



Lehman College

The City University of New York

2020-2025 STRATEGIC PLANNING WORKSHOP

October 21, 2019

**LEHMAN COLLEGE:
CHARTING OUR FUTURE**



2019 Strategic Planning

FRAMING THE FUTURE

2020-2025 STRATEGIC PLANNING WORKSHOP

October 21, 2019

Dr. Daniel Lemons
President

**LEHMAN COLLEGE:
CHARTING OUR FUTURE**

All in the Game

- planning is necessary and planning won't work
- change cannot be engineered and change will always occur
- there are at least two kinds of planning -- long-range and short-range
- long-range planning is the more glamorous and intellectually respectable because both its vision and its mechanisms are grand

Long-term vs. Short-term Planning

The trouble with long-range planning is that it almost never works, in part because the object of your analysis will not stand still and wait for the process to complete itself

Long-term vs. Short-term Planning

Bennis recommends an "incremental-reform model," that is, a model of making changes that do make some difference but not all the difference, for if you promise (or, rather, threaten) to make all the difference, many in the organization will interpret what you are doing as an assault on their professional legitimacy.

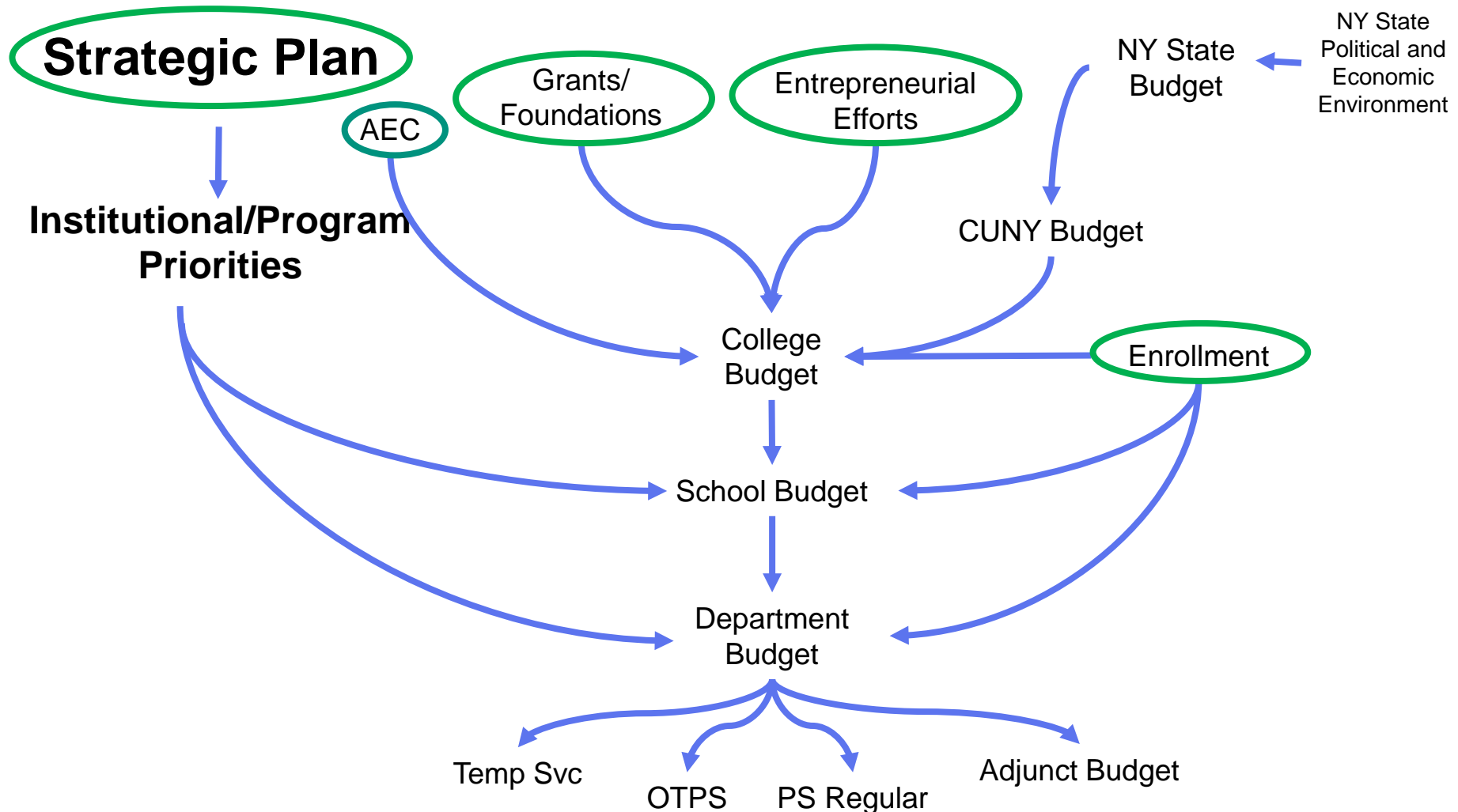
Can we make a plan that:

- doesn't just sit on a shelf?
- is dynamic and can adapt to the changes that will take place over a six year period of time?
- is actually worth the time and effort we will put into it?

What will the plan be good for?

- guide program change and creation?
- direct budget allocations?
- keep us focused on the Values, Mission, and Vision (VMV)?
- support accreditation?

The Strategic Plan and Resource Allocation



How does the SP fit with the PMP?

- CUNY's Performance Management Process (PMP) - annual goal-setting process for 2020-2024
- links to planning and goal setting by CUNY, its colleges and schools and measures annual progress toward key goals

How does the SP fit with the PMP?

- reports to Chancellor Felix Matos Rodriguez
- we don't want to be wildly aspirational
- but, we want to stretch in a way so we do better than we have been doing

This year?

Specific targets in the coming five years

- retaining and graduating students through programs like ACE
- going from 9% to 12% to 15% to 18% above our predicted graduation rates
- setting numerical goals for diversifying the faculty

Specific targets in the coming five years

- reshaping the curriculum and revitalizing the pedagogy
- adding new avenues to a degree like a weekend/evening college
- more external funding for projects and initiatives

Some big questions as we begin

1. What are our unique contributions that will help remedy the increasingly extreme socioeconomic disparities?

Some big questions as we begin

2. As we increasingly emphasize career-readiness, how do we continue to embrace our commitment to the liberal arts as foundational?

Some big questions as we begin

3. Do we understand our diversity and have we delved beyond the surface appearance of including everyone equally?

Some big questions as we begin

4. Where is the Lehman balance point for student success and faculty and staff success?

Some big questions as we begin

5. What is our responsibility and role in addressing the climate crisis that is an unprecedented environmental threat and a mega-amplifier of social injustice.

Some big questions as we begin

6. What is our distinctive way to improve the quality and quantity of learning?

Some big questions as we begin

7. How can Lehman use
interdisciplinarity to amplify its
strengths in teaching, research
and creative work?

Some big questions as we begin

8. How should innovation, technology, and more data fundamentally reshape and expand educational and scholarly possibilities?

Some big questions as we begin

9. What are our resource capacities
(human, facilities, finances...)?

Some big questions as we begin

10. How can our vocabulary help us identify our distinct features?

Framing the Future

2020-2025 Strategic Planning Workshop

Framing the Future

**Thank you for what you have done,
and will do to sustain the
momentum of Lehman College and
help it fulfill its promise.**



OPERATIONALIZING OUR WORK

2020-2025 STRATEGIC PLANNING WORKSHOP

October 21, 2019

Dr. Peter O. Nwosu

**Provost and Senior Vice President for
Academic Affairs and Student Success**

**LEHMAN COLLEGE:
CHARTING OUR FUTURE**

THE DAY

TIME

TOPIC

10:00 am

Opening Remarks: Strategic Plan

10:20 am

Lehman College: Charting Our Future

NOON

Working Lunch

1:45 pm

Next Steps & Closing Remarks

THE WEEK: FORUMS

- Community Partners (10/22)
- Alumni (10/22)
- President's Advisory Board 10/23)
- ALL Task Force Meeting (10/23)
- Student Forum (10/23)
- Steering Committee (10/24)

Guiding Statements

**VALUES / MISSION / VISION
(VMV)**

1

Faculty and Student Success

2

Program and Curriculum

3

Enrollment and Student Success

4

Revenue and Facility Optimization

5

Institutional Effectiveness

6

Diversity and Campus Climate

7

Anchor Institution

PRIORITIES

STEERING COMMITTEE

2019 Strategic Planning



Peter Nwosu/Chair	Provost and Senior Vice President for Academic Affairs & Student Success
Anne Rice/Co-Chair	Chair, General Faculty/Assistant Professor, Africana Studies
Alicia Georges	Professor/Chair, Nursing
Carl Mazza	Professor/Chair, Social Work
Dawn Ewing Morgan	Chief Diversity Officer and Executive in Charge for Human Resources
Dene Hurley	Professor/Chair, Economics and Business
Donald Sutherland	Academic Assessment Manager, Academic Programs
Elin Waring	Interim Dean, School of Health Sciences, Human Services & Nursing/Professor, Sociology
Gladys Maldoon	Deputy to the President
Gaoyin Qian	Interim Dean, School of Education/Professor, Counseling, Leadership, Literacy and Special Education
Haiping Cheng	Professor/Chair, Biological Sciences
Jane MacKillop	Dean, School of Continuing and Professional Studies
Jonathan Gagliardi	Assistant Vice President for Strategy, Policy and Analytics
Melissa Kirk	Chief of Staff, Office of the Provost
Pamela Mills	Interim Dean, School of Natural & Social Sciences/Professor, Chemistry
Paula Loscocco	Professor/Chair, English
Reine Sarmiento	Vice President of Enrollment Management and Associate Provost
Rene Rotolo	Interim Vice President for Administration and Finance/Chief Financial Officer
Ronald Bergmann	Vice President for Information Technology/Chief Information Officer
Zoila Morell	Associate Professor, Early Childhood & Childhood Education

GUIDING STATEMENTS (VMV) TASK FORCE

2019 Strategic Planning



Jane MacKillop/Chair	Dean, School of Continuing and Professional Studies
Paula Loscocco/Chair	Professor/Chair, English
Anne Rice	Chair, General Faculty/Assistant Professor, Africana Studies
Eleanor Campbell	Associate Professor, Nursing
Jonathan Gagliardi	Assistant Vice President for Strategy, Policy and Analytics
José Cao-Alvira	Interim Associate Dean, School of Natural & Social Sciences/Associate Professor, Economics & Business
Liliana Calvet	Director, Academic Standards & Evaluation/Adjunct Lecturer, Languages & Literatures
Renuka Sankaran	Associate Professor, Biology
Serigne Gningue	Interim Associate Dean, School of Education/Professor, Middle and High School Education
Siraj Ahmed	Professor, English

FACULTY AND STAFF SUCCESS TASK FORCE

2019 Strategic Planning



Pamela Mills/Chair	Interim Dean, School of Natural & Social Sciences/Professor, Chemistry
Melissa Kirk/Chair	Chief of Staff, Office of the Provost
Adeleke Akano	Graduation Specialist, Enrollement Management
Bertrade Ngo-Ngijol Banoum	Assistant Professor/Chair, Africana Studies
Danna Ethan	Associate Professor/Chair, Health Sciences
Deira Pereyra	Director, IT Applications Services
Gillian Bayne	Associate Professor, Middle and High School Education
Ian Sheinheit	Sub Assistant Professor, Journalism and Media Studies
Jonathan Yubi Gomez	Student
Luis Soltero-Rodriguez	Director, Veteran & Military Affairs
Marisol Jimenez	Director, Instructional Support Services Program
Steven Fulakeza	Lecturer, Computer Science
William Murray	CUNY Office Assistant, Public Safety
Zoraida Rosa	Associate Director, Human Resources

PROGRAM AND CURRICULUM TASK FORCE

2019 Strategic Planning



LEHMAN
COLLEGE



Elin Waring/Chair	Interim Dean, School of Health Sciences, Human Services & Nursing/Professor, Sociology
Carl Mazza/Chair	Professor/Chair, Social Work
Asmir Nikocecic	Student
Devrim Yavuz	Assistant Professor, Sociology
Janet DeSimone	Associate Professor/Chair, Counseling, Leadership, Literacy and Special Education
José Cao-Alvira	Interim Associate Dean, School of Natural & Social Sciences/Associate Professor, Economics & Business
Lisette Diaz	CUNY Office Assistant, Journalism and Media Studies
Olena Zhadko	Director, Online Education
Pamela Hinden	Director, Adult Degree Program
Susan Watson Turner	Associate Professor, Music, Multimedia, Theatre and Dance
Tyler Schmidt	Associate Professor, English
Yvette Rosario	Senior Registrar

ENROLLMENT AND STUDENT SUCCESS TASK FORCE

2019 Strategic Planning



LEHMAN
COLLEGE



Reine Sarmiento/Chair	Vice President of Enrollment Management and Associate Provost
Dene Hurley/Chair	Professor/Chair, Economics and Business
Bascillia Tousaint	Director, Career Exploration and Development Center
Celia Cruz	Lecturer, Mathematics
Chris Buonocore	Director, Student Success Initiatives
Jose Acevedo	Student
Kim Middleton	Student
Naphtali O'Conner	Associate Professor, Chemistry Department
Peggy Conner	Assistant Professor, Speech-Language-Hearing Sciences
Richard Finger	Senior Director, Enrollment Management
Stanley Bazille	EIC Student Affairs/Student Affairs
Teresita Levy	Associate Professor/Chair, Latin American & Latino Studies and Executive Director, International Programs & Community Engagement
Tracy Mejia Urena	Program Assistant, College Now

REVENUE AND FACILITY OPTIMIZATION TASK FORCE

2019 Strategic Planning



LEHMAN
COLLEGE



Rene Rotolo/Chair	Interim Vice President for Administration and Finance/Chief Financial Officer
Haiping Cheng/Chair	Professor/Chair, Biological Sciences
Anne Rothstein	Founding Director & Grants Specialist, School/College Collaborative/Professor, Early Childhood Education
Brandon Begarly	Director, Office of Research & Sponsored Programs
Jacqueline Pagan	Administrative Coordinator, Buildings & Grounds
James Mahon	Dean, School of Arts & Humanities/Professor, Philosophy
Jane Mackillop	Dean, School of Continuing and Professional Studies
Leslie Grubler	Director, Clinical Education and Clinical Services, Speech-Language-Hearing Sciences Department
Md Shahariar Ahmed	Student
Serigine Gningue	Interim Associate Dean, School of Education/Professor, Middle and High School Education
Susan Ebersole	Vice President for Institutional Advancement and Executive Director of the Lehman College Foundation

INSTITUTIONAL EFFECTIVENESS & ASSESSMENT TASK FORCE

2019 Strategic Planning



LEHMAN
COLLEGE



Donald Sutherland/Chair	Academic Assessment Manager, Academic Programs
Zoila Morell/Chair	Associate Professor, Early Childhood Education
Ameeta Persaud	Academic Assessment Manager, School of Education
Anyelina Fermin	CUNY Office Assistant, English
Edi Ruiz	Assistant Vice President, Information Technology
Evan Senreich	Associate Professor, Social Work
Jaye Jones	Interim Associate Dean, School of HS2N
Jim Carney	Assistant Professor, Journalism and Media Studies/Director of Media Studies
Karin Beck	Associate Dean, School of Arts & Humanities/Associate Professor, Languages and Literatures
Martha Lerski	Business Librarian
Sharon Jordan	Assistant Professor, Art
Tiffany Nguyen	Student

DIVERSITY & CAMPUS CLIMATE TASK FORCE

2019 Strategic Planning



Dawn Ewing Morgan/Chair	Chief Diversity Officer and Executive in Charge for Human Resources
Alicia Georges/Chair	Chair/Professor, Nursing
Alexander Núñez-Torres	Assistant Professor, Economics & Business
Amanda Dubois-Mwake	Director, International Programs & Community Engagement/Adjunct Lecturer, Latin American and Latino Studies
Anne Rice	Assistant Professor, Africana Studies
Bart Bland	Executive Director, Art Gallery
Goher Murtaza	Director, Continuing Education
Jermaine Monk	Assistant Professor, Social Work
Joan Jocson-Singh	Assistant Professor, Library
Kassandra Montes	Student
Maria Garcia	IT Center Supervisor
Maritza Rivera	Associate Director, Compliance and Integrity
Thomas O'Hanlon	Professor/Chair, Journalism and Media Studies

ANCHOR INSTITUTION TASK FORCE

2019 Strategic Planning



Ronald Bergmann/Chair	Vice President for Information Technology / Chief Information Officer
Gaoyin Qian/Chair	Interim Dean, School of Education/Professor Counseling, Leadership, Literacy and Special Education
Clarence Stanley	Director, Small Business Development Center
Crystal Farmer	CUNY Office Assistant, Career Exploration and Development Center
Dante Albertie	Director, Lehman Stages
David Gantz	Director, College Now/Adjunct Lecturer, Philosophy
Eileen Markey	Assistant Professor, Journalism and Media Studies
Jane Higgins	Interim Director, Institute for Literacy Studies
Janet Munch	Professor Archives & Special Collections Librarian, Library
José Higuera Lopez	Deputy Director, Mexican Studies Institute
Patricia Macdonna	Student
Robert Pagan	Associate Director, Alumni Engagement & Annual Fund
Sandra Madonado	Assistant Professor, Nursing
Shehzad Nadeem	Assistant Professor, Sociology
Suzette Ramsundar	Associate Director, Campus Life

Dr. Sal Rinella



- **Former President of Austin Peay State University, Clarksville, Tennessee**
- **Vice President for Administration/CFO and Vice President for Business and Finance/CFO at Cal State Fullerton and the University of Michigan**
- **Senior Associate at the AASCU-Penson Center**
- **Worked with more than 25 colleges and universities in the nation on planning**



LET'S GET STARTED

2020-2025 STRATEGIC PLANNING WORKSHOP

October 21, 2019

Dr. Sal Rinella

Former President of Austin Peay State University

**LEHMAN COLLEGE:
CHARTING OUR FUTURE**

Project Goal

Facilitate a process that **builds from areas of strength, promise and opportunity** to create a 5-Year Strategic Plan to guide the future of Lehman College.



Qualities of Successful Planning

Qualities of Successful Planning

- Driven by Values, Mission, Vision → **“Strategic Position”**

Qualities of Successful Planning

- Driven by Values, Mission, Vision → **“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?*

Distinction and Focus



Cooperative Education/
Experiential Learning



Student-Designed Paths of Study



Maryland's Honors University
Focus on STEM



?



Community Engagement &
Public Service

Qualities of Successful Planning

- Driven by Values, Mission, Vision → **“Strategic Position”**

Qualities of Successful Planning

- Driven by Values, Mission, Vision → “Strategic Position”
- Open & Collaborative
- Positive
- Conversational
- Developed by Campus
- Actionable: Focused on Big Ideas & Limited Number of Goals

Qualities of Successful Planning

- Driven by Values, Mission, Vision → “Strategic Position”
- Open & Collaborative
- Positive
- Conversational
- Developed by Campus
- Actionable: Focused on Big Ideas & Limited Number of Goals
 - A plan with too many Goals is like a letter to Santa**
 - Plan should have:**
 - 5 - 7 Goals
 - 6 – 8 (max) Measurable Objectives/Targets for Each Goal
 - 4 - 5 Strategies (max) for each Goal for Achieving Measurable Objectives/Targets

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?

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

Core Values

Vision

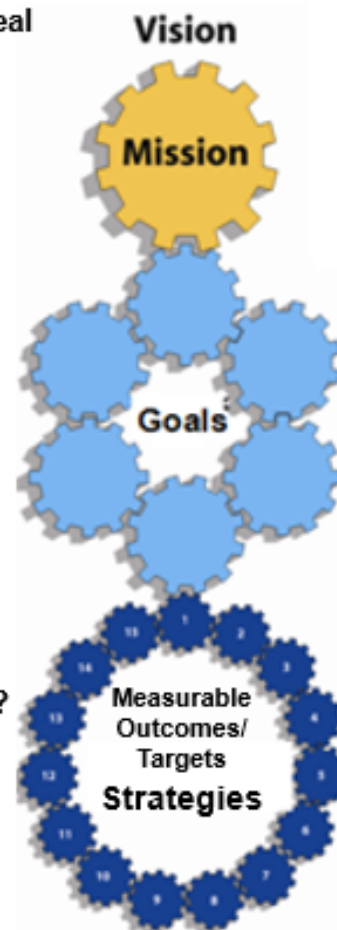
Mission

Goals

Measurable
Outcomes/
Targets

Strategies

Strategic Position



Actions & Timelines



Action	Timeline	Responsibility
A. Preparation <ol style="list-style-type: none"> 1. Develop/Refine Planning Process 2. Appoint Steering Committee 3. Appoint Guiding Statement Task Force 4. Appoint other Task Forces 	June - August 2019	
B. Initiate Planning Process <ol style="list-style-type: none"> 1. Guiding Statements Task Force: Identify Mission/Values/Vision (MVV) and Submit to Steering Committee 2. Steering Committee Reviews MVV 3. President's Cabinet Reviews MVV 4. College Senate Governance Forum –Reviews and Adopts Draft Guiding Statements (MVV) 5. Develop Strategies for attaining the goals identified by the College for long term health and sustainability (facilitated conversations) <ol style="list-style-type: none"> a. All Campus Strategic Workshop b. Community Partners Forum c. Alumni Forum d. Taskforce Workshop e. Student Forum f. Steering Committee Forum g. PAB Forum 	July - September 13, 2019 TBD TBD TBD October 21-25, 2019 October 21, 2019 10am-2pm October 22, 2019 12pm-2pm October 23, 2019 2pm-4pm October 22, 2019 5pm-7pm October 23, 2019 5:30pm-7:30pm October 24, 2019 10am-12pm October 23, 2019 10am-12pm	Loscocco/MacKillop Nwosu Nwosu Nwosu Nwosu Nwosu Nwosu Ebersole Ebersole Bazile Nwosu Gagliardi

Actions & Timelines

C. Conduct and Provide Research Support (IRPA)	November –January 2020	
D. Develop Measurable Objectives/Targets	November 2019 - February 2020	
E. Formulate Strategies For Each Goal	February 2020	
F. Review Task Forces Reports and Compile First Draft of Strategic Plan	February 2020	
G. Strategic Plan workshop presentations from Taskforces(Draft plan shared with campus)	March 2020	
H. Finalize Draft Strategic Plan and Align Plan with CUNY PMP and Goals	March 2020	
I. Develop a Budget and Implementation Plan	March 2020	
J. Develop Strategic Plan Annual Reporting Dashboards	April 2020	
K. Complete/Post/Announce Strategic Plan	April 30, 2020	

- **Qualitative:**
 - College Town Hall
 - Alumni Forum
 - Community Partners Forum
 - Student Forum
- **Quantitative:**
 - Student interest
 - Demographics
 - Regional needs
 - Workforce demands
 - Data on competitive peers

Measurable Objectives/Targets

- Task Forces identify Measurable Objectives/Targets for planning period, *e.g.*,

Goal: Enhance Enrollment and Student Success

Measurable Objectives/Targets:

- Increase headcount enrollment by ____ students
- Increase first-year retention to ____ percent
- Increase six-year graduation rate to ____ percent



Strategies

- In specific terms, what are we going to do to achieve the Measurable Objective/Target?
 - Why?
 - For Whom?
 - What?

Strategies - Example

Enhance Staff Development

A. Introduction and Background: Why? For Whom? What?

Members of the staff, often the first and most lasting impression of the University, are important partners in the academic process and to student and institutional success. In order to ensure that staff are able to meet student needs and high-quality staff will continue to be attracted to the University, it is essential that appropriate attention be paid to issues related to staff development.

This initiative focuses on programs that support the personal and professional development of staff by offering training and development programs, experiences and support needed to enable staff to learn, climb, and better serve student and the entire campus community

Strategies - Example

B. Brief Description - Actions and Elements: How?

1. Improve the new orientation program to introduce new staff to all aspects of the University:
 - a. Physical layout of the campus through a campus tour
 - b. Policies and procedures
 - c. Traditions, culture and values of the University
 - d. How they and their families can become involved with the many activities of the University
2. Study staff development needs, from their perspective, and from the perspective of the skills needed by staff in order to accomplish the institutional goals and strategies; compare the needs with what is currently available to staff; and develop an action plan to provide what is needed. Potential programs and experiences include:
 - a. Workshops, courses and certificates in selected areas
 - b. Internship/cross-training opportunities to enable staff to learn the skills of other positions
 - c. An enhanced staff appreciation event held during the academic year when everyone is on campus to celebrate the accomplishments of staff and their contributions to the teaching-learning process.
 - d. Provide time and financial help for staff to take classes and pursue a degree or certificate
 - e. Making computers available to staff who do not have one as a part of their job so that they can remain informed on campus news and events which, more and more, are being communicated online
 - f. Special discounts to campus events for staff so they and their families can afford to attend

Implementation Planning

Priority, Cost and Timing Worksheet

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W
2																							
3				Which Goals Strategies Adds to (✓)					Priority*			Additional Cost**						Timeline				Leader(s)	
4			GOALS & STRATEGIES	1	2	3	4	5	1	2	3	\$0	< \$100K	\$100-250K	\$250-500K	\$500K-1M	\$1-5M	>\$5 M	<1 Yr	2-3 Yrs	4-5 Yrs	>5 Yrs	Individual(s) Responsible for Accomplishing the Strategy
5			Goal 1:																				
6			Strategy 1																				
7			Strategy 2																				
8			Strategy 3																				
9			Goal 2:																				
10			Strategy 1																				
11			Strategy 2																				
12			Strategy 3																				
13			Goal 3:																				
14			Strategy 1																				
15			Strategy 2																				
16			Strategy 3																				
17			Goal 4:																				
18			Strategy 1																				
19			Strategy 2																				
20			Strategy 3																				
21			Goal 5:																				
22			Strategy 1																				
23			Strategy 2																				
24			Strategy 3																				
25			Goal 6:																				
26			Strategy 1																				
27			Strategy 2																				
28			Strategy 3																				

* "Priority" denotes the importance of the Strategy to the University across all Goals

** "Additional Costs" are dollars needed, above the existing budget, to achieve and maintain the Target.

Implementation Planning

Potential Funding Worksheet

	A	B	C	D	E	F	G	H	I	J	K	L
				Private Donor	Part of Capital	Foundation	Grant	3rd Party Developer	Partnership	State or Federal	New Tuition & Fees	Internal Reallocation
1												
2												
3			Goal 1:									
4			Strategy 1									
5			Strategy 2									
6			Strategy 3									
7			Goal 2									
8			Strategy 1									
9			Strategy 2									
10			Strategy 3									
11			Goal 3									
12			Strategy 1									
13			Strategy 2									
14			Strategy 3									
15			Goal 4									
16			Strategy 1									
17			Strategy 2									
18			Strategy 3									
19			Goal 5									
20			Strategy 1									
21			Strategy 2									
22			Strategy 3									
23			Goal 6									
24			Strategy 1									
25			Strategy 2									
26			Strategy 3									

Complete, Post Announce, Celebrate





Small Group Discussions

Guidelines

- This is not the be all and end all. Opportunity to share thoughts in other settings
- Think creatively
 - This is a “no dumb idea zone”
- The Vegas rule applies: “What’s said here, stays here”
- Think institution-wide rather than strictly about your unit or program
- Encouraged everyone to talk
 - Those who are quiet often have a lot to offer
- No final decisions made today, so no hills to die on
 - It’s just a conversation among colleagues

Guidelines

- **Small Group Discussions (25 minutes per question)**
 - Begin with introductions
 - Select a Facilitator and Notetaker
 - The note taker will record thoughts on a file located on the computer
 - **At the end you will highlight your top 3 ideas for each question in yellow**
 - **NOTE TAKERS:**
 - On the desktop, there are folders.
 - Open the folder that matches your table
 - EXAMPLE: Table 8, Staff (open staff folder)
 - Save the file on the computer's desktop and name it "TABLE (ADD YOUR NUMBER) and the category (STAFF, FACULTY, STUDENTS)"
 - Remember to read what you have recorded to the table group to make sure you have captured what is being said
 - If someone is speaking too fast, ask them to pause until you have collected the thoughts
 - Keep saving the document
 - We will collect it at the end

Sample Note Taking

1. **You have the opportunity to talk with a donor who is considering a very large unrestricted gift to the University. What academic or support programs would you pitch?**
 - Technology & soft skills combined
 - Interdisciplinary bachelor's degree – media & informational literacy “digital literacy”
 - Center for strategic partnerships
 - Support for students who can't afford to study abroad
 - Money for professional development
 - Strategic rural partnerships

Guidelines

- **Selected Small Group Report-Outs**
 - Facilitators will report answers to questions
 - You'll be able to write additional comments on index cards (please give leave in the middle of your table. They will be collected and passed along
 - Results will be summarized and used by the Strategic Planning Task Forces



Small Group Questions at Tables



Selected Large Group Report-Outs



NEXT STEPS

2020-2025 STRATEGIC PLANNING WORKSHOP

October 21, 2019

Dr. Peter O. Nwosu

**Provost and Senior Vice President for
Academic Affairs and Student Success**

**LEHMAN COLLEGE:
CHARTING OUR FUTURE**



CLOSING REMARKS

2020-2025 STRATEGIC PLANNING WORKSHOP

October 21, 2019

Dr. Daniel Lemons
President

**LEHMAN COLLEGE:
CHARTING OUR FUTURE**



THANK YOU

2020-2025 STRATEGIC PLANNING WORKSHOP

October 21, 2019

**LEHMAN COLLEGE:
CHARTING OUR FUTURE**