

## **PMP Narrative:**

### **Alignment:**

Lehman College's strategic plan is strongly aligned with *CUNY Lifting New York*. Lehman College's strategic plan was developed in a collaborative fashion with its key internal and external stakeholders to fulfill its mission of advancing opportunities for success for its unique student body. CUNY's strategic plan was developed with key stakeholders that included representatives from Lehman College.

Alignment begins with the respective mission statements. Lehman College seeks to be "a national engine for social mobility and a vibrant center of discovery and creative work, providing a transformative educational experience..." CUNY aims to be "a transformative engine of social mobility and scholarship..." Those aspirations and their underlying values permeate Lehman College's and CUNY's goals and strategic objectives. Further, the thematic areas set forth in *CUNY Lifting New York*--a "student centered, equity-driven university", "upward mobility", "nurturing and renewing the academic core", among others, are consistent with the values that drive Lehman College.

The below crosswalk highlights the extent of alignment that exists between Lehman College's strategic plan and *CUNY Lifting New York*, along with the high-level strategies Lehman College is deploying to meet its targets and goals.

**CUNY Lifting New York and Lehman 2025 Crosswalk**

**Goals:**

<b>CUNY Lifting New York 2023-2030 Strategic Roadmap</b>	<b>Lehman 2025: Roadmap to the Future</b>
<b>Goal 1:</b> Be a national leader in providing access to higher education for diverse populations of students.	<p><b>Goal 1:</b> Educate, empower, and engage students to participate in a global society and enhance career advancement.</p> <p><b>Goal 2:</b> Enhance faculty and staff success.</p>
<b>Goal 2:</b> Improve our ability to exceed predicted student outcomes and eliminate academic equity gaps with innovative curriculum and support for our world-class faculty and staff.	<p><b>Goal 1:</b> Educate, empower, and engage students to participate in a global society and enhance career advancement.</p> <p><b>Goal 2:</b> Enhance faculty and staff success.</p>
<b>Goal 3:</b> Advance our community through comprehensive research, engagement, and services	<p><b>Goal 1:</b> Educate, empower, and engage students to participate in a global society and enhance career advancement.</p> <p><b>Goal 2:</b> Enhance faculty and staff success.</p> <p><b>Goal 4:</b> Embrace and spirit of community engagement.</p>
<b>Goal 4:</b> Modernize the CUNY system.	<p><b>Goal 3:</b> Sustain growth, vitality, and institutional effectiveness.</p> <p><b>Goal 4:</b> Embrace and spirit of community engagement.</p>

**CUNY Goal 1:** Be a national leader in providing access to higher education for diverse populations of students.

<b>CUNY Lifting New York 2023-2030 Strategic Roadmap</b>	<b>Lehman 2025: Roadmap to the Future</b>
<b>Initiative 1:</b> Increase enrollment and retention at all levels by implementing a modern approach to admissions, financial aid, scheduling and other programs and services that removes barriers for students.	<b>Goal 1:</b>  <b>Objective 1:</b> Increased Enrollment and Retention
<b>Initiative 2:</b> Develop and implement a system-wide transfer experience that enables students to move seamlessly and successfully between and within CUNY campuses.	<b>Goal 1:</b>  <b>Objective 1:</b> Continuously improve the transfer process through initiatives like T-REX and BTAG to facilitate seamless transfers between CUNY colleges.
<b>Initiative 3:</b> Accelerate infrastructure development and strategies needed to support and expand robust, high-quality content in traditional and online modalities across CUNY institutions and meet student needs for flexible courses and programs.	<b>Goal 1:</b>  <b>Objective 1:</b> Enhance online courses and learning resources by investing in the Learning Commons and promoting digital equity across CUNY campuses.  <b>Objective 2:</b> Engage in curricular renewal efforts to strengthen existing undergraduate and graduate academic programs and create new degree, certificate, and related programs to meet the needs of current and future students and the workforce.
<b>Initiative 4:</b> Increase the pipeline of students of color and other underrepresented groups entering graduate and professional programs to amplify equitable outcomes.	<b>Goal 1:</b>  <b>Objective 1:</b> Develop a fully online SMART MD program to provide accessible and flexible medical education. Leverage the Careers in Teaching TRIO Program.

<p><b>Lehman College’s High-Level Strategies:</b></p> <ul style="list-style-type: none"> <li>• Develop an enrollment management plan reinforcing CUNY KPIs.</li> <li>• Establishment of the School of Business with a medium-term goal of seeking accreditation from the Association to Advance Collegiate Schools of Business (AACSB).</li> <li>• Efforts to support CUNY’s access and completion agenda through a revision of Lehman’s academic standing policy, reorganization of its advising function, and AcMo 2.0 activities.</li> </ul>
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**CUNY Goal 2:** Improve our ability to exceed predicted student outcomes and eliminate academic equity gaps with innovative curriculum and support for our world-class faculty and staff.

CUNY Lifting New York 2023-2030 Strategic Roadmap	Lehman 2025: Roadmap to the Future
<p><b>Initiative 1</b> Become a model for academic excellence and innovative pedagogy by employing data-informed best practices for diverse populations and adopting a proactive approach to curricular development.</p>	<p><b>Goal 2:</b></p> <p><b>Objective 3:</b> Achieve recognition as a leader in innovative pedagogy and the adoption of evidence-based practices.</p>
<p><b>Initiative 2:</b> Support all CUNY employees with world-class professional development and leadership training.</p>	<p><b>Goal 2:</b></p> <p><b>Objective 2:</b> Expand investment in excellence in research, scholarship, creative works, administrative and support services, and professional development.</p>
<p><b>Initiative 3:</b> Prepare students for successful careers by creating intentional connections between the disciplines, workforce skills and employment outcomes from the moment of enrollment and supporting lifelong learning.</p>	<p><b>Goal 1:</b></p> <p><b>Objective 2:</b> Engage in curricular renewal efforts to strengthen existing undergraduate and graduate academic programs and create new degree, certificate, and related programs to meet the needs of current and future students and the workforce.</p> <p><b>Objective 3:</b> provide a transformative educational experience that emphasizes experiential learning and high impact practices for all undergraduate and graduate students, prepares graduates to meet the challenges of the 21<sup>st</sup> century, enhances digital equity, and reflects the <a href="#"><i>Characteristics of a Lehman Graduate</i></a>.</p>
<p><b>Initiative 4:</b> Strengthen a university-wide ethic of care that prioritizes the well-being of our students, faculty and staff, embraces diversity, and engenders a true sense of belonging.</p>	<p><b>Goal 2:</b></p> <p><b>Objective 1:</b> Recruit, hire, develop, and retain outstanding faculty and staff committed to educational excellence, access, and equity that also model a culture of inclusive excellence.</p>

<p><b>Lehman College’s High-Level Strategies:</b></p> <ul style="list-style-type: none"> <li>• Expansion of activities to provide students with internships through the CUNY Inclusive Economy (CIE) initiative.</li> <li>• Recruitment, development, and retention of outstanding and diverse faculty informed by COACHE survey results.</li> <li>• Continued implementation of an Information Technology strategic plan.</li> <li>• Implementation of recommendations of the Campus Climate, Inclusion and Diversity Taskforce.</li> </ul>
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**CUNY Goal 3:** Advance our community through comprehensive research, engagement, and services.

CUNY Lifting New York 2023-2030 Strategic Roadmap	Lehman 2025: Roadmap to the Future
<p><b>Initiative 1</b> Amplify the quantity and quality of engaged public impact research and scholarship leveraging CUNY’s distinctive scale, diversity, and location in New York City.</p>	<p><b>Goal 2:</b></p> <p><b>Objective 3:</b> Increase the impact on the Bronx community and the New York City region more broadly through educational, cultural, and service opportunities.</p> <p><b>Objective 4:</b> Build upon areas of cross-disciplinary strength to create pillars of outstanding achievement in research, scholarship, and creative work.</p>
<p><b>Initiative 2:</b> Establish CUNY as the go-to choice for student recruitment by industry partners.</p>	<p><b>Goal 1:</b></p> <p><b>Objective 2:</b> Engage in curricular renewal efforts to strengthen existing undergraduate and graduate academic programs and create new degree, certificate, and related programs to meet the needs of current and future students and the workforce.</p> <p><b>Objective 3:</b> provide a transformative educational experience that emphasizes experiential learning and high impact practices for all undergraduate and graduate students, prepares graduates to meet the challenges of the 21<sup>st</sup> century, enhances digital equity, and reflects the <a href="#">Characteristics of a Lehman Graduate</a>.</p>
<p><b>Initiative 3:</b> Develop stronger ties with alumni and friends of CUNY to amplify opportunities for engagement, new sources of financial support and a culture of lifelong learning.</p>	<p><b>Goal 4:</b></p> <p><b>Objective 2:</b> Increase the sense of community and connection to Lehman College among faculty, staff, students, and alumni.</p>

<p><b>Lehman College’s High-Level Strategies:</b></p> <ul style="list-style-type: none"> <li>• Expanded culture of grant and foundation funding.</li> <li>• Development and implementation of a strategic research plan that outlines investment in research infrastructure in STEM, health sciences, and education.</li> <li>• Embrace multiple approaches to research, discovery, and scholarship in documenting and reward faculty productivity in tenure and promotion processes.</li> <li>• Increase and implement initiatives across campus units, centers and institutes that inform and educate internal and external stakeholders about the impact of Lehman College and its students on the Bronx and the region.</li> <li>• Inspire lifelong engagement with and opportunities for alumni.</li> <li>• Leverage collaboration with Braven, pursue <i>Futures in Finances</i>, utilize the Bloomberg Lab.</li> <li>• Credit for Prior Learning</li> <li>• Professional skills development for College Assistants/students</li> </ul>
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**CUNY Goal 4:** Modernize the CUNY system.

CUNY Lifting New York 2023-2030 Strategic Roadmap	Lehman 2025: Roadmap to the Future
<p><b>Initiative 1</b> Become an automated, data-informed system that facilitates effective decision making, the optimal use of resources, and compliance with federal, state and local laws.</p>	<p><b>Goal 3:</b></p> <p><b>Objective 1:</b> Increase digital equity, optimize campus facilities, technologies, and related infrastructure.</p> <p><b>Objective 3:</b> Enhance the College’s institutional effectiveness and the success of compliance programs.</p>
<p><b>Initiative 2:</b> Explore new budget and operating models, optimizing flexibility and new sources of revenue.</p>	<p><b>Goal 3:</b></p> <p><b>Objective 2:</b> Increase Lehman’s financial foundation and flexibility through the growth of existing sources of revenue and by developing new revenue streams.</p>
<p><b>Initiative 3:</b> Provide students, faculty and staff with state-of-the-art environmentally sustainable and accessible facilities to support innovation and learning.</p>	<p><b>Goal 4:</b></p> <p><b>Objective 4:</b> Sustainability: Increase sustainable practices to reduce our carbon footprint, promoting environmental justice and supporting the climate goals of New York City and New York State.</p>

<p><b>Lehman College’s High-Level Strategies:</b></p> <ul style="list-style-type: none"> <li>• Continued implementation of an Information Technology strategic plan and automation of major paper processes.</li> <li>• Identify specific actions on campus that lower energy use, increase renewable energy use, and reduce greenhouse gas emissions.</li> <li>• Increase and incentivize productivity and efficiencies in support of student success, financial sustainability, and institutional effectiveness.</li> <li>• Monitor, evaluate, and report on the College’s financial health and sustainability.</li> <li>• Develop and implement a comprehensive fundraising outreach plan.</li> <li>• Increase external grant funding.</li> <li>• Leverage facilities to generate additional income.</li> </ul>
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