

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

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

September 1968

C O N T E N T S

The Internal Organization of Lehman College	1
The Academic Relation of the College to the University ...	29
Changes Since Lehman College Became Autonomous	37
The Library	42
Academic Programs and Their Contemplated Development	52

THE INTERNAL ORGANIZATION OF LEHMAN COLLEGE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

hold elections for chairmen.

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

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

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

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

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

GROUP I

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

GROUP II

Anthropology
 Economics
 Education
 History
 Philosophy
 Political Science
 Sociology

GROUP III

Biological Sciences

Chemistry

Geology and Geography

Health and Physical Education

Home Economics

Mathematics

Physics and Astronomy

Psychology

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

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

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

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

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

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

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

PROCEDURE FOR FACULTY PROMOTIONS AT LEHMAN COLLEGE

Synopsis of Procedure

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

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