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After three years heading the Division of Academic Affairs I will step down to be replaced by Dr. Gary Reichard. Following the tradition that I began at the outset of my service, I want to summarize where I believe we are as a College and some of the challenges that remain ahead. As before I will conduct an interview of the Provost by Distinguished Professor Naider.

Professor Naider: What have you accomplished during your time as Provost of CSI?

Provost Naider: I consider that my most important contribution is that the faculty and the administration are working together to further the strategic goals and the mission of the College. There are always going to be challenges and there will never be sufficient funds to satisfy the initiatives that the faculty would like to implement. This is a healthy tension that exists at all institutions of higher learning. As long as the dialogue is civil and non-adversarial progress will be made. At CSI during the last three years we have created three new schools and the faculty in those schools seem to be energized and enthusiastic. We have created many new departments and again the faculty seem happy with the new structure. I am proud to have been able to work with the faculty in these departments and schools to facilitate these structural changes.

The academic planning process allowed us to hear faculty needs in almost every department and to provide more than \$600,000 for upgrading laboratories, classrooms and equipment. Although this past year did not see a continuation of these infrastructure improvements due to budgetary constraints, all Deans have developed detailed plans and when money becomes available we can continue to move forward.

Working with the Division of Enrollment Management the College has received several million dollars for credit accumulation initiatives and for developing an ASAP program. These funds should allow us to address two of our most critical challenges; increasing retention and graduation rates.

Professor Naider: What are the challenges that remain?

Provost Naider: There are many challenges. We have formed three schools. I believe that they are off to a good start. However, additional resources must be found to strengthen them and to make sure they are serving their constituencies and the College at the highest level. These resources must not come at the expense



of the divisions and remaining departments. The School of Business must continue to move toward AACSB accreditation, the School of Education needs to increase enrollment and the School of Health Sciences should grow by integrating the Social Work Department and by considering additional programs that will strengthen the student base and increase the prestige of the College.

Two of the three schools have interim deans and this needs to be addressed by instituting national searches to find permanent leaders for these entities. Moreover, the Governance of the College should, at a minimum, be changed to address the facts on the ground and to enfranchise, in a legal sense, the faculty in these schools. The By-laws Committee of College Council has worked very hard, over more than a two year period, to come up with a starting proposal for change. This work should be continued. I consider rewriting the By-laws to be an important goal that I have not completed.

One last comment, our student retention and graduation rates are not where they should be. I have challenged the Deans to dialogue with the Chairs and faculty to develop a strategy for increasing student retention and for speeding up the attainment of degrees. I am convinced that without faculty leadership it will be difficult, perhaps impossible to make advances on these two critical learning outcomes. I believe we the faculty must take ownership of these goals.

Professor Naider: After three years of leading the Division of Academic Affairs what are your thoughts on the faculty of CSI?

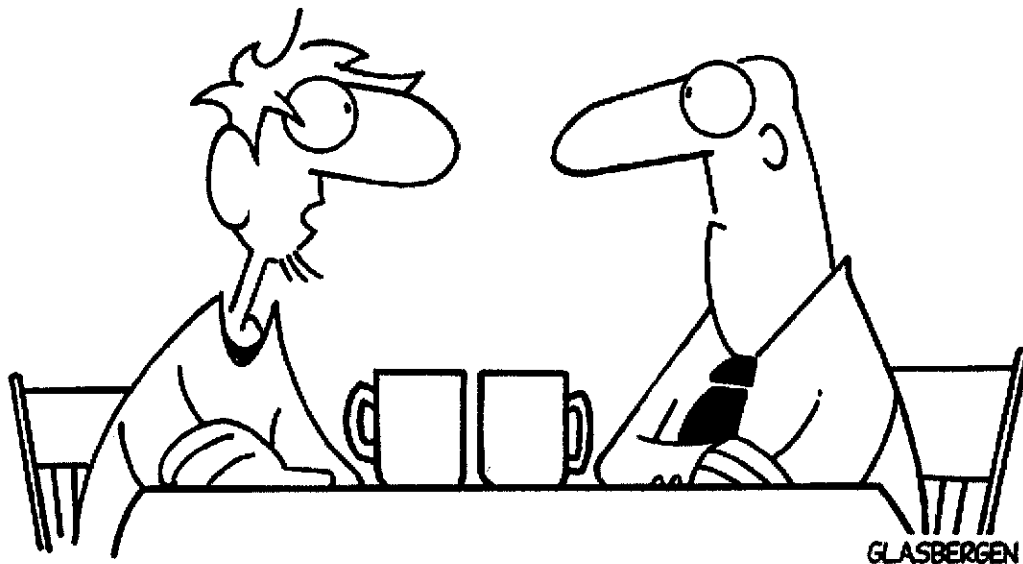
Provost Naider: In my Provost's message in December 2012 I stated, "We have a terrific faculty and they are being augmented yearly by wonderful new hires who are enthusiastic and excited about being at CSI." After interacting with faculty for three years, I know that I was correct in this assessment. CSI has a high quality faculty who work hard to teach our students and advance knowledge. Nevertheless, there are areas which require some introspection. There are not enough senior faculty members who assume the responsibility of campus leadership by serving on committees and participating in College-activities. This places an unnecessary burden on our junior faculty and leads to a vacuum in the collective wisdom that is brought to many committees. This needs to be addressed and corrected and in my view it should happen at the departmental levels. Despite the amazing achievements of our faculty we must all strive to continue to improve and raise the bar for our students and for our selves. It is easy to become complacent. Self-satisfaction cannot be a hallmark of academia. We will all reach our potentials only by pushing ourselves and our students. As a college we still fall short in our overall publication productivity and our extramural grant success. If we are to be truly equal to our CUNY peers we must improve.

Professor Naider: What are areas where you have fallen short of your own expectations?

Provost Naider: When I assumed the position of Provost I was given the task of creating an acceptable Pathways Framework. CSI still does not have what I consider to be an optimized framework. I remain frustrated by my inability to rally the faculty to complete this task. In my view, it is time to lift the Pathways Moratorium and to address the outstanding issues that remain in the framework. Given the recent court ruling on the PSC's suit and the actions by other campuses, I feel it is futile and not in our interest to continue to be the only CUNY campus that is truly resisting Pathways.

In my first P & B meeting I suggested that the tenure and promotion process would benefit from clearly articulated written standards for tenure and promotion decisions by every department. Although I have not heard any pushback against the logic of this proposal, there has been virtually no progress on developing written standards. I think this is bad for the faculty and the College. On the other hand as per the cartoon below one can never be sure.

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“All of my professors told us the key to success is doing something you love. I love living at home with you and mom.”

Professor Naider: What was the most difficult part of being Provost?

Provost Naider: It was difficult for me to be away from my students and my science. I tried to compensate by teaching in the fall semester but was unable to form the type of relationships with the students that I had in the past. Obviously, I am not a “meeting person” and as Provost everyday was one meeting continuum. On the other hand I enjoy solving problems and helping people solve their problems. In a global sense this was a major benefit of being the Provost.

Professor Naider: Are you happy to be returning to the faculty?

Provost Naider: Yes, I think so. Transitions are usually bitter-sweet. I think that my place in academia has always been as a faculty member and I hope to finish my career by teaching, writing and serving the College. One never can be sure how one will adjust or readjust to a change in responsibilities. I do know that I feel more competent as a Chemistry Professor than as the Provost as stated well in the cartoon.



I DON'T KNOW ANYTHING
ABOUT THAT.

WHY WOULD I KNOW
ANYTHING ABOUT THAT?

I'M JUST THE PROVOST.

© "someone has to know what's going on" bee

In any event the sabbatical year should allow me time to transition back to the professoriate.

Professor Naider: Any last words?

Provost Naider: First, welcome to Provost Gary Reichard. I know you will collaborate with him for the betterment of CSI, I also want to sincerely thank all of the faculty for their efforts on behalf of the College and for the collaboration and support I received over the past three years. The Naider Symposium gave me an opportunity to think globally about my career and I was touched by the friendship that was manifest that day. I also want to thank every staff member, the Deans and the Cabinet members. I honestly learned more about this institution in the last three years as Provost than I did in my first 40 years as a faculty member. The efforts and commitment of every member of the CSI community are essential for the success of

this institution. I admire all of you for the way that you do your jobs and for your dedication to our students. I wish you all continued success in the future. To sum up my Provost-ship I want to end with a quote from Larry David: "I like to be quiet, and let people find me rather than having to shout at them"a good way to travel through life.

Fred Naider