

A REPORT
on
HERBERT H. LEHMAN COLLEGE
of
THE CITY UNIVERSITY OF NEW YORK

Prepared by the College for the
Middle States Association of Colleges and Secondary Schools

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THE INTERNAL ORGANIZATION OF LEHMAN COLLEGE

Herbert H. Lehman College is a unit of The City University of New York.

The City University, established in 1961, is composed of nine senior colleges, six community colleges, and an affiliated medical institution.

Each of the senior colleges offers programs of instruction leading to A.B., B.S., and B.F.A. degrees. Each also offers the first year of graduate work on its campus and awards M.A. and M.S. degrees. Doctoral studies are the responsibility of the University, and Ph.D. degrees are granted by The City University of New York.

The Board of Higher Education of the City of New York is the governing body of The City University. All degrees, as well as the programs and curricula leading to them, must be approved by the Board of Higher Education and by the Board of Regents of the State of New York. A subcommittee of the Board, the Lehman College Committee, functions essentially as a separate Board of Trustees for Lehman College except that the Committee's recommendations are subject to approval of the entire Board of Higher Education.

The chief administrative officer of the College is, of course, the President, Dr. Leonard Lief. To him falls the responsibility for carrying out the policies of the Board of Higher Education and the Administrative Council (consisting of the Chancellor, the Presidents of all constituent units of The City University of New York, the Provost of the University's Graduate Division, and certain Vice-Chancellors, and Graduate Division Deans) as well as policies developed locally by the Lehman College faculty through

its Faculty Council and by the College administration. He supplies liaison in both directions between the Faculty and the Board of Higher Education together with the Administrative Council. In consultation with the various Deans of the College, he establishes local policies in such matters as budget and finance, campus growth and development, admissions, special programs, and community relations. He represents the College at official occasions on and off campus and is the official spokesman for the College. In general, his concerns are those of most presidents of colleges across the country.

The duties of the President are delineated in the By-Laws of the Board of Higher Education as follows:

- The president, with respect to his educational unit, shall:
- a. Have the affirmative responsibility of conserving and enhancing the educational standards of the college and schools under his jurisdiction;
 - b. Be the advisor and executive agent of the Board and of his respective College Committee and as such shall have the immediate supervision with full discretionary power in carrying into effect the bylaws, resolutions and policies of the Board, the lawful resolutions of any of its committees and the policies, programs and lawful resolutions of the several faculties;
 - c. Exercise general superintendence over the concerns, officers, employees and students of his educational unit;
 - d. Attend meetings of the Board and advise on all matters related to educational policy and practice;
 - e. Transmit to the Board the recommendations of his faculty or

- Faculty Council on matters of curriculum and other matters falling under faculty jurisdiction;
- f. Consult with the appropriate departmental and faculty committees on matters of appointments, reappointments and promotions as hereinafter provided;
 - g. Present to the Board his recommendations thereon and notify the appropriate faculty committees of his recommendations to the Board;
 - h. Be responsible for the presentation to the Chancellor of tentative annual budgets;
 - i. Be responsible for the presentation to the Board of communications from faculties, officers, employees, or students, together with any advice or recommendations of his own concerning the subject of such recommendations or communications;
 - j. Between the meetings of the Board, be authorized in an emergency to fill temporary vacancies in the instructional staff below the rank of professor in accordance with the method of appointment herein provided and to make such administrative arrangements and appointments as cannot well await the action of the Board or its appropriate committees;
 - k. Be responsible for assuring that the necessary departmental and administrative tentative annual budgets are initiated and submitted in the manner hereinafter provided;
 - l. Report biennially to the Board, on or before December thirty-first concerning the affairs of the educational unit under his jurisdiction during the preceding academic years.
 - m. Have such additional specific duties as the Board shall designate.

Responsible for all facets of the academic program of the College is the Dean of the Faculties, Dr. James R. Kreuzer. All matters affecting the Faculty--recruitment, appointment, re-appointment, promotion, granting of tenure, leaves of absence, sabbatical leaves, retirement--fall, in one way or another, within his jurisdiction. He is responsible, too, for curricular matters, for administering the policies established by Faculty Council concerning academic standards for students, and for academic advisement of students. In consultation with the department chairmen, he makes allocations of faculty personnel to the several departments and determines faculty teaching loads and the allocation of released time. He consults with the President and the Dean of Administration on budget and fiscal matters, particularly as they affect the academic program. In the absence of the President, the Dean of the Faculties is the chief administrative officer of the College.

The Dean of Administration, Dr. Wilbur Edel, is responsible for all facets of the non-academic operation of the College. Under his jurisdiction fall the total College budget--its construction and administration--the Business Office (Business Manager: Dr. Malcolm C. Zweibel) with its payroll, administrative personnel, purchasing, and accounting operations together with such adjunct services as those supplied by the Mail Room and the Printing and Duplicating Office, and the Buildings and Grounds Office (Stationary Engineer: Mr. Jesus Diaz). The Registrar's Office (Registrar: Dr. George Schoengood)--including such functions as registration, record-keeping, admissions, and transcript reproduction--also reports to the Dean of Administration as does the Data Processing Unit (Director: Dr. Stephen Mitchell). Auxiliary enterprises (Bookstore and Food Service), the building program, non-academic space allocation, and liaison with the University Vice-Chancellor for Business are additional concerns of the Dean of Administration. In the absence of the President and the

Dean of the Faculties, the Dean of Administration is the chief administrative officer of the College.

The Dean of Students, Dr. Glenn T. Nygreen, is responsible for all facets in the life of individual students, except the purely academic, and for all activities of student groups, including student government and the student press. The Medical Office and the Career Counseling and Placement Office as well as the Financial Aids Office and the Psychological Counseling Staff are under his jurisdiction. To him also falls responsibility for the operation of Student Hall.

The administration of the School of General Studies (afternoon-evening division) and of the Summer Session is under the jurisdiction of the Dean of the School of General Studies and of the Summer Session, Dr. Chester H. Robinson. The School of General Studies mounts programs leading to the several baccalaureate degrees as well as programs for non-matriculants (including adults). Dean Robinson is also responsible for the SEEK Program (Director: Dr. Benjamin Lapkin), a program to prepare under-privileged youngsters for college-level study or to initiate their college-level study.

Assigned to the Office of the Dean of the Faculties are the Associate Dean of the Faculties, Dr. Mary Jane Kingkade, primarily responsible for the graduate program, for liaison between the College and the Provost of the University Graduate Division, and for the undergraduate departments in Group III (Biological Sciences, Chemistry, Geology and Geography, Health and Physical Education, Home Economics, Mathematics, Physics and Astronomy, and Psychology); the Acting Associate Dean of the Faculties for Teacher Education, Dr. Mary Rita D. O'Hare, who also serves as Chairman of the Department of Education and as liaison between the College and the University Dean of Teacher Education; and the Associate Dean for Academic Standards and Evaluation, Dr. John William Wieler, who is the permanent chairman of a standing faculty committee that

establishes policy (subject to final approval of Faculty Council) on all matters affecting the academic standing of students. Dean Wieler is also responsible for the academic advisement of students. The Executive Assistant to the Dean of the Faculties, Dr. Beryl Herdt, conducts special studies for the Dean and assists in carrying out all the routine procedures of the Office of the Dean.

The Assistant Dean of Administration, Professor Thomas W. Finnegan, oversees the buildings and grounds operation, the telephone service, campus renovation programs, safety, parking, and security services; he also carries out other assignments as directed by the Dean of Administration.

The Assistant Dean of Students, Dr. Edith Cappel, carries responsibility for the counselling program and maintains liaison between the Office of the Dean of Students and the Office of the Associate Dean for Academic Standards and Evaluation.

The Associate Dean of the School of General Studies and of the Summer Session, Dr. Anthony V. Patti, in addition to assisting in the over-all operation of the School of General Studies and Summer Session, carries primary responsibility for the development of courses and programs to meet the general and special needs of the various communities beyond the campus which the College serves.

The Director of College Relations and Publications, Dr. Elizabeth Jacobs, is responsible for the College's public relations program, including liaison with the press; for the publicizing off and on the campus of College events and programs; and for all official College publications including the various College Bulletins.

The Library and its organization and resources are dealt with in a separate report prepared by the Chief Librarian, Professor Carl Cox.

Meeting at the call of the President (usually once or twice a month during the academic year) is the President's Administrative Group (often referred to in other institutions as the Cabinet). Its membership consists of all full Deans, the Associate and Acting Associate Dean of the Faculties, the Associate Dean for Academic Standards and Evaluation, the Associate Dean of the School of General Studies and of the Summer Session, the Librarian, the Business Manager, the Registrar, the Director of College Relations and Publications, and such other administrators as the President may from time to time invite. At the meetings of the Administrative Group, the chief officers of the administration inform each other of developments and decisions in their various areas of administrative responsibility; the President reports on actions taken by the Administrative Council and the Board of Higher Education; and the Group shares with the President its individual and collective thinking on the current problems and questions of immediate and long-range concern to the President and the campus as a whole.

The Faculty, defined in the By-Laws of the Board of Higher Education as consisting of all members of the Instructional Staff on tenure and all full and associate professors plus assistant professors appointed before September 1967, is organized into 23 academic departments as follows: Anthropology, Art, Biological Sciences, Chemistry, Classical and Oriental Languages, Economics, Education, English, Geology and Geography, Germanic and Slavic Languages, Health and Physical Education, History, Home Economics, Library, Mathematics, Music, Philosophy, Physics and Astronomy, Political Science, Psychology, Romance Languages, Sociology, and Speech and Theatre.

The chairmen of the academic departments are elected--subject to the approval of the President and the Board of Higher Education--by the voting members of each department (members of the faculty) by secret ballot for three-year terms, staggered so that in any one year only approximately one-third of the departments

hold elections for chairmen.

The duties and responsibilities of department chairmen are described in the By-Laws of the Board of Higher Education as follows:

The chairman shall be the executive officer of his department and shall carry out the department's policies as well as those of the faculty and the Board which are related to it. He shall be responsible for (1) the administrative work of the department such as departmental correspondence and records; (2) the assignment of courses to, and the arrangement of programs of individual teachers; and (3) the general supervision of the department. He shall have authority to initiate policy and action concerning departmental affairs subject to the powers delegated by these bylaws to the staff of the department in regard to educational policy, and to the appropriate departmental committees in the matter of promotions and appointments. He shall represent the department before the faculty council, the faculty and Board. He shall preside at meetings of his department. He shall prepare the tentative departmental budget which shall be subject to approval by the department's committee on appointments or departmental committee on personnel and budget, after which he shall transmit it to the president together with his own recommendations. He shall also be charged with the responsibility for assuring careful observation and guidance of those members of the instructional staff of the department who are on temporary appointment. The chairman of the department, when recommending such temporary appointees for permanent appointment, shall make a full report to the president and the committee on faculty personnel and budget regarding the appointees' teacher qualifications and classroom work, the relationships of said

appointees with their students and colleagues, and their professional and creative work.

Department personnel matters and the preparation and administration of department budgets fall within the jurisdiction of the department Committee on Personnel and Budget. Elected by the voting members of the department, this committee consists of the chairman and four members of the department in professorial rank except for one who may be an instructor. The committee recruits personnel, approves appointments and re-appointments, makes initial recommendations for tenure and promotions, and in general shares responsibility for running the department with the chairman. The members of the committee also make classroom observations of non-tenured department colleagues and report in writing for the department files the results of their observations. These reports form an important basis for subsequent personnel recommendations.

For administrative purposes, the several academic departments are divided into three groups as follows:

GROUP I

Art
 Classical and Oriental Languages
 English
 Germanic and Slavic Languages
 Library
 Music
 Romance Languages
 Speech and Theatre

GROUP II

Anthropology
 Economics
 Education
 History
 Philosophy
 Political Science
 Sociology

GROUP III

Biological Sciences

Chemistry

Geology and Geography

Health and Physical Education

Home Economics

Mathematics

Physics and Astronomy

Psychology

The chairmen of all departments, together with the President and the Dean of the Faculties, constitute the voting membership of the Faculty Committee on Personnel and Budget. In attendance at the meetings (usually held monthly) of this Committee with voice but without vote are the remaining full deans, the Business Manager, the Registrar, and such other administrative officers as the President may designate.

The duties and responsibilities of the Faculty Committee on Personnel and Budget are described in the By-Laws of the Board of Higher Education as follows:

This committee shall receive from the several departments all recommendations for appointments to the instructional staff, reappointments thereto with or without tenure and promotions therein, together with compensation; it shall recommend action thereon to the president. It may also recommend to the president special salary increments. The president shall consider such recommendations in making his recommendations on such matters to the Board.

The president shall, within the period prescribed by the Board, prepare the annual tentative budget and submit it to the committee for its

recommendations; the committee shall make its recommendations within the period prescribed by the Board; the president shall submit to the Chancellor, within the period prescribed by the Board, such tentative annual budget together with his comments and recommendations. Upon failure of the committee to act upon the budget within the period prescribed by the Board, the president shall submit to the Chancellor his own recommendations, together with a statement of explanation.

The committee shall receive and consider petitions and appeals from the members of the instructional staff with respect to matter of status and compensation, and shall present its recommendations to the president. Appeals from the decision of the president by a member of the staff or any faculty committee shall be made in writing to the respective college committees of the Board and shall be transmitted through the president.

Procedures for faculty promotions are described in the following report adopted by the Faculty Committee on Personnel and Budget in the Spring of 1968:

PROCEDURE FOR FACULTY PROMOTIONS AT LEHMAN COLLEGE

Synopsis of Procedure

1. Promotions to all faculty ranks are initiated by the P & B Committee of each department.
2. For each candidate in his department recommended for promotion, the Chairman of each department prepares a Form D, "Recommendation for Promotion," and a "Chairman's Statement" summarizing the judgment of the P & B Committee and including any additional information the chairman may wish to have considered by the president and his advisory committee.

3. The Chairman of each department submits to the Office of the Dean of the Faculties the names of candidates recommended for promotion to each of the ranks. The names are not ranked but are submitted in alphabetical order for each rank. The Chairman also submits to the Office of the Dean of the Faculties for each recommended candidate a Form D and a Chairman's Statement both in 25 copies.
4. Each year, the Chairmen of each group of departments elect two of their members to form a committee of six chairmen which, with the Dean of the Faculties (ex officio, non-voting) and under the chairmanship of the President, is the President's Advisory Committee on Promotions (PACOP).
5. The Office of the Dean of the Faculties distributes copies of the Forms D and Chairman's Statements to the members of PACOP for study and evaluation by the several members of the Committee.
6. On the call of the President, PACOP meets, deliberates, and supplies the President (by means of a secret ballot) with three lists of candidates for promotions to each rank under the following headings:
 1. Most highly qualified
 2. Highly qualified
 3. QualifiedApproximately equal numbers of candidates are placed under each heading for each rank. When budget information is available, the president asks PACOP to make appropriate adjustments in the numbers under each heading.
7. The President at a meeting informs the members of PACOP of the results of their secret ballot, and informs each chairman of the headings under which his candidates have been placed.

Each chairman, in turn, notifies his candidates of the heading under which each has been placed.

8. The President supplies each chairman with the names of the members of his department who are being recommended by the President to the Board of Higher Education for promotion. The President also informs the members of PACOP of those he is recommending for promotion.
9. The chairman of each department notifies individually the candidates in his department who are and who are not being recommended for promotion by the President.
10. A candidate for promotion may appeal the results of the promotion procedure. First, if he is not recommended for promotion by his department P & B Committee, he may appeal in writing to PACOP when department recommendations are submitted to the Office of the Dean of the Faculties. Second, a candidate placed in a category other than "Most highly qualified" by PACOP may appeal in writing to the President. Third, a candidate has the right of final appeal to the Lehman College Committee of the Board of Higher Education and to the Board (By-Laws, section 8.7 d).

Guide Lines for Department P & B Committees

1. Members of P & B Committees shall be thoroughly familiar with those sections of the By-Laws of the Board of Higher Education relevant to promotions and faculty ranks (Sections 15.8, 15.9, 15.14).
2. The P & B Committees shall consider for promotion all department

members below the rank of Professor regardless of rank, tenure status, or the number of promotions which the College may be able to make in any one budget year.

3. The P & B Committees shall recommend for promotion only those department members who, in the opinion of at least a majority of the members of the committee concerned, clearly merit promotion during the current academic year.
4. The vote of the P & B Committee for each candidate shall be reported on the Form D under "Report of Action, Departmental" (p.1).
5. Any member or members of a department P & B Committee may file in writing with PACOP a statement of dissent from any decision concerning promotion made by the P & B Committee.
6. The major criteria for evaluating candidates for promotion fall under the following general headings (without significance implied by the order of the listing):
 - a. Teaching
 - b. Research and/or scholarly and/or creative activity
 - c. Service to the College
 - d. Other

It is to be assumed that the teaching of candidates recommended for promotion is at least satisfactory. When quality of teaching is the sole or the major justification for the recommendation, specific evidence of quality, other than observation reports, should be included as part of the recommendation.

Under the heading of "Other" may be included, for example, service

to the community beyond the campus when such service is rendered in the candidate's professional capacity as a faculty member (rather than as a member of the community).

Guide Lines for Chairmen

1. The Chairman of each department, not the candidate for promotion, is responsible for preparation of the Form D.
2. The Chairman shall prepare the Form D after (or in) consultation with the candidate, who is responsible for supplying the Chairman with the information needed to complete the Form.
3. The "Chairman's Statement" for each candidate shall normally be no longer than 250 words. It should not repeat material included in the Form D but should represent the collective judgment of the P & B Committee together with any additional opinion the Chairman may wish to express as Chairman.
4. It is within the Chairman's discretion to show the "Chairman's Statement" to the members of his P & B Committee or to forward it directly to the Office of the Dean of the Faculties for transmission to PACOP.
5. Since recommendations to the President by PACOP will be based primarily on the information supplied in the Forms D and the "Chairman's Statements," it is imperative for the Chairman to do everything possible to insure the accuracy, relevance, and validity of the contents of both documents.

Guide Lines for PACOP

1. Members of PACOP may consult informed persons on or off campus concerning the qualifications of candidates for promotion, and they may call for additional evidence from candidates or their chairmen.

2. Members of PACOP shall be available to the Chairmen in their respective groups who may wish to supply information concerning candidates not covered in the Forms D or "Chairman's Statements."

END OF REPORT

The total faculty assembles at least once each semester for purposes outlined in the By-Laws of The Board of Higher Education as follows:

The faculty shall meet at least once in each semester or oftener upon call by its executive officers, or by petition of ten per cent of its members. The faculty shall be responsible subject to the Board, for the formulation of policy relating to the curriculum, the granting of degrees, the student activities and student discipline. The faculty, or, in The City College, the general faculty shall also be responsible for and shall establish rules governing the use of the college name by organizations and clubs. It shall make its own bylaws and conduct the educational affairs customarily cared for by a college faculty. The president shall preside at its meetings, or in his absence, the dean of faculty or a dean designated by the president.

The regular business of the faculty is carried out by the Faculty Council,

which consists of two members of each department--the chairman and one member elected by the department--and faculty members at large equal in number to the number of departments (23) elected by Faculty Council plus certain administrative officers.

Perhaps the most accurate and efficient way of describing the functions and activities of Faculty Council is to quote its By-Laws, which here follow:

FACULTY COUNCIL BY-LAWS

July 1, 1968

Excerpts from the By-Laws of the Board of Higher Education

#8.1 DEFINITION OF FACULTY RANK. The president, deans, directors, professors, associate and assistant professors, the registrar, associate and assistant registrar, the librarian, associate and assistant librarians and such instructors and assistants to librarians as have become members of the permanent instructional staff shall have faculty rank. Instructors and assistants to librarians with respect to whose tenure, effective on the ensuing September first, the board has taken affirmative action, shall be deemed to have faculty rank immediately thereafter for the purpose of departmental elections and may hold any office to which they may be elected as of July 1st. All persons having faculty rank excepting those who are on leave of absence from the college shall have the right to vote both in the faculty of which they are members and in their respective departments.

Amendment to By-Law. The following members of the Faculty (By-Law definition) can vote:

1. All on tenure
2. All full professors
3. All associate professors
4. All assistant professors who were in service 9/1/66. If they were appointed after 9/1/66 they cannot vote until they receive tenure.

See Section 8.1 of the By-Laws and amendment of October 1966 Cal. No.

6. Also Administrative Council Minutes of 11/22/66, Cal. No. 17.

#8.2 ORGANIZATION OF THE FACULTIES OF BROOKLYN, HUNTER AND QUEENS

COLLEGES. The faculty of Brooklyn, Hunter and Queens colleges shall consist of the persons having faculty rank together with such other members of the staff as the faculty may add because of their educational responsibilities.

#8.6 FACULTY COUNCILS.

- a. In every college or school of a college in which the faculty shall exceed one hundred members there shall be a faculty council. The faculty council shall consist of the president, deans, directors, the registrar, the business manager, and two delegates from each department where available. One such delegate shall be the department chairman. The other shall be elected by the department. In addition delegates at large equal to the number of instructional departments shall be elected. The method of nomination and election of delegates at large shall be determined in each college or school by the faculty council. Vacancies shall be filled in the same manner for the unexpired term. Each of the

above delegates except the department chairman shall be elected for a three-year term in May of the appropriate year by secret ballot by the members of the faculty entitled to vote in each department.

- b. The council shall have all the responsibilities of the faculty subject only to the right of the faculty upon its own motion to reverse any specific vote of the faculty council by a two-thirds vote of the entire membership of the faculty as defined in Sections 8.2 or 8.3 at a meeting duly called on notice of the action to be considered.

Article 1. Organization

Section 1. The Faculty Council is established to exercise the functions as defined in the By-Laws of the Board of Higher Education. It shall be a continuing body, these by-Laws continuing in force save as amended in accordance with the procedures of Article 4 hereof.

Section 2. The Faculty Council shall be constituted as provided in the By-Laws of the Board of Higher Education. Members-at-large shall be nominated and elected from among those having faculty rank who are teaching at least six credits or its equivalent by the Faculty as a whole, without regard to the divisions thereof. Vacancies in members-at-large positions shall be filled as soon as practicable after the vacancy occurs. Names shall be chosen, in preferential order, from the list of those nominated for the Faculty Council in the preceding faculty-wide election for members-at-large. Where two or more nominees are tied for the same place in the preferential order, the names of those so tied shall be

presented to the Faculty Council for action.

The Committee on Committees and Faculty Council Organization shall conduct the election of members-at-large.

Section 3. Non-Members

- a. There shall be no substitutes or proxies in place of absent members.
- b. Meetings of the Faculty Council shall be open to all members of the instructional staff, except that only members of the Faculty Council may vote. Upon unanimous consent of the Council, non-members may enjoy the privilege of the floor.

Section 4. Officers

- a. Chairman. The Chairman of the Faculty Council shall be the President of Lehman College.
- b. Vice-Chairman. The Vice-Chairman shall be the Dean of Faculties. He shall preside in the absence of the Chairman. In the absence of both the Chairman and Vice-Chairman, the Dean of Administration shall preside.
- c. Secretary. The Secretary shall be elected by the Council. In the absence of the Secretary, the Chairman shall appoint a Secretary, pro-tempore.

Article 2. Meetings

Section 1. Stated meetings. Stated meetings of the Faculty Council shall be held once a month during the academic year, unless in the President's judgment there is insufficient business to justify a meeting.

Section 2. Special meetings. Special meetings shall be held on

the call of the Chairman, on resolution of the Faculty Council, or on the written request to the Chairman of fifteen members of the Council.

Section 3. Proposed Agenda. The proposed agenda of a stated meeting shall be sent to the members of the Faculty Council at least one week prior to the meeting, and shall at the same time be posted on the instructional staff bulletin boards. The agenda for a special meeting shall be communicated with the notice of the meeting, and shall be posted in the same manner.

Section 4. Quorum. A quorum for both stated and special meetings shall consist of a majority of the members of the Faculty Council.

Section 5. Rules of Order. In all matters not covered by these By-Laws, the Council shall be governed by parliamentary rules and usage as set forth in Robert's Rules of Order, Revised, latest edition.

Section 6. Minutes. Minutes of each meeting shall be sent to the members of the Faculty as soon as practicable after the meeting, but in no case less than one week before the next stated meeting.

Article 3. Committees

Section 1. Functions and Membership

- a. The primary function of a Faculty Council Committee shall be to study the subjects referred to it by these by-laws or by the specific action of the Council, to formulate appropriate policies thereon, and to propose such policies to the Council for action. A standing committee shall maintain a continuing review of college policy in its area.

b. Attendance at Committee Meetings.

Any member of the Faculty Council, and, if not so included, any coordinator, sub-chairman, or faculty member in charge of a special college project, may request the right to be present and speak, without vote, at any meeting of a Faculty Council Committee in which he or she has a particular interest.

Section 2. Standing Committees. Standing Committees shall be elected by the Council except for ex-officio membership as herein-
after provided, shall continue for the duration of the Faculty Council. These include the following, and any others which the Council may add thereto.

1. Committee on Committees
2. Academic Standards
3. Course of Study
4. Graduate Study
5. Library
6. Student Activities and Honorary Societies
7. Budget

Section 3. Special Committees. Special committees may be created by action of the Faculty Council for specific purposes. Special committees shall be elected or appointed as the Council may decide in each instance.

Section 4. Officers. Except as otherwise hereinafter provided, each committee shall elect its own officers by secret ballot at its first meeting. If the chairman of a committee is not designated by these by-laws, the member whose name comes first in alphabetical order shall, within ten days of the committee's

creation, call the organization meeting of the committee, and shall preside until the election of a permanent chairman.

Section 5. Sub-Committees. Any committee of the Faculty Council, standing or special, may establish sub-committees for specific purposes. Members of such a sub-committee need not be members of the parent committee. The establishment and membership of each sub-committee shall be reported to the Council.

Section 6. Reports. Each standing committee shall report at least once during each academic year. Such reports may be presented to the Faculty Council either orally or in writing, or may be filed with the Secretary. The Secretary shall inform the Council of each report so filed. Each special committee shall report at least once during its term of service. A standing or special committee may be required to report to the Council at any time by the request of fifteen Council members.

Section 7. Committee on Committees and Faculty Council Organization. The Committee on Committees and Faculty Council Organization shall consist of five members of the Faculty Council who shall be nominated and elected by the Council. Vacancies on the Committee shall be filled in the same manner at the first Council meeting after the vacancy occurs. The Committee shall, except as hereinafter provided, arrange for nominations for the personnel of all elected committees, both standing and special. Other nominations may be made from the floor. Except for vacancies on the Committee itself, nominations to fill vacancies on elected Committees shall be made by the Committee on Committees and Faculty Council Organization at the end of each semester, unless there is a special request from a committee

for immediate replacement. The Committee shall maintain a continuing review of the operation of the Council's committee system, and shall recommend to the Council any needed clarifications or changes. The Committee on Committees shall act as an executive committee to bring to the attention of the Faculty Council matters which do not fall within the province of any of the standing committees. The Committee shall have charge of the election of members-at-large.

Section 8. Academic Standards. The Committee on Academic Standards shall consist of the Associate Dean for Academic Standards and Evaluation as Chairman, the Dean of Students or his representative, the Registrar as Secretary, six faculty members serving staggered three-year terms - two each from the three department groupings and with the Assistant Registrar for Admissions, ex officio, non-voting. The Committee shall maintain a continuing review of policies and procedures with respect to admission, readmission, and retention procedures, evaluation of transfer credits, standards and procedures involving course grades, academic advisement, degree requirements, and special programs. It shall report to Faculty Council at least once each year on its activities with recommendations for Council action.

Section 9. Course of Study. The Committee on Course of Study shall consist of nine members of the Faculty representing equally the three department groupings. The Committee shall concern itself through study and research with policies relating to curricular organization, change, and development at the undergraduate level. The Committee shall maintain a continuing review of the operation of the Lehman College curriculum, and of pertinent developments in

college and university curricula elsewhere. No undergraduate course shall be added to or dropped from the curriculum of Lehman College without prior reference to the Committee.

Section 10, Graduate Study. The Committee on Graduate Study shall consist of the Dean of the Faculties; the Associate Dean of the Faculties, as Chairman; the Dean of Teacher Education, and seven members of the Faculty elected by the Faculty Council. The Committee shall concern itself with policies relating to the operation and advancement of the college's graduate programs and the development of such new graduate programs and courses as may be deemed desirable. No graduate courses shall be added to or dropped from the curriculum of Lehman College without prior reference to the Committee.

Section 11. Library. The Library Committee shall consist of the Librarian and five members of the Faculty elected by the Faculty Council for overlapping three-year terms. The Committee shall concern itself with overall educational policies relating to the Library and shall serve in an advisory capacity to the Librarian of the College as a liaison agency between the Library and the individual departments of the college.

Section 12. Student Activities and Honorary Societies. This committee shall consist of three faculty members to be elected by Faculty Council, three student members to be elected by the Student Council, plus a faculty chairman elected by the Faculty Council. The Dean of Students or his representative shall be a member ex-officio. The Committee shall recommend policies for student activities to the Faculty Council, shall have the power of granting or of withholding charters of student groups, and shall advise the

Dean of Students who acts as the representative of the faculty in student affairs.

Section 13. Budget. The Committee on Budget shall consist of six members of the Faculty and the Business Manager. The Committee shall receive routinely and upon its request pertinent information about the budget of the College, shall keep the Faculty and the President fully informed on its independent evaluation of the proposed budget and of the process by which it is formed, and shall represent the Faculty at all public budget hearings.

Article 4. Amendments

An amendment to these By-Laws may be adopted at a stated or special meeting of the Faculty Council, provided that a copy of the proposed amendment is sent to each Council member at least one week before it is to be voted upon. The vote required shall be a two-thirds affirmative vote of the members present.

END OF FACULTY COUNCIL BY-LAWS

One final matter of internal organization remains--machinery and procedure for curriculum development and modification. Normally, curriculum change originates in the several departments and then is submitted to the Faculty Committee on Course of Study, which evaluates, modifies, approves or disapproves. This Committee reports at intervals its recommendations to Faculty Council which has final jurisdiction on campus over curricular matters. The actions of Faculty Council are transmitted for final approval to the Board of Higher Education by the President.

A list of the principal officers of the administration follows:

President	Dr. Leonard Lief
Dean of the Faculties	Dr. James R. Kreuzer
Associate Dean of the Faculties	Dr. Mary Jane Kingkade
Acting Associate Dean of the Faculties for Teacher Education	Dr. Mary Rita D. O'Hare
Associate Dean for Academic Standards and Evaluation	Dr. John W. Wieler
Dean of Administration	Dr. Wilbur Edel
Assistant Dean of Administration	Professor Thomas W. Finnegan
Dean of Students	Dr. Glen T. Nygreen
Assistant Dean of Students	Dr. Edith Cappel
Dean of the School of General Studies and Summer Session	Dr. Chester H. Robinson
Associate Dean of the School of General Studies and Summer Session	Dr. Anthony Patti
Librarian	Professor Carl R. Cox
Associate Librarian	Professor Marnesba D. Hill
Registrar	Dr. George J. Schoengood
Assistant Registrar, School of General Studies	Robert Goldstein
Assistant Registrar for Admissions	Emily G. Nammacher
Business Manager	Dr. Malcolm C. Zweibel
Assistant Business Manager	Daniel F. Laura
Assistant to the Business Manager-Federal Programs Accounting Officer	Frieda Bernstein

Assistant to the Business Manager-Personnel Officer	Joyce Curtis
Assistant to the Business Manager-Payroll	Walter Wallman
Assistant to the Business Manager-Budget	Edith Zaetz
Director-Office of College Relations and Publications	Dr. Elizabeth R. Jacobs
Editor	Sandra L. Sherwood
Director-SEEK Program	Dr. Benjamin Lapkin
Stationary Engineer	Jesus Diaz

THE ACADEMIC RELATION OF THE COLLEGE TO THE UNIVERSITY

The Board of Higher Education has delegated responsibility for educational policy and curriculum coordination to its Committee on the Academic Program or, for Teacher Education Programs, to its Committee on Coordination of Teacher Education.

The responsibilities of these committees are

- a. To consider and assume the responsibility for continuous consideration of policies fundamental to the development of an integrated system of public higher education for the City of New York and the role of each college in its coordinated program.
- b. To pass on all matters relating to the curricula of the various schools, colleges, and teaching divisions under the jurisdiction of the Board, and every proposed provision to be incorporated in such curricula.
- c. To consider and advise the Board on matters on which communication may be sought by or with the instructional or administrative staffs of the colleges when such matters affect more than one college.

As a matter of practice these board committees have limited their attention to policy matters, emphasizing in their review of proposed new programs such factors as objective, need, possible conflict with other programs, and resource commitments necessary for implementation.

Lehman College is represented at meetings of the Board of Higher Education and its Lehman College Committee by the President; on the Graduate Advisory Committee, and the Graduate University Council by the Associate Dean of the Faculties; on the Committee on Coordination, by the Acting Associate Dean of

the Faculties for Teacher Education.

The By-Laws of the Board of Education stipulate that the Faculty shall be responsible, subject to the Board, for the formulation of policy relating to the curriculum and the granting of degrees. The Board has relied upon the faculties of the colleges for conduct of the educational affairs of the separate colleges and of the Graduate Division. Thus, subject to Board approval, the faculty of Lehman College initiates curriculum development, defines programs of study, specifies pre-requisite work required for matriculation, and initiates recommendations on educational programs.

There is little or no attempt to coordinate undergraduate Liberal Arts programs on a University-wide basis.

New undergraduate programs are developed by the faculty of a department; after being approved by a majority of the Departmental faculty, they are submitted for review to the Lehman College Faculty Council's Committee on Course of Study. The committee presents the proposal, with its recommendation for action, to the Faculty Council. After approval by the Faculty Council, the proposal is submitted to the Lehman College Committee of the Board of Higher Education and either to the Committee on the Academic Program or to the Committee on Coordination of Teacher Education. for approval and referral to the Board of Higher Education. Changes in existing undergraduate curricula that are proposed by a department are processed through the same channels.

Proposals for new graduate programs and changes in existing programs are initiated by the departmental faculty and referred to the Lehman College Faculty Council's Committee on Graduate Studies for review.

Proposals relating to Arts and Sciences programs are referred by the committee to the Graduate Advisory Committee of the City University. This

committee, which is composed of one representative from each of the senior colleges (usually the Dean responsible for graduate programs at that college) and is chaired by the Provost of the Graduate Division, reports its recommendation on the proposal to the Graduate Study Committee.

Proposals relating to Teacher Education programs are referred both to the Graduate Advisory Committee and to the Committee on Coordination of Teacher Education. This committee, composed of the Deans of Education at the senior colleges and chaired by the University Dean of Teacher Education, reports its recommendations on the proposal to the Graduate Study Committee.

These proposals are then referred to the Lehman College Faculty Council for action, and, if approved, are forwarded, along with the recommendations of the Graduate Advisory Committee or the Committee on Coordination, to the appropriate Committees of the Board of Higher Education.

Proposals relating to Terminal masters and other post-baccalaureate programs not creditable toward the doctorate are submitted to the Lehman College Committee and the Committee on the Academic Program.

Proposals relating to Teacher Education Programs are submitted to the Lehman College Committee.

Proposals relating to courses that are offered in the University's doctoral programs are submitted to the Board of Higher Education's Committee on The City University.

Proposals for new degree offerings or new programs of study are supported by the information shown in Exhibit A which follows.

EXHIBIT ASupporting Information Required For New Degree Offerings Or New Programs of Study

1. PURPOSES OF THE CURRICULUM

State whether or not this is a curriculum designed primarily to prepare for further education, career, or a profession. List professional titles, if any, for which the graduates will be prepared. Is it day or evening?

2. NEED FOR THE CURRICULUM

A complete justification is required, including, if career oriented, evidence of need. If other than career oriented, describe and provide some measure of the professional or educational need to be served.

3. POTENTIAL ENROLLMENT

Determine the student need and the eventual placement possibilities. Project the anticipated enrollment as far ahead as possible, but at least five years, and specify an enrollment goal.

4. POSSIBLE CONFLICTS WITH EXISTING CURRICULA

List and describe similar curricula being offered within the New York City metropolitan area. Explain why the existing curricula do not meet all present and anticipated needs.

5. ABILITY TO PROVIDE FOR THE CURRICULUM

Show that the proposed curriculum is within the scope of your college

program and that it is within the ability of the faculty and administrative staff to conduct such a curriculum. State whether or not the proposed curriculum can be offered without increase in classrooms, equipment, library facilities, and laboratories.

6. NECESSARY ADDITIONS TO FACULTY

How many additional faculty members will be required for this new curriculum?

7. NECESSARY ADDITIONAL INSTRUCTIONAL EQUIPMENT

List the major new equipment needed. Provide estimates of its cost, including installation.

8. NECESSARY ADDITIONAL BUILDING SPACE

If space is required in addition to that already available at the college, describe the needed space in detail. Can the space be rented? If so, estimate the annual rental, give the general location, amount of space and tentative conditions of rental contract. If additional buildings are to be erected, indicate where, and the amount of space required.

9. ANALYSIS OF COSTS AND INCOME

Make a complete projection of estimated costs and a corresponding budget for this new curriculum. Be sure to include administrative overhead, clerical, maintenance costs, supplies--as is normally done in preparing the college budget. Prepare a summary of anticipated income from tuition, if any. Include amounts from gifts, income from the operation of part-time classes, etc.

10. CURRICULUM OUTLINE (TENTATIVE)

Prepare a curriculum outline, listing the subjects, laboratory hours and classroom hours, by term. List electives in the present program (beyond the normal core group) that are available as electives or required in this program.

11. TIMETABLE

List a schedule of dates (at least by semester) for the initiation and completion of steps leading to full operation.

Doctoral studies in The City University are the joint concern of the senior colleges and the graduate division.

For every discipline in which doctoral work is offered, a faculty is organized and an executive officer is appointed by the Provost of the University Graduate Division. The faculty consists of

- a. All full-time faculty members of any of the colleges of The City University who currently or during the two preceding years have taught in a doctoral program, served on a dissertation committee, or participated in the first or second examination;
- b. those currently serving as adjunct professors and adjunct associate professors who have been approved by the Provost;
- c. All professors, associate professors, and assistant professors who are participating in a research institute approved by the Provost.

The Executive officer serves as coordinator and Chief Administrative Officer of the program.

The University Graduate Council is composed of the Provost, a representative of each of the senior colleges appointed by the President of the College, the executive officers of the doctoral programs, and representatives of the graduate faculties.

Proposals relating to new doctoral programs and changes in existing doctoral programs are initiated by the Graduate Faculty in the Discipline and are then submitted to the University Graduate Council for review and approval. After approval, the proposal is submitted to The City University Committee of the Board of Higher Education.

PARTICIPATION IN UNIVERSITY PROGRAMS AND SERVICES

Lehman College participates in a variety of University Programs. In September of 1968, 148 students will be enrolled at Lehman College in the SEEK Program which is intended to identify talented high school graduates who are capable of benefiting from senior college study after appropriate remedial work.

Lehman College participates in the University Study Abroad Program which provides opportunities and financial aid for well-qualified students to attend universities in Spain, France, England, Germany, and Puerto Rico for a year.

Lehman College is a member of the Inter-University Consortium for Political Research whose purpose is to promote the conduct of research on selected phases of the political process.

Faculty members in the various science departments have access to research facilities at the Aruba Research Station, the Cold Spring Harbor Laboratory of Quantitative Biology, the New York Hall of Science, the New York Botanical Garden, and the Museum of Natural History under agreements between The City University and the several public and private institutions.

The City University provides support for faculty research through research grants, stipends for summer research activity, and matching funds in support of proposals for research grants from outside agencies. The City University Research Foundation assists faculty members applying for research grants. The City University of New York maintains an office in Washington for improved access to information concerning the activities of Federal agencies. Services of the office are available to all faculty of The University.

CHANGES SINCE LEHMAN COLLEGE BECAME AUTONOMOUS

The changes that have taken place since Lehman College became autonomous involve many specifics, but perhaps the most immediately significant change is in the spirit, the tone of the campus as a whole. Hunter College in the Bronx had always been an outpost of Hunter College, Park Avenue. Almost all administrative decisions of any importance were made by administrators at Park Avenue; faculty and staff in the Bronx felt remote and alienated from the decision-making process which controlled their professional destinies.

Now Lehman College has an almost full complement of administrative offices and officers. Decisions affecting Lehman College are made by Lehman College administrators for, and in consultation with, Lehman College faculty, students, and administrative staff. Evident in the Dining Hall, at Faculty Council meetings, at meetings of the Faculty Personnel and Budget Committee, at meetings and conferences with students is a new spirit, a sense of pride in being part of Lehman College and its development, a sense of identification with an important and exciting enterprise.

Specifically, admissions to Lehman College are now handled on this campus, and we have been freed in this area as in others of having decisions made for us. The Business Office gives answers quickly on financial matters, answers we had been used to waiting weeks, even months for; the Registrar can now decide just as quickly on the basis of admission documents what credits can be transferred with advanced standing, for example. A Dean of the Faculties, who may be found in his office every day and not on Thursdays only when convenient, makes it possible for the staff to settle academic problems as they arise. And when the Dean of the Faculties wishes to consult with a higher authority, he can go to see the President, across the hall from his own office!

Two more specific changes have occurred since Herbert H. Lehman became an autonomous senior college: one, the Library has assumed its rightful place of importance, a position it was never able to achieve in past years; and, two, the responsibility for academic counseling has been assumed by the Dean of the Faculties, who has created an associate dean to deal with all academic matters involving students.

In the first place, now that we are a separate college, the shortcomings of our Library have come to the fore; they can no longer be swept under the convenient rug of graduate needs at home base. We know that we must turn our attention to expanding (if not creating) a library worthy of an accredited college. Since accreditation and a library worthy of its name go hand-in-hand, we know that we must solve a problem that is ours alone if not altogether of our creating. We think we have reason to hope that for the first time in history the Library will enjoy that share of the annual budget that student enrollment on this campus has always merited but never received. True, in some areas--the English Renaissance in particular and the Renaissance in general--collections require no apologies, but just as truly in some other areas academic departments either have to start building whole collections or strengthening collections with noticeable gaps. Here again a resident Librarian gives hope; for, though he may not yet have the money he needs, nevertheless we at long last as an autonomous college have acquired a Librarian whose allegiances are to his own. Faculty despair has given way to the hope that must be fulfilled if we are to continue to give undergraduate and graduate instruction worthy of the name.

In the second place, in the area of academic counseling the changes are already positive. In former years, the Dean of Students shared the responsibility for academic counseling of freshmen and sophomores with the Dean of

Instruction, whose Assistant assumed the same role with juniors and seniors. In the new college, the title of Assistant Dean of Instruction has been dropped; instead, the Dean of the Faculties has appointed an Associate Dean for Academic Standards and Evaluation, who is charged with the responsibility for academic counseling in the entire college, the counselors in the Office of the Dean of Students still advising freshmen and sophomores but consulting with and forwarding to the Associate Dean all of their recommendations. The Associate Dean maintains close liaison with the Dean of Students and his Assistant Dean. The Associate Dean together with his part-time assistant helps juniors and seniors with all their academic problems over which academic departments lack jurisdiction; helps them with their selection of a Core of Study; interprets and evaluates questions and answers regarding requirements for graduation; directs upper juniors and lower seniors particularly in their quests for Fulbrights and Dan-forths, and aids nominees for Woodrow Wilson Fellowships. And the Associate Dean will report to Faculty Council as the Chairman of the Committee for Academic Standards and Evaluation that will concern itself with all of the academic problems that a student faces from the time he is admitted until he graduates.

Perhaps the most significant accomplishment of the year of transition was the appointment to the faculty of some 90 distinguished academicians recruited from colleges and universities across the country--from the Universities of California (at Los Angeles), Southern California, Wisconsin, Minnesota, Pennsylvania, Alabama, Oregon, Rochester; from Wayne State University, Clark University, Stanford University, Yeshiva University, Michigan State University, Columbia University; from Mount Holyoke College, Williams College, and our sister institutions--City College and Queens College--to name but a few. Appointments in the rank of full Professor have been made to the departments of Mathematics, Speech and Theatre, Romance Languages, Music, Physics and

Astronomy, Political Science, Philosophy, and to the Library. Each person appointed to a professorship brings to his new post an impressive record of scholarly achievement, dedication to teaching and research, and a commitment to the values and ideals of higher education. To membership on our faculty in all the ranks from instructor to professor, the new appointees bring a wide variety of academic background, training, and experience as well as an abiding interest in contributing to the development of Lehman College. The new appointees add a generous measure of strength to an already strong and vigorous faculty. The College is in debt to the department chairmen and their personnel and budget committees for an excellent year of faculty recruitment.

Another major accomplishment of the year of transition was the revision of the curriculum required for the baccalaureate degrees offered by Lehman College. Without going into details which appear in the Lehman College Bulletin, I shall merely point out that the new curriculum reduces the number of required credits, provides more freedom and flexibility in the choice of courses within and among departments, and introduces new courses and new or modified course materials. The result of untold, endless committee meetings, hearings, and vigorous debate at Faculty Council, the new required curriculum solidly establishes the identity of Lehman College distinct from that of Hunter College.

As a concomitant of the curriculum revision, the several academic departments re-examined, re-evaluated, and revised their various course offerings and patterns of concentrations. In addition, a new honors program was introduced into the curriculum. All in all, Lehman College took on a "new look."

Of major importance for the long-range future of Lehman College was the selection early in the year of transition of the architectural firm of David Todd Associates and Ian Pokorny to serve as official campus planners. The

faculty, the student body, the campus, and the surrounding area within a quarter of a mile radius have been studied in minute detail. We know, now, about how many people drive to the campus, how many use which means of public transportation, how many enter which buildings at various hours of the day, what off-campus buildings are residential or industrial or commercial. We have some sense, too, of our space needs based on projected future enrollments, department by department, office by office, service by service, program by program. The campus planners have met with representatives of the faculty, the administration, and the student body to report progress and seek counsel and reactions. And there will be more meetings. But already there is emerging a coherent, viable plan for the future growth and development of our physical plant: we can look to the future with confidence.

Two final changes must be mentioned here briefly. First, an entirely new procedure for the promotion of faculty members (described in detail in the first section of this report) was adopted by the Faculty Committee on Personnel and Budget. The new procedure considerably (and considerately) reduces the time between the initial departmental recommendation for promotion and the announcement of the President's final decisions. Ample opportunity is given for the evaluation of the qualifications of candidates for promotion by their peers and by the Dean of the Faculties and the President. And ample opportunity for appeal is provided.

Second, in cooperation with The City University and the New York State Dormitory Authority, Lehman College is erecting a temporary building (20,000 square feet) to house various administrative offices and service units. The building is scheduled for completion and occupancy in the late fall of 1968. In addition, work on Carman Hall--a \$10,500,000 academic building--continues to progress. Occupancy is scheduled for early in 1970.

THE LIBRARY

Physical Facilities

The library is housed in its own building, connected by corridors to Shuster Hall, with a total area of about 44,000 square feet on two floors. Built in 1960, the building provides for a book capacity of 250,000 volumes and has seating space for 750 readers. Located on the ground floor are two large reading rooms, a reference reading area, a phonorecord listening area, circulation and reserve desks, reference and administrative offices. The closed book stacks, a periodicals reading room which also contains the microfilm and microcard readers, work rooms for technical services and government documents; a special collections room, and a staff room are located on the basement level. With the completion of the new classroom building (Carman Hall) in 1970, the reserve operation will be relocated in that building. A new library building for the campus is projected within a few years.

Objectives of the Library

The primary objective of the library is to support the academic program of the College. To accomplish this we must maintain a collection of sufficient size and currency to meet the demands of class assignments and preparation for examinations on the undergraduate level, to promote and support independent study at both the undergraduate and master's level, and to provide at least partial support for faculty research projects. The secondary objective is to provide the students with an awareness of library resources and their proper use, so that this training will facilitate their academic progress and be of practical benefit to them in their later careers. Since Lehman College is an integral part of The City University of New York, the library has a responsibility for the enrichment of the total library resources of the system; such

special collections as we may develop should be initiated only with this objective firmly in mind. A fourth objective is the support of such community programs as the College may establish.

Administration and Staffing

The total full-time staff of the library is 21 (15 professional and 6 non-professional), supplemented in 1967/68 by approximately 38,000 hours of part-time assistance. In 1968/69 we expect to increase this staff by three professional and three non-professional positions, plus some 4,500 hours of part-time assistance. All full-time professional personnel are members of the college's instructional staff with faculty rank, voting privileges, and eligibility for college-wide committee assignments. New appointments, promotions, and the granting of tenure to the professional staff are made at the recommendation of the library's departmental Personnel and Budget Committee (composed of the Chief Librarian and four tenured members of the department elected for three-year terms), subject to the approval of the College Personnel and Budget Committee and the Board of Higher Education.

The administration of the library is the responsibility of the Chief Librarian who has the rank of Professor and who reports directly to the President of the College. In addition to guiding the operations of the library so as to provide for its maximum functioning as a service agency to the faculty and student body, the Chief Librarian is responsible for the expenditure of the budget, for planning the future development of the library, and for coordinating the library administration with the educational policies of the President and the Dean of the Faculties, with the administrative policies of the President and the Dean of Administration, and with the college-wide actions of the Faculty Council. The Chief Librarian, as Department Chairman, is

automatically a member of the Faculty Council and the College Personnel and Budget Committee, and is an appointed member of the President's Administrative Group.

Assisting the Chief Librarian as an advisory group is an elected committee of the Faculty Council, the Faculty Library Committee, which recommends library policy to the Council. Assisting in the internal operations and administration of the library is an Associate Librarian who holds the rank of Assistant Professor.

Two secretaries complete the Administrative Division of the library.

Organization and Service

The remaining 17 full-time staff members are each assigned to one of three major divisions--Technical Services, Circulation, and Reference.

The Technical Services Division, comprised of the Acquisitions and Catalog units, has only two full-time professionals (1 Assistant Professor, 1 Instructor) at the moment, assisted by part-time hourly personnel. The division is responsible for acquiring and preparing for use all material added to the library's collections. The division also maintains serial records, provides catalog maintenance, and is responsible for bindery preparation. This is a new operation at Lehman since the main library at Hunter College did all of our processing prior to the separation. We expect to add three professionals in cataloging and three non-professional positions to the division this year. Unlike some libraries, book selection is not a primary function of the acquisitions unit.

The Circulation Division and its Reserve unit is manned by one professional (Instructor) and two non-professionals on a full-time basis, with

many hours of part-time help. The division is responsible for the maintenance of the stacks in addition to the operation of the circulation and reserve desks and, since this is a closed stack library, for paging materials. Last year, 1967/68, the total circulation reached 201,611 transactions.

The Reference Division has 10 professionals (4 Assistant Professors, 6 Instructors) and two non-professionals, plus student aides. One Instructor and one clerk are assigned to the periodicals reading room; one Instructor and one clerk are assigned to the Documents unit; one Instructor is responsible for interlibrary loan; and the remaining professionals are employed in general reference duties. The Division has the primary responsibility of providing assistance in the use of the catalog and the collections for student and faculty. During the regular sessions the library is open a total of 71 hours weekly and professional reference assistance is available all 71 hours. Evening and weekend hours, however, are covered by part-time professionals rather than the regular staff. The members of the Division take responsibility for reference book selection and for recommending titles in their respective subject areas to improve the general collections. Over the past year about 15% of the new titles added to the library were recommended by the library staff, the other 85% by members of the teaching faculty. The Division is also in charge of orientation in the use of the library. Much of this is done on an individual basis as the occasion arises, and through the dissemination of library information sheets to students and faculty library handbooks. General freshman orientation did not prove to be successful and has been dropped, but faculty members are encouraged to schedule class periods for special bibliographic orientation by library staff in direct connection with their subject areas.

Collections

The collection is entirely centralized, with no departmental or branch outlets, and is housed principally in closed stacks. Until the summer of 1967 all books were classified by the Dewey Decimal Scheme; since then new titles are being classified by the Library of Congress schedules. No reclassification of older material has been done, and periodicals are not classed but shelved by title. Bound volume holdings as of June 30, 1968, exclusive of government documents, total 127,044.

Books total 117,879. The strongest areas of the collection are history, English literature, and education.

Periodicals total 9,165 bound volumes, with current year shelved unbound in the periodicals reading room. Of a total of 1,001 periodical titles held, 773 titles are currently received. Length of runs of back volumes are generally short, averaging perhaps 10 years. Most of the major indexes (Readers Guide to Periodical Literature, Social Sciences and Humanities Index, Education Index, Psychological Abstracts, Chemical Abstracts, etc.) are available and currently received.

The phonorecord collection contains 1,005 discs, largely music, but with some plays and instructional materials. We have 13 listener stations.

Microfilm totals 3,639 reels, including the New York Times, London Times, and 44 other titles. We have 6 microfilm readers.

Microcards contain 1,345 titles, mainly theses in physical education. We have 2 microcard readers.

Government documents total 7,482. The library was designated a selective

government document depository in 1967. This collection is classified by the Superintendent of Documents classification and is maintained as a separate collection with its own catalog.

Budgetary Support

Hunter College did not keep expenditures for the Bronx campus separately over the years so the only figures available are estimates. According to those estimates, however, the amount spent for books and periodicals for the Bronx library over the past five years is as follows:

1963/64.	\$ 22,500
1964/65	34,000
1965/66	45,000
1966/67	55,000
1967/68	<u>108,000</u>
Total	\$264,500

Although the budget for the library for the current year, 1968/69, has not yet been determined, the estimated allocation for books and periodicals is approximately \$190,000.

The salary total for the current year (as of October 1, 1968) of full-time library staff is \$229,130. If the additional six staff positions are granted, an amount of approximately \$46,400 will be added to that figure. No decision has been made as to the amount of hourly part-time help we will be able to employ.

The Most Obvious Inadequacies

Building

The inadequacies of our building are so glaring that they are being mentioned only for the record. The sheer physical discomforts--the heat in

summer and cold in winter, the high noise level, the substandard lighting in some areas, the lack of toilet facilities, the chairs that collapse unexpectedly, the subway crush at the main catalog and loan desk--have become a legend on this campus and have created an image of the library that probably cannot be changed short of a new building.

The source of greatest complaint from students, however, is the lack of seating space at peak hours of use. There is no generally accepted formula for proper allocation of library seating space, but the one most often cited calls for seats for one-third of the full-time equivalent enrollment. Assuming our present FTE as 6,000 (the closest estimate from the figures available) that formula would decree 2,000 seats, which is probably too high. A more realistic estimate for us would be 25% of the day session enrollment, or 1,300 seats, postulating that the seats would be vacated by the time the night students arrived. Our present total of 750 seats represents on paper space for 12.5% of the FTE enrollment. In practicality, since 75 of the seats are in the periodicals reading room and tend to be limited to that specialized use and 23 carrels are in the stacks available only to graduate students and faculty, for general use we have 652 seats--accommodating somewhat less than 11% of the enrollment. For graduates (142 full-time) and faculty (413 FTE) we have only the 23 carrels.

Equally drastic for efficient operation is the lack of work space for the library staff. There are no enclosed offices except for that of the Chief Librarian. The reference "office" is located in a reclaimed area of the reading room separated from the general hubbub only by book stacks. We are trying now to convert a basement storage area into working space for the hoped-for technical services staff. There are no conference facilities of any kind and a meeting of more than five staff members becomes almost impossible to schedule.

for space except during intersessions.

Staffing

In this area the most obvious faults lie in the skewing of staff--reference versus technical services--and the unrealistic ratio of professionals to non-professionals. The first of these is a function of the history of the school with processing never anticipated at this location, and will be remedied as quickly as possible.

The imbalance between professional and non-professional positions seems to be endemic to The City University library system. Professionals as a result are forced into lower-level tasks normally performed by clerks, with a subsequent loss of time and productivity at the professional level. We must strive to bring this situation to an end by achieving a ratio of at least two non-professionals for each professional and reducing the number of part-time assistants.

Collections

Although no one will argue that quantity makes for quality, and the great debate as to what constitutes an "adequate" collection still is unresolved, we consider it evident that 127,000 volumes to serve 6,000 students and more than 400 faculty members is inadequate. Furthermore, this collection contains a higher than normal rate of duplication of outdated volumes originally purchased for reserve use that should be weeded as we reclassify.

There have been only two widely-accepted quantitative formulas (and no qualitative ones) developed so far to measure the adequacy of collections, the ALA Standards for College Libraries and the Clapp-Jordan formula. Both are subject to much dispute as to reliability but as guidelines applied to

the Lehman situation they indicate grimly how substandard we are. Given Lehman's approximate 6,000 FTE enrollment, the ALA standard (now almost 10 years obsolete) prescribes 320,000 volumes for minimum adequacy, while the Clapp-Jordan formula (figured excluding doctoral-level programs) would demand a minimum of 240,350 volumes. Thus even to reach the lower of these standards we need almost to double our present collection.

Budget

It follows that any improvement in the Lehman library picture depends upon an improved budget. Unlike the fortunate schools which have been able to develop their libraries over a long period of gradual growth, we must employ crash program tactics to erase the deficiencies of the past while attempting to meet the pressure of current needs, and such crash programs require extraordinary financing. An indication of the level of funding necessary can be seen from the consideration of book budget alone.

By 1975 the projection for Lehman College is 6,500 day session students, which, with the addition of evening students, probably can be translated to a full-time equivalency of at least 7,500. For this population the ALA standard prescribes a minimum of 400,000 volumes based on a straight progression, while the Clapp-Jordan formula, which is weighted for increases in faculty and graduate programs and is thus probably more realistic, would set a minimum for us of approximately 500,000 volumes. Assuming that the \$190,000 this year may buy us 23,000 volumes at an average cost of \$8 (which is low) we would still have to add about 42,000 volumes per year for the next six fiscal years to reach a total collection of even the lower figure of 400,000 volumes. This rate of acquisition would mean an annual book budget for those six years of no less than \$335,000. To that figure, of course, would need to be added the cost of additional personnel for processing and servicing. We would also have to

have our new building or additional stack space elsewhere by the fall of 1972.

The Prognosis

Steps are being taken already to remedy these most obvious inadequacies, and the prospect for future development is bright.

The need for a new library building has been accepted by The University, preliminary studies of space allocations for each library function have been completed, and the campus master planners are in the process of determining the exact location for the building.

New positions are being made available this year for processing, and budget proposals for additional non-professional positions in the 1969/70 fiscal year have been submitted as a first approach toward a better balance of professional and non-professional personnel.

The teaching faculty is well aware of the problems faced by the library and is cooperating enthusiastically in our attempt to build a more adequate collection. As we acquire more non-professional help we expect to free more of the professional librarians' time to book selection and planning a more systematic strengthening of specific subject areas.

The most hopeful of the signs of recovery, probably, is in the budget allocation, where the \$190,000 for books and periodicals expected this year represents roughly a 76% increase over the \$108,000 of last year. We take this as a concrete indication that The University will give the level of support needed as work progresses to refine our budgetary targets in the light of our developing program.

ACADEMIC PROGRAMS AND THEIR CONTEMPLATED DEVELOPMENT

The academic programs of Herbert H. Lehman College have been designed to retain the best of the programs offered in past years when we were Hunter College in the Bronx and to continue the leadership in academic matters that has characterized all of the senior colleges in The City University of New York.

The strong liberal arts program that is the core of the college curriculum leading to the A. B. degree has been revised to permit the student a wider latitude in subject choices during his freshman and sophomore years; and the more traditional idea of a major and a minor in the junior and senior years has been modified to allow the student a core of study of approximately 40 credits, thereby enabling him to extend his learning in both breadth and depth. The additions of an interdepartmental program in Linguistics and an interdepartmental course in the World Classics mark the beginning of our efforts in the direction of interdisciplinary studies. The B. S. degrees in Chemistry, Accounting, Music, and Home Economics have either been inaugurated or continued to give students interested in these areas a professional advantage. For example, the new B. S. in Chemistry, accepted by Faculty Council upon the recommendation of the Faculty Course of Study Committee on a one-year trial basis, was adopted to accommodate those students who wish to obtain the American Chemical Society accreditation at the time of graduation. Similarly, the B. S. degrees in Accounting, Music, and Home Economics recognize the semi-professional nature of courses of study in these subject areas.

Since the Department of Education under the able direction of the then Professor Herbert Schueler, now the President of Richmond College, established curricula that became models both throughout the State of New York and the country at large, it is not surprising that our own Department of Education,

preeminent in the training of teachers at all levels, has already in one Summer Session established its reputation: more than 1,500 post-baccalaureate students registered in our first Herbert H. Lehman Summer Session, July-August 1968, in the various undergraduate and graduate courses designed to strengthen the student in his ability to teach more effectively at the elementary and high school levels.

Several departments--Biological Sciences, Mathematics, Philosophy, and Speech and Theatre--offer programs leading to the M. A. in Arts and Sciences; Chemistry offers an M. S. The Departments of Economics, English, History, and Music are developing M. A. programs. The Department of Art is also proposing an M. A. and M. F. A. (Fine Arts). The graduate programs in Arts and Sciences may be expected to grow rapidly as they become better known, particularly throughout the Bronx and Westchester.

All of the programs that lead to the undergraduate and graduate degrees have been studied during the past transitional year in relation to the community in which Herbert H. Lehman College has its being, the Borough of the Bronx, often referred to with some rightness as a culturally desolate area. Not only did the people involved in the planning of our curricula look to the chief business of our undergraduate college, the baccalaureate degree, but they also kept clearly in focus the cultural needs of the Bronx: various activities were held during the past academic year on the campus for the community as a whole. These included art exhibits, theatre performances, dance and music recitals, athletic events--all under the aegis of various departments.

We look forward to the close association of our Department of Biological Sciences with the New York Botanical Garden and to the development of undergraduate and graduate programs in Botany as well as to the equally close association

with Montefiore Hospital, resulting eventually in a B. S. in Nursing as we train the nurses our society needs so desperately.

Herbert H. Lehman College accepts the challenge of community service--educational, cultural, and professional--for the Bronx. It will service the many needs that have received such scant attention for so many years.

Finally, there will be a committee appointed by the President composed of faculty members and students to develop an experimental curriculum designed for a select group of students; we hope that the experimental curriculum will become effective in September, 1969.