

**PMP PLANNING FOR LEHMAN COLLEGE
2017-2018**

I. STRATEGIC & OPERATIONAL PRIORITY: RAISING AWARENESS AND SHARPENING THE MESSAGE

DIVISIONAL GOAL	OBJECTIVES	KEY PERFORMANCE INDICATORS	ALIGNMENT	MID YEAR OUTCOMES	YEAR END OUTCOMES
<p>We intend to make Lehman the first choice for prospective students and faculty</p>	<ol style="list-style-type: none"> 1. Increase participation at campus events for students/counselors from feeder high schools 2. Increase knowledge and awareness of educational aspirations and expectations in the College Now student population. 3. Plan, execute, and evaluate ADP recruitment strategies (including but not limited to “stop out” campaign) 4. Recruit, onboard, and retain a diverse faculty who are committed to Lehman’s mission 	<ol style="list-style-type: none"> 1. Number of participants at recruitment/awareness events 2. Online student survey of currently enrolled College Now students. 3. Enrollment upticks of new and “stop out” students in ADP 4. Percentage of successful faculty searches 5. Percentage of positive tenure and promotion decisions 6. Program evaluation survey/focus group results (first year orientation; mentoring) 	<ul style="list-style-type: none"> • Lehman Strategic Plan: Commitment to Engagement and Community Service; Excellence in Teaching, Research, Learning • CUNY Strategic Framework: Access and Completion; Knowledge Creation • Prioritization Review: Lehman as an anchor institution; Lehman as an engine of opportunity; Lehman as a catalyst for engaged scholarship 	<ul style="list-style-type: none"> • Participation in recruitment events will increase 2% in 2017. • 50% response rate to survey • 10% increase in ADP inquiries • All faculty searches launched successfully with broader marketing to increase the diversity of the applicant pool • 80% of faculty reviewed for tenure receive a positive recommendation from College FP&B • 80% of faculty participate in first year orientation and mentoring activities 	<ul style="list-style-type: none"> • Fall 2018 freshman yield will improve by .5% • Review and analysis of academic year survey for information on College Now students and how Lehman College affects their aspirations and expectations. • 17% increase in ADP applications • 90% of searches end in offers to one of the top three candidates selected by the search committee with attention paid to reducing underutilization • Annual reviews of first year faculty indicate that 100% have actionable goals that establish a path to success

II. STRATEGIC AND OPERATIONAL PRIORITY: CLARIFYING THE VISION AND CHARTING THE PATH

DIVISIONAL GOAL	OBJECTIVES	KEY PERFORMANCE INDICATORS	ALIGNMENT	MID YEAR OUTCOMES	YEAR END OUTCOMES
<p>1. We will provide a clear path to graduation for students in all majors that underscores 15/30</p> <p>2. We will create an inventory of high quality non-credit and credit certificate programs</p> <p>3. We will review and update articulation agreements with BCC, HCC, BMCC, and Guttman CC</p>	<p>1. Update, refine or create four-year curriculum maps for all majors and concentrations</p> <p>2. Establish strategic enrollment goals (general education, majors, minors, credit certificate programs, graduate programs) for each academic department</p> <p>3. Conduct an audit of non-credit certificate offerings in the School for Continuing and Professional Studies) to determine how many qualify as “high quality”</p> <p>4. Establish cross-institutional review of articulation agreements</p>	<p>1. Number of curriculum maps approved by Student Success Working Group</p> <p>2. Number of strategic enrollment plans approved by School Executive Councils</p> <p>3. Number of high quality certificates (using rubric to determine rating)</p> <p>4. Number of revised articulation and/or new transfer advising (2+2) worksheets completed as part of existing articulation agreements</p>	<ul style="list-style-type: none"> • Lehman Strategic Plan: Commitment to Engagement and Community Service; Excellence in Teaching, Research, Learning • CUNY Strategic Framework: Access and Completion; Knowledge Creation • Prioritization Review: Lehman as an anchor institution; Lehman as an engine of opportunity; Lehman as a catalyst for engaged scholarship 	<ul style="list-style-type: none"> • 25 curriculum maps approved by Student Success Working Group • Strategic enrollment plans approved by School Executive Councils • 15 high quality certificates identified • 8 articulation agreements revised and/or new transfer advising worksheets developed 	<ul style="list-style-type: none"> • 50 curriculum maps approved by Student Success Working Group • Strategic enrollment plans approved by School Executive Councils • 25 high quality certificates approved by Credential Review Committee • 16 articulation agreements revised and/or new transfer advising worksheets created.

III. STRATEGIC AND OPERATIONAL PRIORITY: SETTING THE FOUNDATION AND BUILDING CAPACITY

DIVISIONAL GOAL	OBJECTIVES	KEY PERFORMANCE INDICATORS	ALIGNMENT	MID YEAR OUTCOMES	YEAR END OUTCOMES
<p>1. We will ensure that all students receive a high quality educational experience that allows them to reach their potential.</p> <p>2. We will find ways to better support our faculty’s research, engaged scholarship, and creative activities</p>	<ol style="list-style-type: none"> 1. Develop, implement and assess Freshman College 2. Expand Senior Success Program 3. Establish School-Based Student Success Teams 4. Pilot use of the Student Success Dashboard 5. Increase faculty participation in professional development workshops, boot camps, courses provided by SPS, Office of Online Education, Library, WAC, QR, Schools 6. With input from both faculty and employers, develop an operational definition of “high quality credentials” 7. Develop an equitable way to assign reallocated load 	<ol style="list-style-type: none"> 1. Retention Fall 17 (Freshman Class) 2. Graduation Rate (FTFT 2012 Cohort) 3. Participation Levels Campus PD 4. Reallocated load formula for grant funded projects with different levels of overhead 	<ul style="list-style-type: none"> • Lehman Strategic Plan: Commitment to Engagement and Community Service; Excellence in Teaching, Research, Learning • CUNY Strategic Framework: Access and Completion; Knowledge Creation • Prioritization Review: Lehman as an anchor institution; Lehman as an engine of opportunity; Lehman as a catalyst for engaged scholarship 	<ul style="list-style-type: none"> • 90% Fall to Spring Retention (FTFT 2017) • Identify total number of students who qualify for Senior Success Initiative • Establish School-Based FRABs 	<ul style="list-style-type: none"> • 85%+ FTFT Retention Rate • 3% net change in graduation rate (FTFT 2012 – 6-year cohort; FTFT 2014 / 4-year cohort) • Cabinet approved reallocated load formula

IV. STRATEGIC AND OPERATIONAL PRIORITY: UNLEASHING INNOVATION AND RESOURCING THE WORK

DIVISIONAL GOAL	OBJECTIVES	KEY PERFORMANCE INDICATORS	ALIGNMENT	MID YEAR OUTCOMES	YEAR END OUTCOMES
<p>We will establish Lehman as a national model for active, personalized learning</p>	<p>1. Focus on plans for newly configured space (Nursing Practice Facility; Center for Innovation in Research and Pedagogy) as hubs for ground-breaking techniques in teaching and learning/engaged scholarship</p> <p>2. Refine data base of course-related and extracurricular experiential learning opportunities</p> <p>3. Disseminate best practices in online, hybrid, and technology-infused instruction across and beyond the campus</p> <p>4. Showcase student research and creative activity both on campus and at local, regional, and national conferences</p>	<p>1. Attendance at campus, school, and departmental meetings focused on new hubs</p> <p>2. Number of courses with ELO designation; Usage statistics: experiential learning data base</p> <p>3. Attendance at Online Education/SPSS professional development workshops, boot camps, courses</p> <p>4. Enrollments in OER courses and LEH courses with embedded information literacy module</p> <p>5. Number of posters and performances at annual student scholarship day</p> <p>6. Number of student presentations at conferences</p>	<ul style="list-style-type: none"> Lehman Strategic Plan: Commitment to Engagement and Community Service; Excellence in Teaching, Research, Learning CUNY Strategic Framework: Access and Completion; Knowledge Creation Prioritization Review: Lehman as an anchor institution; Lehman as an engine of opportunity; Lehman as a catalyst for engaged scholarship 	<ul style="list-style-type: none"> Increase Faculty Usage of Online Education Workshops & Individual Consultation, QR, WAC Identify Target courses for ELO Designation Populate Experiential Learning Data Base Library will assume leadership role in creation-deployment of multiple OER Courses - - Leverage Disciplinary Research Video footage to design LEH 300 Information Literacy Tutorials that respond to AAC&U VALUE Rubric 	<ul style="list-style-type: none"> 2% increase from AY2016-2017 of instances in usage faculty PD (QR, WAC, Online Education) 30 ELO Courses by end of Spring Semester Experiential Learning Data Base Usage Spring Semester 12 Courses Developed by end of spring 2018 (CUNY OER Initiative) 21 Faculty completed OER training through Online Education as of fall 2017 79 Student Posters and Presentations 80 Faculty Conference Presentations

V. STRATEGIC AND OPERATIONAL PRIORITY: CELEBRATING SUCCESS AND PROMOTING THE WORK

DIVISIONAL GOAL	OBJECTIVES	KEY PERFORMANCE INDICATORS	ALIGNMENT	MID YEAR OUTCOMES	YEAR END OUTCOMES
<p>We will leverage Lehman’s 50th anniversary as a bridge between past and future achievements</p>	<ol style="list-style-type: none"> 1. Hold pillar events (one per school) that showcase student/faculty talents and achievements 2. Provide opportunities for alumni/stakeholders to come to campus 	<ol style="list-style-type: none"> 1. Attendance at pillar events 2. Reports from Schools on alumni/stakeholder engagement (participation statistics) 	<ul style="list-style-type: none"> • Lehman Strategic Plan: Commitment to Engagement and Community Service; Excellence in Teaching, Research, Learning • CUNY Strategic Framework: Access and Completion; Knowledge Creation • Prioritization Review: Lehman as an anchor institution; Lehman as an engine of opportunity; Lehman as a catalyst for engaged scholarship 	<ul style="list-style-type: none"> • Calendar of four pillar events approved by Provost Council: (1) NSS: Sweeny Lecture (2) HS2N Health Equity Conference (3) A&H / Music, Multimedia, Theatre & Dance Event to be defined (4) SoE Event to be defined • Calendar of alumni/stakeholder engagement 	<ul style="list-style-type: none"> • Four pillar events hosted by Schools and/or the College will be attended by over 400 individuals • More than 200 alumni and/or stakeholders will have attended meetings, visited classes, or attended events