

LONG ISLAND UNIVERSITY
OFFICE OF THE PRESIDENT

MEMORANDUM

TO: Faculty, Senior Administrators, Directors
FROM: David J. Steinberg
DATE: September 2, 2010
SUBJECT: The 2012-13 Middle States Decennial Self-Study Report

The decennial Middle States Self-Study process is a critical milestone for this and every university in our region. It is the vehicle by which we take stock of our strengths and weaknesses and invite peers to test whether our report corresponds to the reality they discover upon their evaluation visit. It is, in sum, our institutional "outcomes assessment," one which must engage every constituency of the Long Island University family. The document will be written over the next two years and a peer review visit will take place during the 2012-2013 academic year. It is our task to demonstrate our institutional priorities, to document our structural changes, and to justify our investments -- both financial and human -- that we have made. We need to acknowledge, as well, the work that remains before us. The report is a *sine qua non* to reaccreditation and, equally important, a road map for all of us. Our self-study report needs to be honest and transparent. We must offer evidence that we have achieved what we claim. As such, we all must be invested in what we craft, in how we make our case and why we articulate those particular priorities.

As President, I intend to play an active role in the preparation of this self-study report, as will the University Officers. I need each of you also to be deeply invested in the process. Our goal is to produce a report that is seamless, fully incorporating the 14 Characteristics of Excellence, defined by Middle States, into the document we author. Working with the University Officers, Heather Gibbs and Lori Knapp will be responsible for keeping the project on schedule, overseeing the editing of the document, and assuring that the report meets our collective objectives.

Our self-study report must be a document about institutional change. While chronicling our progress and challenges, it also must project our dreams for the future. We will have a total of 100 pages in which to describe with necessary brevity, substance and evidence the critical aspects of the evolution of our institution. We need to approach this task thematically as one University, even while allowing the many units -- be they geographic or academic -- to celebrate diversity as one of our institutional strengths.

Drafting a Middle States self-study report cannot be a top-down process; our report must reflect the many constituencies that represent Long Island University. Our common and dissenting views must be heard. In format, our report will have four major chapters as well as an executive summary. Broadly stated, those chapters will focus on:

- I. Defining Student Success and Developing Modes of Measurement;
- II. Sharing Governance among the Faculty, the Board and the Administration;
- III. Restructuring Institutional Management to Enhance the Mission;
- IV. Embracing Instructional Technology to Enhance the Delivery of Education.

Other vital activities (such as fundraising or community outreach) that complement the University's central mission will be discussed fully in appropriate appendices.

Each chapter of our self-study report will be crafted by a working group comprising appropriate faculty, students, trustees, alumni/ae, staff and administrators. Whenever possible, elected representatives of these constituencies will serve as the voices of their cohorts. Helping to shape the process for each chapter will be a representative subset of the larger group, who collectively will serve as an executive team. A University Officer or Officers will chair (co-chair) the process by which each chapter is written, including the relative allocation of space devoted to any particular topic, and will take responsibility to reflect consensus, where it exists, and include dissent, if it is expressed. None of the chapters should be homogenized into pabulum. As President, I am less concerned with "gussying up" our image or with putting make-up on warts, than I am with producing a frank document, one which locates us along a continuum of progress and development.

Early in the new term I will appoint a University-wide committee of faculty, students, alumni, trustees, staff and administrators to revisit our existing mission statement and to test whether it needs emendation.

Through this self-study report, we are addressing the Middle States Commission, but even more important, we are assessing ourselves and defining our University's future. It is a challenging task, but one of critical importance.

cc: Board of Trustees
University Officers
Deans