of time and resources.

## **CONSULTATION PROCESS**

Colleges must consult with elected student and faculty leaders, as well as with students and faculty in the programs/degrees/schools affected by the proposed changes. These consultations must have occurred prior to the request submission.

### **Meet with faculty in program/degree/school**

**Date: 11/15/23**

The AEF proposal was provided in advance of the Department of Counseling, Leadership, Literacy, and Special Education faculty meeting. The faculty meeting was held on November 15, 2023, and an anonymous vote was conducted.

### **Meet with students in program**

**Date: 11/22/23**

During an advisement session on November 20, 2023, with current EDOL students, the AEF was discussed, after which the AEF proposal was emailed to students. They were asked to complete a survey on whether they support an AEF.

### **Meet with faculty and student leaders**

**Date: 2/7/24**

Lehman College's Graduate Studies Committee (GSC) discussed the AEF proposal at their meeting on February 7, 2024, and approved the EDOL program charging an AEF each semester. The GSC is comprised of elected faculty and students from across multiple disciplines and is responsible for reviewing all curricular and policy changes at the graduate level.

## BENCHMARKING THE COMPETITIVE ENVIRONMENT

Describe the competitive environment of this degree/program including who your competitors are and how they compare in terms of both quality and price? Include competitors within CUNY, New York Tri-State area and nationally, if applicable.

### COMPARISON WITH ACADEMIC EXCELLENCE FEES OF COMPARABLE PROGRAMS ON OTHER CUNY CAMPUSES:

- CUNY Graduate Center: \$100/credit [Tuition and Fees | Graduate Center Catalog \(cuny.edu\)](#) (Masters in Quantitative Science, Liberal Arts, and others)
- Hunter College: Range \$50/credit - \$150/credit [Tuition and Fees | Hunter College Catalog \(cuny.edu\)](#) (Masters in Education – various specializations)
- Queens College: Range \$50/credit - \$500/semester [Academic Excellence Fees - 12.9.21 \(cuny.edu\)](#) (Masters in Applied Social Research)
- Baruch College: \$500/semester [Tuition and Fees - Baruch College](#) (Masters in Industrial-Organization Psychology)

### COST ANALYSIS OF ALTERNATIVES AT LEHMAN:

Programs at Lehman currently charging AEF include MS-Accounting (\$65/credit), MS-Business (\$65/credit), and Graduate Nursing Program (\$500/semester)

### REGIONAL COST ANALYSIS:

The program's affordability is an additional important strategic asset for our doctoral program. A regional cost comparison revealed that an AEF of \$350-\$300/semester = \$3,000 (per student) in total, for the three-year program, would still place Lehman College as extremely competitive:

University	Doctoral Program	#Credits	Cost/Credit	Fees*	Total Cost
CUNY Lehman	Organizational Leadership	52	\$ 695.00	\$ 117.10	\$36,491.30
CUNY Hunter	Instructional Leadership	60	\$ 695.00	\$ 75.95	\$41,927.85
CUNY Grad Ctr	Urban Education	61	\$ 695.00	\$ 103.25	\$42,704.75
Seton Hall	Higher Ed. Leadership	45	\$ 1,397.00	\$ 245.00	\$63,600.00
Fordham	Educational Leadership	50	\$ 1,368.00	\$ 405.00	\$69,615.00
Hofstra	Educational Policy	49	\$ 1,665.00	\$ 155.00	\$82,050.00
Manhattanville	Educational Leadership	59	\$ 1,050.00	\$ 105.00	\$62,265.00
St. John's	Admin and Supervision	60	\$ 1,470.00	\$ 430.00	\$89,490.00

\*Only includes General and Technology Fees for part-time students, as posted on websites

## **Fees and Enrollment**

What is the amount of academic fee that you are requesting (please specify if it by term or per credit)? How much do you expect to generate? What semester will it be in effect for?

### **Proposed Fees, beginning Fall 2024**

*Applicable to Fall, Spring, and Summer (candidates take 6 – 9 credits per semester)*

*\$350 for each Fall and Spring semester; \$300 for the summer semester.*

### **Anticipated Enrollment in 2024 - 2028**

Fall 2024: 20 students (Cohorts 1)

Fall 2025: 39 students (Cohorts 1 & 2)

Fall 2026: 58 students (Cohorts 1, 2 & 3)

Fall 2027: 58 students (Cohorts 2, 3 & 4) (graduated cohort 1)

Fall 2028: 58 students (Cohorts 3, 4 & 5) (graduated cohort 2)

\*calculated attrition rate = 1 student per cohort

### **Anticipated Revenue Generated**

2024/2025: \$1,000 x 20 = \$20,000

2025/2026: \$1,000 x 39 = \$39,000

2026/2027: \$1,000 x 20 = \$58,000

2027/2028: \$1,000 x 20 = \$58,000

2028/2029: \$1,000 x 20 = \$58,000

## Proposed Use of Funds

What will the additional funds be used for? How will they enhance the program?

Category		Description
1	Summer Advisement and Coordination for August Orientation/Workshops and June/July Dissertation Workshops and Presentations	faculty salary: 75-100 hours (summer) support staff salary: 100-150 hours (summer)
2	External Speaker Honorariums	two symposiums per academic year: (fall and spring)
3	Meals for Campus Events/Activities	minimum one per year per cohort
4	Research Workshops and Training for Students	will vary based on the cohort's needs; summer and winter semesters
5	Specialized Research Software/Materials for Students (that CUNY does not already possess)	will vary based on the cohort's needs
6	Program-specific Writing/Research Tutor	170-325 hours per academic year: 60 (fall), 60 (spring), 50 (summer)
7	Dissertation Presentations	multimedia needs (if on weekend), photographer for student photos, student awards to attend conferences

The AEF will be used as follows:

1. Summer Advisement and Coordination – the initial EDOL orientation is designed for candidates to have an immersive experience in research mentoring, discussions of advancing their leadership, and networking. Summer dissertation workshops and presentations will allow candidates to develop and showcase their research skills. These events will be coordinated by program faculty and advisory stakeholders.
2. External Speakers – Notable individuals within the region will be invited periodically throughout each year to provide candidates with research guidance, expert advice, and examples of leadership practices in the field.
3. Meals – these are essential so that candidates can dedicate the maximum amount of time to program activities (networking events, workshops, etc.) while on campus.
4. Research Workshops – Specialized, focused workshops on skills related to candidates' dissertation requirements will be organized.
5. Specialized Software – It is anticipated that candidates will engage in class and dissertation projects, of varying scope and scale, both statistical and qualitative research, which may require software that is not in the CUNY portfolio.
6. Program-specific Writing Support – Candidates will be supported in the specifics of writing research papers, grants, and their final dissertation. This level of writing support is not available through student services as it goes beyond the requirements of basic classroom writing at the undergraduate level.
7. Dissertation Presentations – Candidates will compile presentations that are suitable for national conferences; they will be encouraged to submit them for conferences; recognition of presentations (photo, video, etc.) will be prepared for digital dissemination through social media and newsletters.

**Provide any other relevant information**

**Sample of estimated expenses where graduate AEF will be used:**

	Role/Description	Notes	Budget
<b>Personnel</b>			
1a	Coordination and Candidate Advisement	Faculty 1:1 intensive advising (Fa, Sp, Su)	\$10,000.00
1b	Summer Orientation and Mentoring	Faculty NTA Summer hours (75-100 hrs.)	\$6,432.00
2a	External Speakers	Honoraria (2 speakers per academic year x \$2000)	\$4,000.00
<b>OTPS</b>			
3a	Meals for campus events	e.g., workshops, networking (minimum one event per year)	\$4,000.00
3b	Ambassadors' Lehman College Branded Items	e.g., Lehman mugs, pens, etc. for ambassadorship/marketing	\$1,775.00
<b>Student Support</b>			
4a	Summer Research Workshops and Training	Support Staff (e.g., IRB, library, IT, etc.) (100-150 hours)	\$7,200.00
5a	Year-long Specialized Research Software	Procurement of software for student use (e.g., NVivo)	\$4,000.00
6a	Year-long Specialized Writing Supports	Support Staff (professional/research writing) (325 hrs.)	\$14,625.00
7a	Dissertation Presentations & Conferences	Development and presentation	\$8,400.00
<b>TOTAL BUDGET</b>			<b>\$60,432.00</b>

### **Narrative Overview of Stakeholder Consultation**

From the inception of the planning process for the EDOL program, an AEF has been envisioned as an integral part of the program.

#### **Timeline:**

- Summer/Fall 2022: The Lehman College EDOL faculty and administrator planning group designed a plan to seek AEF for the program. They developed an estimate of costs and a plan for the use of AEF funds, based on program goals and candidate success.
- During the Fall of 2023, the AEF was reviewed by the faculty of the Department of Counseling, Leadership, Literacy, and Special Education (CLLSE). The majority of the department voted to proceed with the AEF (61% approved of charging an AEF - 11 out of 18 respondents).
- In November 2023, a survey soliciting feedback on the proposed AEF was distributed to EDOL students. The results indicated that out of 17 respondents, 53% (9) of students expressed support for the AEF fee.



### College Approvals

Name

Name

Name

Signature

Title: President

Date: \_\_\_\_\_

Signature

Title: Provost

Date: \_\_\_\_\_

Signature

Title: VP Finance

Date: \_\_\_\_\_

Email completed template and draft Board resolution to **Ivan Nunez** at [ivan.nunez@cuny.edu](mailto:ivan.nunez@cuny.edu) by **January 11, 2019**. The Board 's Committee on Fiscal Affairs meets on **February 25, 2019** and the full Board meeting is on **March 18, 2019**