



**LEHMAN**  
COLLEGE

Lehman College Strategic Plan Three-Year Planning Horizon 2005-2008  
REPORT TO THE COMMUNITY



DECEMBER, 2008



Dear Colleagues, Students, Alumni, and Friends:

In May 2005, the Lehman College Strategic Plan Three-Year Planning Horizon 2005-2007 was presented to the campus community. The wisdom and experience of the campus community were drawn upon to develop a plan that would meet the needs and expectations of the diverse community we serve. A year later, the Strategic Plan was refreshed to a new three-year planning horizon. This report highlights some of the accomplishments to date of the planning process. These accomplishments indicate that the plan has steered the College in the right direction, and the results are visible in all areas, including new programs, enhanced academic and support services for students, technological advances, and a new image for marketing and branding the College. I thank all of you who contributed to these achievements.

Planning allows us to decide where we want to go, where we need to go, and then ensures that we do the right things at the right time to get there. Today, with a growing record of national recognition, focus on student achievement, contributions to new educational models, and expanded outreach to schools, businesses, and communities, we are prepared to convert new challenges to opportunities, embrace additional change, and maximize growth. Therefore, as we bring this planning process to a close, a new one has begun. The new Mission Statement and Lehman's first Vision and Values Statements, approved by the Lehman College Senate on May 16, 2007, will guide us through the next era in the College's history. As before, we will continue to engage the campus community in meaningful ways and keep you informed of the progress as the new plan is developed.

Sincerely,

*Ricardo R. Fernández*  
Ricardo R. Fernández  
President, Lehman College  
The City University of New York

# Goal 1: Create an environment that encourages the development of students who are committed to lifelong learning, well prepared for their chosen careers, and ready to contribute to their communities.

*Strengthening academic and support services for incoming and current students and engaging a larger number of students, faculty, administrators, staff, and alumni in the life of the College and the community characterize the objectives of Goal 1.*



## Enrollment Management Initiatives

More than thirty programs and initiatives are described in the Lehman College Operational Plan for The

Campaign for Student Success. Initiatives, including (but not limited to) the enhancement of instructional support services, strengthened collaborations among critical student support units, research and teaching fellowships for undergraduate students, and programs that ease the transition of transfer students are all aimed at promoting a solid general education coupled with effective student support.

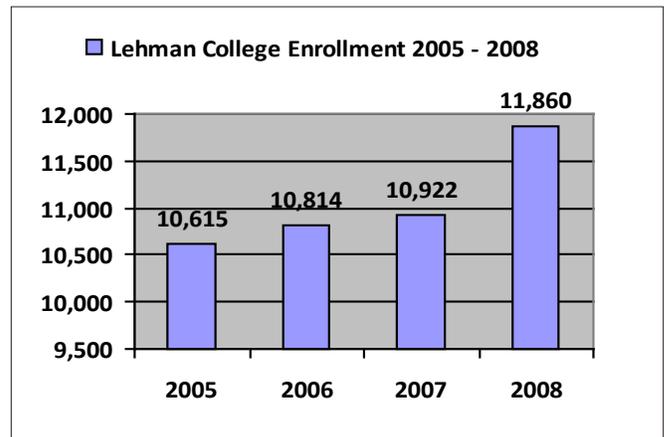
An Enrollment Management Plan was developed, linked to the College's Strategic Plan, The Campaign for Student Success, and the Lehman College Performance Management Goals and Targets. The plan contains clearly defined strategies to identify factors hindering student success and approaches to mitigate those factors.

New admission standards for first-time freshmen and transfer students were approved by the Lehman College Senate in Spring 2008. In order to be admitted, students applying for Fall 2009 admission must have earned 16 College Preparatory Initiative



(C.P.I.) credits, a College Admissions Average (C.A.A.) of 80 or higher, and a combined S.A.T. score of 900 or higher. The standards for transfer students consist of a combination of the number of the college credits earned, the student's cumulative grade point average, and his or her degree status (A.A. or A.S. degree). New, more rigorous math competency standards became effective beginning with the cohort applying for Spring 2008 admission. While the score of 75 or above on the New York State Regents A exam remains the same, as of October 2008, applicants need a 510 or above on the math portion of the S.A.T., or 45/45 or above on the Math Compass test.

A plan has been developed to maintain the number of Bronx and Manhattan residents who enroll at Lehman, grow the enrollment of students in Westchester and Rockland Counties, increase the number of graduate students, and work with the feeder high schools and community colleges to help them better prepare their students for success. Within the next three to five years, Lehman will become a college of choice for a greater number of better-prepared students, which will be reflected in improved persistence and graduation rates.



ENROLLMENT CONTINUES TO BE STRONG

## Student Engagement

Growing numbers of students are contributing to a stronger student government, more influential publications, well-regarded Division III athletic teams, and a wide variety of cultural, religious, professional, ethnic, and special interest clubs and associations.



A new initiative by the Office of Campus Life to engage undergraduates with a grade point average of 3.0 or better in campus governance

has resulted in the identification and engagement of academic high achievers in the Campus Association for Student Activities and Student Conference. Student participation in the Senate and other governance activities has improved significantly since this initiative began.

*The New Student Orientation Program* has been redesigned for an enhanced focus on the different needs of the freshman and transfer populations. As a result, student participation at these events has increased.

*The Weeks of Welcome (W.O.W.) Program* was expanded from one week to a six-week schedule of activities that includes welcome receptions, informational sessions, lectures, and open houses.

*The Community Service/Service Learning and New Student Programs* was established in April 2007 to engage students, faculty, and staff in education and service outside the classroom. To date, 279 students have participated in more than 4,000 hours of community service. Students have traveled to Costa



Rica to work on a sustainability project, assisted Habitat for Humanity in New Orleans to build houses for those affected by Hurricane Katrina, and completed one-day service projects on campus through the "Craft of Caring" series.

Support for faculty to incorporate service learning in their classes is made possible by a "Learn and Serve" sub-grant funded by the National Corporation for Community Service and the Division of Student Affairs. This grant came about through Lehman's membership in the New York Campus Compact, a membership association of college and university presidents committed to promoting "active citizenship as an aim of higher education."



*The Herbert H. Lehman Center for Student Leadership Development* was created to expand leadership training

opportunities for student participants. Since its inception, more than 400 students have attended seminars, participated in group discussions, performed community service, and completed journals, as well as reading and writing assignments.

## Alumni Participation in the Life of the College

The "Alumni Network" was created by the Career Services Center in collaboration with the Alumni Relations Office to electronically link alumni and current students. The system provides current students with access to alumni working in areas related to their majors for career guidance and mentoring purposes.



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## Goal 2: Provide a curriculum and resources essential to an outstanding liberal arts and sciences and professional curriculum.

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*General Education and support for academic programs with high growth potential are the focus areas of Goal 2.*

### General Education

To strengthen general education, instructional support, and learning assessment, raise academic quality and improve student success, the Office of Undergraduate Studies and Online Education was established. Under the leadership of an Associate Provost/Assistant Vice President, plans have already been developed to assess the Gen Ed and Freshman Year Initiative (F.Y.I.) programs to understand how we can intervene to more effectively increase the number of students who return the second year.



in the block. The objectives of the course are to help students understand the nature of higher education, of a liberal arts education, the general education policies and curriculum of Lehman College, and the relationship of course work to their personal goals; develop the skills of planning academic programs in preparation for creating specific course schedules in subsequent semesters; introduce students to the dimensions of campus life at the College, including its history and the significance of Herbert H. Lehman; begin developing academic literacy (the skills of research, writing, critical thinking, quantitative reasoning, and information analysis, among others) and the mastery of the modern technology of communication and information gathering; and encourage an appreciation of the methods and modes of inquiry of different disciplines and subject areas offered by the College.

A formal evaluation of student learning in writing-intensive sections has begun. The assessment of Gen Ed courses will extend to gateway and math-intensive courses that are being studied in other initiatives. This study seeks to understand the ways in which these sections achieve their objectives of improving students' written communication skills and to evaluate the degree to which these objectives are achieved.

A new Title V Project, Supplemental Instruction and Technology, was established in 2007 to improve student transition to the upper division in science, mathematics, and business studies. Students taking gateway courses are targeted for special peer tutoring support. Initial statistics indicate that this pilot project is achieving extraordinary success

These efforts will gain additional traction from programs such as the Sophomore Year Initiative (S.Y.I.), now in its second year, the Transfer Student Processing and Services Programs, and the "30-credits-per year" project that began in Fall 2008.



The new freshman course, LEH 100: The Liberal Arts – A Freshman Seminar (3 credits), is now offered in all of the (F.Y.I.) learning communities as the keystone

## New Academic Programs

New academic programs were launched that build on the College's strengths and respond to current and emerging needs in the community and the marketplace.



The *Master of Social Work* (M.S.W.) program prepares students for leadership positions in urban social service

agencies, providing services to clients, working as supervisors and administrators, and engaging in research and policy practice. Lehman's program is one of the few in the metropolitan area to offer an advanced generalist curriculum. The program began in Fall 2005 as a two-year, full-time program; in Fall 2006, an advanced standing program was introduced, followed by the three-year program that enrolled its first students in Fall 2008. Beginning in Fall 2009, the M.S.W. program will have a full enrollment of 150 students. In 2008, social work became its own department, and the M.S.W. Program received accreditation from the Council on Social Work Education.



Graduates of the *Master of Public Health* (M.P.H.) program work as healthcare practitioners and researchers who are focused on reducing health disparities and expanding community collaborations.

This program, which accepted its first students in Spring 2006, will boost the number of underrepresented groups in the health professions and help create more local solutions to remedy the problem of health disparities. The accreditation process for the M.P.H. program is underway.

A 33-credit *Master of Science in Education/Educational Leadership Program*, leading to N.Y.S. Initial Certification as a School Building Leader, and a 30-credit Advanced Certificate in Educational Leadership program leading to N.Y.S. Professional Certification as a School District Leader began accepting students in September 2007. The programs prepare students for leadership positions in urban schools and to be catalysts for school change and improved student performance.

A new interdisciplinary *Minor in Middle Eastern Studies* has been offered since Spring 2008. The 12-credit program draws faculty and resources from several departments, including history, anthropology, sociology, and languages and literatures.



Two new programs have been approved by the New York State Board of Regents: the *Master's Degree in Business*, with specializations in finance, marketing, and human resource management, and a *Bachelor's in Exercise Science*. New academic programs on the horizon include the *M.B.A. in Global Management*, *M.S. in Geographic Information Sciences*, and the *interdisciplinary B.S. in Environmental Sciences*.

## Goal 3: Foster scholarship, research, and artistic endeavors by College faculty.

*Faculty research and creative expression within the various fields will continue to grow in importance as the boundaries of knowledge continue to expand. Support of this research and creative expression is the hallmark of Goal 3.*



The number of faculty granted released time through the Faculty Development Program to pursue research/scholarship increased from five award recipients in 2005 to fifteen awardees in 2008.

The grant numbers continue to show positive growth with a 10.5% increase in funding for the three-year period FY 2005 to FY 2008 (\$56,434,656), compared with the previous three-year period when \$51,090,381 was awarded.



The Office of Research and Sponsored Programs subscribes to COS, an online service provider hosting the world's largest compendium of available funding sources. Lehman students, faculty, and staff can easily connect to COS by clicking on a link on the Office of Research and Sponsored Programs website at [www.lehman.edu/provost/grant](http://www.lehman.edu/provost/grant).



The system is free of charge and can be accessed from any campus computer or from home.

Research news, along with faculty and student achievements and publications, have been posted to <http://www.lehman.edu/lehman/research/> since 2007. Links to various research projects at the College are also included.

In Fall 2008, Lehman took the initial steps toward being established as a Minority Serving Agricultural College. When approved, this new designation will make the College eligible to receive an additional \$60 million in federal funding, much of which is formula-based and non-competing.



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## Goal 4: Increase, manage, and allocate the financial, material, and human resources to support the mission and strategic plan of Lehman College.

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*The consistent, upward trend in enrollment has resulted in an increased demand for office and classroom space, research labs, and technology. The ability to forecast, plan, and manage growth are at the heart of Goal 4.*



### Campus Facilities

The official grand opening of the new Multimedia Center will be in Spring 2009, but classes are already meeting in the new 28,000 sq. ft. state-of-the-art facility. When installation is completed in the spring, the Center will house up-to-date audio and video production equipment that will enable students to gain practical experience with the most modern types of communication technology right on campus. The Multimedia Center has the potential to become a major resource for students and faculty at other CUNY schools that offer programs in communication, journalism, and media production, as well for local and regional companies.

Groundbreaking for Phase 1 of the new science facility took place in September 2008. This environmentally “green” complex at the north end of the campus, for which a L.E.E.D. gold certification is being sought, is the first new science facility built as part of CUNY’s “Decade of Science” initiative.

Lehman’s Vision Statement, adopted in 2007, commits the College to providing a residential experience to attract a wider range of students and lead to the development of new communities to enhance student success. A nationally recognized student housing consultant, Brailsford and Dunlavey, was awarded the contract to conduct a feasibility study for a residential facility. Their report, released in Fall 2008, will provide a planning framework for many years into the future.



### Technology Expands to Support Programs

The Division of Information Technology was established in July 2006 to create a new focus on the use of information technologies in teaching, learning, administrative support, and student and community services. Technological advances have been made in a number of critical areas.

- Lehman is leading the way within CUNY in delivering online courses and programs. The College is building on this momentum with 170 course sections online for Fall 2008, representing an increase of 113 course sections from Fall 2005 when 57 sections were offered online.
- With the completion of the campus-wide wireless project faculty, students and staff can now access college and CUNY services and the Internet from anywhere on campus.
- A Webgrading system, successfully implemented in Spring 2007, allows faculty to post grades from their office or home computers and eliminates the forms and handling procedures previously required with the “mark-sense” based process.
- Live@Lehman, the new student email system, was implemented in 2007.

- A Web Content and Policy Committee was established to coordinate the review and approval of web content, and a web design team was formed to redesign and maintain the Lehman College website.
- More than 1600 new computers have been added or replaced since July 2006.
- The conversion of classrooms into technology-enhanced or “smart classrooms” is in progress. The number of technology classrooms exceeds 70, and by 2011, all the classrooms that need to be technology enhanced will have been converted. Projection screens have been installed in every classroom and instructional lab, and more than 30 mobile presentation systems are available for use in classrooms that do not have technology permanently installed.



- The Faculty Lab, relocated to the I.T. Center (Carman Hall, Room 107), provides a dedicated, state-of-the-art space for faculty and staff training, easy access to the I.T. Center Help Desk, classrooms for instructor-led workshops, and a range of software for research and instruction, plus printers, plotters, and video conferencing and presentation equipment.

## Goal 5: Engage in academic and outreach activities that identify Lehman College as the leading institution serving the educational, professional, cultural, and recreational needs of the Bronx and surrounding region.

*On both the undergraduate and graduate levels, Lehman continues to help shape future educators who are prepared to become leaders in the City's public education system and, consistent with its mission, continues to be a center of cultural and recreational activity for the borough and surrounding region.*



### Meeting Educational Needs of the Borough and the Region

The three CUNY colleges in the Bronx—Lehman, Bronx Community College, and Hostos Community College—formed the Bronx Center for Teaching Innovations in 2006. The Center aims to improve the teaching

and learning of high school students in the Bronx by offering teachers professional development courses and ongoing curriculum development workshops on each of the three campuses, first in math and science but eventually in other areas as well. The Center is focused on the improvement of teaching and learning among Bronx high school students. It offers professional development courses and curriculum development workshops, classroom management, and SMART Board technology.



The inaugural class of the CUNY Teacher Academy at Lehman began studying on campus in Summer 2006. The program offers a challenging and exciting curriculum for undergraduates who wish to become mathematics or science teachers. After successfully completing their studies, they will be eligible for teaching positions in the New York City school system.



In Fall 2007, the National Council for the Accreditation of Teacher Education

(N.C.A.T.E.) approved re-accreditation for Lehman's Division of Education through Spring 2014. Lehman was the first of the CUNY Colleges to receive N.C.A.T.E. accreditation in 2002. In 2008, the Counseling Education program in the Division of Education received accreditation from the Council for Accreditation of Counseling and Related Educational Programs (C.A.C.R.E.P.), becoming the first Counseling Education program within CUNY to receive this accreditation.



The Institute for Health Equity, pending the approval of the CUNY Board of Trustees, will serve as a locus for research, public service, and training that is community focused and committed to the preparation of students who will go on to address health equity concerns. A major objective of the Institute is to provide faculty with an opportunity to collaborate on issues of equity and to promote and encourage the intellectual and professional growth of their students.



A new, exciting collaborative has been formed with the Borough of Manhattan Community College. BMCC students who reside in the Bronx can take general education courses on the Lehman campus on Friday evenings and Saturday, selecting from English Composition I and II, General Psychology, and Fundamentals of Speech. BMCC@Lehman is designed to help lessen travel stress on the students and help them become accustomed to a senior college. The expectation is that when they graduate from BMCC, some of these students will transfer to Lehman.

The College's educational partnerships are extending beyond the borough and the city as it builds on its international programs. An articulation agreement with the American University of Antigua College of Medicine



enables nursing students from Antigua to enter Lehman's one-year R.N. to B.S. in Nursing program. A new student exchange program with Sungshin Women's University in Seoul, South Korea, allows students at both institutions to earn dual degrees. Students from other CUNY institutions are eligible for this program. This new program expands on an existing relationship that brings Sungshin nursing students who have earned their R.N. and passed the New York State licensing exam to Lehman for their final year of study toward a Bachelor of Science in Nursing degree.

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The Bronx Institute, a CUNY institute based at Lehman, reaches 9,000 Bronx students and their families with academic enrichment opportunities and preparation to

enter competitive colleges and careers. In 2008, The Bronx Institute was one of only thirty-one institutions throughout the nation (one of four in the northeast) to receive a multimillion-dollar Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP) Partnership Grant from the U.S. Department of Education. In conjunction with similar grants received in 2005 and 2007, the Institute works with a network of thirty-eight Bronx middle and high schools to prepare students to succeed in higher education. A 2008-2009 ENLACE



Middle School Initiative grant from Hispanics In Philanthropy Funders' Collaborative for Strong Latino Communities is designed to refine the program's recruitment process and to produce the ENLACE Family-to-Family Guide to Small High Schools in the Bronx. The United Way of New York City provides similar support to the initiative, and a two-year grant from Time-Warner, Inc. strengthens ENLACE capacity-building efforts.

### Lehman College: A Major Cultural Resource

VENUE/PROGRAM	YEARLY VISITORS 2005	YEARLY VISITORS 2008	% INCREASE
Lehman Center for the Performing Arts	30,283	50,157	66%
Lehman College Art Gallery	20,000	32,000	60%
Lehman Music Department Concerts	5,950	7,325	23%
Lehman Stages & Lehman Theatre Program	13,100	13,700	5%

## Goal 6:

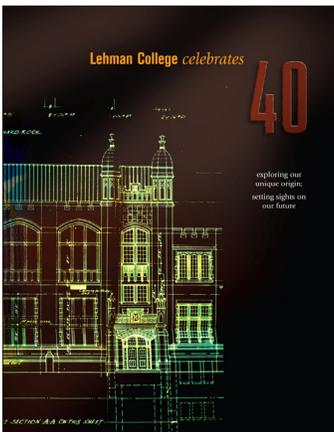
Identify and communicate the distinctive characteristics, values, and impact of Lehman College in order to enhance its image and standing.

*The public face of Lehman is inextricably tied to the recruitment of faculty, staff, and students, to engaging alumni in the life of the College, and to heightening the College's image for donor support. The "New Face of Lehman" is the focus of Goal 6.*

Several major initiatives, incorporating both traditional and new-media forms of communication, have been implemented since 2006. These include:



- A new graphic identity was created for the College, inspired by the gothic architecture of the campus, and a graphic standards manual was distributed to the College community, providing guidelines on correct usage of the new identity. This "new face" of Lehman College has been thoroughly incorporated throughout College communications, including all recruiting and fund-raising materials, advertising, stationery, news releases, general College publications, and the Lehman website.
- The College's 40<sup>th</sup> anniversary was celebrated with



a special publication, which chronicled Lehman's origins, current achievements, and future plans. Designed to heighten the College's image among its peer institutions, as well as to strengthen the case for donor support, it was sent to alumni, friends,

media representatives, leaders in higher education, legislators, and other current/prospective funders. Two videos were also created to showcase the achievements of the College during these past forty years, to build pride in the institution, and to introduce Lehman to new audiences.



- A series of attractive and engaging banners was designed and installed on the campus and its external perimeter in time for the College's 40<sup>th</sup> Commencement ceremony in June 2008. This series follows up on the theme adopted in 2006 for admissions recruiting ("Who do you think you are? I am a ....") with photos, names, and accomplishments of alumni who have succeeded across a broad range of careers and professions. The intent of the series is to inspire current students to achieve their own goals and to demonstrate the excellence of the institution to the thousands of visitors and prospective students who come to the campus each year.
- Following up on the anniversary publication, work began in Fall 2008 on a new alumni magazine that is designed to further encourage alumni involvement in the life of the College.
- Also in Fall 2008, in conjunction with CUNY Central Office, a new initiative was launched on iTunes U to use new media to communicate the impact of Lehman College to a wider, world-wide audience. Free public programming is refreshed monthly and consists of faculty and student interviews, on-campus concerts and lectures, and segments highlighting student life.

**Goal 7:** Institutionalize a fundraising program that provides a steady stream of revenue for Lehman College that increases at a minimum of 10% per year.

*An effective fundraising program provides assurance that we can continue to fulfill our mission to serve the Bronx and surrounding region as an intellectual, economic, and cultural center, contributing to individual achievement and the transformation of lives and communities.*



The Lehman College Foundation achieved a fundraising milestone in 2005, as gifts hit the \$77,000 mark without the benefit of Title V matching grant funds, which were available for five years as part of

a federal grant. This milestone was surpassed in 2008 when more than \$500,000 was raised from the 40<sup>th</sup> Anniversary Leadership Gala. The proceeds from this event will provide scholarship assistance to Lehman students.



The PepsiCo Foundation has granted Lehman College \$100,000 (renewable for three years) to support a new undergraduate Business and Liberal Arts program. This program will enable students majoring in the liberal arts to gain



an understanding of business. The curriculum will include a comprehensive range of business courses, as well as mentoring and internships, and provide a bridge from the liberal arts to a business career.

In Spring 2009, Lehman College will announce a \$40 million Capital Campaign. The Campaign will



include support for student scholarships and fellowships, academic programs, faculty research

and professorships, and upgraded facilities and instrumentation.

In the 2006-2007 academic year, the Lehman College Alumni Association started a scholarship fund and added a fund-raising component to its activities to support the scholarship. The first scholarship was awarded in Spring 2008, and a second award is planned for Spring 2009. Overall, alumni giving has increased by 9.3% increase in the past three years.

