

LEHMAN COLLEGE

The City University of New York

Lehman College Senate Meeting

Wednesday, November 7, 2007 at 2:00 P.M.

Carman Hall B-04

AGENDA

1. Approval of the minutes of the Senate Meeting of October 17, 2007
2. Announcements and Communications:
 - a. President Ricardo R. Fernández
 - b. Representative of the Student Conference
3. Reports of Standing Committees:
 - a. Governance: Prof. Duane Tananbaum
 - b. Admissions, Evaluations and Academic Standards: Prof. Kevin Sailor
 - c. Undergraduate Curriculum: Prof. Barbara Jacobson
 - d. Graduate Studies: Prof. Timothy Alborn
 - e. Academic Freedom: Prof. Rosalind Carey
 - f. Library, Technology, and Telecommunication: Mr. James Carney
 - g. Campus Life and Facilities: Prof. Elhum Haghghat
 - h. Budget and Long Range Planning: Prof. Eric Delson
 - i. University Faculty Senate: Prof. Manfred Philipp
4. Old Business: None
5. New Business: None

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**Minutes of
The Lehman College Senate Meeting
Wednesday, October 17, 2007**

5 **Senators Present:** Alborn, T.; Albelda, V.; Bailey, M.; Barnes, C.; Bonastia, C.; Boone, R.;
6 Brown, K.; Bullaro, G.; Calvet, L.; Carey, R.; Chowdhury, N.; Decker, C.;
7 DiPaolo, M.; Domínguez, A.; Efthymious, J.; Ezeh, S.; Feinerman, R.;
8 Fernández, R.; Fiol-Matta, L.; Fleitas, J.; Georges, C.; Gottlieb, M.; Graulau,
9 J.; Haghighat, E.; Happaney, K.; Harushimana, I.; Hurley, D.; Jacobson, B.;
10 Jervis, J.; Jones, L.; Joseph, R.; Kleiman, S.; Kulagina, K.; Kunstler, R.;
11 Levitt, J.; Lopez, M.; Lowenstein, D.; Magdaleno, J.; Marianetti, M.;
12 Matthews, E.; Mazza, C.; Merzel, C.; Mineka, J.; Munch, J.; O'Hanlon, T.;
13 Pant, H.; Papazian, M.; Philipp, M.; Pierre, K.; Polirstok, S.; Prohaska, V.;
14 Qian, G.; Reid, A.; Sailor, K.; Salamandra, C.; Silverman, H.; Tananbaum,
15 D.; Tegeder, D.; Tilley, J.; Tramontano, W.; Trimboli, S.; Tsiamtsiouris, J.;
16 Verdejo, V.; Watson-Turner, S.; Wheeler, D.; Whittaker, R.; Wilder, E.;
17 William, L.; Xia, Z.; Zucchetto, V.; Zuss, M.; Zwiren, M.

19 **Senators Absent:** Afrani, D.; Ajasin, G.; Amaechi, C.; Banoum, B.; Biggs, J.; Bullaro, G.;
20 Clark, D.; Daci, H.; DeRoo, Z.; Dixon, S.; Enweronye-Okiro, P.; Esteves, C.;
21 Fletcher, D.; Folsom, C.; Garanin, D.; Gonzalez, M.; Holloway, J.; Hsueh, T.;
22 Jafari, M.; Johnson, A.; Khalili, J.; Lacson, J.; Morales-Diaz, A.; Myrie, D.;
23 Negron, V.; Niedt, P.; Palaj, M.; Perry-Ryder, G.; Ramos, R.; Rose, J.;
24 Salvatore, R.; Swinton, S.; Tabachnikov, A.; Troy, R.; Totti, X.

25
26 President Ricardo Fernández called the meeting to order at 2:15 p.m.

27 **1. Minutes Adopted**

28 A motion was made and seconded to adopt the minutes of the Senate
29 meeting of September 26, 2007. The minutes were unanimously approved.
30

31 **Announcements and Communication**

32 **2a. President Ricardo R. Fernández-**

33 The President's report related to Enterprise Resource Planning (ERP), which he said is going to
34 transform the CUNY system. He requested floor rights for Mr. Milton Santiago, the President's
35 appointed representative to the ERP Planning Committee. Mr. Santiago referred to the
36 expression "ERP—CUNY First." What it really is, he said, is all the software and hardware we
37 use to conduct our administrative and business processes---our human resources, general
38 ledger and so on. CUNY is undertaking a project to replace these systems with a modern,
39 unified system. One of the problems we have now is that "our systems do not speak to each

40 other.” This new approach will allow most colleges within the CUNY system to facilitate the
41 services and the processes we have to improve services to students, faculty, and staff.
42 Essentially, that is the purpose of the project. A web page will be online soon. President
43 Fernández added that ERP will allow the University to function as it should. For example,
44 student records will be transferred between campuses seamlessly because it will be one system.
45 The Chancellor, for the first time ever, will be able to send messages to all students who are
46 enrolled at the University. (We are now using a system that is 30 years old.) This will have a
47 transformative impact on the University, though it will take a number of years to implement,
48 but some benefits will show relatively soon.

49 **2b. Student Conference-**

50 1. Student Chair Alfred Domínguez reported that a leadership retreat was held on October 13
51 that involved the Student Conference, Student Affairs and Campus Association for Student
52 Activities (CASA), and student club members. It was an opportunity to meet with students,
53 faculty and administration to determine “how we can have a common voice.” Parliamentary
54 procedures were also discussed so it is to be hoped our students will be better prepared for life
55 situations.

56 2. The bell schedule is still an issue. The student consensus supports more free time for clubs
57 and leadership activities and possibly more time to meet with professors. CASA is being
58 consulted on its views on the bell schedule.

59 3. Another continuing issue is prices at the book store. A report will be issued shortly, and a
60 book exchange will be set up with CASA in front of the bookstore.

61 4. The next meeting will be held at 2 p.m. on Wednesday, October 24 in the Student Life
62 Building, Room 102.

63 **3. REPORTS OF THE STANDING COMMITTEES-**

64 **a. Governance Committee-**

65 1. Prof. Duane Tananbaum was elected as chair, and Prof. Rosalind Carey was re-elected as
66 secretary.

67 2. A resolution was being brought before the Senate. In the original agenda, it was put under
68 new business, but since it was coming through the Governance Committee a revised agenda
69 was distributed which put it with the other committee reports. It was read by Prof. Tananbaum:

70 “Whenever the chair of the Lehman College Faculty Executive Committee or the chair of the

71 Lehman College Senate is already a member of the CUNY Council of Faculty Governance
72 Leaders, be it resolved that the chair of the Lehman College Governance Committee be
73 designated as an additional Lehman College representative to the CUNY Council of Faculty
74 Governance Leaders.” Prof. Tananbaum explained that this year Prof. Manfred Philipp sits on
75 the CUNY Council of Faculty Governance Leaders because of his position as chair of the
76 University Faculty Senate, but he is also entitled to sit there because he is now chairman of the
77 Faculty Executive Committee. Lehman College is therefore entitled to an additional person and
78 by way of designating who that person would be, the Committee concluded that the chairman
79 of the Governance Committee was the most logical person. The resolution was unanimously
80 approved by voice vote.

81 3. Nominations of two students for the Library, Technology, and Telecommunications
82 Committee Mr. John Figueroa and Ms. Valerie Verdejo were presented by the Committee. The
83 nominations were unanimously approved.

84 4. The next Committee meeting will be either late next Wednesday afternoon or sometime
85 next Thursday in Shuster 179.

86 b. **Committee on Admissions, Evaluations and Academic Standards-**

87 1. As discussed at the last meeting, Prof. Kevin Sailor said the Committee was looking into
88 some policies concerning seniors and graduates. At the last meeting, there was not a quorum,
89 but there was nevertheless a consensus. The Committee agreed unanimously that the policy
90 that “a graduating senior may be exempted from a final examination if the policy of the
91 department or program is to exempt graduating seniors from their final examinations” be
92 stricken from the Undergraduate Bulletin. In other words, that should not be our policy. This
93 does not preclude individual instructors from exempting students. Discussion followed. The
94 resolution was approved to remove the statement from the catalog.

95 2. Another meeting has not been scheduled as yet.

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97 c. **Undergraduate Curriculum-**

98 1. Prof. Barbara Jacobson reported proposals from the Department of Art, and from the
99 Program in Women’s Studies. One item of information was a Letter of Intent from the
100 Department of Environmental, Geographic and Geological Sciences to create a new
101 interdisciplinary Bachelor of Science program in Environmental Science. The report was
102 approved.

103 2. The next committee meeting is on Wednesday, October 24 at 12 noon in Carman 221.

104 d. **Committee on Graduate Studies-**

105 1. Prof. Timothy Alborn presented proposed revisions in the Graduate Bulletin concerning
106 general admissions and matriculation requirements, and a new course in the Department of
107 Environmental, Geographic and Geological Sciences. The report was approved.

108 2. The next meeting is scheduled for Tuesday, October 23 at 1 p.m. in Carman 201.

109 e. **Committee on Academic Freedom-**

110 1. Professor Liesl Jones reported that she is acting chair of the Committee. At the last meeting a
111 quorum was not present to elect a chair. It is expected to be accomplished at the next meeting in
112 two weeks.

113 2. A discussion was held on what the Committee would like to do this year. A possibility would
114 be to hold a forum between faculty and administration on mentoring. It would deal with issues
115 surrounding this subject with students and what the faculty believes is appropriate in mentoring
116 students.

117 f. **Committee on the Library, Technology and Telecommunications-**

118 1. The Committee elected Mr. James Carney as the new chair.

119 2. The Committee has been charged with the task of identifying the technology needs of the
120 Lehman College community. Toward that end, the Committee discovered a video produced by
121 the Information Technology Resources Department. It deals with a multitude of issues including
122 access to computers and the IT Center, logging onto the CUNY portal, accessing Lehman email
123 and various web sites and pages available to students. The ten minute video was presented to
124 students in late August and has been in rotation on the new Targetvision system playing back at
125 various venues on campus. The video will be made available to both students and faculty on an
126 ongoing basis as a link on the IT web site.

127 3. A subcommittee of the group has drafted a preliminary survey to be administered to the
128 Lehman student body to assess awareness and usage of the technology. The draft will be
129 distributed to the entire Committee for comment. The survey is roughly divided into three
130 sections: student demographic information, questions about access to technology, and public
131 safety information. (Other departments are welcome to suggest information they would like to
132 see polled.)

133 4. Pressure on the library staff and IT Department has been abated due to a number of changes
134 ranging from relocating copying machines in the Library to support from the vendor providing
135 printing services to the campus.

136 5. Prof. Esther Wilder's years of service both as a member and as chair of the Committee was
137 recognized and the Committee's appreciation was noted .

138 6. The next meeting of the LT&T Committee is scheduled for 12 noon on Tuesday, November
139 13 in the Library Conference room.

141 g. **Committee on Campus Life and Facilities-**

142 There was no report.

144 h. **Committee on Budget and Long-Range Planning-**

145 1. Professor Eric Delson was re-elected as chair of the joint committee of Budget and Long-
146 range Planning and the College Personnel and Budget Committee's Subcommittee on the
147 Budget.

148 2. Vice President Derek Wheeler presented to the Committee, a "snapshot" on the current
149 (2008) fiscal year's budget. The College budget arrived late this year, making the planning
150 process more difficult. Lehman's registration continued to grow last year (FY 2007), resulting
151 in a higher revenue target for the current fiscal year. However, the Fall 2007 enrollment figures
152 are no higher than those of Fall 2006, so that there is a shortfall compared to the revenue target.
153 If enrollment remains relatively flat in Spring 2008, then \$1-1.2 million of our carryover
154 CUTRA account may be required to cover part of the \$5.5 million shortfall (out of our \$65
155 million budget).

156 3. The second installment of CUNY COMPACT funds is currently available for numerous new
157 initiatives and, as last year, this amount will be added to the college's base budget allocation for
158 next year, which does provide some flexibility in budget planning for programs approved for
159 COMPACT funding. The third COMPACT request is being planned now and will involve
160 comment from the joint Committee and the Lehman community.

161 4. The next Committee meeting is planned for late November, again on a Wednesday
162 afternoon at 2 p.m.

165 **i. University Faculty Senate-**

166 **1.** Prof. Manfred Philipp reported that the University Faculty Senate at its last plenary passed
167 two resolutions: one is on admission standards and affirms the rights of college senates and
168 faculty councils to set admission standards in accordance with each college's governance plan;
169 the second resolution was on faculty hiring and affirmed that the plain meaning of the bylaws in
170 terms of faculty and adjunct hiring not be compromised. The trigger for this resolution was the
171 discussion at 80th Street on whether department P&B, personnel and budget committees need to
172 vote on adjunct faculty. Prof. Philipp said the bylaws clearly indicate that they do.

173 **2.** Yesterday at the Executive Committee meeting of the Board of Trustees, the Board
174 authorized the purchase of what they call high end equipment for the sciences across the
175 University. Lehman College was allocated just about half a million dollars. This is the first time
176 in memory that the Central Office has made such allocations, the total amount being six million
177 dollars.

178 **3.** The Governor's Commission on Higher Education is scheduling public hearings throughout
179 the State with one in New York City, one in Long Island and the others Upstate. It's fairly clear
180 from our discussions that two items are prominent: one is the Tuition Assistance Program
181 (TAP), which concerns us, and the other is the structure SUNY which does not. The feeling
182 among many faculty members is that students need more part-time TAP, although there are
183 some dissenters.

184 **4.** The Natural Science Doctoral Program restructuring is continuing. The Graduate Center has
185 set up what are known as Ad Hoc committees, which will report on the restructuring plans. That
186 affects Lehman because the doctoral programs are also present at Lehman. Two of the colleges
187 in the system, Hunter and City have, by vote of their respective College Senate, asked that their
188 names be on the diploma but the colleges will not have curricular authority over these programs.

189 **5.** Recent news reports indicated that the University hired 800 full-time faculty members.
190 Discussions were held with the Chancellery about that number because it includes substitutes,
191 replacement hires, and there are various ways to interpret that number. If the number is
192 publicized as high, and it is not correct, it sends a fallacious message to Albany, saying if we
193 can hire that many new faculty, (800) why would we need more money? We expect to receive
194 the exact number of new hires in November.

195 **6.** The colleges have a substantial amount of unexpended CUTRA funds from past years, with
196 Lehman College as an exception, and that data is expected to be released the end of this week.

197 7. On Tuesday, the University Faculty Senate Executive Committee voted to support the
198 Chancellor's plan for the CUNY COMPACT, which is a controversial issue, because the
199 CUNY COMPACT includes a 2.5 percent tuition increase.

200 4. OLD BUSINESS

201 There was no old business.

202 5. NEW BUSINESS

203 1. Prof. Kevin Sailor introduced a resolution regarding the language of tiering and proposed
204 changes in admission policies for freshmen students. Tiering does not serve a good function; it
205 doesn't provide the difference in what institutions do—it simply indicates a difference in
206 quality. And if you are designated a Tier II school it hurts you, he pointed out. Tiering only
207 makes it harder to recruit faculty, students, and so forth. The resolution provides that:

208 "Therefore, the Lehman College Senate resolves that the language of tiering and lower levels of
209 financial support undermines the mission of Lehman College as the only senior college in the
210 Bronx. Lehman College and the Bronx deserve the same level of support that the senior colleges
211 in other boroughs receive." Discussion followed. The resolution was unanimously approved.

212 2. A resolution on the Iraq war was introduced by Professors John Mineka and Mary Carroll.
213 Prof. Mineka emphasized that in a time of war, citizens can gather to discuss issues in a place
214 like a university to represent their positions. "And we can also express our concerted views in
215 this Senate." It was ruled that the Senate has the right to receive and consider such a resolution,
216 and the Senate is entitled to vote up and down on it. Discussion followed. A motion was made
217 that the four resolves in the resolution be voted on separately. Thus, one may be in favor of one
218 or more parts or reject one or more parts. The motion was seconded and approved. A motion
219 was made for a vote to be taken on the second, third and fourth resolutions, and then return to
220 the first. The motion was seconded and approved:

221
222 **First:** Be it resolved that the Lehman College Senate calls for an immediate end to the
223 Iraq war and the return of all American military personnel from Iraq. And urges
224 Congressional representatives from both parties (especially those from New York
225 State) to undertake to end the war and occupation of Iraq by legislative means,
226 including reduction of the appropriations for the war. The resolution did not carry by
227 voice vote.

228
229 **Second:** Resolved that the Lehman College Senate urges the members of Congress
230 (particularly our own New York State representatives) and the Bush administration to

231 expand the appropriation for Iraqi refugee humanitarian aid and increase the quota of
232 Iraqi refugees admitted into the U.S. The vote by a show of hands was 24 to 18*.
233

234 **Third:** And be it further resolved that the Lehman College Senate calls on our own
235 and other university communities to promote free and informative discussion, possibly
236 including teach-ins or the history of the war in Iraq, the war on terrorism, the causes of
237 terrorism throughout the world, and the possible development of multilateral, long-
238 term solutions to Middle East problems. The resolution was approved.
239

240 **Fourth:** And, more broadly resolved, that the Lehman College Senate calls for
241 maintaining the American tradition of open discussion of political issues and for
242 increased vigilance against efforts to suppress dissenting views and curb civil liberties.
243 The resolution was approved.
244

245 *N.B. An affirmative vote by the majority of the total number of Senators is necessary for an action to carry.
246 Also, based on the total vote, it appears that there may not have been a quorum at the time of voting. If this is so,
247 the actions on the resolution are null and void. This will be taken up in the report of the Governance Committee at
248 the November 7, 2007 Senate meeting.

249 **ADJOURNMENT**

250 The meeting was adjourned at 4 p.m.
251

252 Respectfully submitted,
253

254 

255 Esdras Tulier
256

Informational Item

Lehman College of the
City University of New York

Department of Anthropology

Curriculum Action

1. Type of Action: Experimental course
2. Course description: ANT 239 Peoples and Cultures of Afghanistan, Pakistan, and India. 3 credits, 3 hours. The diverse cultures of Afghanistan, Pakistan, and India in their many aspects: geographical, historical, archaeological, ethnic, religious, linguistic, artistic, culinary, and musical.
3. Rationale: Located in the geographic area of the world known as South Asia, Afghanistan, Pakistan, and India possess a multitude of ancient and important cultural traditions. In the light of world events following September 11, 2001, it is appropriate to give the students at Lehman College an opportunity to learn about the cultural background of this important area of the world. The course has been successfully taught as an experimental topics class (ANT 249) twice, with 24 students in Fall 02 and 11 in Fall 04.

4. READING LIST

- Basham, A.L., ed. 1997. A Cultural History of India. Delhi: Oxford University Press.
- Dupree, Louis. 1980. Afghanistan. Princeton: Princeton University. Press.
- Embree, A.T., ed. 1988. Sources of Indian Tradition. New York: Columbia University Press.
- Hussain, J. 1981. An Illustrated History of Pakistan. 3 volumes. Karachi: Oxford Univ Press.
- McLachlan, K. and Whittaker, W. 1983. A Bibliography of Afghanistan. Cambridge: Menas
- Robinson, Francis, ed. 1989. The Cambridge Encyclopedia of India, Pakistan, Bangladesh, Sri Lanka, Nepal, Bhutan and the Maldives. Cambridge: Cambridge University Press.
- Spate, O.H.K. and Learmonth, A.T.A. 1967. India and Pakistan: a general and regional geography. London: Methuen & Co. Ltd.

Tyler, S.A. 1986. India: An anthropological perspective. Prospect Heights: Waveland Press

Wolpert, S. 1993. A New History of India (Fourth Edition). Oxford: Oxford University Press.

5. Effect on Curriculum Offerings Outside the Department:
None

6. Faculty: Selected faculty from the anthropology department.

7. Frequency and Estimated Enrollment:
The course may be offered once every two to three years.
The estimated enrollment is approximately 20 students.

8. Date of departmental approval: March 1, 2007

Informational Item

Lehman College of the
City University of New YorkDepartment of Anthropology
Department of Journalism, Communication and Theatre

Curriculum Action

1. Type of Action: Experimental course
2. Course description: ANT (COM) 349: The Anthropology of Media (3 hours, 3 credits) Anthropological approaches to media production and consumption. The uses of media in the construction of local, national and transnational identities
3. Rationale: The anthropology of media is an emergent subfield within the discipline of anthropology. Due to the unprecedented spread of mass media, especially electronic media, sources other than the traditional scholarly tomes of anthropologists interpret, often in grossly distorted fashion, the cultures previously unfamiliar to viewers. Worldwide, people use media for their own ends. This course provides a critical anthropological lens through which to study the production, consumption, and consequences of media for both its creators and its users.
4. Academic Objectives and Justification for the Course: Students of mass communication and multilingual journalism should come to recognize the effects of film, TV, the Internet, newspapers, etc. in parts of the world other than their own through study of the debates among anthropologists and other scholars of the media who investigate the impact of media technologies in communities throughout the world. Students of the social sciences, especially those in anthropology and political science investigating the effects of globalization, should appreciate the uses of the media in social and power relations
5. Syllabus/Sample Texts:

Ginsburg, Faye, Lila Abu-Lughod & Brian Larkin, eds., *Media Worlds: Anthropology on New Terrain*. Berkeley: University of California Press, 2002.

Askew, Kelly & Richard Wilk, eds., *The Anthropology of Media: A Reader*. Malden, MA: Blackwell Publishers, 2002.

Carpenter, Edmund, *Oh! What a Blow That Phantom Gave Me!* New York: Holt, Rinehart and Winston, 1972.

Castells, Manuel, "Materials for an Exploratory Theory of the Network Society", *British Journal of Sociology*, Vol. 51, No. 1 (January/March 2000), pp. 5-24.

Gerbner, George, "Mass Media Discourse: Message System Analysis as a Component of Cultural Indicators" in Teun Van Dijk, ed., *Discourse and Communication*. Berlin: Walter de Gruyter, 1985, pp. 13-25.

Poster, Mark, "Cyberdemocracy: Internet and the Public Sphere" in David Porter, ed., *Internet Culture*. London and New York: Routledge, 1997, pp. 201-217.

Williams, Raymond, *Television: Technology and Cultural Form*. New York: Schocken, 1974.

6. Effect on Curriculum Offerings Outside the Department:
None
7. Faculty: Faculty presently in the JCT Department and the Anthropology Department can teach this course. The anthropology of media is a specialty of one current member of the anthropology department
7. Frequency and Estimated Enrollment: Once every other year, 20/25 students
8. Date of Dept. of Anthropology approval: September 28, 2007
Date of Dept. of Journalism, Communication, and Theatre Approval: Oct. 10, 2007

Informational Item

Experimental Course

LEHMAN COLLEGE OF THE CITY UNIVERSITY OF NEW YORK

DEPARTMENT OF BIOLOGICAL SCIENCES

CURRICULUM CHANGE

1. Type of change: Experimental Course**2. Course Description:**BIO 336: **Marine Biology Lectures**; 3 hrs, 3 credits

Current concepts in estuarine, marine and littoral ecology, including how organisms deal with the unique physical and chemical characteristics imposed by these environments.

Prerequisites: One 200-level BIO course (BIO 238, BIO 268, BIO 266, or BIO 267 recommended)

3. Rationale:

This new experimental course will replace the lectures formerly offered in BIO 335, which included lectures and labs. In a separate application, we are proposing to change BIO 335 to labs only. More time is needed in the lecture to adequately cover the material. Separation of the lectures into a stand alone course allows for scheduling and curriculum flexibility so that coordination for ship-time can be made with colleagues at SUNY Maritime College.

4. Academic Objectives and Justification for the Course:

To provide students with an appreciation and understanding of the marine environment and the relationship to that environment of its flora and fauna.

5. Syllabus/Sample Text:

Marine Biology (7th Ed.) by Castro & Huber, McGraw-Hill, 2007.

6. Effect on Curriculum Offering Outside of the Departments:

None.

7. Faculty:

This course will be taught by faculty in the Department.

8. Estimated Enrollment and Frequency:

15 students. Once every year.

9. Date of Departmental Approval:

4/3/07.

Lehman College of the
City University of New York

Department of Anthropology

Curriculum Action

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3. Rationale: Located in the geographic area of the world known as South Asia, Afghanistan, Pakistan, and India possess a multitude of ancient and important cultural traditions. In the light of world events following September 11, 2001, it is appropriate to give the students at Lehman College an opportunity to learn about the cultural background of this important area of the world. The course has been successfully taught as an experimental topics class (ANT 249) twice, with 24 students in Fall 02 and 11 in Fall 04.

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Tyler, S.A. 1986. India: An anthropological perspective. Prospect Heights: Waveland Press

Wolpert, S. 1993. A New History of India (Fourth Edition). Oxford: Oxford University Press.

5. Effect on Curriculum Offerings Outside the Department:
None
6. Faculty: Selected faculty from the anthropology department.
7. Frequency and Estimated Enrollment:
The course may be offered once every two to three years.
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Lehman College of the
City University of New York

Department of Anthropology
Department of Journalism, Communication, and Theatre

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Carpenter, Edmund, *Oh! What a Blow That Phantom Gave Me!* New York: Holt, Rinehart and Winston, 1972.

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New Course

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DEPARTMENT OF BIOLOGICAL SCIENCES

CURRICULUM CHANGE

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2. **Course Description:**

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Prerequisites: One 200-level Bio course (BIO 238, BIO 268, BIO 266, or BIO 267 recommended)

3. **Rationale:**

This new course will replace the lectures formerly offered in BIO 335, which included lectures and labs. In a separate application, we are proposing to change BIO 335 to labs only. More time is needed in the lecture to adequately cover the material. Separation of the lectures into a stand alone course allows for scheduling and curriculum flexibility so that coordination for ship-time can be made with colleagues at SUNY Maritime College.

4. **Academic Objectives and Justification for the Course:**

To provide students with an appreciation and understanding of the marine environment and the relationship to that environment of its flora and fauna.

5. **Syllabus/Sample Text:**

Marine Biology (7th Ed.) by Castro & Huber, McGraw-Hill, 2007.

6. **Effect on Curriculum Offering Outside of the Departments:**

None.

7. **Faculty:**

This course will be taught by faculty in the Department.

8. **Estimated Enrollment and Frequency:**

15 students. Once every year.

9. **Date of Departmental Approval:**

4/3/07.

New Course

LEHMAN COLLEGE OF THE CITY UNIVERSITY OF NEW YORK

DEPARTMENT OF BIOLOGICAL SCIENCES

CURRICULUM CHANGE

1. **Type of change:** New Course

2. **Course Description:**

BIO 337: **Marine Biology Laboratory**; 4 hours (lab and field trips), 2 credits
Laboratory and field work stressing techniques useful in basic environmental analysis, community analysis, and population dynamics of marine and estuarine organisms.
Pre or Corequisite: Marine Biology (Lectures), BIO 336.

3. **Rationale:**

The lectures will be offered as a new, experimental course (BIO 336). Separation of the laboratory into a stand alone course allows for scheduling and curriculum flexibility so that coordination for ship-time can be made with colleagues at SUNY Maritime College.

4. **Academic Objectives and Justification for the Course:**

To provide students with an appreciation and understanding of laboratory and field methods used to study the marine environment.

5. **Syllabus/Sample Text:**

Marine Biology (7th Ed.) by Castro & Huber, McGraw-Hill, 2007.

6. **Effect on Curriculum Offering Outside of the Departments:**

None.

7. **Faculty:**

This course will be taught by faculty in the Department.

8. **Estimated Enrollment and Frequency:**

15 students. Once every year.

9. **Date of Departmental Approval:**

4/3/07.

Change in Prerequisite, Title and Description

**LEHMAN COLLEGE
OF THE
CITY UNIVERSITY OF NEW YORK**

**DEPARTMENT OF
ENVIRONMENTAL, GEOGRAPHIC AND GEOLOGICAL SCIENCES**

CURRICULUM CHANGE

1. Type of change: Change of prerequisite, title and description

2. From:

GEO 448 Geotectonics *5 hours (3, lecture; 2, lab), 4 credits*. Tectonics of the earth: the driving mechanisms of crustal deformation. Evidence supporting sea-floor spreading and plate motions: geophysical and geologic data. Description and comparison of active and ancient tectonic belts. Implications of plate tectonics, continental drift, and mountain building. Readings from original papers. Laboratories include geologic map study of older tectonic belts and techniques of measuring, plotting, and interpreting structural data of deformed rocks. Field experience. PREREQ.: GEO 167 and 348. PREREQ: GEO 167 and 348.

3. To:

GEO 448 Plate Tectonics *5 hours (3, lecture; 2, lab), 4 credits*
Plate Tectonics as a unifying theory: the driving mechanisms of crustal deformation. Evidence supporting sea-floor spreading and plate motions: geophysical and geologic data. Description and comparison of active and ancient tectonic belts. Implications of plate tectonics, continental drift, and mountain building, the role of plate tectonic cycle in renewal of Earth's surface, and relation with other biogeochemical cycles. Readings from original papers. Laboratories include geologic map study of older tectonic belts and techniques of measuring, plotting, and interpreting structural data of deformed rocks. PREREQ: GEO 166 or 101 and 167.

4. Rationales:

Plate Tectonics is considered a unifying theory in geology comparable to Evolution in biology. Although it appears not to have been offered in several years, such a course is vital to any geology degree program. Updates to the title and description of this course are in keeping with recent conceptual shifts towards Earth systems science which views the planet in terms of interrelated spheres linked by dynamic processes. Change in prerequisite allows this course to be listed in the suggested GEO/GEP electives of the newly structured degree program.

5. Effect outside department: None.

6. Date of departmental approval: 5 September 2007

8/9/2004

Informational Item

LEHMAN COLLEGE
CITY UNIVERSITY OF NEW YORK
DEPARTMENT OF ENVIRONMENTAL, GEOGRAPHIC, AND GEOLOGICAL
SCIENCES
CURRICULAR CHANGE

HEGIS Code: 2206.00

Program Code: 452/2682

1. Type of Change:

Experimental Course

2. Course Title and Description:

GEP 602 Biogeography and GISc
4 credits, 5 hours (3 hours lecture, 2 hours lab)

The methods and techniques used to examine the past and current distribution of organisms, in the context of geophysical, evolutionary, and ecological processes. Study of the geographic ranges of living organisms and discussion of numerous relevant topics. Lab work will provide students with hands-on experience using GISc to explore such concepts as species distribution, island biogeography, and community fragmentation. Prerequisite: NONE

3. Rationale:

As GISc is used in every discipline, this course unites the concepts and information from physical geology, environmental science, and evolutionary biology and integrates them with the methodologies and theoretical framework of geography, thereby meeting the need of students in both the natural and social sciences. A thorough understanding of mapping, spatial analysis, and new computer-aided geo-statistical methodologies is critical within many scientific disciplines. Many aspects of biogeography are shared with the discipline of ecology, specifically those that have a spatial component, therefore this course also addresses species and community dynamics and distributions, the ecological effects of invasive species, competition, and dispersal. This course is intended to serve as one of the electives in the departmental graduate level certificate program in GISc, and the proposed new multidisciplinary Master's degree program in Geographic Information Science, Engineering, and Technology, a joint program under development with City College's Grove School of Engineering, and the Department of Earth and Atmospheric Sciences. The material presented does not require specialized prior experience or background beyond that normally expected in graduate students. No prior experience with GISc is assumed for this class.

4. Academic Objectives:

Through a series of lectures, GISc laboratory work, and the design of a GISc project, students will have the opportunity to learn about biogeographic theory and methodology, as well as GIS techniques and their applications to examining distribution patterns.

Key aspects of student support include:

- Fostering better understanding of broad biogeographic concepts and theories;
- Examining the trends, problems, and methods involved in biogeography;
- Developing and enhancing computer literacy, and the ability to conduct data exploration and data visualization of complex geographic information;
- Improving research abilities, especially ability to use primary data and unconventional data sources;
- Understand the current methods used to address questions in biogeography;
- Ability to utilize GIS functions of species distribution mapping and analysis to answer current questions in biogeography, and to apply these techniques conservation and management problems.

5. Syllabus and Texts:

Suggested Syllabus Topics:

Introduction to Biogeography

Historical Biogeography

The Use of GISc in Exploring Biogeographical Problems

Limitations in Geographic Range: Mapping Ecological Processes

The Geography of Communities and Species Distributions

Species Distributions Through Space and Time

Geological Processes: Glaciation, Continental Drift, and Plate Tectonics

Climate and The Biomes

Biogeographical Regions

Speciation, Evolutionary Change, and Extinctions

Endemism and Diversification

Island Biogeography and Species Richness

Areography and Gradients of Diversity

Conservation Biogeography and Human Impacts on Biogeographical Change

Suggested Texts:

Biogeography, by Lomolino, Riddle, and Brown, 2006, Sinauer Associates, Inc.

Biogeography: Introduction to Space, Time and Life, by MacDonald, 2003, John Wiley & Sons.

Biogeography: An Ecological and Evolutionary Approach, by Cox and Moore, 2005, Blackwell Press.

Frontiers of Biogeography: New Directions in the Geography of Nature, by Lomolino and Heaney (Eds.), 2004, Sinauer Associates, Inc.

Foundations of Biogeography: Classic Papers with Commentaries, by Lomolino, Sax, and Brown (Eds.), 2004, University of Chicago Press.

Geographic Information Systems in Ecology, by Johnson, 1998, Blackwell Science Press.

6. Effect on Curriculum Offerings Outside the Department:

None.

7. Faculty:

The course will be taught by members of the faculty of the Department of Environmental, Geographic, and Geological Sciences.

8. Estimated Enrollment and Frequency:

Anticipated enrollment is 20 students. The course will be offered one time per year.
Current mean enrollment in courses offered by the department: 20

9. Date of Departmental Approval:

September 5, 2007

Informational Item

LEHMAN COLLEGE
CITY UNIVERSITY OF NEW YORK
DEPARTMENT OF ENVIRONMENTAL, GEOGRAPHIC, AND GEOLOGICAL
SCIENCES
CURRICULAR CHANGE

Hegis Code: 2206.00
Program Code: 452/2682

1. Type of Change:

Experimental Course

2. Course Title and Description:

GEP 620: Demography and Population Geography with GISc
4 hours, 3 credits (2 hours lecture, 2 hours lab)

The world's population in the context of geography and demography. The theoretical framework, defined by the fields of population geography and demography, will be studied and explored qualitatively and quantitatively. Data sources and acquisition, population metrics (growth, change distribution, and composition), population and food supply, mortality, fertility, and migration. Lab work will provide students with hands-on experience using GISc to explore demographic concepts.

Prerequisite: NONE

3. Rationale:

This course is designed to gain a broad understanding of the dynamics and metrics of human populations. A thorough understanding of mapping, spatial analysis, and new computer-aided geo-statistical methodologies is critical within many scientific disciplines. This course is intended to serve as one of the electives in the EGGS Department's graduate level certificate program in Geographic Information Science, and the proposed new multidisciplinary Master's degree program in Geographic Information Science, Engineering, and Technology, a joint program under development with City College's Grove School of Engineering and the Department of Earth and Atmospheric Sciences. The material presented does not require specialized prior experience or background beyond that normally expected in graduate students. No prior experience with GISc is assumed for this class.

4. Academic Objectives:

Through a series of lectures, GISc laboratory work, and the preparation and presentation of a major paper exploring the population geography of a New York City neighborhood, students will have the opportunity to learn about major topics in population geography and demographics, as well as statistical analysis, GISc techniques, and their applications.

Key aspects of student support include:

- Fostering better understanding of population geography and demographics;

- Developing and enhancing computer literacy, and the ability to conduct data exploration via statistics and GISc;
- Improving research abilities;
- Ability to integrate traditional statistics with cutting-edge GIS technology.

5. Syllabus and Texts:

Suggested Syllabus Topics:

Introduction to the study of population
 Acquiring and working with population data
 Population growth and change
 Ethnicity and socio-economics
 Population distribution and composition
 Theories of population change
 Urbanization
 Mortality
 Fertility
 Population and food supply
 Population pressure and effects on the environment
 Migration and immigration

Suggested Texts:

Population Geography: Problems, Concepts and Prospects, 8th ed., by G. L. Peters, R. P. Larkin, 2005, Kendall/Hunt Pub. Co.

Population: An Introduction to Concepts and Issues, 9th ed., by John R. Weeks, 2005, Wadsworth Publishing

Socio-economic Applications of Geographic Information Science, by Kidner, D., Higgs, G., and White, S. [Eds]. 2003. Taylor and Francis

6. Effect on Curriculum Offerings Outside the Department:

None.

7. Faculty:

The course will be taught by members of the faculty of the Department of Environmental, Geographic, and Geological Sciences.

8. Estimated Enrollment and Frequency:

Anticipated enrollment is 20 students. The course will be offered one time per year.
 Current mean enrollment in courses offered by the department: 20

9. Date of Departmental Approval: September 5, 2007

LETTER OF INTENT

LEHMAN COLLEGE

OF

THE CITY UNIVERSITY OF NEW YORK

**A PROPOSAL TO ESTABLISH A GRADUATE DEGREE PROGRAM
LEADING TO A MASTER OF SCIENCE IN BUSINESS
WITH SPECIALIZATIONS IN
FINANCE, MARKETING, HUMAN RESOURCE MANAGEMENT, OR
INTERNATIONAL BUSINESS**

effective Fall 2008

approved by:

The Department of Economics, Accounting, and Business Administration

October 3, 2007

and

The Lehman College Senate

(date)

Institutional Representative: Dr. William Tramontano, Dean, Natural and Social Sciences

Signature: _____ Date: _____

Contact Person: Dr. Orhan Kayaalp, Director, Business Administration Program

LEHMAN COLLEGE OF THE CITY UNIVERSITY OF NEW YORK
**MASTER OF SCIENCE IN BUSINESS WITH SPECIALIZATIONS IN FINANCE,
MARKETING, HUMAN RESOURCE MANAGEMENT, OR INTERNATIONAL
BUSINESS**

PROPOSAL ABSTRACT

Lehman College proposes to establish a graduate program leading to the degree of Master of Science in Business with specializations in finance; marketing, human resource management, or international business. The program is scheduled to enroll its first students in Fall 2008.

There is a growing need in today's business environment for professionals who have developed the necessary expertise, insight, and vision in tackling the technical, interpersonal, and conceptual problems specific to their functional field. Nowhere in the U.S. is the need for effective managers felt more acutely than in the New York region. There is a clear need for comprehensive and challenging graduate programs in all functional fields of management in this highly competitive, diverse, and socially conscious business environment. As for the Borough of Bronx, no institution of higher learning currently offers any such programs in this metropolitan area. In the event that a comparable graduate business program may be offered by another college in this borough in the future (say, Fordham University extends its Manhattan-based MBA program to its Bronx campus, or initiates a new MS program), Lehman College will still retain its competitive edge on the basis of market entrenchment and price leadership.

The Department of Economics, Accounting, and Business Administration currently offers a 52-credit BBA Program, one of the most popular academic programs at Lehman. The proposed MS program will allow our BBA graduates, as well as those from other programs at Lehman and elsewhere, to attain higher levels of competency in four functional fields of business administration.

Lehman will become the only other college within the University besides Baruch to offer an MS degree in multiple fields of business. And it would achieve this goal without affecting Baruch College in any negative way, for Lehman will draw its students from a pool of applicants that far exceeds the number of students Baruch admits each semester to its MS programs.

**LEHMAN COLLEGE
CITY UNIVERSITY OF NEW YORK**

Proposal to Establish

**A Graduate Degree Program in Business with Specializations in Finance, Marketing,
Human Resource Management, or International Business**

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I. Purposes and Goals

Lehman College proposes to establish a graduate program leading to the degree of Master of Science in Business with specializations in finance, marketing, human resource management, or international business. The objective of this curriculum is to satisfy the growing need in today's business environment for professionals who have developed the necessary expertise, insight, and vision in tackling the technical, interpersonal, and conceptual problems specific to their functional field. The proposed program will also constitute a threshold into higher academic or professional pursuits, such as earning a doctorate in business or law. The program is scheduled to enroll its first students in Fall 2008.

II. Needs

A. National Needs

There is a growing need in today's business environment for professionals possessing the necessary expertise, insight, and vision in tackling the problems specific to their functional specialty. This requires a graduate business education that offers a comprehensive curriculum with experienced teaching, effective decision-making tools, personal advising, convenient scheduling, and an accessible location. In addition, such a program should be geared to students and professionals coming from a variety of academic and organizational backgrounds.

B. Regional and Local Needs

Nowhere in the US is the need for effective business managers felt more acutely than in the New York region. There is a clear need for comprehensive and challenging graduate programs in all functional fields of management in this highly competitive, diverse, and socially conscious business environment. As for the Borough of Bronx, no institution of higher learning currently offers any graduate business programs in this metropolitan area. In the event that such a program may be offered by another college in this borough in the future (say, Fordham University extends its MBA program based in Manhattan to its Bronx campus or initiates a new MS program), the Lehman MS Program in Business will still retain its competitive edge on the basis of market entrenchment and price leadership.

C. Institutional Needs

Considering that Baruch College is the only college within CUNY offering comparable MS programs, Lehman will become the only other college within the University to offer a graduate degree in different functional fields of business administration. And it would achieve this goal without affecting Baruch College negatively, for Lehman will draw its students from a pool of applicants that far exceeds the number of students Baruch admits each semester to its MS programs.

The Department of Economics, Accounting and Business Administration at Lehman College currently offers a 52-credit BBA with five concentrations. It is one of the most popular programs at Lehman with 567 majors as of the start of the Fall 2007 semester. The department also has 93 students majoring in its BA program in economics and a total of 374 students in its BA and BS programs in accounting, combined. The Lehman MS Program in Business will afford to these students, currently totaling 1034, the opportunity to enrich their academic background with a specialization in a chosen field of business administration. However, Lehman students enrolled in other majors as well students graduating from other colleges in this metropolitan area will also have an opportunity to acquire proficiency in one of these fields. As such, an MS in Business would eminently serve the mission of Lehman College for contributing to "preparation for careers and advanced study ... and ... to meeting the educational needs of its urban population." The Department, which has more than twenty years of experience in offering graduate education in another functional specialty of business, accounting, is adequately positioned to meet this challenge.

III. Students

A. Demand for a Graduate Degree in Business

The faculty and advisors of the Department of Economics, Accounting and Business Administration as well as the functionaries at the Graduate Studies Office and the Office of Graduate Admissions routinely report inquiries from students who wish to enroll in a graduate business program. Most of these students are currently enrolled in one of the four majors offered by this department, particularly the BBA. A survey showed that 49 percent of students in the BBA program would "definitely apply" to the MS in Business, should this program be available in Fall 2008. An additional 46 percent reported that they would "consider applying." The percentages for those students enrolled in the two accounting programs were 38 and 23, respectively. Thirty-six percent of students majoring in economics also reported that they would "definitely apply" to the MS program and an additional 57 percent said they would "consider applying." Some Lehman students majoring in other fields ranging from art and English to journalism and computer science simultaneously evoked their interest to gain proficiency in a functional field of business, though the two percentages were in the low twenties. These figures are in line with those reported from Lehman counselors who organize intra- and extramural recruitment events. In addition, quite a few students graduating foreign universities contact the Department to find out whether it offers any graduate business program, particularly in finance, marketing, human resource management, and international business.

Considering that 122 students graduated from Lehman's BBA Program in the last 12 months (February 2007, June 2007, and September 2007), it is estimated on the basis of the survey that was conducted that 60 of these graduates would "definitely apply" to the MS program if it is offered in Fall 2008. With the inclusion of the graduates from Lehman's economics and accounting programs to the sample space, this figure rises to over 120. To this figure could be added at least 20 applicants from other programs at Lehman and 20 from other

colleges. Assuming that just 40 (25 percent) of these 160 applicants matriculated in the program, an extremely conservative enrollment projection could be made for the next five years:

Academic Year	Beginning of Academic Year*			End of Academic Year		
	NewAdmits**	Carryover	Total***	Graduating	Attrition****	Carryover
2008-2009	40	--	40	--	4	36
2009-2010	50	36	86	36	5	45
2010-2011	60	45	105	45	6	54
2011-2012	70	54	122	54	7	61
2012-2013	80	61	141	63	8	70

*Considering that admissions are made only in the fall.

**Assuming that the entering student has no undergraduate prerequisites and that he or she carries an academic load of four courses per semester for four consecutive semesters.

***Figures in this column constitute the bases for the projected tuition revenues shown in Table 2b.

****The attrition rate (10%) is identical to that experienced at Lehman's MS program in accounting.

B. Student Recruitment Strategy

Many students graduating from Lehman's 52-credit BBA program, as well as from the BA or BS programs in economics and accounting, are likely to embark upon the proposed MS program to gain expertise in a functional field of their choice. These graduates already will have complied with the admission requirements with respect to undergraduate prerequisites. In addition, many students graduating from Lehman with other majors are also likely to apply. Similarly, graduates from colleges in the Bronx, other boroughs of New York City, Westchester County, Long Island, southeastern Connecticut, and New Jersey will be excited to find an affordable and conveniently located graduate business program nearby. The launching of the Lehman MS program in business with specializations in finance, marketing, human resource management, or international business, bolstered by the College's direct recruitment efforts and advertisement campaigns, will lead many applicants to opt for this program vis-à-vis the more expensive MBA programs offered in other boroughs by private institutions such as Fordham, Saint John's, and Long Island University. Considering that the Lehman MS program in business will offer all its courses in the evening and in a single session, it will suit the needs of working professionals wishing to carry on a part-time schedule.

C. Admission Requirements

Applicants to a Lehman MS program business must have earned their bachelor's degrees from an accredited undergraduate institution in the U.S. or abroad with a minimum grade point average of 2.7. For full admission, candidates must have completed the following undergraduate prerequisites:

- 1) Six credits in accounting;
- 2) Six credits in economics; and,
- 3) Six credits in quantitative methods to include college mathematics, calculus, statistics, management science, econometrics, or operations research.

Applicants must submit their GRE or GMAT scores. This requirement is waived for applicants who have previously earned a master's degree from an accredited institution or who hold a professional license, such as a CPA or Series 7. All applicants must submit a statement of career objectives and two letters of recommendation. International students must additionally obtain a satisfactory score on the TOEFL and comply with the applicable financial and visa requirements. A minimum GPA of B (3.0) is necessary to maintain enrollment in the MS program in business. (The existing MS program in Accounting also has this requirement.) Applicants not complying with entrance requirements may be admitted as non-matriculated graduate students with the understanding that their academic records will be scrutinized when they have accumulated 12 credits, at which point a final decision will be made as to whether to matriculate them in the program or to terminate their temporary enrollment.

Transfer credits: Up to 12 graduate credits, including credits taken at Lehman as non-matriculated students.

IV. Curriculum

The curriculum is supported by the Department of Economics, Accounting and Business Administration. It consists of 12 credits in a common professional core, 12 credits in the chosen field of specialization, and 6 credits in two capstone seminars. The capstone seminars cannot be taken before completing the core courses requirement and having taken at least two courses in the major field. Admissions are made only in the fall semester and students take all their courses as cohorts.

A. The Proposed Graduate Curriculum

The course requirements of the proposed MS in Business are as follows

CORE COURSES REQUIREMENT:12 credits

MSB 700	Organizational Behavior (new course)
MSB 701	Quantitative Analysis for Managers (currently ECO 740)
MSB 702	Economic Analysis for Managers (currently ECO 730)
MSB 703	Computer-Based Information Systems for Managers (currently ECO 711)

MAJOR FIELD REQUIREMENT: 12 credits

The major field requirement entails the completion of 4 courses in one area of specialization:

a. Finance:

MSB 710	Investment Analysis (currently ECO 767)
MSB 711	Capital Budgeting (currently ECO 766)
MSB 712	Financial Statements Analysis (currently ECO 712)
MSB 713	International Financial Management (new course)

b. Marketing:

MSB 720	Managing in a Global Environment (new course)
MSB 721	Applied Marketing Research (new course)
MSB 722	International Marketing Management: Culture, Law, and Politics (new course)
MSB 723	Contemporary Issues in Marketing (new course)

c. Human Resources Management:

- MSB 730 Human Resource Management (new course)
- MSB 731 Employee Training and Development (new course)
- MSB 732 Managing Group and Interpersonal Dynamics (new course)
- MSB 733 Labor Economics (currently ECO 760)

d. International Business:

- MSB 713 International Financial Management (new course)
- MSB 722 International Marketing Management: Culture, Law and Politics (new course)
- MSB 720 Managing in a Global Environment (new course)
- MSB 743 Advanced Topics in International Business (new course)

CAPSTONE SEMINARS: 6 credits

- MSB 795 Seminar in Strategic Management (new course)
- MSB 796 Seminar in Ethical Issues in Management (new course)

TOTAL CREDITS REQUIRED FOR DEGREE: 30 credits

B. The Proposed Sequence of Courses*

- Semester 1: MSB 700: Organizational Behavior
MSB 701: Quantitative Analysis for Managers
Two missing undergraduate prerequisites, if required
- Semester 2: MSB 702: Economic Analysis for Managers
MSB 703: Computer-Based Information Systems for Managers
Two missing undergraduate prerequisites, if required
- Semester 3: Two courses in chosen major
Two missing undergraduate prerequisites, if required
- Semester 4: Two courses in chosen major
Two capstone seminars

*Assuming the student had none of the undergraduate prerequisites. Conversely, students who meet all the undergraduate prerequisites may complete the 10-course sequence in three semesters.

New courses are planned to be brought in within a three-year phase-in period to parallel appropriate enrollment figures and faculty hiring schedule.

V. Faculty

A. Existing Faculty

Core Lehman College faculty members participating in the proposed graduate degree program are listed in Table 1 below. Each member is fully qualified to teach the courses listed in Appendix 1a and 1b. Appendix 1c provides the qualifications required of new faculty.

There will be one replacement cost for full-time faculty, as the designated director of the proposed MS program will be granted 9 credits of reassigned time per year. The director will be responsible for recruitment, selection, and admission of prospective graduate students as well as evaluating the performances of the students and faculty in addition to managing the program on a daily basis. It is proposed, from the point of view of the principle of unity of direction, that the current BBA program and the new MS program be merged and be put under the supervision of one Director of Undergraduate and Graduate Business Programs. A BBA/MS Program Coordinator will also be needed to assist the Director in management of the two programs.

TABLE 1: LEHMAN COLLEGE CORE MS FACULTY

NAME	RANK	ACADEMIC FIELD
Dr. Jaspal Chatha	Assistant Professor	International Economics
Dr. Judith Fields	Assistant Professor	Labor Economics
Dr. Oscar Fisch	Professor	Management Information Systems
Dr. Vassilios Gargalas	Assistant Professor	Finance and Investment
Dr. Mario Corzo-Gonzalez	Assistant Professor	International Financial Management
Dr. Dene Hurley	Assistant Professor	Quantitative Methods
Dr. Orhan Kayaalp	Professor and Director, Business Administration Program	Management Theory
Dr. Valerie Larifla	Assistant Professor	Human Resource Management
Dr. Matthew Nagler	Assistant Professor	Marketing
Dr. Chanoch Shreiber	Professor and Chair, Department of Economics, Accounting and Business Administration	Corporation Finance

B. New Faculty

Faculty members listed in Table 1 are currently teaching related undergraduate classes in the BA, BS, and BBA programs offered by the Department. When fully operative, the proposed MS program will require a total of five additional full-time professors. However, just one new faculty will be sufficient to launch the Lehman MS Program in Business in Fall 2008. The new instructor will concentrate on core MS classes, which he or she will share with the members of

the MS faculty listed in Table 1. At the beginning of the second academic year, two additional instructors will have to be in place in order to cover some of the classes listed under the four specializations. At the start of the third academic year, a fourth and fifth instructor will be required to handle the remaining classes. Each new professor will have a PhD or DBA in economics or business and possess appropriate academic and business experiences that qualify them to teach the core courses as well as pertinent courses in the four specializations. (Refer to Appendix 1c for specific qualifications for each new faculty.) Additional faculty may be needed as the MS program progresses along the projected trend and as multiple sections of core courses, major field courses, and seminars become necessary.

C. Space Requirements

No additional space will be required in Fall 2008. Faculty and classroom space will be needed as the program grows in subsequent semesters.

VI. Cost and Revenue Assessments

The new programs will not affect the needs of Lehman College Library, Lehman's central information resources, or other student services such as parking, cafeteria, and health center. From the start, the programs will pay for its costs and leave a surplus, with which the College can support other strategically important programs and projects. The following tables indicate the cost and revenue estimates of the new programs.

TABLE 2a: PROJECTED* EXPENDITURES FOR THE PROPOSED MS PROGRAM

Expenditures	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Faculty: New Resources	One assistant professor at \$67,092 salary + \$20,799 fringe TOTAL: \$87,891	Two assistant professors at \$67,092 salary + \$20,799 fringe each Total this year = \$175,782 Total prev. year = \$87,891 TOTAL: \$263,673	Two assistant professors at \$67,092 salary + \$20,799 fringe each Total this year = \$175,782 Total prev. yr. = \$263,673 TOTAL: \$439,455	TOTAL: \$439,455	TOTAL: \$439,455
BBA/MS Program Coordinator: New Resources	One HEa or comparably qualified employee at \$56,000 salary + \$17,360 fringe TOTAL: \$73,360	TOTAL: \$73,360	TOTAL: \$73,360	TOTAL: \$73,360	TOTAL: \$73,360
Equipment: New Resources	Computer hardware: \$5,000 Relevant software: \$3,000 Supplies: \$1,000 TOTAL: \$9,000	\$1,000 \$1,000 \$1,000 TOTAL: \$3,000	\$1,000 \$1,000 \$1,000 TOTAL: \$3,000	\$1,000 \$1,000 \$1,000 TOTAL: \$3,000	\$1,000 \$1,000 \$1,000 TOTAL: \$3,000
Other New Resources					
Total New Resources	\$170,251	\$340,033	\$515,815	\$515,815	\$515,815

* Salary projected at \$67,092, as per current PSC-CUNY Agreement. The amount is kept constant for five years as it coincides with the last step before longevity. Fringe benefits calculated at 31% of projected salary.

TABLE 2b: PROJECTED REVENUES RELATED TO THE PROPOSED MS PROGRAM*

Revenues	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<i>Tuition Revenue:**</i>					
01. From Existing Resources	0	0	0	0	0
02. From New Sources	\$214,560	\$461,304	\$563,220	\$654,408	\$756,324
03. Total	\$214,560	\$461,304	\$563,220	\$654,408	\$756,324
<i>State Revenue:</i>					
04. From Existing Resources	No formula for additional aid				
05. From New Sources	0	0	0	0	0
06. Total	0	0	0	0	0
<i>Other Revenue:</i>					
07. From Existing Resources	0	0	0	0	0
08. From New Sources	0	0	0	0	0
09. Total	0	0	0	0	0
<i>Grand Total:</i>					
10. From Existing Resources	0	0	0	0	0
11. From New Sources	\$214,560	\$461,304	\$563,220	\$654,408	\$756,324
TOTAL	\$214,560	\$461,304	\$563,220	\$654,408	\$756,324

*Based on a total of 16 courses—including 4 undergraduate prerequisites—to be completed in 4 consecutive semesters at a rate of 4 courses per semester.

**Formula for per student tuition revenue: number of registered students x \$2,235 per semester tuition and fees for NYS residents x 2 = \$4,470. Because revenues are likely to be higher since some students will be out-of-state or international and pay a higher tuition, a 20% surcharge is added to \$4,470 raising it to \$5,364, assuming that 1 in every 5 student will pay out-of-state tuition

Appendix 1a: Form SED D 7

Faculty Biographical Sketches

Course Title	# credits	Faculty Member Assigned to each Course ("D" to indicate program director)	Highest Earned Degree and Discipline; College or University	Relevant Occupational Experience	Relevant Other Experience, Certificates	Recent Scholarly Contributions
MSB 743: Advanced Topics in International Business	3	Jaspal Chatha	PhD in Economics; New School for Social Research	Work with Inter Africa Group on Macroeconomics of Ethiopia		<i>The Neo-Classical Theory of Value and Distribution: A Critical Examination of its Origins</i> , New York: Ajanta Publications .
MSB 733: Labor Economics	3	Judith Fields	PhD in Economics; New York University	Scholar-in-residence at Levy Institute of Economics; Associate Scientist at NYU-Interactive Cable Project	Master's degree in City Planning, NYU	Several articles dealing with wage differentials related to gender published in such refereed journals as <i>Gender Issues</i> , <i>Industrial and Labor Relations Review</i> , <i>Journal of Human Resources</i> and <i>Scientific American</i> .
MSB 703: Computer-Based Management Information Systems	3	Oscar Fisch	PhD in Economics; University of California-Berkeley	Consultant, Regulatory Industries, Ohio	MCP, Harvard University	Over 50 articles in refereed journals. Relevant work in monopoly pricing and optimal control models.
MSB 710: Investment Analysis	3	Vassilios Gargalas	PhD in Finance; NYU, Stern School of Business	Consultant, Etolian Capital and Merrill Lynch, NY	MPhil in Finance, NYU	Two articles in refereed journals in economics and finance
MSB 722: International Marketing Management: Cultural, Legal, and Political Infrastructure	3	Mario Corzo-Gonzalez	PhD in Global Studies/Economics; Rutgers University	Emerging Markets Risk Analyst, PriceWaterhouseCoopers	Masters degrees in International Relations and in Political Science, Rutgers University	Several articles dealing with various aspects of Cuba's post-Soviet economic transformations published in refereed journals such as <i>Cuba in Transition</i> , <i>Cuban Affairs</i> , and the <i>Delaware Review of Latin American Studies (DRLAS)</i> .
MSB 701: Quantitative Analysis for Managers	3	Dene Hurley	PhD in Economics; Northeastern University	Director of Maritime Research	Senior Trade Economist at <i>Journal of Commerce</i>	"Exchange rate volatility and the role of regional currency linkages: The ASEAN case," <i>Applied Economics</i> , pp. 1991-99. "The shifting trade patterns of ASEAN," <i>Asian Profile</i> , pp. 33-40

MSB 702: Economic Analysis for Managers	3	Orhan Kayaalp (D)	PhD in Economics; CUNY	Referee, <i>National Social Science Journal</i> and <i>Journal of Behavioral Economics</i>	Fulbright Research Fellow; CUNY Scholar Incentive Award	Twelve refereed articles and 15 invited papers in economics and management.
MB 730: Human Resource Management	3	Valerie Larifla	PhD in Economics; City University of New York		MBA, Reims Management (France)	Several conference presentations.
MSB 721: Applied Marketing Research	3	Matthew Nagler	PhD in Economics; University of California-Berkeley	Senior Manager, Global Market Strategy, Loral Skynet; Director, Product Innovation, zRep	Advisor, GFN Foods, LLC	Five refereed articles , including "An Exploratory Analysis of the Determinants of Cooperative Advertising Participation Rates," <i>Marketing Letters</i> 17:2 (April 2006) 91-102.
MSB 712: Financial Statements Analysis	3	Chanoch Shreiber	PhD in Economics; Columbia University	Chair, Department of Economics, Accounting and Business Administration	LL.M., Columbia University	Miscellaneous articles and papers in industrial organization, taxation, and finance

Appendix 1b: Form SED D 8

Status of each Faculty Member Listed in the Previous Pages

Faculty member	Title of position at Lehman College	Full-time (FT) or adjunct (Adj) at Lehman	If part-time in the program, specify other responsibilities	
			Titles of courses taught which are not part of the program	Related credits
Jaspal Chatha	Assistant Professor (tenured)	FT		
Judith Fields	Assistant Professor (tenured)	FT		
Oscar Fisch	Professor (tenured)	FT		
Vassilios Gargalas	Assistant Professor	FT		
Mario Corzo-Gonzalez	Assistant Professor	FT		
Dene Hurley	Assistant Professor (tenured)	FT		
Orhan Kayaalp	Professor (tenured)	FT		
Valerie Larifla	Assistant Professor	FT		
Matthew Nagler	Assistant Professor	FT		
Chanoch Shreiber	Professor (tenured)	FT		

Appendix 1c: Form SED D 9

Number and Title of New Positions to Be Established and Minimum Qualifications

Title of Position	# New Positions	Minimum Qualifications
Assistant Professor (Organizational Behavior and Human Resource Management)	1	PhD in Economics or Business (or DBA) with appropriate academic and business experience
Assistant Professor (Marketing)	1	PhD in Economics or Business (or DBA) with appropriate academic and business experience
Assistant Professor (Finance and Investment)	1	PhD in Economics or Business (or DBA) with appropriate academic and business experience
Assistant Professor (International Business)	1	PhD in Economics or Business (or DBA) with appropriate academic and business experience
Assistant Professor (Strategic Management and Business Ethics)	1	PhD or DBA in Business with appropriate academic and business experience

SYLLABI OF REVISED AND NEW COURSES

HEGIS CODE: 0506.00

LEHMAN COLLEGE OF THE CITY UNIVERSITY OF NEW YORK

Department of Economics, Accounting and Business Administration

Type of Change: Change in alpha code, course number, and course title.

From:

[ECO 740]: Quantitative Analysis. *3 hours, 3 credits.* A survey of modern statistical concepts and quantitative methods as applied to business research and decision making. Statistical techniques covered include descriptive data analysis, probability distributions, correlation analysis, and regression analysis. Applied methods include linear programming and decision-making models. The objective is to prepare the student to analyze business data and to understand the statistical analyses encountered in business.

To:

MSB 701: Quantitative Analysis for Managers. *3 hours, 3 credits.* A survey of modern statistical concepts and quantitative methods as applied to business research and decision making. Statistical techniques covered include descriptive data analysis, probability distributions, correlation analysis, and regression analysis. Applied methods include linear programming and decision-making models. The objective is to prepare the student to analyze business data and to understand the statistical analyses encountered in business.

Rationale:

The new alpha code and course number appropriately anchor the course in the core courses requirement of the proposed MS program.

The new title is more representative of the course content.

Effect outside Department: None.

Date of Departmental Approval: October 3, 2007.

**LEHMAN COLLEGE
OF THE
CITY UNIVERSITY OF NEW YORK**

Department of Economics, Accounting and Business Administration

Type of Change: Change in alpha code, course number, and course title.

From:

[ECO 730]: Economic Analysis. 3 hours, 3 credits. After a review of the basic microeconomic market structures, the course examines specific problems faced by the firm. These include managerial decisions regarding economic forecasting, analysis of returns, risk and uncertainty, and allocation of production.

To:

MSB 702: Economic Analysis for Managers. 3 hours, 3 credits. After a review of the basic microeconomic market structures, the course examines specific problems faced by the firm. These include managerial decisions regarding economic forecasting, analysis of returns, risk and uncertainty, and allocation of production.

Rationale:

The new alpha code and course number appropriately anchor the course in the core courses requirement of the proposed MS program.

The revised course title is more in line with current usage.

Effect outside Department:

None.

Date of Departmental Approval: October 3, 2007.

**LEHMAN COLLEGE
OF THE
CITY UNIVERSITY OF NEW YORK**

Department of Economics, Accounting and Business Administration

Type of Change: Changes in alpha code, course number, course title, and prerequisite.

From:

[ECO 711]: Computer-Based Information Systems for [Management]. 3 hours, 3 credits. This course explores the impact of computers on the scope and operation of business information systems. Topics include the technology, design, and implementation of computer-based systems and the role of systems design in improving the management process. [PREREQ: ECO 335.]

To:

MSB 703: Computer-Based Information Systems for Managers. 3 hours, 3 credits. This course explores the impact of computers on the scope and operation of business information systems. Topics include the technology, design, and implementation of computer-based systems and the role of systems design in improving the management process.

Rationale:

The new alpha code and course number appropriately anchor the course in the core courses requirement of the proposed MS program.

The revised course title is more in line with current usage.

Eco 335 is not a necessary prerequisite for this course.

Effect outside Department: None.

Date of Departmental Approval: October 3, 2007.

**LEHMAN COLLEGE
OF THE
CITY UNIVERSITY OF NEW YORK**

Department of Economics, Accounting and Business Administration

Type of Change: Changes in alpha code, course number, and course description:

From:

[ECO 767]: Investment Analysis. 3 hours, 3 credits. Principles involved in measuring and evaluation risk in various debt and equity instruments, with emphasis on security valuation; analysis of financial statements.

To:

MSB 710: Investment Analysis. 3 hours, 3 credits. Principles involved in measuring and evaluating risk in various debt and equity instruments with emphasis on security valuation. **Specific topics include time valuation of money, value of assets, capital budgeting techniques, cost of capital and capital structure, dividend policy, and share value.**

Rationale:

The new alpha code and course number appropriately anchor the course in the major field requirement of the proposed MS program.

The revised course description offers a more detailed list of the topics covered.

Effect outside Department:

None.

Date of Departmental Approval: October 3, 2007.

**LEHMAN COLLEGE
OF THE
CITY UNIVERSITY OF NEW YORK**

Department of Economics, Accounting and Business Administration

Type of Change: Change in alpha code and course number.

From:

[ECO 766]: Capital Budgeting. 3 hours, 3 credits. Capital assets planning and evaluation. Topics covered include relevant cost concepts for decision making, present value theory and analysis, the theory and measurement of rate of return and cost of capital, and an introduction to capital rationing and probability theory. Specific cases are used to illustrate the practical aspects of each of the areas covered. Related problems such as leasing, pricing, and debt refunding are also introduced.

To:

MSB 711: Capital Budgeting. 3 hours, 3 credits. Capital assets planning and evaluation. Topics covered include relevant cost concepts for decision making, present value theory and analysis, the theory and measurement of rate of return and cost of capital, and an introduction to capital rationing and probability theory. Specific cases are used to illustrate the practical aspects of each of the areas covered. Related problems such as leasing, pricing, and debt refunding are also introduced.

Rationale:

The new alpha code and course number appropriately anchor the course in the major field requirement of the proposed MS program.

Effect outside Department:

None.

Date of Departmental Approval: October 3, 2007.

**LEHMAN COLLEGE
OF THE
CITY UNIVERSITY OF NEW YORK**

Department of Economics, Accounting and Business Administration

Type of Change: Changes in alpha code, course title, prerequisite, and course description.

From:

[ECO] 712: [Theory and Analysis of] Financial Statements. *3 hours, 3 credits.* This course begins with a review of the general principles governing the construction of financial statements, including a discussion of asset valuation, income determination and consolidated financial statements. Emphasis is placed on the characteristics of financial statements related to an understanding of analytical methods, including working capital, the statement of changes in financial position, and cash flow statements. The course proceeds with an examination of techniques used in analyzing solvency and the quality of earnings. Forecasting techniques and implications will also be discussed. The impact of price level changes on financial statements and methods of financial statement analysis will be examined.
[PREREQ: ECO 335.]

To:

MSB 712: Financial Statements Analysis. *3 hours, 3 credits.* Review of general principles governing the construction of financial statements; asset valuation, income determination and consolidated financial statements; characteristics of financial statements related to an understanding of analytical methods, including working capital, the statement of changes in financial position, and cash flow statements; examination of techniques used in analyzing solvency and the quality of earnings; forecasting techniques and implications; impact of price level changes on financial statements and methods of financial statement analysis.

Rationale:

The new alpha code appropriately anchors the course in the major field requirement of the proposed MS program.

The new title is more representative of the course content.

ECO 335 is not a necessary prerequisite for this course.

The new description more concisely conveys the contents of the course.

Effect outside Department: None.

Date of Departmental Approval: October 3, 2007.

**LEHMAN COLLEGE
OF THE
CITY UNIVERSITY OF NEW YORK**

Department of Economics, Accounting and Business Administration

Type of Change: Changes in alpha code and course number.

From:

[ECO 760]: Labor Economics. 3 hours, 3 credits. Problems and issues in labor economics: wages, hours, and working conditions; wage policy; and relation of labor organizations to management decisions and economic changes.

To:

MSB 733: Labor Economics. 3 hours, 3 credits. Problems and issues in labor economics: wages, hours, and working conditions; wage policy; and relation of labor organizations to management decisions and economic changes.

Rationale:

The new alpha code and course number appropriately anchor the course in the major field requirement of the proposed MS program.

Effect outside Department:

None.

Date of Departmental Approval: October 3, 2007.

**LEHMAN COLLEGE
OF THE
CITY UNIVERSITY OF NEW YORK**

Department of Economics, Accounting and Business Administration

Type of Change: New graduate course.

Course Description: **MSB 700: Organizational Behavior.** *3 hours, 3 credits.* Study of human behavior in organizational settings; the interface between human behavior and the organization; structures and processes characteristic of organizations themselves; ethical issues involving the management of human resources.

Rationale, Academic Objectives, and Justification for the Course:

There is need for a course in the core MS curriculum in business that provides an understanding of individual and group behavior within the context of the organization as well as by the wide array of extra-organizational realities. MSB 700 provides the current and emerging theoretical and practical framework for understanding such topics as motivation, leadership, managerial decision-making, group processes, and conflict resolution.

Syllabus:

At the completion of the course, the student in the MS program in business will be able to:

1. Understand theories, tools, and insights specific to the field of organizational behavior;
2. Analyze theories in light of their practical application in an organizational setting;
3. Show understanding of how knowledge is created and spread in organizational settings;
4. Demonstrate the ability to articulate present or past organizational experiences that bear on topics addressed in class and in the text;
5. Demonstrate familiarity with international aspects of organizational behavior.

Required Topics

- Motivational Perspectives
- Managing Conflict
- Interpersonal Communication
- Organization Culture & Change
- Leadership
- International Aspects
- Ethics
- Job Design
- Diversity

- Group Dynamics
- Collective Decision-Making

Optional Topics

- Managing Careers
- Performance Measurement and Rewards
- Organizational Structure and Design

Texts:

A. Kinicki and R. Kreitner, *Organizational Behavior*, McGraw-Hill Irwin (2004).

S. McShane and M. A. Von Glinow, *Organizational Behavior*, McGraw-Hill Irwin (2nd Ed.)

D. Hellriegel and J. W. Slocum, J. W., *Organizational Behavior*, Thomson/South-Western (2007).

L. G. Bolman and T. E. Deal, *Reframing Organizations: Artistry, Choice, and Leadership*, Jossey-Bass (2003).

Effect of Curriculum Offering outside of the Departments: None.

Faculty: There is qualified faculty in Department of Economics, Accounting and Business Administration to teach the course.

Estimated Enrollment and Frequency: 20 per semester.

Date of Departmental Approval: October 3, 2007.

**LEHMAN COLLEGE
OF THE
CITY UNIVERSITY OF NEW YORK**

Department of Economics, Accounting and Business Administration

Type of Change: New graduate course.

Course Description: **MSB 713: International Financial Management.** *3 hours, 3 credits.* The nature and purposes of financial management in the international context—sources of international investment and financing and strategies to procure and employ these resources; the role of exposure to exchange rate and international interest rate risks; use of banks and financial markets such as Eurobond and currency option markets; relevant techniques such as currency swaps, lease financing, and hybrid bond structure.

Rationale, Academic Objectives, and Justification for the Course:

There is need for a course in the MS curriculum in business that provides an understanding of the modus operandi of the global financial environment. This goal requires the exposition to issues from the traditional finance perspective while keeping up with constantly evolving trends and usages in this environment.

Syllabus: At the completion of the course, the MS student in business will form a clear understanding of such issues facing a multinational corporation as:

1. exchange rates,
2. exchange risk,
3. hedging exchange risk,
4. the historic development of international financial markets,
5. managing accounting and economic operating exposure,
6. international diversification in an investment portfolio.

Specific topics:

- The International Monetary System,
- The Balance of Payments
- The Foreign Exchange Market
- Currency Futures and Options Markets
- Purchasing Power Parity and other Imperfect Techniques for Currency Forecasting
- Measuring and Managing Accounting Exposure
- Measuring and Managing Economic Exposure
- Financing Foreign Trade
- Financial Management for MNCs
- International Financing
- International Portfolio Investment

Texts:

Alan Shapiro, *Foundations of Multinational Financial Management*, 4th ed., Prentice-Hall (2004).

Paul Krugman, *Pop Internationalism*, MIT Press (1997).

Effect of Curriculum Offering outside of the Departments: None.

Faculty: There is qualified faculty in Department of Economics, Accounting and Business Administration to teach the course.

Estimated Enrollment and Frequency: 20 per semester.

Date of Departmental Approval: October 3, 2007.

**LEHMAN COLLEGE
OF THE
CITY UNIVERSITY OF NEW YORK**

Department of Economics, Accounting and Business Administration

Type of Change: New graduate course.

Course Description: **MSB 720: Managing in a Global Environment.** *3 hours, 3 credits.* Management processes and practices applicable to international business operations—examination of managerial functions, such as planning, organizing, communicating, staffing, motivating and controlling, with respect to the global parameters of the business environment.

Rationale, Academic Objectives, and Justification for the Course:

There is need for a course in the MS curriculum in business that provides an understanding of the issues involved in conducting business in the international arena, including global public relations strategies, organizational behavior, research, human resources, ethics, social responsibility, law, and information technology. This course helps students to understand global marketing and finance as well as relevant legal, logistical, organizational and cultural issues. It provides students with key concepts and skills to identify international opportunities/threats, to analyze their impact, to formulate appropriate strategies and to implement applicable action plans to achieve company goals.

Syllabus:

At the completion of the course, the MS student in business will be able to:

1. apply theories, tools, and insights specific to the field of international management to common real world scenarios;
2. demonstrate or understanding of the similarities and difference among the peoples of the world and how they affect business management;
3. discuss how various legal, political, economic, and cultural systems affect business attitudes and behavior;
4. discuss the managerial issues related to strategic planning, human resource management, financial management, motivation, and leadership that arise in an international context;
5. describe how the practice of management in other parts of the world, such as Japan and Europe, differs from that found in the U.S.;
6. show understanding of the implications of unfolding world events for the practice of international management.

Required Topics

- International Business Trends
- Sociocultural Forces Management Opportunities, Challenges
- Trade Blocks
- Competition Between Countries and Regions

- Political Risk Global Strategy and Implementation
- Control and Staffing
- Transformation of Command Economies
- Ethical Issues

Optional Topics

- Economic Theories
- International Monetary System
- Market Assessment
- Export and Import Procedures
- Labor relations
- International Organizations
- Legal Issues
- Effects of Geography

Texts:

Ball and McCulloch, *International Business: the Challenge of Global Competition*, 10th ed. McGraw-Hill

H. Deresky, *International Management: Managing Across Borders and Cultures*, 5th Edition, Prentice Hall (2006).

Brownstein and Brownstein, *Discovery and The Market Process: Toward an Understanding of the Business and Economic Environment Second Edition*, McGraw-Hill (2001).

Effect of Curriculum Offering outside of the Departments: None.

Faculty: There is qualified faculty in Department of Economics, Accounting and Business Administration to teach the course.

Estimated Enrollment and Frequency: 20 per semester.

Date of Departmental Approval: October 3, 2007.

**LEHMAN COLLEGE
OF THE
CITY UNIVERSITY OF NEW YORK**

Department of Economics, Accounting and Business Administration

Type of Change: New graduate course.

Course Description: MSB 721: Applied Marketing Research. 3 hours, 3 credits. Provides students with a complete understanding of the methods and techniques involved in marketing research. Students will become familiar with all stages of the market research process from initial problem definition through to the presentation of final results.

Rationale, Academic Objectives, and Justification for the Course: There is need for a course in the MS curriculum in business that provides an understanding of the modus operandi of applied marketing research. This goal requires exposure to issues from the traditional marketing perspective while keeping up with constantly evolving trends and usages in the global marketing environment.

Syllabus: At the completion of the course, the MS student in business will form an understanding of such issues facing a multinational corporation as:

The essentials of marketing research: Introduction, definitions and uses of market research, the process involved in researching a market.

Ethical behavior in conducting research.

The Research Approach: Problem definition, types of information needed, alternative research designs..

Secondary Data Collection: Using the Internet; Internal and external sources of secondary data.

Primary Data Collection I - Qualitative Design and Analysis: Qualitative Research Techniques - observation, focus groups, depth interviews and projective techniques.

Approaches to analysis, limitations of primary data, coding and the analytical process.

Primary Data Collection II - Quantitative Design: Interviewing, panels and omnibuses.

Sampling: Sampling theory, probability and non-probability samples.

Measuring Attitudes: Importance of attitudinal data. Comparative and non-comparative scaling.

Questionnaire Design: Question content, wording and order.

Design, layout and appearance of the questionnaire.

Managing The Research Project: Organizing and briefing your fieldworkers, data inputting, checking progress.

Analyzing Quantitative Data: Descriptive statistics, cross-tabulations, multi-variate analysis.

Communicating and Reviewing the Findings: Presentations and Report Writing.

Texts:

Malhotra, N., *Marketing Research: An Applied Orientation*, 3rd Ed., Prentice-Hal (1999).

McGivern, Y., *The Practice of Market and Social Research. An Introduction*. Prentice Hall (2003).

Bryman, A., and Cramer, A., *Quantitative Data Analysis with SPSS for Windows: A Guide for Social Scientists*, Routledge (1997).

Chisnall, P.M., *Marketing Research*, McGraw Hill (2006).

Churchill, G.A., *Marketing Research: Methodological Foundations 4/e*, Dryden Press (2007).

Effect of Curriculum Offering outside of the Departments: None.

Faculty: There is qualified faculty in Department of Economics, Accounting and Business Administration to teach the course.

Estimated Enrollment and Frequency: 20 per semester.

Date of Departmental Approval: October 3, 2007.

**LEHMAN COLLEGE
OF THE
CITY UNIVERSITY OF NEW YORK**

Department of Economics, Accounting and Business Administration

Type of Change: New graduate course.

Course Description: **MSB 722: International Marketing Management: Culture, Law, and Politics.** *3 hours, 3 credits.* Key concepts of international marketing; emerging marketing opportunities and threats; entry mode strategies of international marketing; global strategies for products, brands, pricing, distribution, logistics, and communication; policy framework for international trade; international trade finance and risk management; institutional infrastructure for export promotion; international marketing research, export procedures and documentation; the World Trade Organization and its implications on international marketing.

Rationale, Academic Objectives, and Justification for the Course: There is need for a course in the MS curriculum in business that provides an understanding of the marketing system, environmental forces, competitive factors, operating mechanisms, and the flow of goods and services from source to consumer in international setting. Specific consideration is given to market identification, strategic planning and implementation, performance evaluation, product development, pricing, distribution, ownership transfer, sales and promotion in global marketing. Outcome objectives for this course include developing the following understandings:

1. international marketing strategy and its application;
2. competitive marketing in the global environment;
3. consumer behavior in different international environments;
4. global marketing management concepts associated with products, pricing, distribution, and promotion.

Syllabus: At the completion of the course, the MS student in business will learn:

1. The Concept of International Marketing
2. Emerging Opportunities in International Markets
3. World Trade Organization: International Marketing Implications
4. Scanning the International Economic Environment
5. International Marketing Research
6. Decision-making Process for International Markets
7. Entering International Markets
8. Product Strategy for International Markets
9. Building Brands in International Markets
10. Pricing Decisions for International Markets
11. International Logistics and Distribution
12. Communication Decisions for International Markets
13. Framework of Export-import Policy
14. International Trade Finance and Risk Management
15. Export Procedure and Documentation
16. Institutional Infrastructure for Export Promotion

Texts:

R. M. Joshi, *International Marketing*, Oxford University Press (2007).

J. E. Richardson, *Marketing Annual Edition*. Guilford, CT: McGraw-Hill Company (2003).

J. P. Peter and J. H. Donnelly, *A Preface to Marketing Management* (9th ed). Boston: McGraw-Hill Company (2003).

H. Deresky, *International Management: Managing Across Borders and Cultures*, 5th Edition, Prentice Hall (2006).

Effect of Curriculum Offering outside of the Departments: None.

Faculty: There is a qualified faculty in Department of Economics, Accounting and Business Administration .

Estimated Enrollment and Frequency: 20 per semester.

Date of Departmental Approval: October 3, 2007.

**LEHMAN COLLEGE
OF THE
CITY UNIVERSITY OF NEW YORK**

Department of Economics, Accounting and Business Administration

Type of Change: New graduate course.

Course Description: **MSB 723: Contemporary Issues in Marketing.** *3 hours, 3 credits.* Procedures utilized in creating a commercially viable product market, from the initial needs analysis through marketing the product in local and international economy. The promotional process will be particularly emphasized, including its advertising, sales and trade promotion, personal selling, and communication components.

Rationale, Academic Objectives, and Justification for the Course: There is need for a course in the MS curriculum in business that provides an understanding of contemporary marketing as the basis for general management decision-making and as a framework for analyzing business situations. The specific objectives of the course are:

1. to acquire an understanding of the elements of the contemporary marketing management process, the basic components of marketing programs, and the interaction of marketing with other functions of the organization;
2. to learn the role of marketing managers and how to apply marketing concepts to a wide range of management situations;
3. to acquire analytical skills to define marketing problems, identify opportunities, and interpret their implications for decision-making;
4. to apply both qualitative and quantitative tools to marketing problems;
5. to develop practical communication skills by using persuasive arguments in support of well-grounded management actions.

Syllabus: At the completion of the course, the student in the MS program will be able to:

1. Develop an understanding of the key concepts and issues in marketing, including the creation of value through the integrated production and distribution of goods and services and the global, political, economic, legal, and regulatory context for business;
2. Build a working marketing vocabulary such that you are better able to understand and discuss marketing concepts in business setting;
3. Develop an appreciation for the inherently strategic nature of contemporary marketing and for the role marketing plays in business strategy and performance;
4. Enhance the understanding of what marketing managers actually do on a day-to-day basis by taking on the role of marketing manager for an existing product/service;
5. Strengthen the ability to justify and support your decisions through information acquisition and management;
6. Extend the ability to write clearly, listen carefully, and report information in a professional and effective manner;

7. Learn how to effectively work with others with an understanding of individual and group dynamics in organizations;
8. Strengthen the appreciation for how marketing relates to complementary business functions (e.g., human resource management, accounting, production, etc...); and
9. Understand the ethical and social responsibilities of marketing management in organizations and society.

Texts:

O. C. Walker, W. B. Harper Jr., J. Mullins, and J. C. Larréché, *Marketing Strategy: A Decision-Focused Approach*, Boston, MA: Irwin McGraw-Hill (2003).

O.C. Ferrell and M. Hartline, *Marketing Strategy*, 3rd edition, Thomson/South-Western.

Effect of Curriculum Offering outside of the Departments: None.

Faculty: There is qualified faculty in Department of Economics, Accounting and Business Administration to teach the course.

Estimated Enrollment and Frequency: 20 per semester.

Date of Departmental Approval: October 3, 2007.

**LEHMAN COLLEGE
OF THE
CITY UNIVERSITY OF NEW YORK**

Department of Economics, Accounting and Business Administration

Type of Change: New graduate course.

Course Description: **MSB 730: Human Resource Management.** 3 hours, 3 credits. Introduction to human resource management as a functional field of business administration. Topics include employment, placement, and human resource planning; training and development of an organization's human resources; compensation and benefits; management and labor relations; health, safety, and security; training in ethics and social responsibility; human resource research.

Rationale, Academic Objectives, and Justification for the Course: There is need for a course in the core MS curriculum in business that provides an understanding of human resource management, which includes the planning, recruiting, selecting, placing, and orienting human resources; training and development; compensation and benefits; employee and labor relations; health, safety, and security; and human resource research.

Syllabus: At the completion of the course, the student in the MS program in business will learn:

1. The Human Resource Management Perspective
2. Human Resource Management and the Legal Environment
3. Recruitment, Selection, and Human Resource Planning
4. Ethics, Training and Development
5. Compensation and Benefits
6. Employee and Labor Relations
7. Safety, Health, and Security
8. Global Human Resource Management
9. Human Resource Research
10. Future Considerations and Issues for Human Resource Management
11. History of Human Resource Management

Texts:

Mathis & Jackson. *Human Resource Management: Essential Perspectives*. 4th edition. McGraw Hill/Irwin.

D. Harvey and D. R. Brown, *An Experiential Approach to Organizational Development*, Prentice Hall (2001).

Effect of Curriculum Offering outside of the Departments: None.

Faculty: There is qualified faculty in Department of Economics, Accounting and Business Administration to teach the course.

Estimated Enrollment and Frequency: 20 per semester.

Date of Departmental Approval: October 3, 2007.

**LEHMAN COLLEGE
OF THE
CITY UNIVERSITY OF NEW YORK**

Department of Economics, Accounting and Business Administration

Type of Change: New graduate course.

Course Description: **MSB 731: Employee Training and Development.** *3 hours, 3 credits.* Advanced study of human resource management focusing on effective employee training and development. Topics include equal employment opportunity, recruiting, selection, training and development, compensation, and employee and labor relations.

Rationale, Academic Objectives, and Justification for the Course: There is need for a course in the MS curriculum in business that provides an understanding of concepts and theories that have been developed in the area of organizational behavior, to apply them to organizational life, and to develop practical ways of improving what is happening in organizations. As a result of taking this course the student will be able to (1) understand the basic concepts and practices of organizational theory and behavior; (2) analyze organizational challenges and opportunities from multiple perspectives and develop strategies to enhance organizational effectiveness; and, (3) identify a set of personal values and beliefs that will guide your behavior as a member of an organization.

Syllabus: At the completion of the course, the MS student in business will understand, analyze, evaluate, and apply the theory and research about:

1. facilitating change in individuals, groups, and organizations to improve their effectiveness;
2. team building and group training, survey feedback, and conflict management;
3. role- and task-oriented change strategies, including job redesign, role analysis, management by objectives, and temporary task forces;
4. forming strategies directed at organizational systems including survey feedback, open systems oriented change programs, human resource accounting, flexible working hours, structural changes, control system changes, sociotechnical systems and quality circles.

Specific topics:

1. History of Organization Change
2. Theoretical Foundations of Organizations and Organization Change
3. The Nature of Organization Change
4. Levels of Organization Change: Individual, Group, and Larger System
5. Organization Change: Research and Theory
6. Conceptual Models for Understanding Organization Change
7. Integrated Models for Understanding Organizations and for Leading and Managing Change
8. Application of change Models
9. Leading Organization Change
10. Organization Change: Epidemics, Integration and Future Needs

Texts:

T. C Cummings and C. G. Worley, *Organization Development and Change*. 7th ed., Cincinnati, Ohio South-Western, 2001.

E. H. Schein, *Organizational Development: Process and Consultation*, Reading, MA, Addison-Wesley.

W. L. French and C. H. Bell, *Organization Development, Behavioral Science for Organization Improvement*, 6th Edition, Prentice Hall, Englewood Cliffs, NJ, 1995

Effect of Curriculum Offering outside of the Departments: None.

Faculty: There is qualified faculty in Department of Economics, Accounting and Business Administration to teach the course.

Estimated Enrollment and Frequency: 20 per semester.

Date of Departmental Approval: October 3, 2007.

**LEHMAN COLLEGE
OF THE
CITY UNIVERSITY OF NEW YORK**

Department of Economics, Accounting and Business Administration

Type of Change: New graduate course.

Course Description: **MSB 732: Managing Group and Interpersonal Dynamics.** *3 hours, 3 credits.* Special techniques involved in human resources supervision in handling the morale, discipline, communication, grievances, learning, and other phases of employee and labor relations.

Rationale, Academic Objectives, and Justification for the Course: There is need for a course in the MS curriculum in business that provides an understanding of individual differences, interpersonal relations, and small group behavior.

The objectives of the course are:

1. To provide a basic understanding of issues involved in managing people and organizations;
2. To provide an overview and a foundation for further study of the behavior of people in organizations;
3. To develop the ability to diagnose causes of organizational problems and to develop judgment to deal with those problems;
4. To develop understanding of the behavioral factors affecting human and organizational outcomes;
5. To utilize organizational behavior concepts in human resource management.

Syllabus: Upon completion of this course the student in the MS program in business will acquire proficiency in advanced techniques and applications involved in supervision. Specifically, the student will be able to operate effectively in the following areas:

1. Interpersonal Communications
2. Goal Setting
3. Motivation
4. Handling Performance Problems
5. Planning and Delegating
6. Leadership
7. Organizational and Personal Ethics
8. Technology
9. Globalization
10. Diversity
11. Organizing and Controlling Human Resources
12. Innovative Decision Making

13. Legal Issues
14. Sexual Harassment/Discrimination
15. Union Relations

Texts:

Hilgert, R.L. and Leonard, Jr. E.C. *Supervision: Concepts and Practices of Management*. 9th ed. Thomson.
J. Greenberg, *Managing Behavior in Organizations*, Fourth Edition, Pearson – Prentice Hall (2005).

Effect of Curriculum Offering outside of the Departments: None.

Faculty: There is qualified faculty in Department of Economics, Accounting and Business Administration to teach the course.

Estimated Enrollment and Frequency: 20 per semester.

Date of Departmental Approval: October 3, 2007.

**LEHMAN COLLEGE
OF THE
CITY UNIVERSITY OF NEW YORK**

Department of Economics, Accounting and Business Administration

Type of Change: New graduate course.

Course Description: **MSB 743: Advanced Topics in International Management.** *3 hours, 3 credits.* Study of administrative philosophies, policies, and practices of international business organizations. The nature of management processes and activities is examined in terms of different social, cultural, political, and economic environments.

Rationale, Academic Objectives, and Justification for the Course: There is need for a course in the MS curriculum in business that provides an understanding of a variety of problems taking place in the global business environment. The goal of this course is to review and critically examine multicultural management theory and practice in this rapidly changing environment by keeping an eye in what ways the U.S. management practices differ from those of other countries and to what direction those practices must change.

Syllabus: Upon completion, students will accomplish the following:

- 1) Develop frames of reference which are helpful in understanding the implications of unfolding world events for the practice of international management;
- 2) Be able to apply theories, tools, and insights, found in the field of international management, to common real world scenarios;
- 3) Build an awareness of similarities (without which no international business could take place) and differences among the peoples of the world, and how they affect business management;
- 4) Become acquainted with how various legal, political, economic, and cultural systems affect business attitudes and behavior;
- 5) Become familiar with issues in strategic planning, motivation, leadership, decision-making which arise from managing organizations in an international context.

Required Topics

- International Business trends
- Sociocultural Forces
- Management Opportunities, Challenges
- Trade Blocks
- Competition between Countries and Regions
- Political Risk
- Global Strategy and Implementation

- Control and Staffing
- Transformation of Command Economies
- Labor Relations
- International Organizations

Optional Topics

- International Monetary System
- Economic Theories
- Export and Import Procedures
- Comparative Management
- Effects of Geology
- Legal Issues
- Ethical Issues

Texts:

Ball and McCulloch, *International Business: the Challenge of Global Competition*, 10th ed. McGraw-Hill

H. Deresky, *International Management: Managing Across Borders and Cultures*, 5th Edition, Prentice Hall (2006).

Brownstein and Brownstein, *Discovery and The Market Process: Toward an Understanding of the Business and Economic Environment Second Edition*, McGraw-Hill (2001).

H. W. Lane, J. J. Destefano and M. L. Maznevski, *International Management Behavior*, Malden MA: Blackwell Publishing (2006).

Effect of Curriculum Offering outside of the Departments: None.

Faculty: There is qualified faculty in Department of Economics, Accounting and Business Administration to teach the course.

Estimated Enrollment and Frequency: 20 per semester.

Date of Departmental Approval: October 3, 2007.

**LEHMAN COLLEGE
OF THE
CITY UNIVERSITY OF NEW YORK**

Department of Economics, Accounting and Business Administration

Type of Change: New graduate course.

Course Description: **MSB 795: Seminar in Strategic Management.** *3 hours, 3 credits.* Formulation and implementation of corporate strategy and the integration of these decisions in different functional areas.

PREREQ: All the core courses and at least two courses in major field must be completed before taking this seminar.

Rationale, Academic Objectives, and Justification for the Course: There is need for a course in the MS curriculum in business to provide an overall understanding of corporate-level decision-making and the effect of these decisions upon various functional areas, such as marketing and finance.

The prerequisite is intended to ensure that students taking this seminar possess the necessary technical, conceptual, and philosophical background

Syllabus: Upon completion of the course, the student in the MS program will have an integrated comprehension of business and the strategic management process and will be able to apply this knowledge. Specifically, the student will be proficient in:

1. Discerning Environmental Opportunities and Threats
2. Defining the Company Mission
3. Assessing the External Environment
4. Conducting Industry Analysis
5. Ascertaining Multinational Environment
6. Conducting Environmental Forecasting
7. Creating a Viable Company Profile
8. Establishing Long-Term Objectives and Grand Strategies
9. Implementing Strategic Analysis and Choice
10. Operationalizing Corporate Strategies
11. Institutionalizing Corporate Strategies
12. Controlling and Evaluating Corporate Strategies

Special topics:

- Nature and Value of Strategic Management
- The Strategic Management Process
- Defining the Company Mission
- Assessing the External Environment
- Industry Analysis
- Multinational Environment
- Environmental Forecasting
- The Company Profile
- Long-Term Objectives and Grand Strategies
- Strategic Analysis and Choice
- Operationalizing the Strategy
- Institutionalizing the Strategy
- Controlling and Evaluating Strategy

Texts:

As a seminar, the course would involve extensive reading from a variety of sources, especially collections of case studies. However, some conventional MS-level textbooks offer an extensive coverage of the subject, especially:

H. St. John, *Foundations in Strategic Management*. South Western/Thomson. ISBN: 0-324-25917-4

A. Dess, *Strategic Management*. McGraw Hill; ISBN: 0073267218

Effect of Curriculum Offering outside of the Departments: None.

Faculty: There is qualified faculty in Department of Economics, Accounting and Business Administration to teach the course.

Estimated Enrollment and Frequency: 20 per semester.

Date of Departmental Approval: October 3, 2007.

**LEHMAN COLLEGE
OF THE
CITY UNIVERSITY OF NEW YORK**

Department of Economics, Accounting and Business Administration

Type of Change: New graduate course.

Course Description: **MSB 796: Seminar in Ethical Issues in Management.** *3 hours, 3 credits.* A multidisciplinary approach to the issues of ethical business practice based on the examination of the role of business leadership in influencing society at large. Students will examine various experiences and participate in discussions regarding ethical dilemmas and day-to-day situations. Case studies are used to develop students' skills in situation analysis and conflict resolution. **PREREQ:** All the core courses and at least two courses in the major field must be completed before taking this seminar.

Rationale, Academic Objectives, and Justification for the Course: There is need for a course in the MS curriculum to provide an overall understanding of the impact of business organizations on the moral fabric of society at large. Students in this program must understand the role and purposes of business organizations within the social context and be knowledgeable in managing problems of choice they are likely to encounter in their professional lives. This seminar familiarizes the MS student with contemporary and controversial issues drawing upon ethics.

The prerequisite is intended to ensure that students taking this seminar possess the necessary technical, conceptual, and philosophical background

Syllabus: Upon the successful completion of this course, students in the MS program should understand:

1. the role of market forces in the alignment of the interests of different stakeholder groups;
2. the role of corporate culture in the creation of this alignment;
3. the role of corporate leadership in shaping this culture;
4. different ethical frameworks that can be applied to a given situation.

Special topics:

Corporate Social Responsibility
Corporate Governance
Organizational Ethics
Ethics in Global Environment
Whistleblowing
Trade Secrets,
Conflict of Interest
Insider Trading
Privacy
Job Discrimination
Affirmative Action

Sexual Harassment
Comparable Worth
Family and Work
Unjust Dismissal and Employment at Will
Truth in Marketing and Advertising
Product Safety and Liability
Occupational Health and Safety
Reproductive Hazards in the Workplace
Pollution

Texts: As a seminar, the course will involve extensive reading from a variety of sources. In addition, there are some MS-level textbooks that offer an extensive coverage in the field of business ethics, including:

Adams, D. and Maine, A. (eds.), *Business Ethics for the 21st Century*, Mayfield Publishing Company (2006).

Arredondo, L. *Communicating Effectively* (2000).

Jennings, M.M. *Business Ethics: Case Studies and Selected Readings*, 5/e (2006).

Kidder, R. M. *How Good People Make Tough Choices: Resolving the Dilemmas of Ethical Living* (2004).

Tracy, D., and Morin, W.J. *Trust, Trust, and the Bottom Line: 7 Steps to Trust-Based Management* (2001).

Weeks, D. *The Eight Essential Steps to Conflict Resolution* (2004).

Effect of Curriculum Offering outside of the Departments: None.

Faculty: There is qualified faculty in Department of Economics, Accounting and Business Administration to teach the course.

Estimated Enrollment and Frequency: 20 per semester.

Date of Departmental Approval: October 3, 2007.

OFFICE OF ACADEMIC STANDARDS AND EVALUATION/GRADUATE STUDIES

Type of Change: Change to an Existing Policy

FROM: (Graduate Bulletin 2007–2009, p. 13)

TIME LIMIT FOR EARNING A LEHMAN COLLEGE MASTER'S DEGREE

Master's degree candidates must complete their programs within [five] years from the time they become matriculated students. Absence from the College for one or more semesters does not alter or affect the [five]-year limit (see Interruption of Studies below) for earning a degree. Graduate students who, due to unusual circumstances, are unable to complete their degrees within the [five]-year period may apply for an extension in the Office of Academic Standards and Evaluation/Graduate Studies. Extensions must be approved by [the Graduate Program Adviser].

TO:

TIME LIMIT FOR EARNING A LEHMAN COLLEGE MASTER'S DEGREE

Master's degree candidates must complete their programs within seven years from the time they become matriculated students. Absence from the College for one or more semesters does not alter or affect the seven-year limit (see Interruption of Studies below) for earning a degree. Graduate students who, due to unusual circumstances, are unable to complete their degrees within the seven-year period may apply for an extension in the Office of Academic Standards and Evaluation/Graduate Studies. Extensions must be approved by that office.

Rationale:

In recent years fewer students have found themselves able to attend college on a full-time schedule. At the same time, many of our programs have increased the number of credits necessary to complete their degrees. The number of students unable to complete within five years has increased markedly since 2004 when the new programs in Education came into effect. This change will bring Lehman into accord with other CUNY institutions.

Date of Committee Approval: 23 October 2007

RESOLUTION ON THE IRAQ WAR for the November 7 Senate meeting:

Whereas the war in Iraq was started by President Bush more than four years ago on the pretext of Saddam Hussein's possessing weapons of mass destruction (weapons found to be nonexistent),

And whereas the war has become an extremely destructive fight against an insurgency lead by nationalist and Islamic groups (casualties including deaths of more than 3000 American soldiers and a toll of upwards of 100,000 Iraqi civilians killed, and thousands more injured and the displacement of more than four million refugees),

And whereas although Congress has appropriated money for the reconstruction of Iraq, the Iraqi infrastructure, including electricity, running water, sewage and public health is largely in ruins,

And whereas the recent "surge" of 30,000 men in American troop levels appears to have lead to little or no improvement in military or political conditions,

And whereas the Army and Marine Corps recruitment has begun to fall short, leading to a more intensive advertising campaign to enlist college-age youth for military service,

And whereas the President and his advisors appear to be proposing a large military presence in Iraq for the foreseeable future (such as ten to fifteen years),

And whereas American military expenditures have become astronomical (much inflated by mismanagement and corruption and approaching a half trillion dollars),

And whereas expenditure on domestic social programs, including health care and education is under pressure from the vast increase in military spending,

(1) Be it resolved that the Lehman College Senate calls for maintaining the American tradition of open discussion of political issues and for increased vigilance against efforts to suppress dissenting views and curb civil liberties,

(2) And, be it further resolved, the Lehman College Senate calls on our own and other university communities to promote free and informative discussion, possibly including teach-ins, on the history of the war in Iraq, the war on terrorism, the causes of terrorism throughout the world, and the possible development of multilateral, long term solutions to Middle East problems,

(3) And, furthermore, whereas the war in Iraq has devastated the infrastructure of the country and has resulted in a refugee population estimated at 2 million people in the other countries of the Middle East and a population of 2 million internally displaced people and

Whereas the Bush administration has provided negligible funding for refugee assistance and as of 2006 had admitted less than 500 refugees into the US (under pressure to be increased to 7000 for the year 2007),

Be it Resolved that the Lehman College Senate urges the members of Congress (particularly our own New York State representatives) and the Bush administration to expand the appropriations for Iraqi refugee humanitarian aid and increase the quota of Iraqi refugees admitted into the US.

(4) And be it resolved that the Lehman College Senate calls for an immediate end to the Iraq war and the return of all American military personnel from Iraq,

And urges Congressional representatives of both parties (especially those from New York State) to undertake to end the war and occupation of Iraq by legislative means, including reduction of the appropriations for the war,

To: Professor Duane Tananbaum, Chair, Senate Governance Committee
From: Esdras Tulier
Re: Legal Requirements for College Senate Action
Date: October 30, 2007

As requested by the Committee, I have outlined requirements in connection with Senate action in the wake of the New York State Court of Appeals decision in Perez v. CUNY. Professor Vincent Prohaska, then Chair of the Governance Committee, previously reported on this subject at the February 1, 2006, Senate meeting. Following the discussion in this memo, I have included Professor Prohaska's report for ease of reference.

Background

In Perez v. CUNY, the New York Court of Appeals decided that the Hostos Community College Senate and its executive committee are subject to the Open Meetings Law. The Court ruled that the College Senate exercises a quintessentially governmental function because it has the power to formulate policy recommendations in a variety of areas delegated by the Legislature to the CUNY Board, especially those relating to academic matters.

Highlights of the legal requirements in conducting Senate, or Senate Committee business

Quorum

A quorum consists of a majority of all those eligible to vote (vacancies are counted). For the Lehman College Senate, that number is fifty-five (55). The CUNY General Counsel issued an advisory on January 2, 2006, which points out that "a majority of all the members of a public body must be present to constitute a quorum, and a majority vote of all members is required to take action on a matter within its authority." Hence, a majority vote of all Senators (counting any vacancies) not only of those Senators present, is required for Senate action to carry.

Meetings

Meetings of the Senate and Senate Committees are open to the public. Notwithstanding this, the Open Meetings Law does not apply to matters that are deemed confidential under federal or state law. One such law is the Federal Education Rights and Privacy Act (FERPA). This statute provides that a student's personally identifiable education records may not be disclosed (except for specific exceptions permitted by FERPA). Accordingly, whenever the Senate Committee on Admissions, Evaluation and Academic Standards meets to hear appeals from individual students, as provided in Article IV., Section 8(b.) (iii) of the Senate Bylaws, the portion of the Committee meeting related to such activity is not an open meeting.

Record of Vote

The vote of each Senator is required to be taken under the Freedom of Information Law. CUNY has suggested some ways to minimize the delay in voting. This includes grouping several motions for a single vote and/or the chair may seek unanimous consent of the members present. The record of the vote is required to be maintained but need not be in the minutes.

Report of the Governance Committee on February 1, 2006 regarding the Perez Decision

Professor Vincent Prohaska discussed the New York State Court of Appeals ruling on the New York State Open Meetings Law and Freedom of Information Law. The ruling strengthens faculty governance and its role in decision-making, especially on curriculum. It requires that we follow applicable state laws, the Open Meetings Law and Freedom of Information Law. The changes are not open to discussion. Though the laws were not intended for us, the court has ruled they apply, and we will do so as much as we can to implement them, effective immediately. Prof. Prohaska thanked the committee and Mr. Esdras Tulier, Legal Counsel to the President, for their efforts in complying with the law. It is important to note that the ruling applies to the College Senate and to all Senate Committees. A meeting will be held with all the chairs at 3 p.m. February 9, in Shuster 336 to cover this subject, and a written version of today's remarks will be distributed shortly. Four main areas need to be discussed. On meetings, Senate meetings and committee meetings are open to the public. This means that anyone may attend any of these meetings. Executive sessions are rare if ever and must fall under specific exemptions. A major one might be involved when dealing with personnel matters or confidential information such as CASE and Graduate Studies when hearing student appeals in Executive Session. If any committee thinks it may need to go into executive session, Mr. Tulier and the Governance Committee are to be consulted. As to publicizing meetings, this must be done in advance internally and externally. We're working on exactly how to do that. For now, committee chairs are asked to announce their next meeting; once a meeting is announced, it should not be changed or cancelled, if possible. Minutes must be taken at all committee meetings; they need only include action taken, not the specific discussions. Most importantly, if a vote is not unanimous, how each member votes must be recorded, either in the minutes or in separate document. Minutes are to be publicly available within two weeks of a meeting and must be preserved. Minutes and voting records are to be sent to Mr. Tulier, preferably electronically. **Quorum:** a quorum is defined as the majority of those eligible to vote. Notice that vacancies are included. With the Senate quorum at 55, it indicates that vacancies need to be filled quickly. At the first Senate meeting of the year, for example, with no students present, the quorum was still 55. It is extremely important to sign in on the attendance sheet. At any meeting, if a quorum is not present, the committee can still meet, discuss agenda items, and present a report to the Senate. It is then up to the Senate to decide what to do. Without a quorum, the Senate can still meet, discuss motions and reports, take informal votes, and attempt formal approvals at the next meeting. Thus, attendance is critical. Prof. Prohaska congratulated the senators for good attendance so far this year. He urged senators to make certain they are included on the Senate attendance list because it legally establishes whether a quorum was present and will be important in voting. On committees, the same rules apply. If a committee has no quorum, it cannot take any official action. **Voting:** motions pass only if a majority of members eligible to vote approve. For the Senate, 55 yes votes are needed, regardless of how many members are in attendance. For example, if 60 are present and the vote is 50 to 10, the motion fails. So at the last Senate meeting, when a motion was counted as 37-34, the motion would not pass. The same would apply to committees. If there are 12 voting members but seven present a vote of 5 to 2, the motion fails. It is important to note that abstentions effectively become votes against the motion. There is no more anonymity in voting; secret ballots are illegal. Every member's vote must be recorded either in the minutes or in a separate document. As President Fernández previously suggested, we will try to proceed by calling for a unanimous vote. If a few members wish to present "No" votes, they can. We can say the members voted unanimously except for X, Y, and Z who voted "No." As a last resort, we will have paper ballots on the motion and count them at the end of the meeting, determining whether the motion passed or failed. If we have to know immediately, we will have to go for a roll-call vote.

c: President Ricardo R. Fernández

**THE STUDENT CONFERENCE
OF THE LEHMAN COLLEGE
ACADEMIC SENATE**

Petition to the Chancellor and the Board of Trustees of the City University of New York on: talks of Lehman and other five senior colleges being referred to as "Tier II" CUNY schools.

Issue:

We the students of Lehman College are deeply concerned by comments in the press and elsewhere about our college being relegated to a "Tier II" status. Lehman College's mission is to strive to be an intellectual, economic, and cultural center. We are a diverse student body with one goal in common, success. The implications of the "Tier II" status are degenerative to the past, present, and future student body of Lehman College.

Ramifications:

We are apprehensive that this "Tier II" status will make current students feel alienated and invaluable, which will lead them to transfer to another four year school. We fear that prospective students in good academic standing will not consider our college. We fear that potential employers and graduate schools would view our education as inferior. The "Tier II" status will polarize Lehman College from other CUNY Senior Colleges. We the students of Lehman College refuse to bear a "Tier II" status.

Resolution:

Because "Tiering" undermines the achievement of the diverse CUNY student body and the colleges' ability to recruit outstanding faculty members; because it downgrades the achievement of all those who have graduated from these CUNY colleges; because CUNY colleges are vehicles for upward mobility for minority students, our degrees should not be devalued with a label that conveys an unmistakable message to the world that we are second rate. We therefore demand the Chancellor and the Board of Trustees of the City University of New York to put an end to this discussion and abandon the idea of "Tiering".

PLEASE RETURN PETITION TO STUDENT CONFERENCE OFFICE ROOM 216 IN STUDENT LIFE BUILDING OR PLACE UNDER DOOR. YOU CAN ALSO PLACE IT IN OUR MAILBOX AT THE OFFICE OF CAMPUS LIFE ROOM 222 IN STUDENT LIFE BUILDING. ALL PETITIONS ARE TO BE HANDED IN NO LATER THAN TUESDAY, NOVEMBER 13. DUPLICATE AS MANY AS NEEDED.

CUNY Sustainability Project

On June 6 2007, Chancellor Goldstein accepted Mayor Bloomberg's PlaNYC challenge to the city's Colleges and Universities to reduce their carbon footprint 30% by 2017. To achieve this goal the CUNY Sustainability Project and the CUNY Task Force on Sustainability have been created. It is CUNY's goal to incorporate sustainability into the fabric of the University by integrating sustainability into the curriculum, supporting research and partnering with civic and business leaders to achieve a more Sustainable CUNY/Sustainable New York City. CUNY will carry out its responsibilities to its students and the broader citizenry of NYC by using lessons learned through the study of sustainability to improve their lives and promote economic development opportunities for the future.

The charge of the CUNY Sustainability Project to the Task Force on Sustainability is to reduce greenhouse gas emission by 30% in 10 years, by 2017.

The Campus charge is a 30% reduction in 10 years and to incorporate sustainability into the fabric of the College, the curriculum, the student body and the community. Environmentally Responsible CUNY will need College Wide support and input to develop and implement the College plan.

Phase I

- A. **Create a Campus Sustainability Council** Must be completed and Council members submitted to CUNY by Thanksgiving. There is no limit in size of the Council. The composition must be Faculty, Staff & Students, either with expertise in sustainability or directly connected to the 21 CUNY Task Force Committees or the eight (8) key areas of sustainability or with a deep interest in sustainability.
- B.
- C. The Council must meet before winter recess to begin developing the Campus Plan

Phase II

The College must submit a Campus draft plan to the CUNY Task Force by April 2008

Phase III

The College must deliver the Campus final plan by September 2008

Phase IV

Implementation of the Campus Plan begins October 2008

The 21 CUNY Task Force Committees:

Energy Use and Procurement	Curriculum	NYC Public Health
Renewables, Distributed Generation and Clean Fuels	Clearing House & Repository for Emerging Technologies	CUNY Fleet/Transportation
Building Green	External Training	Legal
Operations and Maintenance	Public Outreach	Procurement
Profession Development	Grant Writing	Government Outreach
Economic Development	Campus Project Plans	Campus Plan Compliance
Science & Research	Students	Waste & Recycling

The 8 Key Areas of Sustainability:

- 1. Energy & Efficiency & Operations
- 2. Curriculum and Faculty Development
- 3. Students
- 4. Procurement
- 5. CUNY Fleet/Transportation
- 6. Waste and Recycling
- 7. Communications/Change Management
- 8. Professional Development

If you are interested in the environment and want to participate on the Council, please e-mail me @ rene.rotolo@lehman.cuny.edu or call me @ extension 8226. Thank you.