



# Strategic Growth and Investment Plan

A Blueprint for the Future



LEHMAN  
COLLEGE

CU  
NY

SPRING 2019

The Strategic Growth and Investment Plan (SGIP) seeks to strengthen the long-term health and financial sustainability of Lehman College as the most mission critical institution of The City University of New York (CUNY). It builds on the awesome mix of leadership, inspiration, and value creation for which Lehman College has been known for many decades.

Our promise to educate, engage, empower, and to transform lives and ignite new possibilities is the reason young women and men, and adults in the Bronx and beyond come to us. We are the only premier anchor public institution in the Bronx, a vital community of teachers, learners, scholars, and activists at the crossroads of that promise, dedicated to an ideal, etched in stone by our founders, of working together to “enrich the human spirit and offer to as many as [could] realize their potential, the opportunity to be so enriched.”

*Lehman will solidify its standing as a national model of a progressive urban public educational institution serving a diverse, dynamic, and engaged community of learners.*

SGIP is informed by this promise encapsulated in our 90x30 challenge, and supported by the priorities outlined in our planning documents, in particular two most recent documents, *The 2019 Self-Study* and the *2019 Thematic Priorities from Direct Reports to the Provost*.

**The Self-Study identifies seven (7) short-term operational initiatives that the College should pursue** to support and extend our

overarching goals of promoting upward mobility through educational attainment and serving as a cultural and economic hub for the Bronx and greater region. One such initiative is “developing policies and practices that will allow for the responsible expansion of online, graduate, and continuing education programs in high-demand areas.” In pursuing these policies, Lehman will solidify its standing as a national model of a progressive urban public educational institution serving a diverse, dynamic, and engaged community of learners.

**Furthermore, the thematic priorities that emerged from direct reports to the provost included six (6) key areas of focus for Lehman:**

- » Curricular Renewal and Innovation
- » Enrollment and Student Success
- » Research and Entrepreneurship
- » Building and Developing the Team
- » External Engagement, and
- » Funding Support and Telling our Story

SGIP is also informed by CUNY’s current budgetary climate and the need for the College to be prepared to absorb any potential funding challenges arising from collective bargaining negotiations. At the moment, the College has sufficient savings in The City University Tuition Reimbursement Account (CUTRA) to carry it through the next two-three years, more so than a number of other CUNY colleges. However, projected expenses will increasingly exceed income over the coming years, so it is imperative that the College chart a new course that corrects this growing imbalance and that is sustainable into the foreseeable future. Rather than wait to do this, Lehman must plan for the future, and the strategies outlined in SGIP strengthen the College’s capacity to leverage existing opportunities to advance a growth and investment climate in support of our financial sustainability and long-term health.

While we have begun planning for the development of our 2020-2025 Strategic Plan, SGIP provides a framework for allocating new and realigning current resources to achieve strategic growth in support of our mission and vision. SGIP also calls for improving efficiencies and services without increasing costs. Other college divisions are also engaged in this process, which is coordinated by the President’s Senior Leadership Team (SLT), chaired by the Provost.

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# Growth and Investment Strategies

## 1. Implement a Decentralized Approach to Adjunct Budgeting



**Adjunct Budget will be decentralized effective Fall 2019** and autonomy has been given to School deans for the management of adjunct funding. Any balances from adjunct budget will remain with the school and used at the discretion of the dean in consultation with the School Executive Committee to advance operational/strategic needs. As discussed in our May 23 Deans' Council meeting, we will use FY 2018 (fall 2017 & spring 2018) expenditures as the base budget allocation for FY 2020 (fall 2019 & spring 2020). The savings generated from this base budget allocation will be used for re-investments in schools and across units in the Division of Academic Affairs and Student Success in support of strategic priorities (e.g. investments in international recruitment, and in graduate programs such as the doctorate in nursing practice, awaiting final approval from the governor, and the proposed doctorate in educational leadership from the SoE).

*We've decentralized the adjunct budget for Fall 2019 to give school deans more autonomy*

## 2. Implement Strategies to Build/Increase /Improve Efficiencies in Curriculum and Schedule Planning

**We will implement strategies to build/increase/improve efficiencies in curriculum and schedule planning.**

This includes developing degree maps and course rotation plans for all degree and certificate programs, offering courses in different delivery formats/modalities (e.g. jumbo courses by FT faculty), and optimizing class sizes. Achieving the optimal use of faculty time and expertise may also include more effective management of reassigned time and departmental staffing. Each dean will have flexibility to develop and implement strategies appropriate to the school, in consultation with the School Executive Committee, staying within budget, and ensuring that program and service needs are met. In summer 2019, the Provost's Office will offer a full-day Executive Workshop to deans, associate deans, department chairs, and leadership in Academic Programs and Enrollment Management on good practices for improving efficiencies in curriculum and schedule planning.

*This will be one of a series of workshops planned for the academic leadership team in the coming year under the Provost's Professional Development Series (PPDS). Innovative best practices developed within the schools will be shared in regular updates via the Provost's eDigest.*



*New degree maps and course rotation plans will help students streamline their course load*

### 3. Re-imagine the School of Continuing and Professional Studies (SCPS)



**Re-imagine the School of Continuing and Professional Studies (SCPS)** to heighten collaboration between SCPS and the other four schools (A&H, NSS, SoE, and HS2N) in developing certificate programs, increasing Prior Learning Assessment (PLA) in support of graduate and undergraduate programs, and enhance opportunities for revenue sharing.

*Taskforce established by the President (chaired by Dr. Jane MacKillop and Dr. Dene Hurley) completed its work in June.*

### 4. Increase the Number of Matriculated International Students at Lehman College



**Increase the number of matriculated international students at Lehman College** to five (5) percent of the total student population based on a fall 2018 enrollment number. The plan should provide recommendations with respect to the following: identifying and/or expanding the types of support services at Lehman that may be unique to attracting and retaining international students at the College.

*Ad-hoc Committee established by the Provost (chaired by Dr. Teresita Levy) completed its work at the end of May.*

## 5. Expand Lehman's Online Footprint Through Graduate Programs

### Expand Lehman's online footprint through Graduate Programs

in accelerated and cohort-based models, as well as offer adult learning in blended or hybrid and residential modalities. The Office of Academic Programs has received MSCHE substantive change approval to expand online learning, and will submit College application to NC-SARA to offer distance education across state lines.

*Schools are in discussion with the Provost regarding development of new programs and/or marketing of existing programs.*

Currently, we have four fully online degree programs, with three at the graduate level as follows:

- » Master of Arts in Health Education and Promotion
- » Master of Science in Business with a concentration in Human Resource Management (coming in Fall 2019)
- » Master of Science in Organizational Leadership (coming in Fall 2019)

And one at the undergraduate level as follows:

- » Bachelor of Science in Nursing (RN to BSN)

We also have two Post-Masters Certificates recently approved by Middle States:

- » Advanced Certificate in Health Education
- » Advanced Certificate in Talented and Gifted Education



*Lehman College now offers four fully online degree programs and two Post-Masters Certificates*

## 6. Expand External Partnerships and Funding Opportunities to Support Student Learning, Career Opportunities, and Faculty Scholarship

**Expand external partnerships and funding opportunities to support student learning, career opportunities, and faculty scholarship.** On the student learning and career opportunities space, Lehman is currently engaged in discussions with multiple partners and CUNY Central on apprenticeship programs. On the research and creative activities front, a new director for ORSP was hired this spring, and a taskforce on research and creative activities will begin work in fall 2019 to identify and leverage opportunities for external funding.

*Institutional Advancement will begin working with school deans this summer to identify funding priorities for the schools and develop strategies to meeting these priorities.*



## 7. Strengthen Data and Technical Infrastructures



**Data and Technical Infrastructure:** In order to achieve the goals of this plan the campus will need to work together and with partners to enhance **current data infrastructure**, and build out needed elements which may not exist. In light of that, a key element of this plan will include a cross-divisional approach to data and data policy that builds our capacity to deliver timely, accurate, relevant, and integrated data between SCPS and the other schools. It should also address siloes that exist, such as financial aid, so that measures of performance, productivity, and cost can be considered when making strategic decisions.

*Together with SPA, OIRPA, and IT, this should happen concurrently with other campus conversations.*

The strategies outlined in our SGIP were approved following multiple conversations between the Provost and various stakeholders (e.g. President's Senior Leadership Team, President's Advisory Board, Division of Administration and Finance, and the Council of Deans). By implementing these action steps regarding resource planning, growth opportunities, and investment, we will:

- » ensure that the College persists as the model of financial stability and remains relevant and competitive in the face of the uncertainty and disruption in today's higher education landscape;
- » be able to meet the labor force needs of the Bronx and State of New York; and remain the premier anchor public institution in our region; and
- » expand the college's revenue streams in ways that further help advance our mission and vision of transforming lives and igniting new possibilities.

# Fast Facts

## Lehman College offers

- 80 undergraduate majors and programs
- 3 undergraduate certificates
- 65 master's degree programs
- 33 graduate certificates

## Five schools

- Arts and Humanities
- Education
- Health Sciences, Human Services & Nursing
- Natural and Social Sciences
- Continuing and Professional Studies

## Enrollment

(Fall 2018)

- 14,787 total (12,639 undergraduate students; 2,148 graduate students)
- 13,000 students in certificate, continuing education and professional studies programs

## Recent Recognition

3rd highest mobility rate in the U.S. (success at propelling lower-income graduates into the top 40 percent of wage earners nationwide) among four-year public colleges. [Source: The Equality of Opportunity Project]  
#1 among Hispanic Serving Institutions in the U.S. for helping students climb the economic ladder. [Source: American Council on Education]

## Faculty

(2017-18)

- 381 full-time
- 639 part-time

## Undergraduate Profile

(Fall 2018)

- Gender:** 68% female/32% male
- Age:** 46.2% are 22 years-old and under; 14.3% are 35 years-old and over
- First generation college students:** 56%
- Born outside the U.S.:** 35%
- Numbers of cultures represented:** 130
- Household income:** 50% below \$30,000
- Race/Ethnicity (undergraduate):** 53% Hispanic; 30.3% Black/Non-Hispanic; 6.8% White/Non-Hispanic; 7% Asian/Pacific Islander; 2.7% Non-Resident Alien; less than 1% American Indian/Native Alaskan

## Residency

- 59.9% from the Bronx
- 20.1% from Manhattan and other New York City boroughs
- 10.4% from Westchester County

## Top 5 Declared Majors

### Undergraduate

- Nursing
- Business Administration
- Psychology
- Sociology
- Health Services Administration

### Graduate

- Nursing
- Social Work
- Counselor Education
- Special Education/Early Childhood
- Early Childhood Education

## Financial Aid, Undergraduates

- 63% receive grant or scholarship funding
- 55% receive Pell grants
- 19% have federal student loans



LEHMAN COLLEGE  
DIVISION OF

Academic Affairs  
& Student Success