

Lehman College Performance Goals and Targets 2011-2012

University Goal: Raise Academic Quality	Targets
University Objective 1. <i>Strengthen CUNY flagship and college priority programs and continuously update curricula and program mix</i>	
University Target 1.1:	
Colleges and programs will be recognized as excellent by all external accrediting agencies	<ul style="list-style-type: none"> • Three departments: 1) Math and Computer Science, 2) Journalism, Communication and Theatre, and 3) Chemistry will complete external reviews. • Two departments will submit reaccreditation documents: Chemistry will submit documents to the American Chemical Society and Social Work will submit documents to the Council on Social Work Education (CSWE). • The substantive change document for online education will be submitted to Middle States.
University Target 1.2	
CUNY and its colleges will draw greater recognition for academic quality and responsiveness to the academic needs of the community	<ul style="list-style-type: none"> • New program proposals will be submitted for the following: 1) Multimedia Studies Program, 2) BA/MA Programs in Biology, 3) Dual Degree Program in Business with the Universidad Apec, Dominican Republic (UNAPEC), 4) BBA specialization with major in hospital management and 4) Biology/Computer Science minor. • The curriculum will be revised for two departments: 1) Latin American and Puerto Rican Studies and 2) Environmental, Geological and Geographic Sciences. • The Library will apply for curricular approval for a library instruction credit course for LEH program.
University Target 1.3	
Colleges will improve the use of program reviews, analyses of outcomes, enrollment, and financial data to shape academic decisions and resource allocation	<ul style="list-style-type: none"> • Undergraduate Studies will develop metrics for the analysis of student pathways to success, including transfer students and natives, to demonstrate trends in course, major, and program selection for defined cohorts. • The School of Continuing and Professional Studies will develop a 3-year strategic plan. • The Library will produce a 2-year development plan for Access Services as part of the Library's Technology Plan.
University Target 1.4	
Use of technology to enrich courses and teaching will improve	<p>Academic Affairs</p> <ul style="list-style-type: none"> • The Department of Social Work will assess the use of asynchronous learning methods involving classroom instruction supplemented by use of Blackboard. • The Department of Biological Sciences will use technology in the gateway courses, i.e., virtual labs will e-run alongside wet labs, to assess the effectiveness of virtual labs. • The Library will launch online Information Literacy modules in various formats and incorporate into instructional sessions; pilot Information Literacy instructions using Mobile Web resources; design and offer two Information Literacy workshops for student veterans; launch Master's Theses repository on Sharepoint portal; and conduct comprehensive Web Usability testing to assess functionality and effectiveness of website.

	<p>Information Technology</p> <ul style="list-style-type: none"> • The IT project to upgrade classrooms to technology enhanced classrooms is a multi-year project. This year, IT will upgrade sixteen classrooms resulting in a total of 178 technology upgraded classrooms or 81% of the classroom inventory. • IT will enhance instruction with technology through a comprehensive, integrated and responsive faculty and staff development program by offering seventy-five (75) training sessions in FY 2012. This is a 10% increase from the sixty-eight (68) training sessions offered in 2010-2011.
University Objective 2. Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity	
University Target 2.1	
Colleges will continuously upgrade the quality of their full and part-time faculty as scholars and as teachers	<ul style="list-style-type: none"> •The Office of the Provost will conduct two (2) workshops for department chairs. • To enhance teaching effectiveness, Undergraduate Studies will conduct twelve (12) New Faculty seminars; develop a pilot orientation for adjuncts; conduct fifty (50) workshops for faculty teaching with technology; co-produce a workshop with the Library on staging research; co-host six (6) workshops with the English Department through Lehman's Teaching and Learning Commons, and organize six (6) presentations of faculty and student scholarship and creative work through the Multi-Media Center. •The Office of Research and Sponsored Programs will conduct sixteen (16) faculty proposal development workshops to strengthen the grant writing skills of faculty and increase the number of proposals that are written. •The School of Education will gather baseline data and conduct an analysis of full and part-time faculty including degrees, publications, presentations, grants, diversity, and % of teaching since 2008 to establish a professional development plan with measurable indicators. • The Library will implement and assess library faculty peer observation program of Information Literacy classes.
University Target 2.2	
Increase faculty research/scholarship	<ul style="list-style-type: none"> • The Division of Academic Affairs will initiate the college-wide reporting on academic scholarly and creative work through Digital Measures. • The School of Arts and Humanities will host a speaker series with at least ten (10) invited speakers. •The Department of History in collaboration with the School of Education will host a symposium for high school teachers on best practices in teaching Global History.
University Target 2.3	
Instruction by full-time faculty will increase incrementally	<ul style="list-style-type: none"> • The % of instructional FTEs delivered by full-time faculty will increase from 48.9% to 49.5%. • Mean hours taught by full-time new faculty will be maintained at 7.9. • Mean hours taught by full-time veteran faculty will increase from 7.3 to 7.6.
University Target 2.4	
Colleges will recruit and retain a diverse faculty and staff	<p>Subject to the availability of funding and the successful completion of approved searches, recruit and hire diverse full-time faculty in the following areas:</p> <ul style="list-style-type: none"> • The School of Natural and Social Sciences will hire six (6) full-time faculty: two in Math and Computer Sciences, two in Economics/Business, one in Social Work, and one in Nursing. • The School of Arts and Humanities will hire three (3) full-time faculty: one in Spanish Language, one in Composition/Professional Writing, and one in Composition and Creative Writing. • The School of Education will hire one (1) full-time faculty for Science Education

University Goal: Improve Student Success	
University Objective: Ensure that all students receive a quality general education and effective instruction	
University Target 3.1	
Colleges will provide students with a cohesive and coherent general education	<ul style="list-style-type: none"> • Undergraduate Studies will establish objectives and goals for the revision of Gen Ed requirements and the enhancing of a liberal arts education in response to CUNY Pathways; implement ePortfolios in Freshman Seminars (LEH 100); initiate audit/analyses of Writing Intensive sections to improve basic writing skills based on the new rubric developed in 2010-2011; and extend Writing in Disciplines/Writing in Majors for selected majors to include more departments. • Faculty in at least six (6) departments will take part in the Writing Across the Curriculum program to develop writing-intensive 300-level required courses. This is the second year of a three-year initiative.
University Target 3.2	
Colleges will improve basic skills and ESL outcomes	<ul style="list-style-type: none"> • The % of non-ESL SEEK students who pass skills test in one year will increase 2%, from 89.5% to 91.5%. • The % of SEEK and ESL students who pass skills tests in two years will increase 3%, from 75% to 78%. • The % of SEEK and ESL students who pass all basic skills tests within two years will increase 3%, from 75% to 78%. • The % of entering first-time freshmen who increase their reading test score over the summer will increase 2%, from 88% to 90%. • The % of entering first-time freshmen who increase their writing (essay) test score over the summer will increase from 81.1% to 82%. • The % of entering first-time freshmen who increase their math COMPASS I (arithmetic) test score over the summer will be greater than 93.4% • The % of entering first-time freshmen who increase their math COMPASS 2 (algebra) test score over the summer will increase from 92.1% to 92.5%. • The % of instructional FTEs in lower division courses delivered by full-time faculty will increase from 39.1% to 39.5%.
University Target 3.3	
Colleges will improve student academic performance, particularly in the first 60 credits of study	<ul style="list-style-type: none"> • The % of students passing freshman composition and gateway mathematics courses (combined indicator) with a C or better will increase from 80.3% to 81.0%. • The % of students passing gateway mathematics courses with C or better will increase from 69.8% to 70.5%.
University Target 3.4	
Colleges will reduce performance gaps among students from underrepresented groups and/or gender	<p>With regard to one-year retention rate of first-time freshmen enrolled in baccalaureate programs (full-time entrants):</p> <ol style="list-style-type: none"> a. The URM-non-URM gap will be reduced from -1.2 to -0.5. b. the Male-Female gap will be reduced from -8.6 to -6.5.
University Target 3.5	
Colleges will show progress on implementing faculty-driven assessment of student learning	<ul style="list-style-type: none"> • Undergraduate Studies will analyze the effect of tutoring, academic coaching and mentoring, especially Supplemental Instruction, on the performance of students in STEM/gateway courses; measureable benchmarks and baselines will be established. • All undergraduate programs will assess one program level objective of student learning and the graduate programs will begin to conduct formal assessments of student learning.
University Objective 4. Increase retention and graduation rates and ensure students make timely progress toward degree completion	
University Target 4.1	

Colleges will facilitate students' timely progress toward degree completion	<ul style="list-style-type: none"> • The % of freshmen and transfers taking courses in the summer after entry will increase .7%, from 28.8% to 29.5%. • The ratio of undergraduate FTEs to headcount will be maintained at 0.77. • The % of students with a major declared by the 70th credit will increase .5% to 85.5%. • The average number of credits earned by full-time first-time freshmen in the first twelve months will increase from 25.3 to 25.8.
University Target 4.2	
Retention rates will increase progressively	<ul style="list-style-type: none"> • 1-year retention rate of full-time freshmen in baccalaureate programs will increase 1% to 81%. • 2-year retention rate of full-time freshmen in baccalaureate programs will increase 2% to 67%. • 1-year retention rate for full-time transfer students will increase from 76.2% to 77%. • 2-year retention rate for full-time transfer students will increase from 68.3% to 68.6%
University Target 4.3	
Graduation rates will increase progressively in associate, baccalaureate, and masters programs	<ul style="list-style-type: none"> • 6-year BA/BS graduation rate will increase from 34.5% to 36%. • 4-year BA/BS graduation rate will increase from 14.4% to 15%. • 4-year MA/MS graduation rate will increase from 72.3% to 73%. • 4-year graduation rates for full-time transfers will increase from 45.5% to 46%. • 6-year graduation rates for full-time transfers will increase from 57.5% to 58%.
University Objective 5. Improve post-graduate outcomes	
University Target 5.1	
Professional preparation programs will improve or maintain the quality of successful graduates	<ul style="list-style-type: none"> • Achieve or maintain pass rate of 100% on NYSTCE exams including the LAST, ATS-W, and Content Specialty Tests (CST). • Attain 88% pass rate or higher on NCLEX for the year.
University Target 5.2	
Job and education rates for graduates will increase	<ul style="list-style-type: none"> • Academic Affairs will develop a process to collect student post-graduation career and education pathways. • The School of Education will develop a job placement information plan. • Career Services will assess learning outcomes for students participating in the Mock Interview Clinic Program.
University Objective 6. Improve quality of student and academic support services	
University Target 6.1	
Colleges will improve the quality of student support services and academic support services, including academic advising, and use of technology, to augment student learning	<p>Academic Affairs</p> <ul style="list-style-type: none"> • Academic Affairs will pilot the use of ePortfolios for transfer students and create a Transfer Council to strengthen transfer student success. • The School of Education will restructure student support services/advisement/program coordination based on the 2010-2011 self-study recommendations and refine and expand the student advisement survey to assess satisfaction with services. • The Library will design a cell phone self-guided "Tour of the Library". • The Library will develop a usage baseline for the new Virtual Reference and chat services and increase the use of these services by 10% through improved marketing.

	<p>Information Technology</p> <ul style="list-style-type: none"> Establish a 2011 baseline of Lehman email use by students and implement measures that maximize student access to Lehman/CUNY information and resources. Develop mobile version of the Lehman website that includes integration with social networking platforms to enhance college outreach activities and improve marketing and recruitment initiatives. <p>Student Affairs</p> <ul style="list-style-type: none"> Prepare for the Spring 2012 anticipated opening of the new Child Care Center; meet standards set for by NAEYC to operate a high quality child care program and continue to prepare for emerging criteria set forth by the academy to meet reaccreditation standards. Prepare for SEVIS audit to ensure re-certification by the U.S. Department of Homeland Security. Increase the number of student participants in the Herbert H. Lehman Student Leadership Training program by 29, from 46 to 75 students.
University Goal: Enhance Financial And Management Effectiveness	
University Objective 7. Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses	
University Target 7.1	
Colleges will meet established enrollment targets for degree programs; mean SATs/CAAs of baccalaureate entrants will rise	<ul style="list-style-type: none"> Increase total enrollment from 12,115 to 12,302. Increase the enrollment of the School of Continuing Education 1%, from 10,555 to 10,660. Increase total FTEs from 8,357 to 8,487. Increase the mean SAT score of regularly admitted first-time freshmen from 1016 to 1030. Increase the mean CAA of regularly admitted first time full-time freshmen from 84.5 to 85.
University Target 7.2	
Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges.	<ul style="list-style-type: none"> The School of Education will develop a plan to expand the joint degree program with Hostos Community College to include middle and high school teacher education programs. A minimum of three new articulation agreements will be developed. The BMCC@ Lehman initiative will be supported with classrooms, office space, computing and printing facilities and technology.
University Target 7.3	
Colleges will meet 95% of enrollment targets for College Now, achieve successful completion rates, and increase the number of students who participate in more than one college credit course and/or precollege activity	<p>College Now will:</p> <ul style="list-style-type: none"> Achieve a total registration of 1324 Achieve a 90% completion rate in college credit courses Achieve a persistence rate of 40%.

University Objective 8. Increase revenues and decrease expenses	
University Target 8.1	
Alumni-corporate fundraising will increase 10%.	Alumni-corporate fundraising will increase 10% to \$4,851,834. (This goal is based on the performance average of three fiscal years 2009 (\$4,132,238), 2010 (\$4,488,716) and 2011 (\$4,611,320) plus the 10% increase.)
University Target 8.2	
Each college will achieve its revenue targets including those for Adult and Continuing Education	Lehman College will achieve its revenue targets and the revenue target for the School of Continuing and Professional Studies.
University Target 8.3	
Colleges will improve or maintain sound financial management and controls	<ul style="list-style-type: none"> • The online management tool (LOMRS) will be enhanced to include PS Regular data. • The electronic Personnel Action Form (PAF), piloted spring 2011, will be used by all academic departments for adjunct reappointments. • IT will provide an easy-to-use, accessible and comprehensive analytic reporting dashboard to support administrators in planning college initiatives, programs and activities.
University Target 8.4	
Colleges will implement financial plans with balanced budgets that align their expenditures with their academic priorities.	Lehman will have a balanced budget that is aligned with academic priorities.
University Target 8.5	
Contract/grant awards will increase	Contract/grant awards will increase. The increase will be determined when the final data are available in July.
University Target 8.6	
Indirect cost recovery ratios will improve	Indirect cost recovery will increase. The increase will be determined when the final data are available in July.
University Objective 9. Improve administrative services	
University Target 9.1	
Colleges will make progress within a declared capital campaign	The amount raised towards the \$40 million capital campaign at the end of FY 2010-11 is \$36,884,418. The FY 2011-2012 target is to reach the \$40 million capital campaign goal in cash and pledges by year end, two years ahead of the 2014 targeted completion date. Discussions will begin spring 2012 to re-set the capital campaign goal to meet the needs established in <i>Achieving the Vision</i> , the College's Strategic Plan that ends in 2018.
University Target 9.2	
Student satisfaction with administrative services will rise or remain high at all CUNY colleges	Student satisfaction with administrative services (registration procedures, testing office, financial aid services, and billing and payment procedures) will remain high. Lehman currently exceeds the senior college and University averages.

University Target 9.3	
Colleges will improve space utilization	<ul style="list-style-type: none"> • The % of instruction delivered on Friday, nights, and weekends will increase or be maintained at 50.2%, which is above the senior college average. • A new modular Child Care Center will be built on campus to accommodate 140 children of students. This new facility will replace the current child care center that services a maximum of 70 children. • Renovate Organic Chemistry teaching lab (Davis 307) and the food teaching and research lab (Gillet Hall). • A facility plan and funding request will be developed in consultation with the Central office for the relocation of the Nursing program.
University Target 9.4	
All colleges will improve compliance with Board policies, Risk Management, collective bargaining agreements, and applicable laws.	<ul style="list-style-type: none"> • New protocols and practices for international programs will be established in compliance with CUNY policies. • Environmental Health and Safety will increase the number of compliance audits for areas more prone to receiving citations, for example, HazWaste Satellite Accumulation areas. The audits will increase from one (1)/semester to two (2)/ semester. • Restructure Campus Risk Management Plan so campus risks are ranked on a campus-wide basis rather than by department; separate out Audit Control aspects from Risk Mitigation measures and identify additional Audit Controls for campus risks. • Complete project to assess compliance with EEO/sexual harassment, domestic violence and violence in the workplace policies and procedures; issue report and recommendations.
University Target 9.5	
All colleges will make timely progress on CUNYfirst Implementation	<ul style="list-style-type: none"> • Lehman is a WAVE 2 College with a “Go-live” date in November 2011. • IT will provide an easy to use, accessible, comprehensive analytical reporting dashboard to supplement CUNYfirst reporting and incorporate relevant additional College data. This tool is critical to support College offices in making academic, business, and financial decisions based on timely and relevant data.
University Target 9.6	
Each campus should have a functioning campus Sustainability Council with broad representation from the campus community, and have a recognized, multi-year campus Sustainability Plan	Lehman’s Sustainability Council will continue to meet regularly and add members from the campus community as necessary. The College’s multi-year plan will be reviewed and updated as needed.