

July 13, 2022

Dr. Félix Matos Rodríguez, Chancellor
City University of New York
205 East 42nd Street
New York, NY 10017

2022 PMP Letter

Dear Chancellor Matos:

I am writing to update you on Lehman College's progress on its PMP goals. In 2017, the College launched the 90x30 challenge, a bold initiative to increase educational attainment in the Bronx—by awarding 90,000 or more degrees and credentials from the beginning of the initiative through 2030. Lehman College remains on track to meet this ambitious goal. In May 2022, the College graduated more than 3,600 graduates, representing one of the largest graduating classes at Lehman in the last three years. In Fall 2020, the College enrolled 15,091 students, a number that dropped to 14,392 students in Fall 2021, a 4.6% decline, equally reflected in the year-on-year decline registered by CUNY's senior colleges as a result of the COVID-19 pandemic. We remain committed to our access and opportunity mission and look forward to continuing our work as CUNY's most mission-critical college in the Bronx.

Progress Toward CUNY PMP and Lehman Strategic Goals

While the College continued to make progress on a number of key performance indicators, we note that some of the performance indicators from the year in review have been adversely impacted by the pandemic.

Student Success

Six-Year Graduation Rate: 53.1% of full-time, first-time freshmen who entered Lehman College in fall 2015 graduated within six years. That was a slight decrease of 0.1% over the fall 2014 cohort. Despite this minimal setback, the six-year graduation rate at the college has increased 9.5 percentage points overall since the fall 2010 cohort. Lehman remains committed to raising the six-year graduation rate to 55% for full-time, first-time freshmen who entered the college in fall 2017 as indicated in our strategic plan, *Lehman 2025*.

Four-Year Graduation Rate

Lehman College's four-year graduation rate for full-time, first-time freshmen who entered the college during fall 2017 rose to 27.9%. That was a 1.1 percentage point increase from the prior year. Overall, the four-year graduation rate has increased by 4.3 percentage points over the past five years.

Transfer Outcomes

The four-year graduation rate for all transfer students fell from 57.9% in 2020 to 55.0% in 2021 (students who entered Lehman College in fall 2017). Transfer students continue to comprise by far the largest share of Lehman College's incoming students. Despite the pandemic's impact, Lehman College

remains on track toward attaining its goal of a 57% four-year transfer graduation rate for transfer students who entered the college in fall 2019.

Retention

The fall-to-fall one-year retention rate for first-time freshmen fell by 6.8 percentage points to 73.8% for the fall 2020 cohort. In terms of semester-to-semester retention (Fall semester to Spring semester), we estimated that 87% of the 1587 first-time full-time freshmen enrolled in fall 2021 registered for the Spring 2022 semester. Awaiting final numbers from our IR unit. For Fall 2022, 55.9% of the cohort has registered so far.

It is likely that the COVID-19 pandemic, which has had a disproportionate impact on the Bronx, coupled with a sharp recovery in the labor market, has had a large impact on student decision making about college. Lehman College is undertaking a Learning Recovery Program that should help stabilize and then reverse the decline in the one-year retention rate.

Momentum

Lehman College has generally continued to increase the percentage at which first-year students accumulate 30 or more credits prior to the COVID-19 pandemic. The credit accumulation rate had peaked at 62.0% for the Fall 2019 cohort. With the pandemic shifting classes to an online format, 56.1% of freshmen who entered Lehman College during fall 2020 completed 30 or more credits.

Gateway Courses

Gateway course completion fell for the fall 2020 cohort for both English and Math on account of the pandemic. The English gateway course completion rate was 82.2%. For Math, the completion rate was 77.0%. Early data indicated that the Math rate had rebounded to 83% for the Spring 2021 cohort based on preliminary data from our Learning Recovery Program (LRP). Lehman College expects that its LRP and resumption of in-person classes will bring the Gateway course completion rate back to pre-pandemic levels. Until the pandemic, Lehman led senior colleges in the percentage of fall FTFT freshmen in baccalaureate programs who passed Gateway Math (84.8%) in the fall and spring semesters, a metric that increased by an astounding 44 percent in five years!

Curriculum renewal and innovations in pedagogy linked to student success outcomes

In AY 2021-22, the college allocated \$180,000 in funding to the Division of Academic Affairs and Student Success for a combination of curriculum renewal and innovations in pedagogy to improve student learning outcomes. As part of this funding, the Student Success Course Redesign Initiative (SSCRI) is funding 15 proposals, including redesign projects for faculty who participated in the AASCU-Early Learner Everywhere (ELE) initiative. In addition, eight proposals were selected for curriculum development. The curriculum development proposals range from the creation of a Business Ethics Certificate to the infusion of Diversity-Equity-Inclusion into the School of Education's curriculum.

During AY 2021-2022, the CUNY Board of Trustees approved the following six new minors and certificate programs:

- Minor in Environmental Policy (Department of Political Science)
- Advanced Certificate Program in Literacy Middle Childhood and Adolescence (Department of Counseling, Leadership, Literacy and Special Education)

- Advanced Certificate Program in Literacy Early Childhood and Childhood Education (Department of Counseling, Leadership, Literacy and Special Education)
- Certificate in Nursing Home Administration (Department of Health Sciences)
- Advanced Certificate Program in Actuarial Mathematics (Department of Mathematics)
- Post-Baccalaureate Certificate in Speech-Language Pathology (Department of Speech-Language-Hearing Sciences)

Career Success

Lehman College remains committed to serving as an engine of upward mobility by providing opportunities for experiential learning and career engagement. Under our 2020-2025 strategic plan, we anticipate that 30% of Lehman students would have participated in an experiential learning opportunity, especially paid internships, prior to graduating from the college. On account of the COVID-19 pandemic's impact on employers, the internship rate fell broadly across CUNY. Lehman's fell slightly less to a preliminary internship rate of 25% in 2021 (our baseline) to 19.4% in 2022. With ongoing labor market improvement, the internship rate will likely recover in the next year or two.

The CEDC Internship Program provides students with assistance in researching, identifying, and applying for internship opportunities through on and off campus events, online resources, and referrals. The CEDC Internship Program successfully transitioned services to a virtual platform, even increasing student and employer participation. AY2021-2022 (May 1 2021 to May 31 2022) provided solid results for student engagement and participation in internships and experiential learning despite the ongoing pandemic. Such programs included: (1) virtual internships and (2) mentorship/ELO programs inclusive of the CUNY Definition of Internship as Experiential Learning Opportunities in which independent internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths. Overall student participation in internships was 532.

Lehman College is also working with Braven to expand employment opportunities for its students. About 540 students have benefitted from the program since its inception in spring 2020 when the pandemic began. Braven's program uses a career accelerator course in which students are mentored by career coaches and industry partners. A key component of the program is the development of career-ready skills, including teamwork, leadership, problem solving, networking, communication, all of which are skills employers seek in all college graduates.

Another career pathways program launched by Lehman in Spring 2021 is the Bronx Recovery Corps (BRC), an integrated work-based learning experience that prepares students for meaningful careers and allows them to earn income while they study. The program, supported with external funding, focuses on infusing the Bronx with essential supports and services to advance the borough's economic recovery. About 100 hundred students have benefitted from this program. Placement sites have included the following: BronxCare Health System, Duro Workforce, HERE to HERE, Alpha Ridge Inc., Bronx District Office of United States Congressman Ritchie Torres, and Office of the Bronx Borough President's Office, among others.

Faculty, Staff, and ECP Diversity

As a Hispanic-serving institution (HSI), the College is committed to recruiting, hiring, and retaining a diverse workforce. During fall 2021, 47.8% of Lehman’s students were Hispanic and 33.4% were Black. Minority students comprised 89.2% of Lehman’s student population. Women accounted for 69.4% of the student body. The College remains committed to recruiting, hiring and retaining a diverse workforce, and its long-term aspiration is a workforce that reflects its student demography.

- **Full Time Faculty:** Lehman College’s efforts to implement new strategies to build greater diversity in its faculty continues to yield positive results. The percentage of full-time faculty who are minorities increased from 38.1% in Fall 2020 to 39.6% in Fall 2021, a 1.5% increase.
- **Gender:** At Lehman College, 53% of full-time employees were female during AY 2021-22. That figure was 53% during the prior year. Lehman College is on track to meet its goal of 55% in 2024.
- **Race/Ethnicity:** At Lehman College, 61% of full-time employees were from minority groups during AY 2021-22, 30% of full-time employees were Hispanic/LatinX and 20% were Black/African-American. Lehman College is on track to achieve its goal of 62% in 2024.
- **Italian-American:** At Lehman College, 5% of full-time employees were Italian-American during AY 2021-22. That figure was unchanged from 5% in the prior year. Lehman has set a goal of increasing that figure to 6% in 2024.

The table below shows faculty and staff diversity during the last five years:

Faculty and Staff Diversity

| FACULTY - ALL TITLES Includes substitutes | Fall 2017 as of 12/01/2017 | | Sub Total | Fall 2018 as of 12/01/2018 | | Sub Total | Fall 2019 as of 12/01/2019 | | Sub Total | Fall 2020 as of 12/01/2020 | | Sub Total | Fall 2021 as of 12/01/2021 | | Sub Total | as of 06/22/202 | | Sub Total |
|--|-------------------------------|------------|--------------|-------------------------------|------------|--------------|-------------------------------|------------|--------------|-------------------------------|------------|--------------|-------------------------------|------------|--------------|-----------------|------------|--------------|
| | Female | Male | | Female | Male | | Female | Male | | Female | Male | | Female | Male | | Female | Male | |
| Asian/Native Hawaiian/Other Pacific Islander | 15 | 17 | 32 | 17 | 17 | 34 | 17 | 15 | 32 | 16 | 17 | 33 | 16 | 15 | 31 | 15 | 14 | 29 |
| Black/African American | 26 | 14 | 40 | 30 | 14 | 44 | 32 | 14 | 46 | 35 | 16 | 51 | 35 | 16 | 51 | 38 | 16 | 54 |
| Hispanic/Latino | 23 | 29 | 52 | 33 | 28 | 61 | 32 | 28 | 60 | 30 | 30 | 60 | 28 | 31 | 59 | 29 | 30 | 59 |
| American Indian | 2 | 0 | 2 | 2 | 0 | 2 | 2 | 0 | 2 | 2 | 0 | 2 | 2 | 0 | 2 | 2 | 0 | 2 |
| Two or More Races | 2 | 1 | 3 | 2 | 1 | 3 | 3 | 1 | 4 | 3 | 1 | 4 | 3 | 1 | 4 | 3 | 1 | 4 |
| Italian American | 13 | 11 | 24 | 13 | 9 | 22 | 13 | 9 | 22 | 12 | 10 | 22 | 11 | 9 | 20 | 11 | 9 | 20 |
| White | 118 | 102 | 220 | 115 | 102 | 217 | 125 | 103 | 228 | 118 | 94 | 212 | 114 | 95 | 209 | 114 | 93 | 207 |
| TOTAL | 199 | 174 | 373 | 212 | 171 | 383 | 224 | 170 | 394 | 216 | 168 | 384 | 209 | 167 | 376 | 212 | 163 | 375 |

| STAFF - ALL TITLES (ECP, HEOs, CLASSIFIED, CLT and IT) | Fall 2017 as of 12/01/2017 | | Sub Total | Fall 2018 as of 12/01/2018 | | Sub Total | Fall 2019 as of 12/01/2019 | | Sub Total | Fall 2020 as of 12/01/2020 | | Sub Total | Fall 2021 as of 12/01/2021 | | Sub Total | as of 06/22/202 | | Sub Total |
|---|-------------------------------|------------|--------------|-------------------------------|------------|--------------|-------------------------------|------------|--------------|-------------------------------|------------|--------------|-------------------------------|------------|--------------|-----------------|------------|--------------|
| | Female | Male | | Female | Male | | Female | Male | | Female | Male | | Female | Male | | Female | Male | |
| Asian/Native Hawaiian/Other Pacific Islander | 21 | 30 | 51 | 23 | 29 | 52 | 23 | 30 | 53 | 22 | 29 | 51 | 24 | 30 | 54 | 26 | 27 | 53 |
| Black/African American | 73 | 66 | 139 | 73 | 62 | 135 | 76 | 62 | 138 | 73 | 65 | 138 | 73 | 69 | 142 | 81 | 62 | 143 |
| Hispanic/Latino | 131 | 105 | 236 | 135 | 110 | 245 | 134 | 104 | 238 | 137 | 101 | 238 | 130 | 99 | 229 | 134 | 96 | 230 |
| American Indian | 0 | 1 | 1 | 0 | 1 | 1 | 0 | 1 | 1 | 0 | 1 | 1 | 1 | 1 | 2 | 1 | 1 | 2 |
| Two or More Races | 1 | 0 | 1 | 2 | 0 | 2 | 2 | 1 | 3 | 2 | 1 | 3 | 2 | 0 | 2 | 2 | 0 | 2 |
| Italian American | 16 | 17 | 33 | 16 | 20 | 36 | 16 | 19 | 35 | 14 | 16 | 30 | 14 | 16 | 30 | 14 | 15 | 29 |
| White | 52 | 83 | 135 | 50 | 78 | 128 | 50 | 73 | 123 | 47 | 72 | 119 | 46 | 69 | 115 | 47 | 69 | 116 |
| TOTAL | 294 | 302 | 596 | 299 | 300 | 599 | 301 | 290 | 591 | 295 | 285 | 580 | 290 | 284 | 574 | 305 | 270 | 575 |

The table below shows the diversity of the President’s Cabinet:

President’s Cabinet

| CABINET - Includes President | Fall 2021 as of 12/01/2021 | | Sub Total |
|--|-------------------------------|----------|-----------|
| | Female | Male | |
| Asian/Native Hawaiian/Other Pacific Islander | 1 | 0 | 1 |
| Black/African American | 1 | 2 | 3 |
| Hispanic/Latino | 0 | 1 | 1 |
| American Indian | 0 | 0 | 0 |
| Two or More Races | 0 | 0 | 0 |
| Italian American | 1 | 0 | 1 |
| White | 3 | 1 | 4 |
| TOTAL | 6 | 4 | 10 |

| CABINET - Includes President | as of 06/22/2022 | | Sub Total |
|--|------------------|----------|-----------|
| | Female | Male | |
| Asian/Native Hawaiian/Other Pacific Islander | 0 | 0 | 0 |
| Black/African American | 1 | 2 | 3 |
| Hispanic/Latino | 0 | 1 | 1 |
| American Indian | 0 | 0 | 0 |
| Two or More Races | 0 | 0 | 0 |
| Italian American | 1 | 0 | 1 |
| White | 2 | 2 | 4 |
| TOTAL | 4 | 5 | 9 |

Diversity of First-Time Freshmen

During fall 2021, 36.0% of first-time freshmen were males, which was slightly lower than the 36.5% in fall 2020. During fall 2021, 86.5% of first-time freshmen came from underrepresented minority groups and 95.6% came from all minority groups. During fall 2020, 85.2% of first-time freshmen came from underrepresented minority groups and 94.3% came from all minority groups. The College seeks to increase the share of first-time freshmen who are male to 40.0% by fall 2024 while maintaining its high share of freshmen who come from underrepresented minority groups.

Grant Awards

Grant awards have risen impressively since 2018 from \$4.7m to more than \$23.6m.

| FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 (through June 22) |
|-------------|-------------|-------------|-------------|---------------------------------|
| \$4,702,455 | \$8,813,652 | \$7,843,932 | \$9,490,992 | \$23,628,312 |

Notes:

1. Used RF data instead of internal data; internal records prior to 2018-19 were unclear.
2. Numbers do not include PSC-CUNY or any other internal or CUNY-funded projects.
3. Numbers include grants, contracts, and cooperative agreements, and both new awards and renewals for the given fiscal year.
4. Amounts reflect only awards, not research expenditures per year.

Fundraising

After bottoming out in FY 2020 on account of the COVID-19 Pandemic, fundraising has picked up.

| FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 (through December 2021) |
|-------------|-------------|-------------|---------------|--|
| \$6,804,207 | \$5,385,347 | \$4,786,292 | \$39,858,118* | \$4,714,202 |

*-Includes \$30 million Mackenzie Scott gift.

Sustainability

During the period ending September 30, 2021, Lehman College recycled 21.16 tons of mixed paper; mixed glass, plastic, and metal containers; and metals. Lehman College composted 51.55 tons of waste and reused 3.2 tons of obsolete electronics. Waste that was recycled, composted, or reused amounted to 53.1% of total waste and 73.8% of waste excluding uncompacted construction debris. These

numbers have been profoundly impacted by COVID. Reduced campus usage and activity has resulted in numbers being artificially low or high in nearly every category. The College expects that figures for these categories will return to normal once full campus occupancy resumes.

COVID-19 Response

The emergence of the COVID-19 pandemic in March led Lehman to implement the academic continuity plan on March 23, 2020, with the College moving its academic programs and support services online. Lehman College's instructors initiated and maintained substantive and regular voice and electronic communication with students. Most course instructors continued to deliver their instruction and course content over the University's LMS, *Blackboard*, which includes components such as *Collaborate* and *VoiceThread*, a presentation and engaging tool. All instructors make use of one or more CUNY-approved collaborative platforms, including *Blackboard Collaborate Ultra*, a built-in video conferencing tool, *Microsoft Office 365/Teams*, *CUNY Webex*, *Zoom*, and *Dropbox/OneDrive* in delivering the student learning experience.

To support faculty transition to distance teaching and learning modality as a result of COVID-19, the Information Technology Division launched the online Digital Toolkit, and the Office of Online Education prepared recommendations, instructional guides, and FAQs for Faculty Going Online in a Hurry. In addition, the college provided numerous online trainings and workshops, Live FAQ sessions, "How-to" Webinar, Blackboard/Teams Office Hours, HyFlex workshops, OER trainings, and help desk assistance to name a few. Several CUNY and Lehman supported video- and audio-conferencing options were also made available to faculty and staff to support the need for live meetings. The College also appointed Faculty Technology Mentors to provide technical assistance on online delivery to faculty across all five schools.

During AY 2021-2022, Lehman College loaned more than 3,100 devices to students. The majority of student loaner devices were Chromebooks, PC laptops, mi-fi devices, and iPads. The college also provided approximately 250 loaner devices to faculty members to assist with their remote work.

To support faculty and students with online teaching and learning, the Office of Online Education continued to prepare recommendations, instructional guides, and resources for faculty and students. More than 220 faculty have participated in numerous online trainings and workshops hosted and offered through the College and CUNY.

Faculty consultations on topics of technology, pedagogy, course design/development are regularly offered to all Lehman faculty (full-time and part-time). Through mentoring programs, Lehman faculty serve as a resource and offer support across the four academic schools in leveraging technology to support student learning and quality instruction. Ten faculty mentors served in fall 2021, 11 in spring 2022, and 7 served as mentors for HyFlex teaching.

Additional resources have been created to support online students, such as the Blackboard walk-through video, tips for online student success, a guide "Should you Take an Online Class?", Student FAQs about Online Learning, and "Student Voices" about online learning. "Are You Ready?" one-hour online student orientation, for example, has the total enrollment of 17,888 students and from September 1, 2021 to May 1, 2022, students spent a total of 1,163 hours in the course. In Spring 2022, an Online Student Peer Mentoring pilot was launched to further extend support to online students.

Student Success Course Redesign Initiative (SSCRI) (December 2021-June 2022), focusing on High DWIF/High Enrollment General Education Courses, and the Curriculum Development Initiative, as well as the strategic redesign of regularly offered high-enrollment and/or multi-section online courses were supported by the Course Design Institute (March 7-June 30, 2022) (18 courses).

The Office of Online Education has been supporting the AASCU/ELE (Every Learner Everywhere) initiative (18-months: October/November 2021 - May/June 2023) engaging 10 Lehman faculty in the redesign of bottleneck courses by means of integrating digital technologies to facilitate and enhance student experience.

The Food Pantry

Before the pandemic shutdown, the food pantry operated on campus in a supermarket-style mode of service. Students were able to visit the pantry and select the items that they need, including fresh produce, frozen goods, and canned/pre-packaged groceries. A grocery bag would provide 9 meals for 3 days for one person. At the height of the pandemic, one year ago, this service was replaced with pre-packed grocery bags or by offering a \$25 gift card to students as needed.

In Fall 2021, the Lehman Food Bank returned to a supermarket-style mode of service, letting students select the food items they want, including fresh produce, frozen goods, and canned food items to their grocery bags. The Pantry is now operating Wednesdays from 10 am to 8 pm and Thursdays from 10 am to 4 pm. In addition, its online service has remained available.

Starting in Spring 2022, Lehman College partnered with World Central Kitchen Direct to offer students hot meals from restaurants throughout New York City. Students can request hot foods using text message for themselves and their households. Since March 2021, Lehman College's Food Bank has provided the equivalent of 4,790 grocery bags (43,110 meals).

Major Initiatives in Progress

Strategic Plan

In December 2021, I approved funding for the first two years of the implementation of the strategic plan following an exhaustive planning process led by the Provost to develop division/unit action plans and budget. This process involved Cabinet, the Chief Financial Officer, the College Director of Budget and Planning, and School Deans. The new [strategic plan](#), completed early in the spring 2021 semester, will guide the college over the next five years.

School of Business (The B-School)

On December 13, 2021, CUNY's Board of Trustees approved the establishment of the School of Business at Lehman, along with three new departments: Accounting; Management and Business Innovation; and Finance, Information Systems and Economics. The School of Business will be officially launched on July 1, 2022. The new school is the only business school at any public college in the Bronx and Westchester County, positioning Lehman as a major pipeline for preparing diverse talent from underrepresented populations for local, regional, national, and international workforce needs. Dr. Dene T. Hurley, former chair, department of Economics and Business, has been named interim Dean of the new school.

HS2N Reorganization

On December 10, 2021, the College submitted a formal resolution to the CUNY Board of Trustees to close the Department of Health Sciences and establish three new departments in its place: the Department of Exercise Sciences and Recreation; the Department of Health Promotion and Nutrition Sciences; and the Department of Health Equity, Administration and Technology. The three new departments, approved by the Board on May 16, will take effect in fall 2022 and will respond to regional and national workforce needs and better serve our student population. The restructuring proposal is a part of the College, and HS2N Strategic Plans to increase efficiencies across the school and position it to more fully serve the increasing demand for healthcare professionals in the growing health services sector in the region, increase support for existing programs, and enhance our students' ability to persist and complete their degrees.

Nursing, Education, Research and Practice Center

Ground was broken on a new 52,000 square-foot \$75 million, state-of-the-art Nursing, Education, Research and Practice Center in May 2020. The new building will house the Department of Nursing beginning in fall 2023. The building will combine state-of-the-art technology with classrooms, teaching and research laboratories, faculty offices, and support spaces.

Center for Innovative Teaching and Learning (CITL)

Lehman College will be launching a Teaching and Learning Commons, called the *Center for Innovative Teaching and Learning (CITL)*, to support faculty and staff in ways that enhance the scholarship of teaching, increase innovative pedagogy, and expand the College's online education footprint in the region and beyond. The bid for the TLC is currently underway.

Academic Momentum (AcMo) 2.0

On February 25, 2022, Lehman College hosted an all-day annual Academic Affairs and Student Success Leadership Retreat. This retreat, built on the foundation that was laid at the College's Lehman Student Success Summit (LS3) on October 15, 2021, marked the formal launch of AcMo 2.0 Campaign, a CUNY-wide student success initiative to improve the seamless transfer of students from CUNY community colleges to senior colleges. AcMo 2.0 builds on AcMo 1.0, launched in 2017, to improve graduation rates, especially for freshmen. Lehman's AcMo 2.0 Plan, which aligns with our strategic plan, Lehman 2025, has now been submitted to CUNY, with implementation expected over the next three years.

Lehman Online Programs

The COVID-19 pandemic created a unique opportunity to scale our online presence and to our expand our access and opportunity mission. To meet the needs of working adults who need a Lehman education but are unable to be physically present at the College, we intentionally committed to grow fully online programs that will provide the flexibility to this population while meeting their external obligations. Prior to the pandemic, the College offered a total of 7 fully online programs as follows:

Undergraduate (1):

1. Bachelor of Science in Nursing (RN to BS)

Graduate (4):

2. Master of Arts in Health Education and Promotion
3. Master of Science in Business with a concentration in Human Resource Management
4. Master of Science in Organizational Leadership (MSOL)
5. Master of Science Education, Health Teacher, PreK-12

Certificates (2):

6. Health Education Advanced Certificate Program
7. Gifted and Talented Education Certificate

I am pleased to report that a total of 21 fully online degree programs are in various stages of the approval process. These include 7 existing in-person undergraduate programs that would now have fully online components. The programs are as follows:

Undergraduate (7):

1. Bachelor of Arts, Accounting
2. Bachelor of Science, Accounting
3. Bachelor of Business Administration
4. Bachelor of Arts, Sociology
5. Bachelor of Health Services Administration
6. Bachelor of Arts, Latino Studies
7. Bachelor of Arts, Latin American and Caribbean Studies

The remaining 14 programs include 3 graduate degree programs, and 11 graduate certificates as follows:

Graduate (3):

8. Master of Science Education, Educational Administration (and initial NYS certification)
9. Master of Art, Art Education
10. Doctor of Education (EdD), Organizational Leadership, Development and Change (EdOLDC) - *New degree program awaiting final approval from the Governor*

Certificates (11):

11. Health Education (Advanced)
12. Health Teacher, PreK-12
13. Education Leadership/District Leader (Advanced)
14. Education Admin. As School Building Leader
15. Teacher Leadership (Advanced)
16. Nursing Home Administration
17. Human Rights Ed/Transformative Justice
18. Post- Baccalaureate Speech-Language Pathology
19. Clinically Rich Program (Birth-First or Second Grade-Sixth Grade)
20. Clinically Rich Program (Grades 5-12)
21. Infant/Toddler Program

These programs position Lehman as a leader in the online space by leveraging our in-house capacity through our Office of Online Education as well as our faculty expertise.

Lehman is one of 14 CUNY Colleges that implemented HyFlex instructional modality in fall 2021. HyFlex offers students the ability to choose to attend class sessions either face-to-face or online (e.g., synchronous, asynchronous). However, Lehman has invested in this technology probably more than other CUNY colleges, thanks to the collaboration between IT division, division of Academic Affairs and Student Success, and division of Administration and Finance. A total of 172 classrooms and four large lecture rooms are being reconfigured for HyFlex, with completion date set for July, 2022, making Lehman the most HyFlexed College within CUNY. Our investment in HyFlex further enhances the College's capacity to increase our online footprint and expand opportunities for increasing educational attainment in the Bronx and beyond, a goal consistent with CUNY's access and opportunity mission. We were very pleased when you visited the College in early fall 2021 and participated in a demonstration of how the HyFlex classroom works. Lehman partnered with the School of Professional Studies and other CUNY Colleges to create the HyFlex Seminar, a professional development opportunity that engages participating faculty in exploring pedagogical and technological design choices; selecting a HyFlex model and creating a course plan; practicing teaching a Hyflex session; establishing a plan to support and guide students; and generating feedback that will contribute to promising practices for HyFlex teaching and learning for the University.

Steps Taken to Improve Customer Service

Improvements at the Bursar

Lessons learned from the Pandemic combined with our preparations related to remote work have been instrumental to our Bursar office's efforts to better support our students and accommodate their needs. Remote work provided us the opportunity to stagger Bursar staffs' work schedules to be available to assist students after normal working hours Monday through Friday and during the weekend. This availability to connect with the Bursar at convenient times gives students who work or have parental or care giver responsibilities flexibility in reaching out to Bursar staff to answer questions and solve problems. This has gone a long way to increasing customer satisfaction. In fact, over the past 2 years, the number of complaints directed to the Office of the President, Provost or Vice President for Administration and Finance or requests for assistance relating to the Bursar Office have decreased dramatically from the amount received pre-COVID. In addition to providing better customer service, we have also found that the Bursar office staff is operating more efficiently.

Pre-pandemic the Division of Administration and Finance administered a customer satisfaction survey each spring and utilized a number of processes to assess and measure performance. In the last survey administered in 2019, 90% of respondents gave the Bursar's office a good or very good rating. It is our intent to once again implement customer satisfaction surveys in FY23. The division will also be reinstating our annual assessment process which sets the years goals and assesses progress in achieving the goals, along with our monthly performance metrics report which measures performance on office work goals. The division utilizes these tools to ensure departments, which includes the Bursar Office, set goals and targets for the year and measure performance and achievements. A measurable objective in the Bursar Office is to improve customer service, which is achieved through training and regular staff meetings.

Activities to Improve the Registration Process

During AY '22, the Division of Enrollment Management engaged in the following activities to smooth the registration process for both new and continuing students.

Creation of the Lehman College Help Hub: The Lehman College Help Hub supports students when attempting to register for classes, clear holds on their accounts, and access to Lehman College systems. This initiative, launched at the end of the Spring 2022 semester, offers students support both in-person and online and is viewed as an integral element in supporting students during the post-COVID recovery period. To date, the HelpHub has worked with over 800 distinct students.

EAB Navigate: EAB Navigate was launched at Lehman College during the Fall 2021 semester with the initial goal of creating a uniform approach to advising scheduling and notetaking. Presently, all of the college's administrative advising units are leveraging this system and departments from each school. To date, 35,000 appointments have been scheduled via EAB Navigate by over 10,000 distinct students.

Stellic Research Project (Gates Foundation): The Division of Enrollment Management and information technologies is actively involved in a comprehensive study on academic advising technologies and their impact on black, brown, indigenous, and low-income students. This project is expected to be completed in September 2022 and will help guide future processes.

Improved Transfer Advising with BTAG Partners: The Office of Strategic Persistence initiatives expanded Lehman's onsite transfer counseling at Borough of Manhattan Community College and Guttman Community College. This expansion allows for consistent onsite advisement across each BTAG partner school.

Funnel Huddle: The college's weekly enrollment meeting, the Funnel Huddle, is an established best practice. This weekly meeting brings together nearly 20 key student success units to discuss progress towards enrollment goals, share information, and address obstacles. This committee's uniqueness lies in its chaired by a member of the administration, with the Vice Presidents of Enrollment Management and Student Affairs serving in an observation role to help guide executive decision-making.

Collegewide Calling Campaigns: At Lehman College, every community member is a student success ambassador. As such, we conduct numerous calling campaigns to students to encourage enrollment for upcoming terms. Generally, over 100 faculty and staff volunteer to contact students, and these initiatives often reach over 2500 students. Our outcomes suggest that 10% of students we contact register within 24 hours.

Improvements to Financial Aid:

In April 2021, the Financial Aid Office implemented the Live Agent Chatbot. It was a new way for students to reach the Financial Aid Office where they could receive immediate assistance with a real financial aid advisor on-demand during office hours. It allowed students to receive the same high-quality one-on-one service with an advisor they used to receive in person. Students can reach an Advisor no matter where they are, whether on their laptop or a mobile device. They can get their questions answered instantly. The Chatbot is staffed at all times with 3-4 Advisors and more during peak periods. The Chatbot replaced our older method of responding to student inquiries via email. A typical Chatbot session can last from 5-10 minutes and the Advisor can gauge whether the student

needs a dedicated appointment after chatting with them. The Advisors can immediately set up appointments for those situations in which the conversations become too in-depth and may need more research. The Advisors will give the option for a phone call back or meeting via zoom. This has worked very well for the students and has been well utilized with 18,798 chats during the first year. In support of this effort, the college also added three financial aid advisors to support high levels of student volume.

Additionally, all Financial Aid Forms are now electronic forms that must be submitted safely via Dynamic Forms portal. This has decreased errors and sped up the process for all financial aid recipients.

Lessons Learned from the Pandemic

The Pandemic-driven changes led Lehman College to learn numerous lessons that will enable it to better serve students, increase its ability to utilize technology, and expand its capacity for improvement. Representative is the Enrollment Management division. At Enrollment Management, key changes to business practices that will be retained include:

Meeting students where they are, pre-pandemic was a term that generally spoke to the availability of day, evening, and weekend hours. The pandemic has expanded the scope of this definition to include offering services in-person, by phone, and via Zoom to accommodate the student needs. Similarly, before the pandemic, Enrollment Management did not have a mechanism for students to ask simple questions, often referring them to schedule an appointment or drop into an office for assistance. During the pandemic, the division started to use *Live Agent* to address student questions. *Live Agent* technology has allowed the division to engage with over 50,000 student questions over the past year. Enrollment Management will continue to build upon this technology as we emerge from COVID. Along the same lines of meeting students where they are, Enrollment Management has made permanent changes to its approaches to recruitment. While the division intends to return to a more traditional recruitment plan during the Fall, 2023 semester, this plan will be enhanced by continuing to host virtual tours, information sessions, and accepted student events alongside in-person events. Similarly, the college has become increasingly adept at developing online marketing campaigns leveraging *CollegeApp* software to drive leads. While these campaigns have been largely targeted toward graduate programs, the division sees value in expanding these efforts to our undergraduate, online, and continuing student marketing efforts.

From an academic perspective, the first-semester performance of Lehman's Fall 2020 cohort was a wake-up call that the college needed to address pandemic-related learning loss during high school. The college launched a Learning Recovery program during Summer 2021 to support the incoming Fall 2021 cohort. This program combines academic, social, peer, and economic interventions to enhance student outcomes. The initial impact of these interventions will be assessed at the start of Fall 2022 semester.

Plans for Fall 2022

We continue to work to fully return the campus to its pre-pandemic space mindful of lessons learned. Our instructional modality report for courses scheduled for fall semester is at 58% in-person; 15%

Hybrid; and 28% Online, levels closer to where we were as a college prior to the pandemic. We are also planning for full support services back at the campus upon fall reopening.

Financial Position and Strategic Direction

At the start of the fall 2021 semester, Lehman College had a fund balance of approximately \$23.754 million. This fund balance has afforded the college flexibility in addressing the rapidly-developing challenges presented by the COVID-19 pandemic and in funding the College's strategic initiatives, such as those in the college's new strategic plan. Funding from the Scott Mackenzie gift has allowed the College to invest in new strategic initiatives, including support for a campus climate survey to issues of diversity and inclusion, increasing students' scholarships, expanding academic innovation and faculty scholarship, and building our fundraising capacity. Our goal is to continue to harness our resources prudently, while exploring new partnerships, and expanding opportunities for new revenue streams that would help advance our mission and strategic priorities.

Closing

Lehman College continues to work to be that transformative experience for our students and to cultivate a strong and vibrant campus for our students and our employees. Clearly, we have work to do to ensure are metrics are positive but we have a campus full of committed faculty and staff prepared to deliver on our institutional and system priorities. Lehman will continue to evaluate our initiatives and the impact them. Lehman is currently involved in a campus climate process to identify weaknesses and find ways to develop diversity, equity, and inclusion efforts that improve climate and the demographics. Of course, the campus is very focused on enrollment (including the significant gap between male and female attendance) and retention and these will be essential areas of work in the short term. Still, Lehman, even with its challenges, is well positioned to recover lost ground and advance in new areas over the next 2-3 years.