

Lehman 2025: Roadmap for the Future

Strategic Plan Town Hall

Thursday, February 18, 2021



LEHMAN
COLLEGE



AGENDA

10:00 - 10:10	Opening Remarks	President Daniel Lemons
10:10 - 10:25	Background and Process	Vice President Dawn Ewing Morgan
10:25 - 10:55	Draft 2020-2025 Strategic Plan Presentation	Provost Nwosu Anne Rice, Chair General Faculty
10:55 - 11:20	Question and Answer	President Lemons
11: 20 - 11:25	Next Steps	Provost Nwosu
11:25 - 11:30	Conclusion	President Lemons

Mission, Vision, and Values

MISSION

Lehman College, an urban public institution and economic and cultural catalyst in the Bronx, is a national engine for social mobility and a vibrant center of discovery and creative work, providing a transformative educational experience while advancing equity, inclusion, and social justice.

VISION

Lehman College will be a nationally recognized leader in educational attainment and the expansion of knowledge through innovative curriculum and pedagogy, original research and scholarship, and enhanced digital solutions. The College will be a model of engaged citizenship and a leading force for a more just and sustainable world.

VALUES

Inspired by the life of our namesake, Herbert H. Lehman, we are committed to:

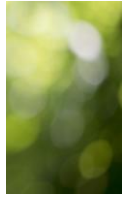
- o ***Social Justice***: Advocating for human rights, honoring differences and working towards equality and equity for all.
- o ***Excellence***: Pursuing innovative teaching, research, and scholarship to produce a diverse pipeline of leaders and change agents committed to novel and sustainable solutions and igniting new possibilities.
- o ***Ethics***: Upholding the principles of academic freedom, and demonstrating honesty, integrity, respect, and care in our interactions with others.
- o ***Diversity and Inclusion***: Fostering a campus environment that respects and values diverse perspectives and identities and where all members of the Lehman community experience a sense of belonging.
- o ***Service***: Empowering the community through the increased engagement of faculty, staff, students and alumni in outreach and partnerships contributing to individual achievement, economic development, and the common good.

Lehman 2025: Background and Process

June 2019	September 2019	Fall 2019 and Spring 2020	Spring and Summer 2020	Fall 2020	Spring 2021
The Structure	The Launch	The Work	Development Phase	Development Phase	Presentation to the Campus Community
<p>Steering Committee eight (8) Task Forces established:</p> <ul style="list-style-type: none"> ▪Guiding Statements (MVV) ▪Faculty and Staff Success ▪Institutional Effectiveness ▪Campus Climate and Diversity ▪Programs and Curriculum ▪Enrollment Management and Student Success ▪Anchor Institution ▪Resource Planning and Facility Optimization <p>100 plus faculty, staff and students All Task Force co-chairs were members of the Steering Committee</p>	<p>Week long kickoff facilitated by consultant:</p> <p>Task Force orientations/planning meetings</p> <p>Town Hall with campus community</p> <p>Series of focus groups with community partners.</p>	<p>Task forces, academic and administrative personnel and Steering Committee engaged in range of activities from research and data generation/analysis to conducting interviews, administering surveys, and generating reports.</p> <p>Outcome: 46-page document and draft guiding statements (MVV).</p>	<p>Steering Committee reviewed/refined draft documents.</p> <p>Draft Strategic Plan with four (4) goals produced.</p>	<p>Draft Strategic Plan transmitted to President.</p> <p>Mission, vision and values statements continue to be reviewed/refined by Steering Committee, Cabinet, President's Advisory Board.</p>	<p>Resolution from President Lemons to full Senate recommending endorsement of new Mission, Vision, Values statements presented to Senate 2/3.</p> <p>Draft Strategic Plan shared with campus community during Town Hall meeting 2/18</p> <p>Implementation begins.</p>

KEY ELEMENTS OF THE PLAN

- Builds on the successful work of faculty and staff in producing a diverse pipeline of leaders and change agents.
- Builds on the importance of both active and applied learning, centered in the liberal arts.
- Focuses on educational attainment in the Bronx, a commitment to social justice, and finding innovative solutions to the challenges and opportunities in the region and beyond.
- Aligns with ongoing College plans and initiatives as well as CUNY Strategic goals and sets Lehman apart as a catalytic institution and a national engine of inclusive excellence and upward mobility.
- Desire for a 5-year plan, that is short, and takes account of current realities (e.g. COVID-19) and the changing higher education landscape.



FOUR GOALS EMERGED

(What we have to do to achieve our mission)



Educate, Empower, and Engage

Goal 1: Educate, Empower, and Engage Students to Participate in a Global Society and Meet Workforce Needs



Enhance

Goal 2: Enhance Faculty and Staff Success



Sustain

Goal 3: Sustain Growth, Vitality and Institutional Effectiveness



Embrace

Goal 4: Embrace the Spirit of Community Engagement

3-4 OBJECTIVES
EMERGED FOR
EACH GOAL
(Strategic
positioning to help
the campus focus)

- Goal 1: *Educate, Empower, and Engage Students to Participate in a Global Society and Meet Workforce Needs*
 - **Objective 1:** *Make substantial progress toward achieving the 90x30 challenge.*
 - **Objective 2:** *Engage in curricular renewal efforts to strengthen existing undergraduate and graduate academic programs and create new degree, certificate and related programs that meet the needs of current and future students and the workforce.*
 - **Objective 3:** *Provide a transformative educational experience that emphasizes experiential learning and high impact practices for all undergraduate and graduate students, prepares graduates to meet the challenges of the 21st century, enhances digital equity, and reflects the Characteristics of a Lehman Graduate.*

3-4 OBJECTIVES
EMERGED FOR
EACH GOAL
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- Goal 2: *Enhance Faculty and Staff Success*
 - **Objective 1:** *Recruit, hire, develop and retain outstanding faculty and staff committed to educational excellence, access and equity and who model a culture of inclusive excellence.*
 - **Objective 2:** *Expand investment in excellence in research, scholarship, creative works, administrative and support services and professional development.*
 - **Objective 3:** *Achieve recognition as a leader in innovative pedagogy and the adoption of evidence-based practices.*
 - **Objective 4:** *Build upon areas of cross-disciplinary strength to create pillars of outstanding achievement in research, scholarship, and creative work.*

3-4 OBJECTIVES
EMERGED FOR
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- Goal 3: *Sustain Growth, Vitality and Institutional Effectiveness*
 - **Objective 1:** *Increase digital equity, optimize campus facilities, technologies, and related infrastructure.*
 - **Objective 2:** *Strengthen Lehman's financial foundation and flexibility through the growth of existing sources of revenue and by developing new revenue streams.*
 - **Objective 3:** *Enhance the College's institutional effectiveness and the success of compliance programs.*

3-4 OBJECTIVES
EMERGED FOR
EACH GOAL
(Strategic
positioning to help
the campus focus)

- Goal 4: *Embrace the Spirit of Community Engagement*
 - **Objective 1:** *Advance the ideals of the College's namesake, Herbert H. Lehman, a champion for social justice, through research, scholarship and pedagogy that promotes the body of knowledge about social justice issues and expands Lehman's impact as a catalyst for intellectual, cultural, and economic growth in the region.*
 - **Objective 2:** *Increase the sense of community and connection to Lehman College among faculty, staff, students and alumni.*
 - **Objective 3:** *Increase impact on the Bronx community and the NYC region more broadly through educational, cultural and service opportunities.*
 - **Objective 4:** *Increase sustainable practices to reduce our carbon footprint, promoting environmental justice and supporting the climate goals of New York City and New York State.*

33 STRATEGIES EMERGED (What we will do to achieve our Objectives)



- GOAL 1 = 9 Strategies
- GOAL 2 = 6 Strategies
- GOAL 3 = 9 Strategies
- GOAL 4 = 9 Strategies

Elements of a Strategic Plan

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

Looking into a crystal ball, what is our ideal
future? “Lehman College is...”

Who are we?

What do we do?

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., Measurable Objectives

In specific terms, what are we going to
do to achieve our Objectives?

- Why?
- What?
- Models

Core Values

Vision

Mission

Goals

Strategies

Strategic Position

Goal 1: Educate, Empower, and Engage Students to Participate in a Global Society and Meet Workforce Needs

- **Strategy 1.1:** Develop and implement a strategic enrollment management plan that achieves intentional recruitment of a diverse student body to include five-year target, FTE goal, and appropriate mix of students (e.g. undergraduate, freshmen, transfer, online, graduate, and international).
- **Strategy 1.2:** Launch the *Teaching and Learning Commons* (TLC) to provide support to faculty and staff in ways that enhance scholarship, increase innovative pedagogy, and expand the college's online education footprint in the region and beyond.
- **Strategy 1.3:** Establish the School of Business and seek AACSB accreditation as recommended in the Spring 2020 Business Program Review and Consultative Report to better serve the needs of students and advance regional labor demand.
- **Strategy 1.4:** Expand opportunities through on-campus student employment and external partnerships for applied/experiential learning and career engagement that assures pragmatic experiential as a signature component of a Lehman education by increasing annually the number and percentage of Lehman students who participate in high impact engagement practices such as internships, field placements, and service learning.

Goal 1: Educate, Empower, and Engage Students to Participate in a Global Society and Meet Workforce Needs, Contd.

- **Strategy 1.5:** Continue to implement strategies outlined in *Guidelines for Preparing for AY 20 – 21*, the college plan for COVID-19, as appropriate, to optimize support services that further enhance student learning such as food pantry, health, counseling, tutoring, IT and library services.
- **Strategy 1.6:** Strengthen and support research and creative works including embracing the concept of the teacher-scholar, and engage students in creation, scholarship and discovery.
- **Strategy 1.7:** Expand undergraduate research opportunities by increasing the number of students who participate in the Student Research Advisory Board (SRAB)-sponsored symposia and other related experiences at the college.
- **Strategy 1.8:** Implement the business plan for the Lehman Extension, a weekend college to broaden access and opportunity to potential students in the Bronx and beyond whose needs are not met by current programs.
- **Strategy 1.9:** Implement program and service priorities outlined in Lehman's Performance Management Plan (PMP) in support of CUNY's access and completion agenda.

Goal 2: Enhance Faculty and Staff Success

- **Strategy 2.1:** Improve representational diversity in academic disciplines and administrative units to ensure a diverse, inclusive campus community.
- **Strategy 2.2:** Increase opportunities for faculty and staff professional development *and excellence* to advance institutional goals.
- **Strategy 2.3:** Create, implement and sustain programs that foster an engaged workforce, promote retention, support the professional development of faculty and staff, and improve health and well-being.
- **Strategy 2.4:** Ensure academic and administrative continuity to maximize flexibility and minimize disruption for faculty, staff, and students and maintain our commitment to Lehman's educational mission and strategic priorities, and, as we respond to public health, financial, social justice and other critical issues affecting the College and community.
- **Strategy 2.5:** Embrace multiple approaches to research, discovery, and scholarship in documenting and rewarding faculty productivity in tenure and promotion processes.
- **Strategy 2.6:** Increase the culture of grant and foundation funding in support of innovation in pedagogy.

Goal 3: Sustain Growth, Vitality and Institutional Effectiveness

- **Strategy 3.1:** Implement a Facility Master Plan upgrade and continue to improve the facilities to support teaching and learning, student needs, enrollment growth, institutional effectiveness, and a contemporary campus.
- **Strategy 3.2:** Implement an IT strategic plan to guide the development of a virtual environment and a digital experience that is integrated into teaching, learning, and research to contribute to student, faculty and staff success.
- **Strategy 3.3:** Increase and Incentivize productivity and efficiencies in support of student success, financial sustainability, and institutional effectiveness.
- **Strategy 3.4:** Monitor, evaluate, and report on the College's financial health and sustainability.
- **Strategy 3.5:** Develop and implement a comprehensive fund-raising and outreach plan to the New York and national philanthropic community with established baseline and annual goals to realize transformational philanthropic investments and funding that will ensure the intellectual and creative capital of the students, faculty, staff and campus community.

Goal 3: Sustain Growth, Vitality and Institutional Effectiveness, Contd.

- **Strategy 3.6:** Increase grant submissions and contracts to support and increase educational, research, scholarship and creative activities.
- **Strategy 3.7** Create and execute an integrated communications and marketing program to heighten awareness of Lehman's value and its distinctive place in higher education in support of fundraising, student enrollment and retention, faculty and staff recruitment, to improve the college's visibility locally, nationally and globally and to advance other college priorities.
- **Strategy 3.8:** Grow the culture of shared responsibility and accountability for institutional effectiveness and student success among all faculty, staff, and administrators and continue to strengthen Lehman's shared governance model.
- **Strategy 3.9:** Create and sustain an inclusive campus climate guided by the recommendations of the task force on Campus Climate, Inclusion and Diversity.

Goal 4: Embrace the Spirit of Community Engagement

- **Strategy 4.1:** Enhance educational opportunities to the Bronx community and the NYC region through increased degree programs and high-quality certificates awarded through traditional and non-traditional programs to improve educational attainment.
- **Strategy 4.2:** Make the College the foremost center for the arts in the Bronx with an emphasis on Latinx Arts and Culture, integrating the work of faculty and students with community-focused performance, exhibition, and education.
- **Strategy 4.3:** Conduct a periodic economic impact study that estimates the economic benefits (e.g. employment, output, tax revenue, etc.) the College brings to the Bronx and surrounding region and use the resource in communicating Lehman's value and impact to stakeholders.
- **Strategy 4.4:** Convene a Taskforce on the Future of Work comprised of internal and external stakeholders to identify pathways that further position Lehman College to address evolving labor and environmental needs in ways that advance the Bronx and the surrounding region.
- **Strategy 4.5:** Expand 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.

Goal 4: Embrace the Spirit of Community Engagement, Contd.

- **Strategy 4.6:** Increase and implement initiatives across campus units, centers and institutes that inform and educate internal and external stakeholders about the impact of our College and our students on the Bronx and the region.
- **Strategy 4.7:** Inspire life-long engagement with and opportunities for alumni.
- **Strategy 4.8:** Continue to promote a healthier and greener environment and climate through example and partnerships with government agencies, educational institutions, organizations, and businesses.
- **Strategy 4.9:** Identify specific actions on campus that lower energy use, increase renewable energy use, and reduce greenhouse gas emissions.

IMPLEMENTATION PLAN AND BUDGET ESTIMATES

- Most difficult part of strategic planning is execution.
- Developed a planning spreadsheet to guide implementation.
- Division heads to work with faculty and staff to develop divisional action plans (includes multi-year goals, metrics and milestones) to align with campus plan, along with budget estimates using the planning spreadsheet.
- Prioritization of action plans will follow analysis of budget estimates.
- Implementation plan will then be finalized.
- Dashboard developed for annual reporting of campus progress on Lehman 2025 and determine opportunities for modification, as necessary.

QUESTIONS?



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NEXT STEPS

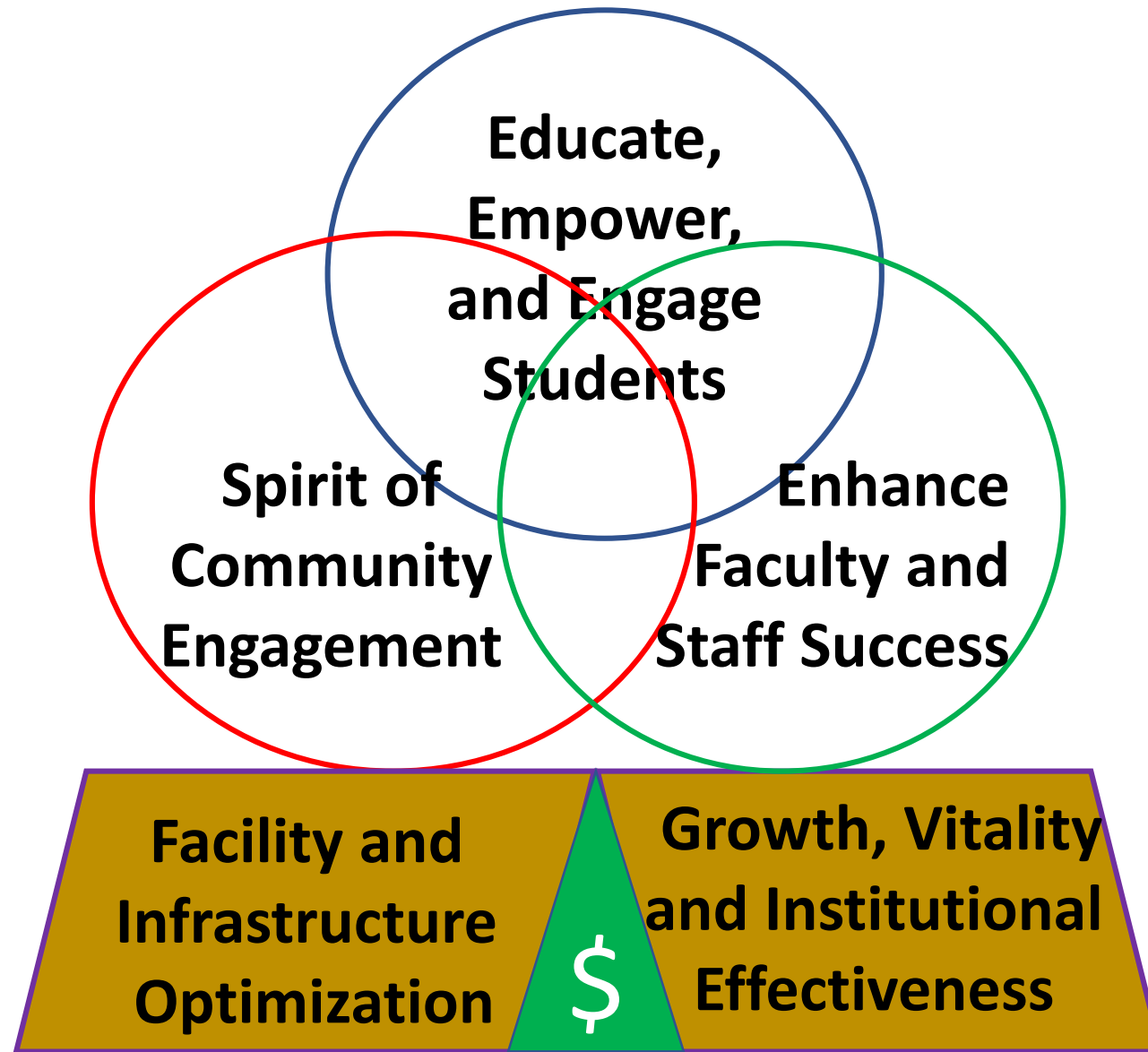


NEXT STEPS

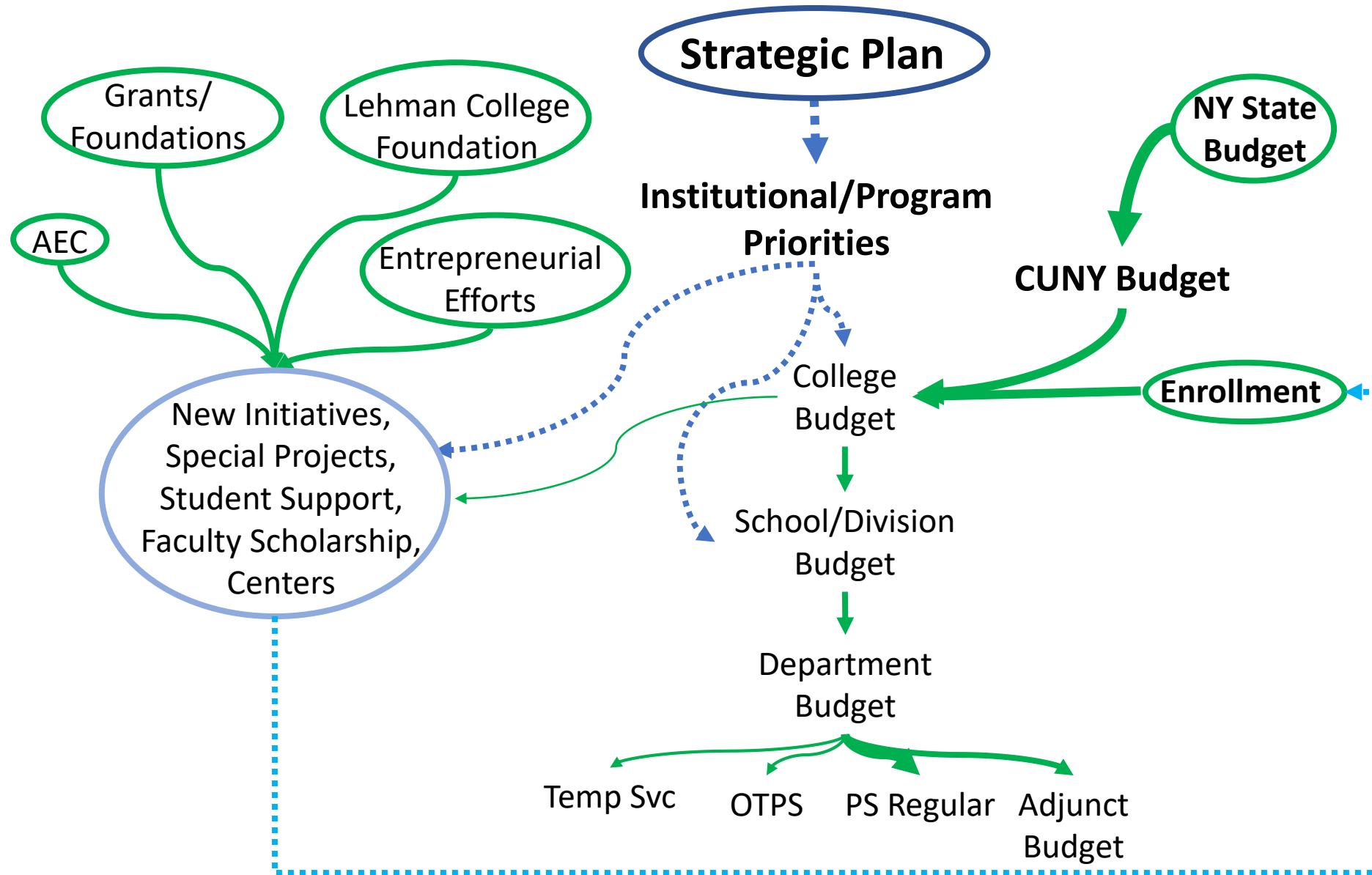


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Funding: Sources and Influences



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Thank you for attending.

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