



**LEHMAN**  
COLLEGE

# **Achieving the Vision by Building a Strong Foundation: A Decade of Progress**

**August 12, 2019**

Herbert H. Lehman College of the City University of New York  
Dr. Daniel Lemons, President



## Table of Contents

<b>Section</b>	<b>Description</b>	<b>Page</b>
Intro	Introduction	1
1	Excellence in Teaching, Research, and Advising	7
1.1	Recruit, support, and retain distinguished faculty	7
1.2	Support existing academic programs and develop new programs of exceptional quality informed by a rigorous review process	8
1.3	Achieve greater external recognition and success of academic programs	9
1.4	Enhance existing facilities, promote the efficient use of space, and ensure a well-maintained campus environment that supports teaching, research, learning, and quality of life	10
2	Enhanced Student Success	11
2.1	Recruit well-prepared, promising, and motivated students of diverse ethnicities and cultures consistent with the College's mission	11
2.2	Strengthen academic resources and student support services	12
2.3	Enhance student experience and life on campus	13
3	Greater Institutional and Financial Effectiveness	14
3.1	Integrate institutional planning and assessment to improve effectiveness	14
3.2	Strengthen existing sources of revenue support, and create new sources, for student and faculty research and outreach programs	15
3.3	Increase visibility and alumni engagement	16
4	Commitment to Engagement and Community Service	17
4.1	Enrich the community through increased engagement of the College's resources	17
4.2	Improve the health and educational well-being of the community	18
4.3	Contribute to the economic vitality of the Bronx and surrounding region	19

## Introduction

In 2008, following the College's completion of its fourth Middle States Commission on Higher Education (MSCHE) review, Lehman College began its most recent strategic planning effort. At the time, the *Strategic Planning Council* was charged with developing a plan to move the College forward during the period 2009-2019, with a particular emphasis on the present and future challenges that would confront the College. The findings and recommendations of the report, which were generated through an intensive period of engagement and analysis, were published in the [Strategic Planning Council Report 2009-2019](#). The report would provide the foundational material for the College's current strategic plan, [Achieving the Vision by Building a Strong Foundation: Strategic Directions for Lehman College, 2010-2020](#). *Achieving the Vision* included four goals: excellence in teaching, research, and learning; enhanced student success; greater institutional and financial effectiveness; and a commitment to engagement and community service.

The launch of *Achieving the Vision* equipped the College with a broad framework to engage with and respond to the important matters that have surfaced throughout the last decade, including funding instability magnified by the aftermath of the Great Recession and the elimination of CUNY Compact Funding; ongoing demographic and college-going shifts; the implementation of CUNY's frictionless transfer policy known as Pathways; heightened expectations around data-informed decision making and continuous improvement; and issues of inequality and social justice, all at a time when stakeholders have raised concerns about the value and effectiveness of higher education.

Despite these challenges, the strategic direction provided by *Achieving the Vision* has helped Lehman College achieve unprecedented success and national recognition while remaining true to its mission, vision, values, and identity. In 2016, the College released a [five-year progress report](#), which included quantitative and qualitative data, and an overview of the opportunities and challenges, ongoing work, and a number of notable achievements. In fact, according to the 2015-16 CUNY Performance Management Process year-end university report, the College:

- Increased the percentage of annual instructional FTEs delivered by full-time faculty from 47.9%, to 50.9%, and was one of only two CUNY senior Colleges to experience an increase during that time frame between 2010-11 and 2015-16.<sup>1</sup>
- Saw the average number of pieces of scholarship/creative activity (3-year weighted average) increase 50%, from .8 (2009-2011) to 1.2 (2013-2015).<sup>2</sup>
- Maintained an average number of credits earned in one year by baccalaureate full-time, first-time freshmen that was equal to or higher than the CUNY senior College average for each Fall cohort between 2010 and 2014.<sup>3</sup>

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<sup>1</sup> [CUNY 2015-16 PMP Report, Page 1.](#)

<sup>2</sup> [CUNY 2015-16 PMP Report, Page 4.](#)

<sup>3</sup> [CUNY 2015-16 PMP Report, Page 9.](#)

- Increased the percentage of baccalaureate students who earned 30 credits per year<sup>4</sup>, and the one-year retention rate of baccalaureate full-time first-time freshman for between 2010 and 2014<sup>5</sup>.
- Grew its 4-year full-time first-time freshman graduation rate 38.5% between the Fall 2007 (14.8%) and Fall 2011 entering cohorts (20.5%).<sup>6</sup>
- Was the only CUNY senior college to experience an increase in the four-year graduation rate of baccalaureate full-time transfers for each entering cohort between Fall 2007 (49.9%), and Fall 2011 (54.0%).<sup>7</sup>
- Had the largest increase among all CUNY senior Colleges in the level of student satisfaction with registration effectiveness<sup>8</sup>, academic advising effectiveness<sup>9</sup>, and admissions and financial aid effectiveness<sup>10</sup> between 2013 and 2015.
- Expanded the weighted 3-year rolling average total voluntary support from \$5M (FY 10-12) to \$9.6M (FY 14-16).<sup>11</sup>
- Was one of only three senior Colleges in CUNY to increase its fund balance as a percentage of its overall budget from FY2011 (.7%) to FY2015 (5.6%).<sup>12</sup>

Since the publication of the mid-year report, the College has continued its upward trajectory. Lehman has been nationally recognized for delivering a high-quality education of value by world-class faculty, and for its commitment to the success a talented and diverse student body. The College's role as an engine of upward mobility for the Bronx and surrounding region has been widely publicized, and its 90X30 challenge, which seeks to double the number of high-quality degrees and credentials awarded between 2017 and 2030 from 45,000 to 90,000, will help to provide further opportunities to the students and community it serves. Some notable achievements between 2016 and 2019 include the following:

#### **Access and Opportunity:**

- Total enrollment has grown 11% between the Fall 2016 (13,329) and Fall 2018 (14,787). This coming Fall, expect total enrollment to reach roughly 15,500; the College's largest total enrollment since 1975, when CUNY's free tuition policy was discontinued.<sup>13</sup>
- Between Fall 2016 and Fall 2018 the number of first-time full-time freshman grew 50.6%, from 672 to 1,012—the largest such class in more than two decades. The number of full-time incoming transfer students increased 13% during the same timeframe.<sup>14</sup>

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<sup>4</sup> [CUNY 2015-16 PMP Report, Page 10.](#)

<sup>5</sup> [CUNY 2015-16 PMP Report, Page 11.](#)

<sup>6</sup> [CUNY 2015-16 PMP Report, Page 18.](#)

<sup>7</sup> [CUNY 2015-16 PMP Report, Page 23.](#)

<sup>8</sup> [CUNY 2015-16 PMP Report, Page 34.](#)

<sup>9</sup> [CUNY 2015-16 PMP Report, Page 31.](#)

<sup>10</sup> [CUNY 2015-16 PMP Report, Page 33.](#)

<sup>11</sup> [CUNY 2015-16 PMP Report, Page 36.](#)

<sup>12</sup> [CUNY 2015-16 PMP Report, Page 45.](#)

<sup>13</sup> Lehman College OIRPA Analysis of Historical Enrollment Data.

<sup>14</sup> Lehman College 2018 Factbook (In press).



- Between Fall 2016 and Fall 2018, the number of undergraduate STEM majors increased 14.1%, from 1,050 to 1,198. The 14.1% increase more than doubled the total CUNY senior college growth rate (6.9%).<sup>15</sup>
- More than 23% (23.2%) of Lehman's instructional full-time equivalents were taught either partially or fully online in Fall 2018, up from 21.5% in Fall 2016. This is the highest percent of any senior college in CUNY and nearly double the CUNY senior college average (12.4%).<sup>16</sup>

#### **Retention and Graduation Rates:**

- Lehman College's first-year retention rate as full-time has exceeded the CUNY senior college average by at least 9 percentage points in each of the last two years (Fall 16 and Fall 17).<sup>17</sup>
- Moreover, the percentage of Fall full-time first-time freshmen in baccalaureate programs who earned 30 credits or more in the first year increased from 47.5% in Fall 2016 to 54.3% in Fall 2017. The nearly 7 percentage point gain more than doubled the increase (3.3 percentage points) in the university average during the same period.<sup>18</sup>
- The six-year graduation rate for the first-time, full-time freshmen increased 5.4 percentage points between the Fall 2010 cohort (43.6%) and the Fall 2012 cohort (49%). Lehman also boasts the largest increase in its six-year graduation rate over the last five years (11.9 percentage points), and is the sole senior college in CUNY to have increased its six-year graduation rate in each of the last five years.<sup>19</sup>
- Moreover, Lehman's four-year freshman graduation rate increased by four percentage points over the last two years, which is the second largest increase among CUNY senior colleges during that time.<sup>20</sup>
- Additionally, the College's four-year graduation rate (tracked from semester of transfer) of students who transferred from an associate degree program was 54.5%, the fourth highest among all CUNY senior colleges.<sup>21</sup>

#### **Financial Health:**

- In FY 2018, Lehman registered a five-year high in its spending of its tax levy budget on student services, instruction, and department-level research (70.2%).<sup>22</sup>
- Additionally, the College received more than \$12 million in grants and contracts for training, equipment, and other sponsored and institutional activity, which is the fourth highest among CUNY senior colleges.<sup>23</sup>

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<sup>15</sup> [CUNY 2018-19 PMP Report, Page 80.](#)

<sup>16</sup> [CUNY 2018-19 PMP Report, Page 1.](#)

<sup>17</sup> [CUNY 2018-19 PMP Report, Page 12.](#)

<sup>18</sup> [CUNY 2018-19 PMP Report, Page 13.](#)

<sup>19</sup> [CUNY 2018-19 PMP Report, Page 48.](#)

<sup>20</sup> [CUNY 2018-19 PMP Report, Page 47.](#)

<sup>21</sup> [CUNY 2018-19 PMP Report, Page 45.](#)

<sup>22</sup> [CUNY 2018-19 PMP Report, Page 96.](#)

<sup>23</sup> [CUNY 2018-19 PMP Report, Page 97.](#)

- Recent investments (November 2018) include a \$1.1 [million award from the Robin Hood Foundation to support](#) 250 students in the new Accelerate, Complete, Engage (ACE) completion program, starting in Fall 2019 with the goal of achieving 50% four-year graduation rates for freshmen and transfers with Associate degrees.
- In recent years, Lehman has piloted and scaled innovative technologies including the transfer credit evaluation system, and [Lehman Q](#), our new digital scheduling system.
- Together, these efforts have helped the College to grow its fund balance in its City University Tuition Reimbursement Account (CUTRA) in recent years, from \$6.9M in FY17, to \$7.8M in FY19, an amount in the expected range for prudent financial management. However, since expenses are projected to exceed revenues in the coming years, structural budget adjustments will be required.

#### **Diverse Faculty:**

- In the Fall 2018, 55.1% of Lehman's full-time faculty were women, which was the highest among CUNY senior colleges. In fact, Lehman has had the largest proportion of women full-time faculty among CUNY senior colleges in each of the last five years.<sup>24</sup> Additionally, 36.7% of Lehman's full-time faculty were minorities in Fall 2018, which is the fourth highest among CUNY senior colleges, and well-above recent national figures on full-time faculty demographics (26.8%).<sup>25</sup> Of Lehman's full-time faculty, 15.49% are Hispanic/Latino and 11.55% are Black<sup>26</sup>, which in both instances is more than double the most recent national figures [provided in a recent American Council on Education report](#).

#### **Social Mobility:**

- A 2019 analysis by the Urban Institute and *The New York Times* determined that [Lehman's actual graduation rate was 9 percentage points higher than its expected graduation rate](#), which was the highest positive gap among CUNY senior colleges. This is in keeping with the recent recognition Lehman has received for being an engine of upward mobility, including a recent analysis by the [American Council of Education that identified Lehman as the highest ranked HSI for upward mobility](#), and data from the National Bureau of Economic Research and the Equality of Opportunity Project ranked Lehman as having the [third highest mobility rate in the nation among public four-year colleges](#).

#### **Accreditation:**

- In July, 2019, following a two-year process of campus consultation, Lehman College was informed by the [Middle States Commission on Higher Education that its accreditation was reaffirmed](#).

It should be noted that challenges remain. Lehman resides in an increasingly complex environment characterized by uncertain state funding, predictions of a future economic

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<sup>24</sup> [CUNY 2018-19 PMP Report, Page 95.](#)

<sup>25</sup> [CUNY 2018-19 PMP Report, Page 93.](#)

<sup>26</sup> Lehman College 2018 Factbook (In press).

downturn, a challenging political environment, a public that is questioning the value of higher education, and heightened competition, all of which pose challenges to the success of our students, the prosperity of our community, and the financial stability of Lehman College. There are also a number of internal constraints, such as leadership transitions, potential planning and change fatigue, resource limitations, and the productive discomfort associated with ongoing institutional transformation. Still, the College is positioned well to confront and overcome these challenges, and leverage our current context to grow and innovate. Careful planning, broad engagement by all levels of the Lehman community, creativity, flexibility, and leveraging external resources, together will enable Lehman College to punch well above its weight and continue to be a model institution of urban public higher education.

The following document, *Achieving the Vision by Building a Strong Foundation: A Decade of Progress*, describes the accomplishments, challenges and ongoing work of the Lehman community since the publication of the *Advancing the Vision* five-year progress report. The report contains four sections that are aligned with the four goals identified in *Achieving the Vision*, which include: excellence in teaching, research, and learning; enhanced student success; greater institutional and financial effectiveness; and a commitment to engagement and community service. Each section indicates whether or not the specific objectives that make up each were achieved (green), partially achieved (yellow), or not achieved (red), and provides related quantitative and qualitative evidence. It is a fitting conclusion to what has been a decade of success, and marks the beginning of a new chapter in the College's rich and storied history. Indeed, a strong foundation has been built.

Thank you to each staff and faculty member for continually going beyond the call of duty on behalf of Lehman College and its students.

Daniel Lemons  
President  
August 12, 2019

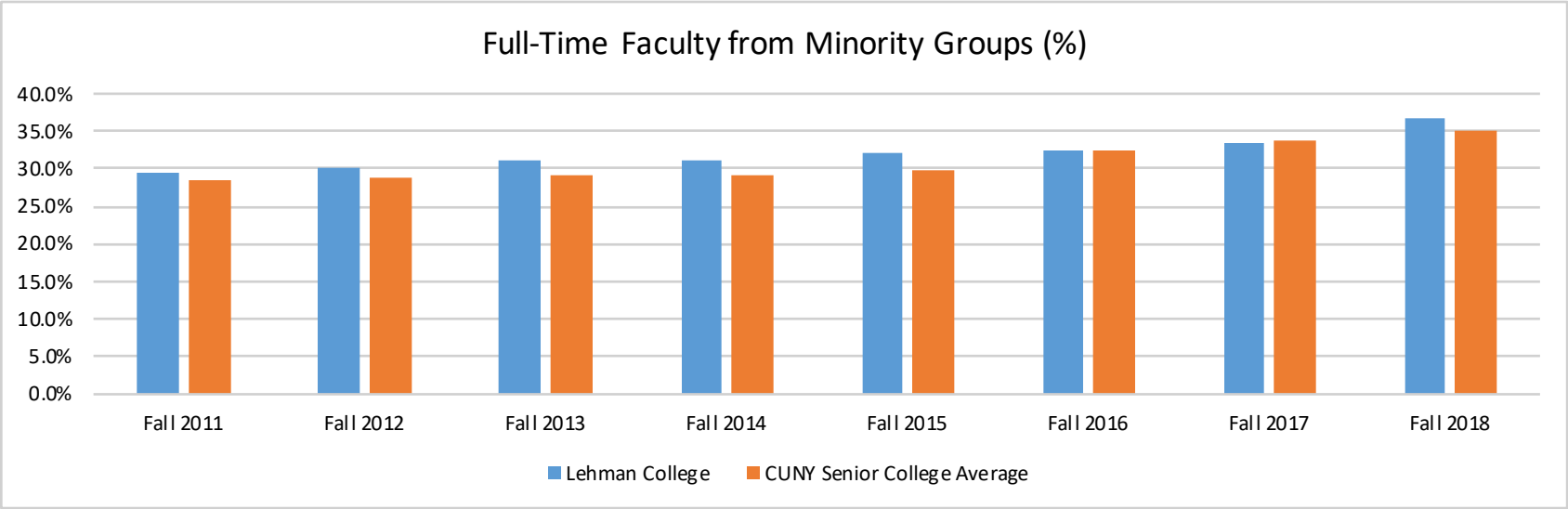
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Objective 1.1: Recruit, support, and retain distinguished faculty.

Strategy	Description	Status	Highlights
1.1.1	Develop a plan for the hiring of new faculty of the highest quality, committed to both teaching and research, that is aligned with College strategic priorities and follows the goals and principles of the College's affirmative action plan.	●	<ul style="list-style-type: none"><li>• The Deans' Council developed a college-wide recruitment strategy.</li><li>• Lehman College developed and implemented its Strategic Plan for Faculty Diversity: 2013-2018.</li></ul>
1.1.2	Support and reward creative teaching and excellence in research and scholarship.	●	<ul style="list-style-type: none"><li>• The Lehman College Library hosts an annual celebration of faculty scholarship highlighting faculty publications.</li><li>• From 2010 to 2018, the average number of pieces of scholarship per full-time faculty member rose from 0.8 to 1.1.</li></ul>
1.1.3	Support the professional development of new and mid-career faculty members through orientations and ongoing mentoring by senior faculty.	●	<ul style="list-style-type: none"><li>• Through FY 2016, nearly 75 faculty received financial support for travel, conference participation, and professional development.</li><li>• I.T. has been providing faculty and staff workshops on a wide range of software tools including SPSS, Rstudio, and other packages.</li></ul>
1.1.4	Enhance intellectual and cultural activities on campus.	●	<ul style="list-style-type: none"><li>• The Center for Human Rights and Peace Studies, the CUNY Institute for Irish American Studies, and the Jaime Lucero Mexican Studies Institute sponsor activities, conferences, lectures, film series, workshops, and other programs.</li><li>• The Herbert H. Lehman and Arthur Sweeny Lectures bring notable speakers to the campus.</li></ul>
1.1.5	Foster academic leadership development opportunities for department chairs.	●	<ul style="list-style-type: none"><li>• In Fall 2015, the Office of Academic Personnel launched a year-long faculty orientation series titled "New Faculty Fridays" inspired by the "Designing a High Impact Leadership Development Program."</li><li>• Lehman College began the development of a "Department Chair's handbook" in 2017 to foster leadership development opportunities.</li></ul>

Symbol	Meaning
●	Achieved
●	Partially Achieved
●	Did not achieve










**Objective 1.2: Support existing academic programs and develop new programs of exceptional quality informed by a rigorous review process.**

Strategy	Description	Status	Highlights
1.2.1	Ensure that liberal arts and sciences remain the core emphasis of the College, while strengthening professional programs.	●	<ul style="list-style-type: none"><li>• In 2011, Lehman College organized the Divisions of Arts and Humanities; Natural and Social Sciences; and Education into schools to keep arts and sciences at the College's academic core.</li><li>• In January 2014 CUNY's Board of Trustees approved the establishment of the School of Health Sciences, Human Services and Nursing (HS2N), which commenced operation in September 2014.</li><li>• Between Fall 2010 and Fall 2018, the number of undergraduate majors in Arts &amp; Humanities programs rose 34.0% and the number in NSS majors increased 56.5% while total undergraduate enrollment grew 28.4%.</li></ul>
1.2.2	Strengthen general education and provide a curriculum and resources essential to an outstanding liberal arts and sciences and professional curricula.	●	<ul style="list-style-type: none"><li>• Lehman College reviewed its General Education core in 2012-13 and implemented a revised core in 2013-14 under the CUNY Pathways initiative.</li><li>• Lehman College adopted its "Characteristics of a Lehman Graduate" institutional learning outcomes in 2016.</li></ul>
1.2.3	Strengthen and expand existing programs in STEM disciplines and health sciences.	●	<ul style="list-style-type: none"><li>• Lehman College created its Center for Theoretical and Computational Sciences in 2015.</li><li>• From Fall 2014 to Fall 2018, the percentage of undergraduate students pursuing STEM majors rose from 10.1% to 13.4%. That 32.6% increase is nearly triple the 11.3% CUNY senior college average increase.</li></ul>
1.2.4	Develop, strengthen and realign programs in emerging fields of knowledge.	●	<ul style="list-style-type: none"><li>• Lehman College launched its fully online RN/BS Program in Nursing in 2015.</li><li>• MSCHE approved Lehman College's second fully online program (Online Gifted and Talented Post-baccalaureate Certificate Extension) in April 2019.</li></ul>
1.2.5	Pilot new programs through the School of Continuing and Professional Studies.	●	<ul style="list-style-type: none"><li>• The fully online RN/BS Program in Nursing was initially a joint pilot project carried out between the Department of Nursing and the School of Continuing and Professional Studies (2013-2015).</li></ul>
1.2.6	Foster a culture of continuous assessment focused on evaluating student learning outcomes to improve academic programs.	●	<ul style="list-style-type: none"><li>• In 2010, Lehman College created the Office of Assessment and Planning, hired a full-time Assessment Coordinator, and created an Assessment Council.</li><li>• In 2011, Lehman College adopted the Taskstream AMS as its assessment platform.</li><li>• Lehman College provides faculty with release time for assessment. In 2018, 27 faculty from 18 departments received 66 hours of release time with an estimated value of \$275,000.</li></ul>




Symbol	Meaning
●	Achieved
●	Partially Achieved
●	Did not achieve




**Objective 1.3: Achieve greater external recognition and success of academic programs.**

Strategy	Description	Status	Highlights
1.3.1	Establish new administrative units to house several professional programs, such as a School of Education, School of Health Sciences, Human Services, and/or Nursing, School of Business, and a School of Continuing and Professional Studies.		<ul style="list-style-type: none"><li>• In 2011, Lehman College organized the Divisions of Arts and Humanities; Natural and Social Sciences; and Education into schools to keep arts and sciences at the College's academic core.</li><li>• In January 2014, CUNY's Board of Trustees approved the establishment of the School of Health Sciences, Human Services and Nursing (HS2N), which commenced operation in September 2014.</li></ul>
1.3.2	Foster a dynamic research/creative activities environment to promote both student achievement and greater faculty success.		<ul style="list-style-type: none"><li>• In 2012, Lehman College opened Science Hall and established the Jaime Lucero Mexcian Studies Institute.</li><li>• Beginning in 2013, Lehman College implemented an annual "Research Awareness Month."</li></ul>
1.3.3	Develop a robust collaboration and alignment between academic programs in the arts and campus entities dedicated to the visual and performing arts.		<ul style="list-style-type: none"><li>• The Lovinger Theater is used for a wide range of performances and events that draw upon Lehman students in visual and performing arts programs.</li><li>• The Art Gallery and academic departments collaborate on a regular basis.</li><li>• Lehman College engaged in a partnership with the Lincoln Center Institute to promote aesthetic education to the Freshman Year Initiative Lehman Urban Transformative Education blocks. The partnership, which was designed in part as a portal to the aesthetic experience tied to and transcending the classroom, included collaborative activities including joint planning sessions, live presentations of the performing arts, and workshop for teachers and faculty run by Lincoln Center Institute teaching artists. The partnership, which lasted for 20 years, will conclude in Fall 2019.</li></ul>
1.3.4	Seek professional accreditation in all programs, where available, such as AACSB accreditation for business programs.		<ul style="list-style-type: none"><li>• The Social Work Department was re-accredited in 2012.</li><li>• The School of Education and Department of Speech-Language-Hearing Sciences were re-accredited in 2015.</li><li>• The Nursing Program was re-accredited in 2018.</li><li>• AACSB accreditation for the College's business programs was not fully pursued due to resource constraints.</li></ul>

Symbol	Meaning
	Achieved
	Partially Achieved
	Did not achieve

**Objective 1.4: Enhance existing facilities, promote the efficient use of space, and ensure a well-maintained campus environment that supports teaching, research, learning, and quality of life.**

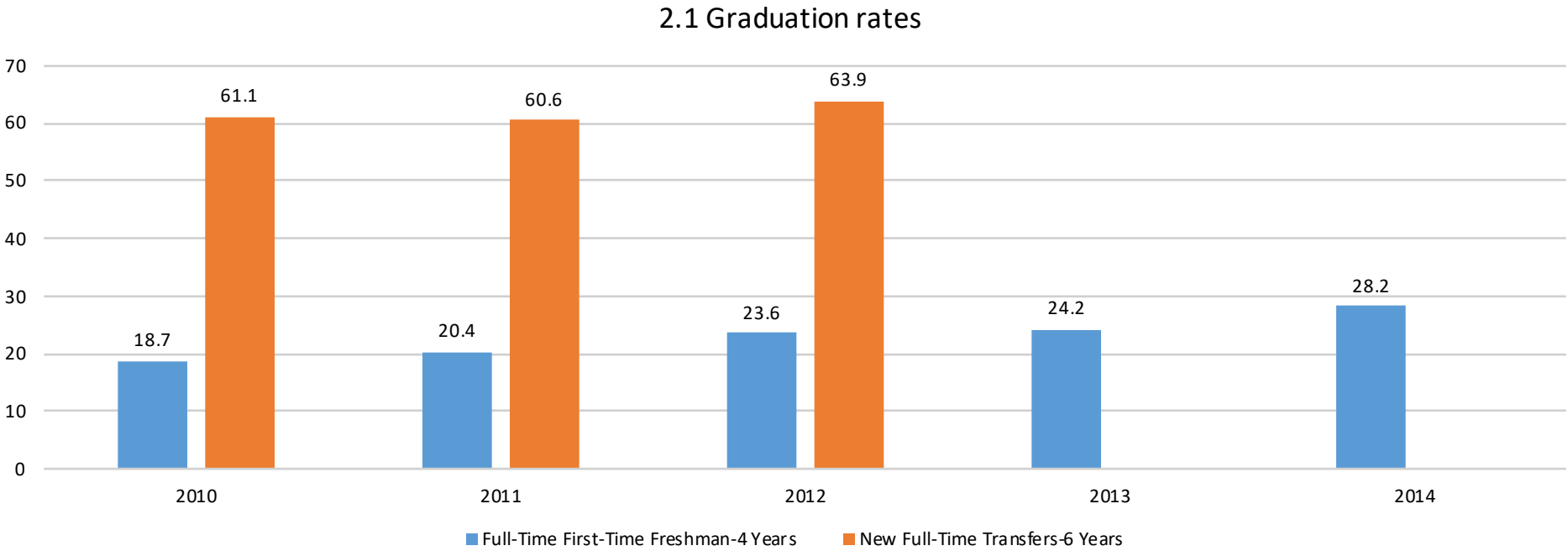
Strategy	Description	Status	Highlights
1.4.1	Develop and implement a plan for the renovation and upkeep of classroom and office buildings that offers an inviting and attractive environment with appropriate technology.		<ul style="list-style-type: none"><li>• In 2010, Lehman College conducted a Swing Space Study to align its Facility Master Plan to Achieving the Vision.</li><li>• Lehman College has invested in developing "smart classrooms" and painting classrooms in Carman Hall.</li></ul>
1.4.1	Increase faculty engagement in campus life by improving non-instructional facilities.		<ul style="list-style-type: none"><li>• Lehman College made strategic and operational investments to upgrade faculty office space, computer labs, paint rooms, and replace outdated computers for faculty and staff.</li><li>• Lehman College improved campuswide wireless access.</li></ul>
1.4.3	Assess Library needs guided by best practices of space utilization to promote the increased use of its resources for study and research.		<ul style="list-style-type: none"><li>• Lehman College's Library is undergoing a phase one renovation that includes new technology, renovated concourse teaching labs, concourse periodicals, and a complete renovation of the first floor.</li></ul>

Symbol	Meaning
	Achieved
	Partially Achieved
	Did not achieve

**Objective 2.1: Strengthen academic resources and student support services.**

Strategy	Description	Status	Highlights
2.1.1	Maintain policy of raising undergraduate freshman and transfer admissions standards in line with other leading senior CUNY Colleges.	●	<ul style="list-style-type: none"><li>Lehman College's average SAT scores rose 45 points on the verbal component between 2009-10 and 2016-17.</li><li>Lehman College's average SAT scores rose 40 points on the math component between 2009-10 and 2016-17.</li></ul>
2.1.2	Continue to develop and implement a comprehensive enrollment management plan to shape Lehman's student composition in accordance with CUNY's projections for growth.	●	<ul style="list-style-type: none"><li>Enrollment Management has worked closely with OIRPA to develop reports that examine admissions criteria and enrollment yields.</li><li>Enrollment Management has worked with I.T. and OIRPA to develop an Enrollment Management Dashboard.</li></ul>
2.1.3	Support collaborative efforts between Lehman College and its principal feeder community colleges to improve credit transfer and ensure a smooth transition for students.	●	<ul style="list-style-type: none"><li>Lehman College has collaborated with its feeder community colleges through the Bronx Transfer Affinity Group (BTAG).</li><li>Lehman College is implementing the Bronx Community College-Lehman Hispanic Serving Institute (HSI) grant (\$5 million) to facilitate seamless transfer. The grant was received through Department of Education's HSI Science, Technology, Engineering, and Mathematics (STEM) program.</li></ul>

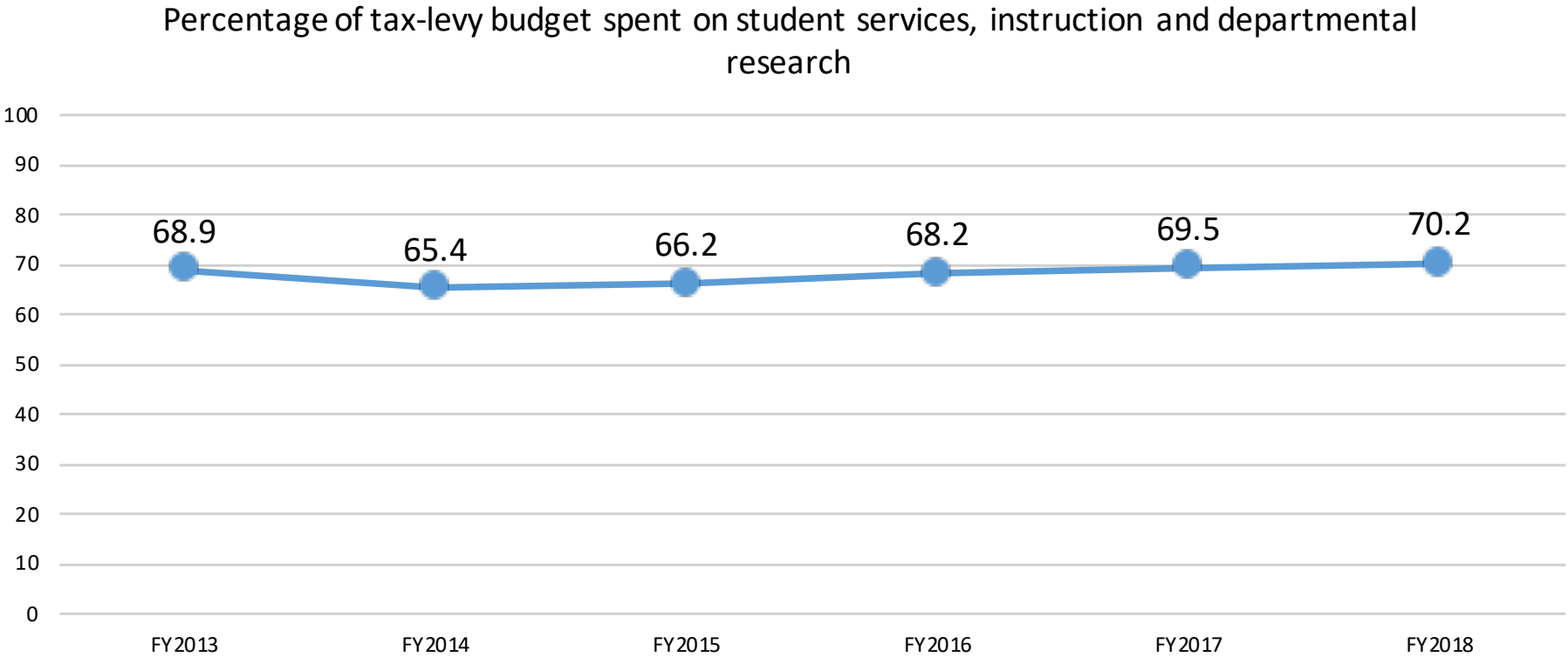
Symbol	Meaning
●	Achieved
●	Partially Achieved
●	Did not achieve



Objective 2.2: Strengthen academic resources and student support services.





Strategy	Description	Status	Highlights
2.2.1	Develop a coordinated institutional approach to undergraduate advising.	●	<ul style="list-style-type: none"><li>Partnered with local community colleges to enhance student advising, including creation of AdvisingHub to serve advising community.</li><li>The Office of the Registrar created a Graduation Specialist (GS) team to complement and reinforces the College’s advising function.</li><li>A new advising structure was implemented in fall 2017 with separate units devoted to freshmen and transfer students.</li></ul>
2.2.2	Offer the courses and support services necessary to increase student retention, progression, and four-year and six-year graduation rates.	●	<ul style="list-style-type: none"><li>Graduation rates for full-time freshmen and transfer students have improved significantly between 2010 and 2017: the four-year graduation rate rose from 14.4% to 24.5%; the six-year graduation rate improved from 34.4% to 45.6%.</li><li>Among transfer students, the four-year graduation rate improved from 45.5% to 58.3% during the same period.</li></ul>
2.2.3	Improve the quality and availability of academic and student support services as well as IT technical support.	●	<ul style="list-style-type: none"><li>The Lehman 360 platform that connects data across multiple systems to improve student success.</li><li>Expanded student support efforts via Open Educational Resources, Petrie Student Emergency Grant funding, and a Food Bank.</li></ul>
2.2.4	Develop an alumni mentoring program to support students in their career and professional development and encourage lifelong ties to the College.	●	<ul style="list-style-type: none"><li>Membership in Lehman’s Alumni Mentoring Network has grown from 300 in Fall 2010 to 1,848 in Fall 2015.</li><li>The Herbert H. Lehman Leadership Center (HHL) organizes networking socials, known as “Executives at Lehman - Mentoring for an Evening,” where alumni meet with current students and connect based on career interests.</li></ul>




Symbol	Meaning
●	Achieved
●	Partially Achieved
●	Did not achieve





Objective 2.3: Strengthen academic resources and student support services.

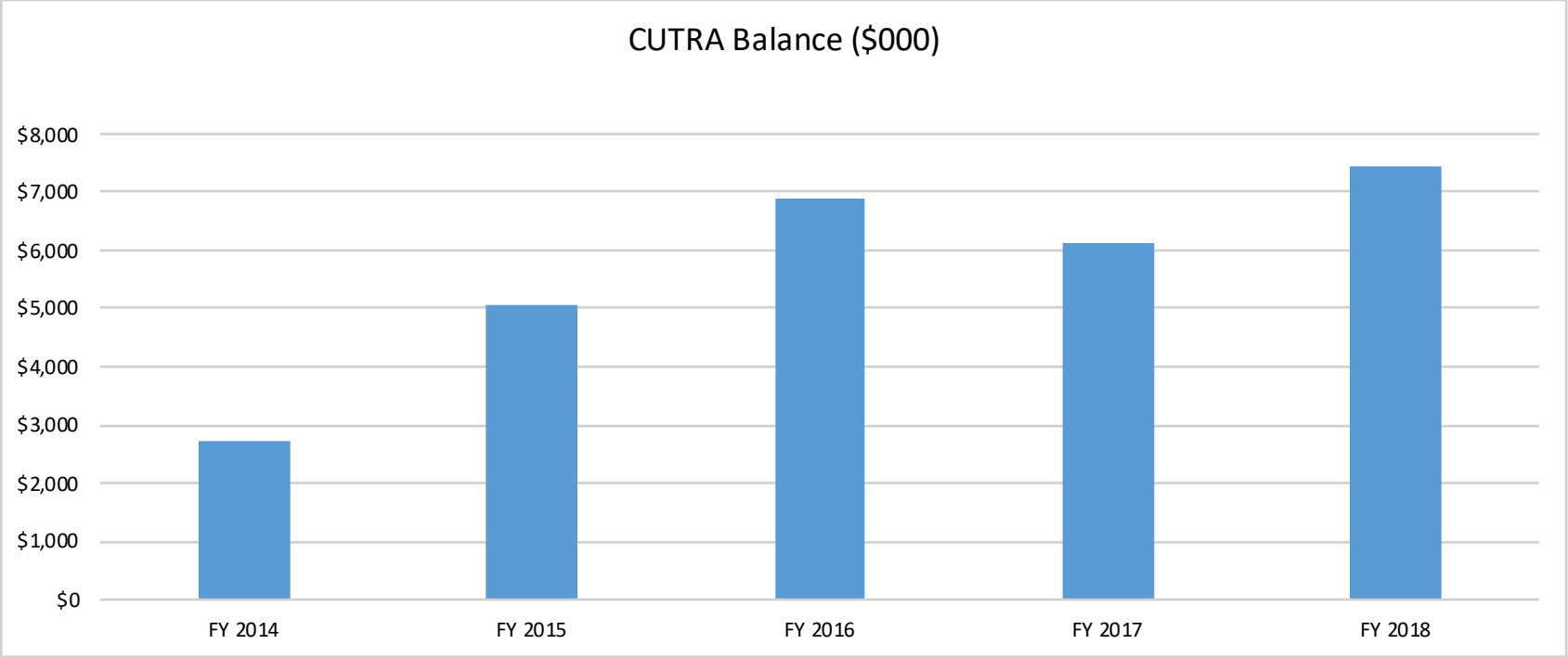
Strategy	Description	Status	Highlights
2.3.1	Create a College Center, a “center of gravity” for the campus serving student government, student organizations, and students, faculty, and College activities, as well as providing space for College services.		<ul style="list-style-type: none"><li>• The Student Life Building was renovated and re-opened in October 2013. The Center's expanded and assignable space has increased significantly, with capacity for 31 separate groups and features the use of walls as "galleries" for student art.</li></ul>
2.3.2	Establish a student housing program to provide on-and off-campus accommodations.		<ul style="list-style-type: none"><li>• Lehman College has a Housing and Residential Services Office and a residence hall with 19 spaces. In 2017, the College completed a third student housing feasibility study. The report analyzed student demand, cost, and feasibility of a private-public partnership development of a 400 bed facility on campus. Although student demand was there, the cost of the project resulted in housing cost that was not affordable for students. As a result, the project did not proceed.</li></ul>
2.3.3	Enhance initiatives that support student leadership training and professional development, including internships, service learning, and civic engagement projects.		<ul style="list-style-type: none"><li>• Since 2010, The Herbert H. Lehman Center for Student Leadership Development has expanded its curriculum to include both “Introduction to Leadership” and “Advanced Leadership” tracks.</li><li>• The college has also created a web portal that gives students access to job and internship information, CUNY/NYC partnerships, and resources for career advice.</li></ul>
2.3.4	Prepare students to live and work in the global community through new interdisciplinary programs, study abroad, and experiential learning opportunities.		<ul style="list-style-type: none"><li>• The Study Abroad Program was initially formed in January 2014 and reported to the Deputy Provost. During 2016, an Ad Hoc committee was formed to examine the program. The subsequent changes led to the creation of International Programs and Global Partnerships, which currently reports directly to the Provost.</li><li>• Ongoing global partnerships include the following countries: Brazil, France, Japan, Singapore, South Korea, England, and Cuba.</li></ul>

Symbol	Meaning
	Achieved
	Partially Achieved
	Did not achieve

**Objective 3.1: Integrate institutional planning and assessment to improve effectiveness.**

Strategy	Description	Status	Highlights
3.1.1	Modify the budget planning and resource allocation process to better integrate them with institutional assessment and achieve greater transparency.	●	<ul style="list-style-type: none"><li>• A new OTPS allocation methodology was formulated and implemented in FY 2017.</li><li>• The new OTPS methodology resulted in a distribution of funds to academic departments and the Library that was in better alignment with Achieving the Vision.</li><li>• Lehman College's City University Tuition Reimbursable Account (CUTRA) balance has increased from \$2.7 million in FY 2014 to \$7.45 million in FY 2018.</li></ul>
3.1.2	Foster a culture of continuous assessment focused on institutional effectiveness to improve overall performance.	●	<ul style="list-style-type: none"><li>• Academic, non-academic, and institutional assessment is regular and recurring.</li><li>• In 2014, the Periodic Review Report reviewers noted "impressive progress" made and "strong examples" provided as evidence that Lehman College has "established a culture of assessment."</li><li>• During AY 2017-18, 91% of AES units submitted assessment plans and 84% of AES units completed assessment projects.</li></ul>
3.1.3	Create and implement an IT strategic plan to guide the development of a technological environment on campus that is integrated into teaching, research, and learning.	●	<ul style="list-style-type: none"><li>• The IT division has created a series of IT Roadmaps and followed through on their implementation.</li></ul>
3.1.4	Create the administrative infrastructure necessary to support ongoing planning, assessment, and continuous improvement initiatives.	●	<ul style="list-style-type: none"><li>• In 2010, Lehman College created the Office of Assessment and Planning, hired a full-time Assessment Coordinator, and created an Assessment Council.</li><li>• In 2018, Lehman College created a new Strategy, Policy, and Analytics function headed by an Assistant Vice President.</li><li>• In 2019, Lehman College established a newly-restructured Assessment Council that is more broadly representative of the campus than the prior version had been.</li></ul>

Symbol	Meaning
●	Achieved
●	Partially Achieved
●	Did not achieve








**Objective 3.2: Strengthen existing sources of revenue support, and create new sources, for student and faculty research and outreach programs.**

Strategy	Description	Status	Highlights
3.2.1	Increase funding from individuals, corporations, and foundations and coordinate fundraising through the Division of Institutional Advancement in partnership with the Lehman College Foundation.	●	<ul style="list-style-type: none"><li>• The weighted 3-year rolling average for voluntary support increased from \$4.1 million during 2008-10 to \$9.0 million during 2016-18 or 120.6%. The CUNY senior college figure fell 2.8% while the CUNY total figure rose 33.4%.</li></ul>
3.2.2	Expand and deepen faculty skills and expertise and increase support in seeking government and foundation research awards.	●	<ul style="list-style-type: none"><li>• The weighted 3-year rolling average for research awards increased from \$3.5 million during 2009-11 (first period recorded) to \$4.3 million during 2016-18 or 24.0%. The CUNY senior college figure rose 20.5% while the CUNY total figure increased less than 0.1%.</li></ul>

Symbol	Meaning
●	Achieved
●	Partially Achieved
●	Did not achieve

Objective 3.3: Increase visibility and alumni engagement.

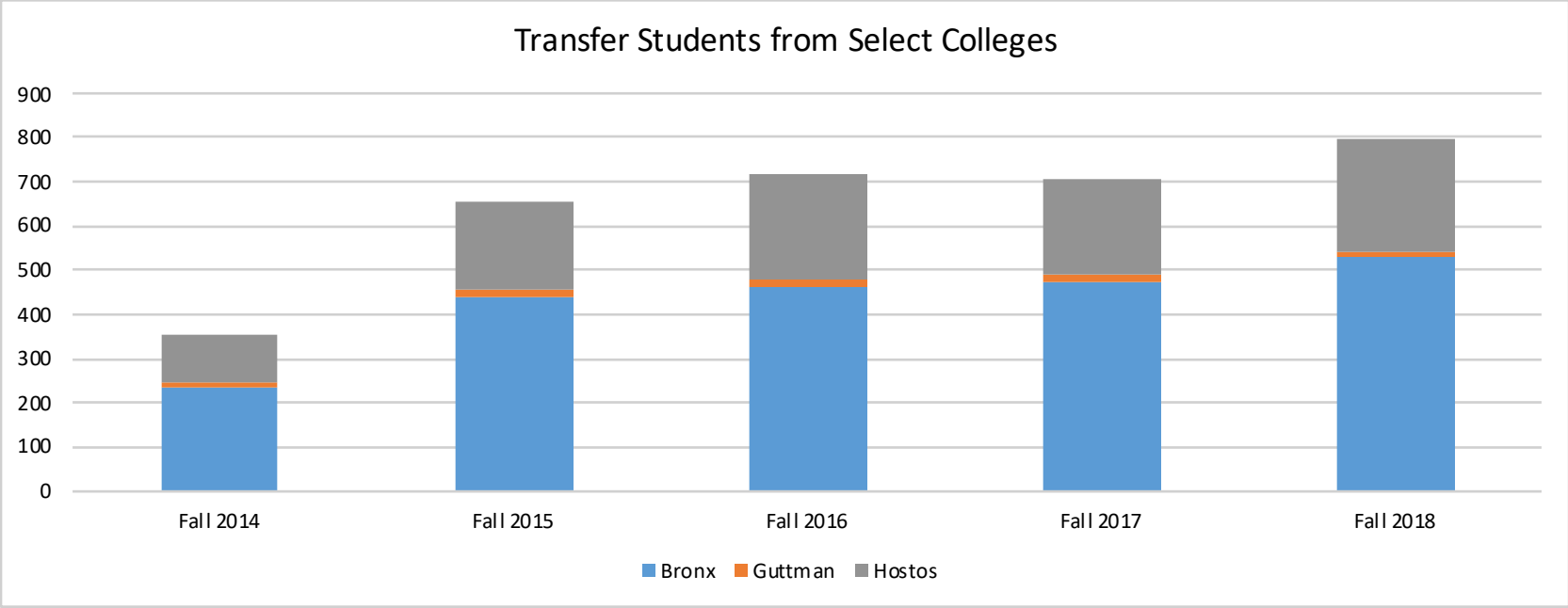
Strategy	Description	Status	Highlights
3.3.1	Develop and implement a strategic marketing and communications plan to enhance the College's image and standing.		<ul style="list-style-type: none"><li>• No strategic marketing and communications plan was developed, in part due to the organizational structure changes that took place with the Division of Institutional Advancement. The College had worked with Ologie, a branding and marketing firm to develop such a plan, which had been scheduled for completion by April 2016.</li></ul>
3.3.2	Develop and implement a plan to promote greater alumni engagement in the life of the College.		<ul style="list-style-type: none"><li>• An alumni engagement plan was developed during AY 2010-11. The number of alumni cultivation and stewardship events initially rose from 3 to 18 from AY 2010-11 to AY 2014-15.</li><li>• The Career Exploration and Development Center holds an annual "Mentoring for an Evening" program that includes mentors from Lehman alumni.</li></ul>

Symbol	Meaning
	Achieved
	Partially Achieved
	Did not achieve

Objective 4.1: Enrich the community through increased engagement of the College's resources.

Strategy	Description	Status	Highlights
4.1.1	Increase engagement of faculty, staff, and students in outreach, service, and partnerships to contribute to individual achievement and the transformation of lives and communities in the Bronx and surrounding region.	●	<ul style="list-style-type: none"><li>Lehman College created the "Lehman Community Connect Bronx Information Portal" in 2013 to bring publicly available data to Bronx residents.</li><li>Lehman College partnered with the Macaulay Honor College and Hostos Community College to create a New Media Jobs Incubator and Innovation Lab in 2014.</li><li>Community Engagement's 343 student volunteers provided 6,719 hours of community service worth \$196,127 to the community in AY 2017-18.</li></ul>
4.1.2	Increase participation of the general public in cultural programs and events on campus.	●	<ul style="list-style-type: none"><li>The Art Gallery had 14,000 ‘contact sessions’ for arts instruction for K-12 Bronx Schools.</li><li>In 2018, attendance for Lehman Stages events rose to 70,000, which was more than 16% above the comparable 2010 figure.</li></ul>

Symbol	Meaning
●	Achieved
●	Partially Achieved
●	Did not achieve



Objective 4.2: Improve the health and educational well-being of the community.

Strategy	Description	Status	Highlights
4.2.1	Strengthen and broaden the College's connections with New York City schools to improve student academic achievement.	●	<ul style="list-style-type: none"><li>• Lehman College joined with Bronx Community College, Hostos Community College, and Manhattan's Guttman Community College to facilitate student transfer.</li><li>• Lehman College has formed a partnership with Yonkers Partners in Education and expanded its College Now program for qualified New York City public high school students.</li></ul>
4.2.2	Improve the health and well-being of the community through research, service, recreational programs, and partnerships.	●	<ul style="list-style-type: none"><li>• Corbin Hill Road Farm Share has brought fresh produce to Lehman College since 2013.</li><li>• The Wellness Education and Promotion Program offers internships to students, including arranged internships at the NYC Department of Health and Bronx Lebanon Hospital Center.</li></ul>
4.2.3	Promote a healthier and greener environment through example and partnerships with government agencies, educational institutions, organizations, and businesses.	●	<ul style="list-style-type: none"><li>• In 2012, Lehman College began converting from fluorescent to LEED lamps and all hallways, restrooms, and stairwell lights had been converted by 2018.</li><li>• Science Hall became CUNY's first USGB Leed Platinum Certified building in 2012.</li><li>• Rooms have been equipped with motion-activated lighting sensors to turn off lighting when a room is vacant.</li><li>• A more efficient heating and cooling plant became operational in 2017.</li><li>• The Lehman College Sustainability Council in partnership with the NYC Department of Sanitation's Compost Project and the Bronx Botanical Garden have partnered to present an annual pumpkin smash to educate both the college and the local surrounding community about sustainability, composting, and healthy eating.</li></ul>

Symbol	Meaning
●	Achieved
●	Partially Achieved
●	Did not achieve



Objective 4.3: Contribute to the economic vitality of the Bronx and surrounding region.

Strategy	Description	Status	Highlights
4.3.1	Address workforce needs through collaborations with employers in growing and emerging sectors of the economy.	●	<ul style="list-style-type: none"><li>• The School of Continuing and Professional Studies partners with employers, community based organizations and labor unions to provide career pathway programs that respond to the changing workplace and enable employees to compete in the global economy.</li></ul>
4.3.2	Encourage entrepreneurship and economic diversification through the activities of the School of Continuing and Professional Studies, the Bronx Small Business Development Center, and Lehman/CUNY centers and institutes.	●	<ul style="list-style-type: none"><li>• The Bronx Business Bridge, a start-up incubator, was launched in 2014.</li><li>• Lehman College offers a Virtual Reality and Augmented Reality training and development program at its CUNY-on-the-Concourse location.</li></ul>

Symbol	Meaning
●	Achieved
●	Partially Achieved
●	Did not achieve

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