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COLLEGE

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NY



Aligning Goals & Objectives

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Role of Alignment

- Every institution has a destination into the future shaped by its:
 - Mission
 - Vision
 - Values
 - Goals
- Alignment maximizes the probability that institutions can reach their destination by choice, not chance



Where Performance is Lost

Leading causes of the strategy-to-performance gap:

- Inadequate or unavailable resources: 20%
- **Poorly communicated strategy: 14%**
- **Actions required for execution are not clearly defined: 12%**
- Unclear accountability for execution: 11%
- Organizational silos and culture block execution: 10%
- Inadequate performance monitoring: 8%
- Other factors: 24%

Source: Michael C. Mankins and Richard Steele, "Turning Great Strategy into Great Performance," *Harvard Business Review*, July-August 2005.

Alignment

Strategic success depends on variables including:

- Mission
- **Goals consistent with that mission**
- **Objectives consistent with those goals**
- **Decision making consistent with those goals and objectives**
- **Resources (human, financial, physical, etc.) required to serve that mission**

Where Performance is Lost

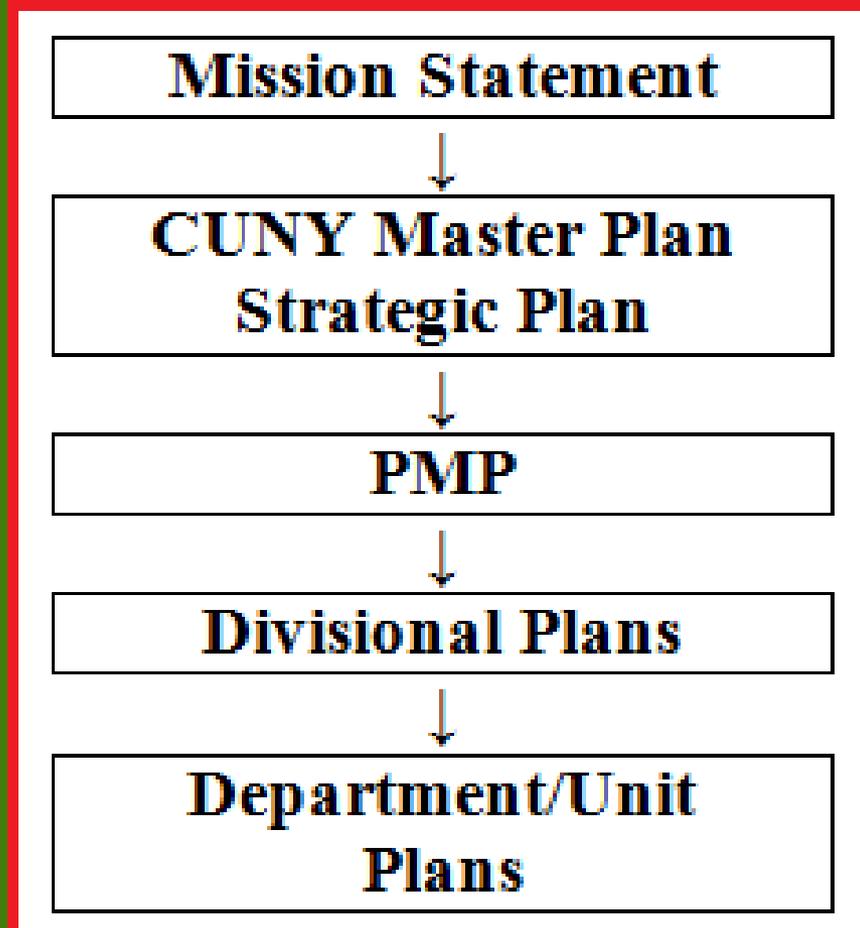
Essentially, a quarter of the strategy-to-performance gap results from alignment-related issues.

Effective Planning & Execution

Depend on:

- Self-understanding
- Understanding the environmental context
- Strategic direction (mission, vision, values, long-term goals)
- **Alignment of plans, resources, and decision making**
- Capacity to adjust

Aligned Plans



Lehman College Mission Statement

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**.

Lehman College Strategic Plan

Achieving the Vision: Four Strategic Goals:

- Goal 1: Excellence in teaching, research, and learning
- Goal 2: Enhanced student success
- Goal 3: Greater institutional and financial effectiveness
- Goal 4: Commitment to engagement and community service

Mission-Strategic Plan Alignment

Mission Statement	Strategic Plan
Serves the Bronx and surrounding region	Goal 4: Commitment to engagement and community service
An intellectual, economic, and cultural center	Goal 1: Excellence in teaching, research, and learning Goal 4: Commitment to engagement and community service
Liberal arts and sciences and professional education	Goal 1: Excellence in teaching, research, and learning
Dynamic research environment	Goal 1: Excellence in teaching, research, and learning Goal 3: Greater institutional and financial effectiveness
Actively engaging students in their academic, personal, and professional development	Goal 1: Excellence in teaching, research, and learning Goal 2: Enhanced student success Goal 4: Commitment to engagement and community service

The PMP

Four Areas:

- Access and completion
- Career success
- Knowledge creation and innovation research
- Funding model

PMP targets for Lehman College are consistent with its mission and strategic plan

The PMP

Examples of aligned PMP targets:

- PMP Goal A.2: CUNY will...raise by ten points the six-year graduation rate for bachelor's programs (consistent with strategic plan, goal 2)
- PMP Goal C.1: Increase enrollment in STEM majors, with emphasis on increasing participation of women and minorities (consistent with strategic plan, goals 1 and 2)
- PMP Goal E.3: Expand capacity by making more efficient use of CUNY's facilities; rely on technology to meet enrollment demands (consistent with strategic plan, goal 2)

Divisional Goals

- Each division should have a strategic plan
- That plan should be linked to the institutional context (mission, strategic plan, PMP)
- The divisional strategic plan should include key performance indicators, shorter-term strategies with timeframes related to implementation/fulfillment
- Based on assessment outcomes and other developments, that plan should be updated annually

Example

Enrollment Management Strategic Goals from Penn College:

3 year strategic plan

- Goal 1: Recruitment/Marketing: Identify pathways for increasing student enrollment (tied to the institution's perception of a strategic opportunity to appeal to a wider audience of prospective students)
- Goal 2: Matriculation Process: Coordinate matriculation services to provide students with the knowledge to successfully transition to college (linked to the institution's goal of mitigating obstacles to student success)
- Goal 3: Student Retention: Increase student success (anchored to the institution's strategic goal of increasing retention rates and improving graduation rates)

Example

Penn College Enrollment Management Strategic Goals:

- Strategies with timeframes exist for pursuing the goals:
 - Strategy 3.04: Develop academic orientation programs for new students upon their arrival beginning in fall 2015
- Key performance indicators exist for some of the strategies to evaluate progress
 - Strategy 3.01: By fall 2017, raise the 1st and 2nd year retention rate for first-time, full-time freshmen pursuing bachelor's degrees from 70% to 74%

Linking Unit Planning

Unit planning should be undertaken in the context of the:

- Institutional mission
- Institutional strategic plan
- PMP
- Divisional plan/goals
- Unit mission
- Unit strategic plan (if it exists)

All unit goals should be able to be tied back to the institutional context

Unit Planning

Requested funding should be divided between:

- One-time or temporary investments
- Recurring funding
- Any future revenue streams should be identified in notes attached to the unit planning template

Progress Reports

Progress reports for each unit goal should be developed at least annually. These reports should:

- Be short (1-2 pages)
- Be linked to relevant institutional/divisional goals
- Discuss key observations/assessment findings
- Set forth action items

Alignment Building Blocks

Lehman College's 90x30 Goal:

Lehman College will double from 45,000 to 90,000 the number of high-quality degrees and certificates that its students are expected to earn by 2030.

Alignment Building Blocks

Lehman College's 90x30 Goal:

4 Basic Questions (Hollowell, Middaugh, and Sibolski Framework):

1. Who are the institution's intended markets?
2. What is the range of essential services needed to fully serve those markets?
3. What is the most appropriate and effective institutional "branding" that will reach out to those markets?
4. How will the institution know if it is successful in reaching and serving those markets?

Alignment Building Blocks

Lehman College's 90x30 Goal:

- The target market is the Bronx (consistent with Lehman College's mission of serving the Bronx and surrounding community)
- The target market has been specified on the College's 90x30 FAQ page:
<http://www.lehman.edu/90x30/faq.php>

Alignment Building Blocks

Lehman College's 90x30 Goal:

- Each division would need to identify programs/services to increase enrollment from the target market, retain those students, and graduate them
- Various units in each of the divisions will address the 2nd-4th questions from the Hollowell, Middaugh, and Sibolski Framework

Alignment Building Blocks

Lehman College's 90x30 Goal:

- Various units in each of the divisions will address the 2nd-4th questions from the Hollowell, Middaugh, and Sibolski Framework
- Question 2: Highly relevant to: Advising, Athletics/APEX, Career Services, Counseling, Financial Aid, Health Services, Disability Services, Public Safety, Registrar, etc.
- Question 3: Highly relevant to: Admissions, Public Relations
- Question 4: All units (these are the key performance indicators)

Alignment Building Blocks

Lehman College's 90x30 Goal:

Examples of activities to pursue the goal:

- Recruitment process changes to expand reach
- Application process changes to simplify the applications process
- Financial aid (workshops, increased collaboration with targeted high schools)
- Increased philanthropic support for high profile programs or student success initiatives
- Marketing for segmented audiences (to increase reach and enhance enrollment yields) – needs to be purposeful, memorable, and truthful
- Leveraging alumni in activities
- Increased use of technology (overcome manpower limits, automate routine high-demand services to free up manpower for high-value services, etc.)

Alignment Building Blocks

Lehman College's 90x30 Goal:

All the activities are tied back to the goal and detailed in the unit planning template (**slide 18**).

Contact Information

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