

# ACHIEVING THE VISION

*By Building on a Strong Foundation*

STRATEGIC DIRECTIONS FOR LEHMAN COLLEGE 2010 – 2020



CONDENSED VERSION



## MISSION

Lehman College serves the Bronx and surrounding region as an intellectual, economic, and cultural center. Lehman College provides undergraduate and graduate studies in the liberal arts and sciences and professional education within a dynamic research environment, while embracing diversity and actively engaging students in their academic, personal, and professional development.



## VISION

Lehman College has entered a new era in its history as an institution of higher education. Already known for its outstanding faculty, dedicated staff, superb library, art gallery, theaters, speech and hearing clinic, and athletic facilities, the College will now build a new state-of-the-art, environmentally “green” science facility that will invigorate faculty and student research as well as prepare Lehman students for science-based careers.

Supported by the University’s expanding technological resources, the College will promote creative teaching

strategies, greater access to courses through online learning, off-campus access to library resources, and enhanced student services. The new Multimedia Center will stimulate technological innovation in all areas of communications and the arts for both the College and the region.

Lehman has always been a commuter campus that prides itself on its diversity and commitment to multicultural understanding. Now, the College looks forward to providing a residential experience to attract a wider range of students and to developing new learning communities to enhance student success.

Lehman College will prepare students to live and work in the global community through new interdisciplinary programs, such as environmental studies and international business, along with study abroad and experiential learning opportunities. The College’s geographic information systems and numerous partnerships with schools, hospitals, social service and governmental agencies, small businesses, major corporations, and cultural and scientific institutions will contribute to the economic development of the region. Service learning and internship opportunities will be further developed to foster the engaged citizenship and commitment to public service embodied in its namesake, Herbert H. Lehman.

Recognized for small classes, close interaction between students and faculty, a successful Teacher Academy and Honors College, and a caring and supportive environment, Lehman College will celebrate its fiftieth anniversary in 2018 as the college of choice in the region, committed to preparing students for graduate studies, professional careers, and lifelong learning.

## VALUES

Lehman College is committed to providing the highest quality education in a caring and supportive environment where respect, integrity, inquiry, creativity, and diversity contribute to individual achievement and the transformation of lives and communities.

## GOAL 1: EXCELLENCE IN TEACHING, RESEARCH, AND LEARNING

### Objective 1.1:

#### Recruit, support, and retain distinguished faculty.

- 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 program.
- Support and reward creative teaching and excellence in research and scholarship.
- Support the professional development of new and mid-career faculty members through orientations and ongoing mentoring by senior faculty.
- Enhance intellectual and cultural activities on the campus.
- Foster academic leadership development opportunities for department chairs.

### Objective 1.2:

#### Support existing academic programs and develop new programs of exceptional quality informed by a rigorous review process.

- Ensure that liberal arts and sciences remain the core emphasis of the College, while strengthening professional programs.
- Strengthen general education and provide a curriculum and resources essential to an outstanding liberal arts and sciences and professional curricula.
- Strengthen and expand existing programs in STEM disciplines and health sciences.
- Develop, strengthen, and realign programs in emerging fields of knowledge.

- Pilot new programs through the School of Continuing and Professional Studies.

- Foster a culture of continuous assessment focused on evaluating student learning outcomes to improve academic programs.

### Objective 1.3:

#### Achieve greater external recognition and success of academic programs.

- 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.
- Foster a dynamic research/creative activities environment to promote both student achievement and greater faculty success.
- Develop a robust collaboration and alignment between academic programs in the arts and campus entities dedicated to the visual and performing arts.
- Seek professional accreditation in all programs, where available, such as AACSB accreditation for business programs.

### 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.

- 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.
- Increase faculty engagement in campus life by improving non-instructional facilities.
- Assess Library needs guided by best practices of space utilization to promote the increased use of its resources for study and research.

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## GOAL 2: ENHANCED STUDENT SUCCESS

### Objective 2.1:

#### Recruit well-prepared, promising, and motivated students of diverse ethnicities and cultures consistent with the College's mission.

- Maintain policy of raising undergraduate freshman and transfer admissions standards in line with other leading senior CUNY colleges.
- Continue to develop and implement a comprehensive enrollment management plan to shape Lehman's student composition in accordance with CUNY's projections for growth.
- Support collaborative efforts between Lehman College and its principal feeder community colleges to improve credit transfer and ensure a smooth transition for students.

### Objective 2.2:

#### Strengthen academic resources and student support services.

- Develop a coordinated institutional approach to undergraduate advising.
- Offer the courses and support services necessary to increase student retention, progression, and four-year and six-year graduation rates.

- Improve the quality and availability of academic and student support services as well as IT technical support.

- Develop an alumni mentoring program to support students in their career and professional development and encourage lifelong ties to the College.

### Objective 2.3:

#### Enhance student experience and life on campus.

- 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.
- Establish a student housing program to provide on- and off-campus accommodations.
- Enhance initiatives that support student leadership training and professional development, including internships, service learning, and civic engagement projects.
- Prepare students to live and work in the global community through new interdisciplinary programs, study abroad, and experiential learning opportunities.
- Assess the feasibility of moving Lehman intercollegiate athletics from NCAA Division III to Division II.



## GOAL 3: GREATER INSTITUTIONAL AND FINANCIAL EFFECTIVENESS

### Objective 3.1:

**Integrate institutional planning and assessment to improve effectiveness.**

- Modify the budget planning and resource allocation process to better integrate them with institutional assessment and achieve greater transparency.
- Foster a culture of continuous assessment focused on institutional effectiveness to improve overall performance.
- 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.
- Create the administrative infrastructure necessary to support on-going planning, assessment, and continuous improvement initiatives.

### Objective 3.2:

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

- Increase funding from individuals, corporations, and foundations and coordinate fundraising through the Division of Institutional Advancement in partnership with the Lehman College Foundation.
- Expand and deepen faculty skills and expertise and increase support in seeking government and foundation research awards.

### Objective 3.3:

**Increase visibility and alumni engagement.**

- Develop and implement a strategic marketing and communications plan to enhance the College's image and standing.
- Develop and implement a plan to promote greater alumni engagement in the life of the College.



## GOAL 4: COMMITMENT TO ENGAGEMENT AND COMMUNITY SERVICE

### Objective 4.1:

**Enrich the community through increased engagement of the College's resources.**

- 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.
- Increase participation of the general public in cultural programs and events on campus.

### Objective 4.2:

**Improve the health and educational well-being of the community.**

- Strengthen and broaden the College's connections with New York City schools to improve student academic achievement.
- Improve the health and well-being of the community through research, service, recreational programs, and partnerships.
- Promote a healthier and greener environment through example and partnerships with government agencies, educational institutions, organizations, and businesses.

### Objective 4.3:

**Contribute to the economic vitality of the Bronx and surrounding region.**

- Address workforce needs through collaborations with employers in growing and emerging sectors of the economy.
- 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.

