The new strategic plan establishes specific long-term directions for Lehman College based on the College’s core values, vision and mission and the expectations of the College’s stakeholders. The new plan serves as a management tool that assists decision-makers in evaluating initiatives and allocating resources to reach institutional goals in light of external threats and opportunities. The strategic plan includes parameters that help decision-makers:

Establish priorities among competing initiatives.

Determine whether new initiatives should be pursued.

Evaluate programs and services.

Help each of us identify what we need to fulfill the goals of the new plan.
FACILITATE A PROCESS THAT BUILDS FROM AREAS OF STRENGTH, PROMISE AND OPPORTUNITY TO CREATE A 5-YEAR STRATEGIC PLAN TO GUIDE THE FUTURE OF LEHMANN COLLEGE.
QUALITIES OF SUCCESSFUL PLANNING
Qualities of Successful Planning

DRIVEN BY VALUES, VISION, MISSION → “STRATEGIC POSITION”
Qualities of Successful Planning

DRIVEN BY VALUES, VISION, MISSION → “STRATEGIC POSITION”

- Lehman’s “place” relative to its competitors:
  - For students
  - Faculty & staff
  - Resources

- It’s image.....
  - Internally
    - Self concept
  - Externally
    - Employers
    - Graduate & Professional Schools
    - Alumni
    - Benefactors

The Key: How are or could we be truly distinctive?
Qualities of Successful Planning

- Driven by Values, Vision, Mission → “Strategic Position”
- Open & Collaborative
- Positive
- Conversational – Avoids Planning Jargon
- Developed by Campus
- Actionable: Focused on Big Ideas & Limited Number of Goals
Process Must Avoid Too Many Goals, Performance Metrics and Strategies Lest the Plan Become a “Letter to Santa”

Should have:

- 4 - 6 Goals (max)
- 6 - 8 (max) Performance Metrics for Each Goal
- 4 - 5 Strategies (max) for each Goal for Achieving Performance Metrics
Qualities of Successful Planning

- Driven by Values Vision, Mission → “Strategic Position”
- Open & Collaborative
- Positive
- Conversational
- Developed by Campus
- Actionable: Focused on Big Ideas & Limited Number of Goals
- Measurable and Assessed Annually, i.e., Balanced Scorecard
- Creative
Elements of a Strategic Plan

What are our fundamental beliefs.....
  "truths we hold as self evident?"

Looking into a crystal ball, what is our idea future?  "Lehman College is..."

Who are we?
Who do we serve?
How are we different?

In broad terms, what do we have to do to achieve our Mission?

How will we know when we have arrived?
 i.e., Performance Metrics

In specific terms, what are we going to do to achieve the Performance Metrics?
  - Why?
  - What?
  - Models