



# STRATEGIC PLAN FOR RESEARCH

Lehman College  
The City University of New York  
2015-2019



**LEHMAN**  
COLLEGE



## MISSION

Lehman College values research and scholarship in all forms as vital to the interests of the college, faculty, students, and community. High caliber research and scholarship are critical to the college's reputation and its ability to carry out its mission. It is within the scope of the Lehman College mission statement to create and grow an active environment of scholarship and research. Specifically, this environment will foster: 1) a thriving research culture that pursues, produces, exchanges, and disseminates high-quality innovative research and scholarship by faculty members and students; 2) Programs of mentoring and information sharing; 3) Engagement in this research through intra- and inter- disciplinary collaborations; 4) dynamic and multi-scaled efforts at the faculty, graduate, and undergraduate levels; 5) integration of research and scholarship into the classroom 6) Entrepreneurial use of research findings that lead to the development of new information and products of benefit to the College and Community.



*Lehman maintains both research and teaching greenhouses.*

The Strategic Plan for Research is aligned with the strategic goals of *Achieving the Vision: Strategic Directions for Lehman College 2010-2020 and Lehman's Mission Statement*. This Strategic Plan for Research ensures that the College leverages its collective intellectual vigor to create a culture of research and support a spirit of Grantsmanship aimed at elevating Lehman's pedagogical and scholastic profile.

The success of this plan is contingent upon the adoption of research and scholarship as central to advancing Lehman College. The strategies to achieve the goals and objectives will become part of action plans that are developed for each department; action plans that will include a timeline and deliverables that will be weighed, recognized, and rewarded.

## RESEARCH VISION

*Lehman College will be the epicenter of research and creative scholarship in the Bronx, which is grounded in a research-rich core curriculum that nurtures and supports student success and faculty development.*



*Lehman is the only college in New York City with a research cornfield.*

### **GOAL 1: PROMOTE FACULTY/STUDENT ENGAGEMENT IN THE RESEARCH ENTERPRISE**

#### **Objective 1.1 Promote Mentorship**

- 1.** Create a searchable "Expertise" Database that allows faculty to self-identify areas of expertise and find internal experts and collaborators.
- 2.** Create Proposal Database of Funded proposals that classifies awards by cross-cutting themes and provides samples of successful applications.
- 3.** Establish an Internal Program for Peer Review by utilizing the existing Faculty Research Advisory Board (FRAB).

- 4.** Grow external mentorship opportunities by earmarking recovery funds to allow for external, expert review of draft proposals prior to submission.

### Objective 1.2 Interdisciplinary Collaborations

1. Increase faculty utilization of COS PIVOT database by 30% via workshops, email blasts, and ongoing one-to-one communication between ORSP and faculty.

### Objective 1.3 Grantsmanship across the Curriculum (GAC)

1. Increase internal faculty research budget line to include an additional 10K for faculty professional development in Grantsmanship in the form of a Grantsmanship Summer Training Institute.

### Objective 1.4 Information Sharing

1. Establish a virtual research commons for faculty, staff, and students using existing technological resources such as Academic Works and Digital Measures.

### Objective 1.5 Promote Student Research

1. Increase the number of undergraduate students engaged in research by appointing faculty ambassadors for undergraduate research from each school.
2. Introduce a research Capstone requirement for graduation by piloting a LEH 100/300 capstone course.
3. Engage LSAMPS participants in the Research enterprise via graduate assistantships in LEH 100/300 capstone courses.



*Basic scientific and qualitative literacy is a learning outcome for all Lehman students.*

### Objective 1.6 Promote Diversity among Lehman Faculty Researchers

1. Attract faculty from diverse backgrounds to Lehman by increasing the visibility of Lehman among doctoral-degree granting, minority-serving institutions.
2. Increase Ph.D applicants from underrepresented minorities by hosting seminar series for graduating undergraduate and graduate students on applying to Ph.D programs.



*Comprehensive institutional planning and assessment ensure excellence in the College's research infrastructure.*

## GOAL 2: PROMOTE RESEARCH AND SCHOLARSHIP

### Objective 2.1 Increase marketing and research visibility internally and externally.

1. Publish a research magazine showcasing faculty/student scholarship for distribution to targeted audiences.
2. Create Faculty/Student Research Videos to educate the Lehman community about the research taking place on-campus.
3. Integrate campus-wide and nation-wide marketing campaigns to increase the visibility of Lehman College and its research enterprise.

### Objective 2.2 Promote the independence of existing research centers and institutes

1. Increase the self-sufficiency of existing centers and institutes by providing customized research planning tools and resources.

### **Objective 2.3 Increase Revenue from Grants and Contracts**

1. Analyze the administrative costs of sponsored programs and earmark 1% of recovery revenue from FY16 earnings to reinvest in the research enterprise.
2. Establish and preserve the minimum fiscal investment to be protected and provided for the research enterprise in lean years.
3. Maintain and increase current investment in sponsored programs administration as proposal and award numbers increase.

### **Objective 2.4 Recognize and support faculty research and scholarship**

1. Implement processes to ensure that research and scholarship activity is appropriately weighted and rewarded.
2. Improve communication with the Vice Chancellor for Research around opportunities for collaboration and faculty/student achievements.

### **Objective 2.5 Research in the curriculum/classroom**

1. Increase research-rich core curriculum in GEN-ED by exploring the creation of LEH 100/300 capstone course.

### **Objective 2.6 Build research infrastructure and resources**

1. Recruit high quality research active new faculty, offer competitive start up packages, and dedicate research space on campus.



*A Lehman alumnus teaches math to third-graders in a Bronx public school.*

2. Align faculty searches to support areas that allow team building and strengthen focus areas, and that increase Lehman's ability to collaborate with other entities to compete for larger funding opportunities.
3. Invest in maintaining useful equipment already owned and in cutting-edge research equipment and space across disciplines.

## **GOAL 3: PROMOTE ENTREPRENEURIAL INITIATIVES**

### **Objective 3.1 Utilization of Business and Technology Incubators**

1. Promote the visibility and availability of the business and technology incubators to faculty and students.

### **Objective 3.2 Community engagement in fundraising.**

1. Engage Bronx local businesses and stakeholders in the research enterprise at Lehman by strengthening partnerships with schools, hospitals, corporations, and cultural and science-rich institutions, such as the New York Botanical Garden, Bronx Zoo, Museum of Natural History, and Wave Hill.

### **Objective 3.3 Promotion of Technology Transfer**

1. Increase faculty awareness and use of services offered by the Technology Commercialization Office by inviting the CUNY Director of Industrial –Academic Research to present a workshop at Lehman.