Date: February 24, 2015

To: Lehman College Community

From: A. Morrobel-Sosa and V. Clark, Co-Chairs, Prioritization Steering Committee

RE: Update on the Process of Prioritization of Academic and Administrative Programs

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October 2013 marked the start of the process we have pursued to analyze all of Lehman College's academic and administrative programs. This process, referred to as Prioritization, was undertaken to ensure that Lehman College's academic and administrative programs and services align with Lehman College's mission, the "*Achieving the Vision*" strategic plan, and the current and future the needs of our students and our community.

Following a validated framework used by over 300 universities to prioritize academic and administrative programs (Dickeson, 2010), the Prioritization Steering Committee sought nominations of faculty and staff in February 2014 to participate as members of either of two task forces: One charged with assessing academic programs and the other charged with assessing administrative programs and services, and Academic Centers and Institutes. Each task force is made up of faculty, staff, and administrators representing the wide variety of academic departments, disciplines, and administrative units throughout the College community. Each member was charged with serving as a "trustee" of the institution, not an "advocate" for a particular program, with no predetermined objective beyond reviewing programs and services by focusing on their efficiency, effectiveness, and centrality to the College's mission.

The Task Forces began meeting last April to review academic literature and examine peer institutions that had completed their own program prioritization processes. Additionally, the co-chairs worked with the Data Support Team throughout the summer to define the program analysis criteria that focused on both extant qualitative and quantitative data that was acquired from internal and external sources, e.g., enrollment, graduation, student credit hours reported by the Office of Institutional Research, Planning and Assessment (OIRPA); personnel and staffing data reported by the Office of Human Resources (queried from CUNY Fully Integrated Resources & Services Tool (CUNYfirst), and program expenditure and revenue budget data reported by the Office of Budget and Planning (queried from CUNY Fully Integrated Resources & Services Tool (CUNYfirst) and Lehman Online Management Reporting System (LOMRS). The final draft of the program analysis criteria was vetted by both the task forces and the Steering Committee in the fall.

Specific information and protocol for completing the Academic and Administrative Program Analysis Forms was given to department chairs, administrative program and institute directors, deans and VPs, and other assigned authors (at the request of the chair or director) during Author Training sessions held on September 30, October 1, Nov. 4, and Nov. 5. In addition to the

Author Training Sessions, information was shared with the Lehman community via an Open Forum in November, and subsequently uploaded to the Lehman College Program Prioritization website. The Prioritization website was created last February and maintains all information related to the Prioritization process. The website has been used as a primary measure of communication and transparency during the process.

Simultaneous to vetting the program analysis criteria, the task forces used the prioritization framework to develop drafts of the rating rubrics to be used to review every program. The final version of the rating rubrics allows for analysis of both qualitative and quantitative data during the Data Analysis phase, which started January 12 and will involve the review of over 200 academic and 100 administrative programs by the end of February. This review will result in the distribution of the programs into quintiles. After all programs have been reviewed, the task force co-chairs will provide the Steering Committee with a summary on the rating and distribution of programs in early March. The Steering Committee will then review the Academic and Administrative Task Force summaries and submit its recommendations to President Fernández in early April.

While there is still much work left to be done, we would like to re-emphasize that Prioritization is an opportunity to review our programs within the framework of shared governance---the full participation of all the task force members to ensure maximum fairness and accuracy in the outcomes of the process---to strengthen the College's long-term planning process. Prioritization is not, as stated by the Steering Committee last May, "a budget or reduction-in-force analysis, but a proactive effort to shape our programs and services for the rapidly evolving needs of the Lehman College community during the coming years and decades." Difficult decisions will have to be made as a result of this process, but they will be phased in through planning, discussions with academic and administrative divisions, and careful consideration of our mission, students, faculty, staff, and financial and governance infrastructure.

We would like to thank everyone---especially the task forces and data team---for the time and effort that has been expended so far. When completed, Prioritization will lead to actions that will strengthen our college in the years ahead.

For more information and regular updates about Prioritization, please visit
http://www.lehman.edu/programprioritization.