

11 April 1988

Commission on Higher Education
Middle States Association of Colleges
and Schools
3624 Market Street
Philadelphia, Pennsylvania 19104

Ladies and Gentlemen:

I forward the College's response to the "Report to the Faculty, Administration, Trustees, and Students of Lehman College of the City University of New York," submitted by the Evaluation Team representing the Commission on Higher Education of the Middle States Association of Colleges and Schools, chaired by Dr. Vera King Farris, President of Stockton State College. The College expresses its appreciation for the care and interest shown by the Evaluation Team in its visit and in the preparation of the Report. We are pleased that the Report reflects favorably upon Lehman College and that the Team's findings were in accord with the Self Study prepared by the committee of faculty, staff, and students at Lehman. We are particularly gratified that the Team responded so favorably to the quality of the faculty at Lehman, the diversity of the student body, and to the excellence of the curriculum.

The Report has highlighted for the College community areas that are of concern and which will be given careful attention in the near future. There are several of these matters upon which we will comment.

In the section on Student Recruitment, Admissions, and Retention (page 4-5), the Team encourages the College to "focus concentrated effort on the area of retention" and to undertake "a more coordinated effort on retention . . . perhaps via a college-wide Blue Ribbon Task Force." The College has currently engaged this issue on a variety of fronts: the Skills Development, ESL, and Bilingual Programs were all restructured to the end of increasing retention among students traditionally most at risk; under the administration of the present Associate Dean of Undergraduate Studies, academic advisement, increasingly cited as one of the most important elements in retention, has been greatly increased and improved, and new proposals regarding retention continue to be generated from this office; in addition, the office of Enrollment Management, still in its first year, is expanding its activities and

increasing its resources among faculty and students. (One of the peer support groups we are developing is a group to work with the recruiting effort.) The College is committed to the enhancement of student services, another element in the complex picture of retention. The suggestion from the Evaluation Team that there should be a Committee or Commission to coordinate and further develop these various efforts is an excellent one, and one which the College will work toward implementing in the immediate future.

On pages 6 and 7 and again on page 18, the Report comments on the condition of the Student Center building and the seeming lack of leadership training and personal development programs for students. Regarding the Student Life Building, we concur with the Report. The current building is a temporary one which is very heavily used. Thus far, we have been unable to gain approval for the construction of a proper student center on campus. The State does not view this as a proper function of Construction Authority funds. Working through the City University we have begun a campaign to convince the State to reverse this policy. In the meantime we will undertake this coming summer a major effort to refurbish the present building.

Student involvement in "student development programs" has proven to be cyclical; in the recent past there has not been much student interest. This current academic year has shown a sharp increase of student involvement in campus affairs, however, and thus, at this point, plans set in motion a year ago for a variety of peer counseling groups have come to fruition. Finally, support for Student Services has necessarily had to compete with all other divisions of the College for a shrinking number of resources. (In 1976 there were 53 professional lines; now there are about 25, counting people on designated assignments, such as enrollment management, who are unavailable for the kind of student support services the Report refers to.) Nonetheless, the College is committed to the enhancement of student services and student life, and through the office of the Vice President for Student Affairs will continue to find ways to meet that goal.

On pages 7 and again on page 10, the Report reiterates the concern of our Self Study about the need for systematic institutional research which would, among other advantages, allow the College to conduct "a more systematic approach to assessment of . . . program outcomes." The Team specifically recommended that we "establish an institutional research facility" and "a committee on institutional research". The College recognizes the need for such a facility and has already established an institutional research committee which is, at the moment, working on plans for an Institutional Research Office, and considering the possibility of hiring a full-time Institutional Research Officer.

The Report also asks (on pages 8 and 9) whether the College will be able to expand its resources to meet the increasing number of programs at the College. We recognize the strains on our faculty

and staff which result from our commitment to meet the demands placed on us as the only four-year public institution of higher learning in the Bronx, but we are determined, through careful use of resources, dedication of faculty and staff, and planning and supervision through the academic officers of the College to continue to meet those demands. For the growth of the graduate education programs, we have already, through the Office of the Provost, begun a series of meetings of all graduate advisers to decide on issues of admission and student services. In addition, the Provost plans to assign central responsibility for graduate programs to a specific administrative officer.

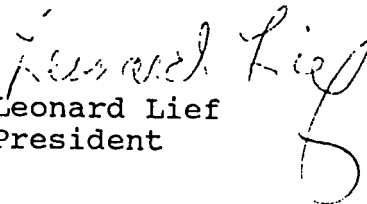
In the discussion of the Faculty at Lehman College, the Report calls attention to the need for faculty development, particularly for junior faculty, and also the need to "promote and value good teaching." Faculty development at the City University is to some degree determined by the Central Administration; the PSC-Cuny Research Grants are competitive grants available to all faculty, as are the opportunities to take part in the Faculty Development Program run by the Central Office, involving everything from writing workshops to computer training. Lehman has had a number of junior faculty who have received the research grants, and others who have taken part in the Faculty Development Program. In 1986-87, for example, 15 of the 54 Lehman applications for PSC-CUNY Research Grants were from faculty at the assistant professor level or lower level; eight out of the 31 awards went to such junior faculty. During the same period, two out of nine Lehman faculty who took part in the Faculty Development Program (to be eligible one must be tenured) were at the assistant professor or lecturer level. In addition, Lehman itself, through the office of the Provost, instituted last year a series of Released Time for Research Awards, of which six out of 19 awards went to junior faculty. This year the Provost has added a new series of Awards for the Improvement of Teaching. As recommended by the Self Study, the Provost is also in the process of setting up a Commission on Teaching which will have among its charges investigating ways and means to support, evaluate, improve, and reward teaching.

Of all the suggestions and comments made by the Evaluation Team, none has been offered or received with more seriousness than those on the issue of Affirmative Action hiring. The report states on page 12 that "the team notes that not much evidence of progress was found in Lehman College's affirmative action record over the past decade. This seems particularly unsettling since the professional cadre of the college now contrasts even more with the increasingly diverse, heterogeneous student body." The College acknowledges that this problem is real, but it is partly due to forces beyond its control. Up until the last two years, the College has not been able to do much hiring; it has in fact consistently lost tenure-bearing lines. Nonetheless, the percentage of Black, women, and Asian-American faculty has increased somewhat over the nine year period, although it is also true that the absolute numbers

for women declined and the number of Blacks remained the same. In the most recent hiring (1987-1988) there were more women hired than men, and there were also Black, Hispanic and Italian Americans who were hired. However we can and will do better. To that end, we have a new and strong Affirmative Action Committee which will issue guidelines for all new hiring in the next couple of months, guidelines which will be reinforced by administrative measures. Further, the Provost has announced to all department chairs that, in addition to required recruitment plans which must be submitted before any recruitment is authorized, each Department will be asked specifically what they have done to enlarge their pool of applicants and if, in the judgment of the Provost, there has not been a serious effort to meet the requirements of Affirmative Action hiring, he will not authorize the department to hire. The College hopes that these and other actions to be recommended by the Affirmative Action Committee will begin to address this problem.

The College accepts the Report of the Evaluation Team with thanks. It appreciates all the comments and suggestions put forth by the Team. The Report will be made widely available to the Lehman College community and will contribute to the continued growth and development of the College.

Sincerely yours,


Leonard Lief
President

Office of the President • (212) 960-8111

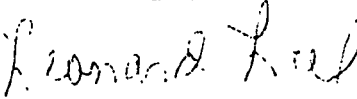
12 April 1988

Vice Presidents
Deans
Departmental Chairs
Lehman College

Ladies and Gentlemen:

I forward to you a copy of the "Report to the Faculty, Administration, Trustees, and Students of Lehman College of The City University of New York," submitted by the Evaluation Team, chaired by Dr. Vera King Farris, President of Stockton State College, representing the Commission on Higher Education of the Middle States Association of Colleges and Schools. Also enclosed is a copy of the College's response to the Report. Please study the Report and make it available to the staff members within your area. If you have comments upon the Report, I shall be pleased to receive them.

Sincerely yours,


Leonard Lief
President

LL/ah
Enclosures
cc. Professor Larry Sullivan, Library
(3 copies)

Report to the
Faculty, Administration, Trustees, Students.

of

HERBERT H. LEHMAN COLLEGE
THE CITY UNIVERSITY OF NEW YORK
Bronx, New York 10468

by

An Evaluation Team representing the
Commission on Higher Education
of the
Middle States Association
of Colleges and Schools

Prepared after study of the institution's
self-study report and a visit to
the campus on February 7 - 10, 1988

This report represents the views of the evaluation team as interpreted by the Chairperson; it goes directly to the institution before being considered by the Commission. It is a confidential document prepared as an educational service for the benefit of the institution. All comments in the report are made in good faith, in an effort to assist Lehman College. They are based solely on an educational evaluation of the institution, and of the manner in which it appears to be carrying out its educational objectives. The revised edition (1982) of the Characteristics of Excellence in Higher Education was used as a guide.

The members of the team:

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Vice President and Dean, Bayamon Central University, 315 Interamerican Street, University Gardens, Rio Piedras, Puerto Rico 00927

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Working with the team:

Richard Barsam

University Associate Dean for Faculty and Research, The City University of New York, 535 East 80th Street, New York, New York 10021

AT THE TIME OF THE VISIT

Date when instruction began: 1931, as a branch of Hunter College;
1968 as an autonomous senior college
within the City University of New York

Year of first graduating class: 1969

President: Dr. Leonard Lief

Provost and Vice President
for Academic Affairs: Dr. Melvyn Nathanson

Chairman of the Board of Trustees: Mr. James P. Murphy

ANNUAL INSTITUTIONAL DATA SUMMARY

COMMISSION ON HIGHER EDUCATION
Middle States Association of Colleges & Schools
3624 Market Street
Philadelphia, PA 19104 (215-662-5606)

Due Date: January 15, 1988
All data should be current
or as recent as possible.

ALL TERMINOLOGY BASED ON A COMMON LANGUAGE FOR POSTSECONDARY ACCREDITATION: CATEGORIES AND DEFINITIONS FOR DATA COLLECTION*

OFFICIAL FILE COPY
PLEASE RETURN
TO PRES OFFICE

Lehman College /CUNY
Name of Institution

(212) 960-8881
Institutional Telephone Number
(for MSA Directory)

Bedford Park Boulevard West
Address

Bronx, New York 10468
City State Zip Code

Dr. Leonard Lief, President
Name & Title, Chief Executive Officer
Dr. Glen T. Nygreen, Vice President
for Student Affairs

(212) 960-8111
Direct Telephone Number/CEO

Name & Title, Second Chief Administrative
Officer

The Honorable James P. Murphy
Name of Governing Board Chair
Board of Trustees of The City University
of New York, 535 East 80th Street
Board Chair's Address

Multi-Unit Systems/District:

Name of System/District: City University
of New York

New York, New York 10021
City State Zip Code

Dr. Joseph Murphy, Chancellor
Name & Title, System/District CEO

535 East 80 Street
Address of Central Administration
New York, New York 10021

TYPE OF INSTITUTION Doctoral granting _____ Comprehensive X

General _____ Two-year _____ Specialized/ _____ Certificate _____ Diploma _____
Baccalaureate _____ degree _____ Professional _____

INSTITUTIONAL SPONSOR Public: City _____ County _____ State X Federal _____

Private/Independent _____ Nonprofit _____ For Profit _____ Religiously affiliated _____

INSTITUTIONAL CALENDAR: Quarter _____ Semester X Trimester _____ 4-1-4 _____ Continuous Term _____

continued ...

*Copies are available from NCHEMS Publications, P.O. Drawer P, Boulder, Colorado 80302,
Publication 2BA370, \$10.00/copy + \$1.95 postage and handling. Phone order: 303/497-0390.

ENROLLMENT (latest Fall data): Men: Full time 1344 Part time 1534
Women: Full time 2786 Part time 3596

Undergrad: Full time 3988 Part time 3751 Grad: Full time 142 Part time 1378

TOTAL HEAD COUNT 9260 Full time equival: Total # student credit hours offered 89,343

Percent minority students: Full time 62 Part time 62 FTE 3774
Normal single student credit hour load 9.65

FACULTY Full time: men 242 women 167 minority 82
Part time: men 150 women 107 minority 61

ADMINISTRATORS Full time: men 37 women 23 minority 12
Part time: men 0 women 0 minority 0

GOVERNING BOARD men 9 women 8 minority 9

(Includes Italian Americans a University designated protected group)

FINANCES: Current Total Operating Budget \$ 47,463,000

Current total revenues \$ 47,463,000

Percent from: Tuition and Fees 19.5% Public funds: Local 1.8% State 69.0% Federal 19.4%
Endowment .1% Gifts/grants .1% All other .1%

Current Total Educational and General Expenditures and Mandatory Transfers \$ 47,765,000

Current Endowment: Unrestricted \$ 194,000 Restricted \$ 176,000

Last fiscal year Surplus (Deficit) 0 Cumulative Deficit 0

Percent of annual E & G funds allocated to library excluding staff salaries 1.2%

Estimated replacement cost of physical plant \$ N/A Plant Debt \$ N/A

Estimated cost of deferred maintenance \$ 230,000

PROFESSIONAL or SPECIALIZED ACCREDITATION (from accrediting bodies recognized by the Council on Postsecondary Accreditation [COPA] and/or the U.S. Department of Education):
Cite Program or School, degree level; e.g., Architecture (M), Business (B,M), Technologies - by name (A), Dental Hygiene, Engineering Technologies, etc. (If applicable, cite specialized agencies such as LCME, AACSB, ABET, etc.)

Professional certification in teaching (B,M STATE)

Professional accreditation in teaching (B,M NCATE), Nursing (B,M NLN)

Speech Pathology/Audiology (M, ASHA); Social Work (B, CSWE)

License qualified programs in Nursing (B, STATE), Accounting (B,M STATE)

Speech Pathology/Audiology (M, STATE)

continued ...

BRIEF NARRATIVE DESCRIPTION OF THE INSTITUTION (See Enclosed CHE Guidelines):

Public (STATE) comprehensive four year College of The City University offering bachelor and masters degrees in liberal arts & science and professional programs. Site of the CUNY doctoral program in plant sciences. Off campus program at Rockland Community College for graduate education courses. Study abroad program in Paris, France. Adult degree program also available. Professional accreditation and certification in teaching (B,M NCATE and STATE); accreditation in Nursing (B,M NLN); speech pathology audiology (M,ASHA) 'social work' (B,CSWE).

SIGNIFICANT INSTITUTIONAL CHANGES DURING THE PAST YEAR (Attach separate sheet if necessary) -

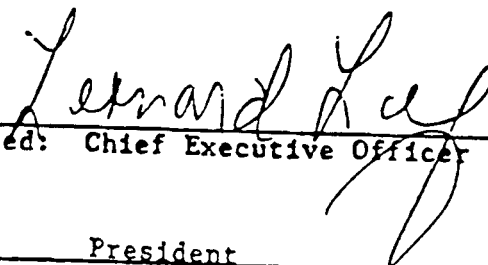
Administrative restructuring: establishment of Vice President for Institutional Advancement, and Director of Enrollment Management. Return to Divisional structure with full Deans in charge of each of four divisions; New Division of Nursing established.

SIGNIFICANT INSTITUTIONAL CHANGES PLANNED DURING CURRENT OR NEXT YEAR (Attach separate sheet if necessary)

Will search for Deans of Arts and Humanities and Nursing; will evaluate governance structure with possible changes enacted; will establish Institute for Bronx ReDevelopment and will establish a Masters degree of Liberal Studies; Preliminary data on the evaluation of the new curriculum will become available; a Commission on Teaching and a Committee on Institutional Research will be instituted.

OFF-CAMPUS ACTIVITIES/LOCATIONS - Branch Campuses or Centers; Extension/Continuing education sites; Cooperative or Contractual Relationships, etc. See Special Section attached.

STUDY ABROAD PROGRAMS/COURSES OF STUDY: see Special Section attached.


Signed: Chief Executive Officer

Title President

Date January 20, 1983