

OFFICE OF THE PRESIDENT

MEMORANDUM

TO: LIU Community
FROM: David J. Steinberg
DATE: February 19, 2013
SUBJECT: University Update

This academic year is speeding rapidly by, and much has happened both at LIU and in the world beyond our doors in just a few short months. In the normal ebb and flow of University life, it seems that things are as they always have been. And yet, this is an historic time for LIU, full of challenge and the promise of opportunity for change and renewal.

When the Board of Trustees met on January 29th, it conducted regularly scheduled business, including the review of resolutions to approve requests for faculty sabbatical leaves and the approval of new academic programs to be registered with the New York State Education Department. Acting upon the recommendation of the Academic Affairs Committee, the trustees signaled their support for faculty development and their confidence in the University's academic quality.

Present at the Board meeting were the chairs of the three faculty governing bodies, with LIU Post represented for the first time in many years. Professor Stan Klein's participation marked what the Board and administration hope is the beginning of a new era of mutually beneficial communication and collegiality. Each faculty representative delivered a report on behalf of his or her colleagues related to campus goings-on and matters of concern to the faculty bodies, such as the Middle States self-study process, the presidential transition, and shared governance.

Developing a single, University-wide Self-Study Report has been an enormous undertaking for the entire institution. Over the course of two years, faculty, staff, trustees, and administrators have contributed to researching, writing and editing a document that demonstrates our compliance with the 14 Middle States standards to which every higher education institution in our region is held. The process of coordinating multiple groups across campuses to address common themes was challenging at times, as one faculty representative noted. Even so, the faculty representatives felt the faculty perspective had been accurately and appropriately reflected in the Self-Study Report. Undoubtedly, the resultant effort has brought the University community into an intense dialogue about what we do, why we do it, and how successful we are in our efforts. With objectivity and a sense of purpose, we have examined our historic mission and taken a hard look at how well we have articulated our institutional priorities, always being mindful that these priorities may be

manifested differently on each of the campuses. However the Evaluation Team members and the Middle States Commission assess us, we all can take great pride in the way the campuses and academic units of the University have come together around this task. The trustees, having reviewed the draft report that was shared with the University community in advance of the Board meeting, endorsed the Self-Study Report. As the University prepares for the arrival of the Evaluation Team, more details about the visit will be available. If you have not yet had the opportunity to review the document, I encourage you to do so over the next few weeks. This event takes place just once every ten years in the life of the University and helps to remind us of the importance of all we do.

Achieving a balanced budget remains an essential focus for the trustees. Despite the extraordinary efforts of our admissions, marketing, and enrollment professionals to attract and retain a stable student population, revenue for the current year is projected to fall short of our authorized budget by approximately \$16 million. Declining enrollment in our multiple schools of education is one source of softness. Understandably, lower enrollments have a related impact on room and board revenue, which will fall about \$1.5 million short of budget. We have already made the necessary reductions to close much of the gap. The reality is that the University must live within its means and must generate entrepreneurial funds to develop new programs. We must adopt more cost-effective ways of doing business and embrace new modes of delivering our educational product, including blended and distance learning. All of this must be managed while increasing student financial aid, awarding tenure to eligible faculty on the basis of quality, and investing in new technologies and activities that will position us well for the future. As the University Officers reported to the Board, this year's budget will be balanced. Moving forward, my successor will need to continue the process of seeking intelligent solutions to achieve the University's strategic goals.

The search for the University's next president is moving forward. At this point, selected members of the search committee, including trustees, faculty leaders, deans and other administrators, have met with three finalists. While I am blissfully ignorant about who they are, I have been told that all are excellent candidates. The Board hopes to select one of those three in the next month, to negotiate terms with that individual and to announce an appointment soon thereafter. My last Board of Trustees meeting will be on June 11th and the new President will assume her or his duties shortly thereafter. By then, the Middle States peer review will have been completed and next year's budget set.

One important change in our administrative operations that cannot wait until the arrival of the new chief executive is the transition to University-wide enrollment management. LIU Brooklyn Provost Gale Haynes has assumed responsibility for this integration, which will permit uniform financial aid policies, will help to assure equity in how financial aid is dispensed, and will allow for more efficient enrollment management. Some duplication of function will be eliminated and the use of scarce resources will be rationalized. LIU Post Provost Paul Forestell, George Baroudi and the campus-based professionals in admissions, financial aid and IT all are actively involved in this restructuring.

I am eager to help in the transition to the next chapter in the University's history, and I hope that the entire community will show to my successor the same extraordinary warmth and grace you have shown Joan and me. During the spring there will be events at which I will have the privilege of thanking you in person for the trust you have placed in me. 1985 seems like just yesterday to me, though it is more than a quarter of a century ago, and I am sure the University will benefit from new leadership.