

Lehman College

Strategic Plan Goals and Objectives SCOPE OF WORK

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

Objective	Responsibility	Target Dates	Action Plans	Outcomes	Status
<p>4.1 Enhance College fund raising activities and increase alumni giving.</p>	<p>Institutional Advancement and Campaign Steering Committee (A. Johnson, B. Brecher)</p>	<p>June 30th annually for university fiscal year and December 31st annually for LCF fiscal year.</p>	<ol style="list-style-type: none"> 1. Maintain and enrich development database of alumni and other constituents. 2. Engage faculty and staff members in fundraising activities e.g. reviewing lists of prospects, planning and attending events, cultivating prospective donors, making prospect calls, recognizing donors, etc. 3. Developing a 50/50 revenue sharing model for departments whose faculty members participate in Phonathon. 4. Conduct telephone and direct mail fundraising campaign with alumni and other constituents. 	<p>Increased percentage of alumni donating to college.</p>	<p>Revenues generated by Lehman College Institutional Advancement from all sources in FY 2004 total \$550,974. The revenues from all sources in FY 2005 totaled \$568,000.</p> <p>Revenues generated in LCF FY 2004 increased 185% from all sources (including Title V) over FY 2003 and totaled \$732,439.</p> <p>Faculty and staff from every division involved in development activities, especially special events such as the graduating seniors brunch, senior giving program, An Evening with Billy Collins, Homecoming and the October 27 scholarship dinner.</p> <p>Model distributed in fall, 2003 and used in winter, 2004. Faculty participation very low, strategy isn't effective.</p> <p>Direct mail and telephone campaign reaches alumni with correct phone numbers and/or addresses resulted in 14% increase (up to 1113 from 973) in FY 2005.</p>

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	<p>Institutional Advancement</p>	<p>2004</p>	<p>5. Write a case for support to be tested in a feasibility study.</p> <p>6. Hire a campaign consulting firm to conduct a feasibility study.</p> <p>7. Determine the feasibility of a fundraising campaign for Lehman, implement recommendations and set goal</p>	<p>Fundraising goal based on feasibility study will be established and internal/external campaign structure will be implemented.</p>	<p>Draft case written in summer 2004 in preparation for public phase of campaign.</p> <p>Community Counseling Service hired in fall 2004 as fundraising consultant.</p> <p>Feasibility study begun in January 2005 and completed in July 2005. Consultant reported findings at September LCF Board meeting. Recommendations being implemented. Goal will be set by LCF Board, Cabinet and Campaign Steering Committee.</p>
	<p>Institutional Advancement in conjunction with the Lehman College Foundation (A. Johnson and B. Brecher)</p>	<p>2004-2005</p>	<p>8. Plan and implement new fundraising events at the rate of one new event per year for the next three years.</p>	<p>Four new scholarships established.</p>	<p>Events held: An Evening with Billy Collins (October 2004), An Evening Honoring John Corigliano (May 2005), Ed Kramer Day (January 2005), Herbert H. Lehman Scholarship, Shirin Ebadi scholarship An Evening of Celebration (October 2005).</p>

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<p>4.2 Assess facilities and other resources to determine optimum capacity and growth potential.</p>	<p>Provost in conjunction with Enrollment Management team, Registrar, Campus Facilities, Student Affairs, and Faculty Union Representative</p>	<p>2004-2005 2005-2006 2006-2007 2005-2007</p>	<p>1. Recommend the building of new Science Facility and renovation of existing science building in Facilities Master Plan.</p> <p>2. Appoint Planning Committee</p> <p>3. Implement Resource 25 system to analyze how college utilizes classroom and common space.</p> <p>4. Conduct feasibility study on space and financing related to residential facilities for students and consider residential facilities for undergraduate and graduate students.</p>	<p>Science facility is in master plan.</p> <p>Provost appoints Planning Committee.</p> <p>Maximization of space utilization including scheduling of classes, location of offices and hours of service.</p> <p>Completed study to base decision on residential facility for Lehman students.</p>	<p>Architectural firm of Perkins and Will selected and the planning for Phase I is in progress. The funding for architectural design services is \$4.5 million.</p> <p>Committee being formed and convened September 2005.</p> <p>Resource 25 being tested by ITR and Registrar.</p> <p>Funding for feasibility study was disapproved by NYC Office of Management and Budget. New funding source is being sought.</p>

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	A. Digby, M. Gottlieb, M. Paull, M. Wolfe, D. Wheeler, H. Martinez, T. Idhe	2005-2006	5. Evaluate the use of space by Centers and Institutes to determine feasibility of off-campus locations.	Analysis of on-campus programs and needs	A committee, which will include directors of Centers and Institutes, will be appointed to address this issue.
4.3 Increase extramural funding to provide flexible dollars for College initiatives.	Provost in conjunction with deans and Office of Grants and Contracts	2004-2005 and ongoing	Increase overhead recovery from grants and contracts.	Annual increase in administrative overhead recoveries.	F&A recoveries earned (indirect cost dollars) for FY 2004 was \$2,365,056. F&A recoveries earned (indirect cost dollars) for FY 2005 was \$2,305,783.
4.4 Establish financial reporting which captures the management, and allocation of revenues consistent with the strategic plan.	Cabinet	2005-2006	Integrate the College planning and budget annually in the appropriate time frame (spring).	Funds are allocated for strategic planning priorities and reports generated.	Budget reviewed regularly in Cabinet and in appropriate governance committees.
4.5 Plan and manage enrollment growth.	Provost in conjunction with Enrollment Management, Deans, and Director of Campus Facilities	2005-2006	1. Determine the desired student composition	Increase numbers of graduate students in specific programs	MSW Program: 25 FT students are enrolled in the first year of the program, Fall 2005. There will be an additional 25 FT students (2 yrs. to graduate) and another 25 Advanced Standing students (1 yr. to graduate) enrolled Fall 2006. MPH Program: Program starts Spring 2006. Spring 2006 enrollment is projected at 25-30 part-time students, Fall 2006 enrollment is projected at 60 students overall.

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			<p>2. Review enrollment trends regularly.</p> <p>3. Set priorities for growth in the following areas: summer, weekend, on-line, continuing education and certificate programs with graduate emphasis.</p>	<p>Meet revenue and enrollment targets.</p>	<p>CUNY enrollment planning tool used for first time Spring 2005 for Fall 2005 enrollments. Overall headcount for Fall 2005 FTE's grew 4.3%.</p> <p>Fall 2005 tuition revenue exceeded revenue target by \$0.9 million.</p> <p>More course sections were added on Fridays; 82 courses in AY 2003-04 vs. 100 courses AY 2004-05. The number of Friday classes will increase 5% from 100 to 105 in AY 2005-06.</p> <p>Eleven new asynchronous courses were offered fall 2004 and seven new courses in the spring 2005 semester for a total of 107 online sections offered AY 2004-2005.</p> <p>Continuing Education in collaboration with Kingsborough Community College will offer three certificate programs in Tourism and Hospitality, The three certificates will be in 1) Culinary, 2) Hospitality and Meeting Planning and 3) Aviation and Cruises. Plans are being developed for a spring 2006 promotion of the certificate programs.</p>
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			4. Reconcile growth priorities with Facilities Master Plan	Sufficient classroom and office space for new programs.	A letter of intent to develop a new certificate program in Educational Leadership is in progress.
4.6 Enhance infrastructure for College-wide communication.	Information Technology (D. Wheeler, J. Middleton)	2005-2006	<ol style="list-style-type: none"> 1. Investigate the possibility of a new-email system. 2. Determine whether or not the email system is user friendly and technologically sound. 3. Make recommendations on the selection of the email system. 4. Pilot test the new email system among a group of campus users. 5. Provide training for the email system. 	Well tested, technologically sound, user-friendly email system in place.	Mirapoint e-mail system was deployed College-wide September 2005.
	Media Relations, ITR, Student Affairs, Campus Facilities	2005-2006	<ol style="list-style-type: none"> 6. Acquire a web content management system (CMS) and implement. 	Implementation strategy for a CMS that enables departments to update their web pages locally while Media Relations is responsible for templates, design, and	Stellent is being deployed to support the Content Management needs of the college.

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	Media Relations, ITR, Provost, VP Administration	2005-2006	<p>7. Evaluate the usefulness of information kiosks and electronic bulletin boards to provide information and services.</p> <p>8. Obtain additional bandwidth for college computing/technology needs.</p>	<p>interdepartmental web pages.</p> <p>Kiosks will enable students, prospective students, and campus guests to interact to get information. Bulletin boards that will provide information related to the campus.</p> <p>Minimum 30-50 Mbps bandwidth</p>	<p>Media Relations will form a committee to assess the feasibility of these information systems.</p> <p>Proposals are being solicited.</p>
4.7 Review the existing policies and procedures for allocation of space, equipment, and supplies for faculty and staff.	Provost in conjunction with Senate Committee on Campus Life and Facilities	2005-2006	<p>1. Establish a committee to review and update policies and procedures for office and classroom furniture and equipment; location of offices and hours of services; and underutilized spaces.</p> <p>2. Develop replacement standards for furniture and equipment.</p> <p>3. Develop replacement standards for desktop equipment.</p>	<p>Written recommendations to the Cabinet.</p> <p>Written policies, standards and replacement standards and cycle.</p> <p>Replace all desktop computers greater than 5 years old.</p>	<p>Space allocation policy established.</p> <p>Five (5) year replacement standard adopted. College has replaced all desktops greater than 6 years old.</p>

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<p>4.8 Review existing policies and procedures for operation and maintenance of the physical plant.</p>	<p>Campus Facilities (R. Rotolo, L. Van Voorhis, M. Blum)</p>	<p>2005-2007</p>	<ol style="list-style-type: none"> 1. Pilot a facility management program (Archibus) that will analyze maintenance and operations. 2. Recommend standards and procedures necessary to maintain and operate the physical plant. 3. Determine resource levels necessary to maintain the physical plant at recommended level. 4. Allocate funds as available for physical plant. 	<p>Allocation of funds for physical plant in systematic fashion related to desired levels of maintenance.</p>	<p>Lehman is piloting Archibus for CUNY Bronx colleges and CUNY.</p>
<p>4.9 Improve front end administrative services delivered to students, particularly the links among admissions, registration, financial aid, and bursar and student financial services.</p>	<p>Provost in conjunction with ITR, Enrollment Management and Student Affairs (M. Blum, U. Fariselli, D. Wheeler)</p>		<ol style="list-style-type: none"> 1. Implement E-SIMS, 2. Implement Degree Works. 3. Implement College Work Study recruitment and placement. 4. Implement electronic filing of financial aid applications. 	<p>Evaluate use of the IT systems and use feedback to improve student and administrative services.</p>	<p>Online credit card payments in E-SIMS implemented fall, 2004.</p> <p>Degree Works project started fall 2004. A petition for a modification to E-Sims has been made to the Central Office.</p> <p>Electronic filing implemented, 75% of financial aid applications filed electronically Fall 2005.</p>

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4.10 Use technology to effectively support the administrative needs of the College.	Academic Affairs, Vice President for Administration in conjunction with Information Technology (A. Garro, deans, D. Wheeler, J. Middleton, Technology Oversight Committee)	2006-2007 2006-2007 2006-2007 2006-2007 Ongoing 2005-2006	1. Select web-based grading system. 2. Select online classroom attendance module. 3. Implement web-based course scheduling. 4. Select a system to enable on-line PA forms and processing. 5. Prepare for the CUNY ERP. 6. Each department to designate someone to deal with course scheduling systems, electronic PA's	Select and implement web-based grading system. Select and implement online classroom attendance module. Select and implement web-based course scheduling.	The system used by Hunter College for web-based grading and online classroom attendance is being reviewed for possible adaptation by Lehman College. The LCSS system will be piloted spring 2006 for fall 2006 courses. In-house, E-Pars, and Hunter College systems being evaluated. ERP project being developed by CUNY. Five departments: Anthropology, Psychology, Languages and Literatures, Journalism, Communication and Theatre and Specialized Services in Education have designated a individual for piloting the online course scheduling system.
4.11 Establish effective practices for department	Provost, Deans and department	2005-2006	1. Every chair will participate in at least one workshop on departmental	Divisions and departments run more effectively.	Committee appointed, chaired by Special Counsel to President, to

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management.	chairs.		management		develop recommendations regarding personnel file maintenance in Academic Affairs. Committee report given at September 2005 FP&B meeting.
4.12 Provide in-service training opportunities for support staff.	Human Resources (S. Laureano)	2005-2006	Convene committee to identify and prioritize training objectives	In-service training program and assessment tools in place.	Committee established and has started the process of assessing training offered and training needs.