

# Lehman 2025

## Roadmap to the Future



LEHMAN  
COLLEGE



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## Institutional Context

Born out of resilience and optimism during the historic disruption of the COVID-19 pandemic that wreaked unimaginable havoc on the borough of the Bronx and New York, **Lehman 2025** provides a thoughtful and ambitious roadmap for the strategic direction of Lehman College over the next five years, 2020-2025.

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It is a plan which defines  
Lehman and sets it apart  
as a catalytic institution  
and a national engine of  
inclusive excellence and  
upward mobility.



The plan builds on the successful work of faculty and staff in producing a diverse pipeline of leaders and change agents who are committed to social justice, dedicated to igniting new possibilities and confident about finding innovative solutions to the challenges and opportunities in the region and beyond. It also builds on the importance of both active and applied learning, centered in the liberal arts as the foundation for advancing educational attainment and community engagement in the service of the Bronx and the region. Anchored by our 90x30 challenge, it is a plan which defines Lehman and sets it apart as a catalytic institution and a national engine of inclusive excellence and upward mobility. Developed through collaboration with campus and external stakeholders, **Lehman 2025** focuses on strengthening the College's long-term health and enhancing its visibility as one of the most innovative public colleges in the nation.

## 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.

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# The College will be a model of engaged citizenship.

## 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 the following values:



**Social Justice:** Advocating for human rights, honoring differences, and working towards equality and equity for all.

**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.

**Ethics:** Upholding the principles of academic freedom, and demonstrating honesty, integrity, respect, and care in our interactions with others.

**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 remarkable sense of belonging.

**Service:** Empowering the local and international 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.



## GOAL 1

# Educate, Empower, and Engage Students to Participate in a Global Society and Enhance Career Advancement

Lehman College combines excellence in curriculum and student experiences to prepare graduates who are educated, engaged, and empowered change agents and self-assured members of a global society. Our programs and curriculum will reflect the changing needs of the region and students to result in equitable outcomes. Lehman College will increase its impact through purposeful enrollment growth, innovation in curriculum and delivery, and an intentional approach to bridging theory and practice.

**Goal 1 honors Lehman's commitment to inclusive excellence and student success anchored in active and applied learning in the liberal arts.**



## Objectives

1. Make substantial progress toward achieving the [90x30 challenge](#).
2. Engage in curricular renewal efforts to strengthen existing undergraduate and graduate academic programs and create new degree, certificate and related programs to meet the needs of current and future students and the workforce.
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](#).

## Strategies

- 1.1 Develop and implement a strategic enrollment management plan that achieves intentional recruitment of a diverse student body to include a five-year target, FTE goal, and an appropriate mix of students (e.g. undergraduate, freshmen, transfer, online, graduate, and international).
- 1.2 Launch the Teaching and Learning Commons (TLC) to support faculty and staff in ways that enhance scholarship, increase innovative pedagogy, and expand the College's online education footprint in the region and beyond.



*Strategies continued*

- 1.3 Establish a School of Business and seek Association to Advance Collegiate Schools of Business (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.
- 1.4 Expand opportunities through on-campus student employment and external partnerships for applied/ experiential learning and career engagement that assures pragmatic experiential learning as a signature component of a Lehman education by annually increasing the number and percentage of Lehman students participating in high impact engagement practices such as internships, field placements, and service learning.
- 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.
- 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.

*Strategies continued*

- 1.7 Develop and implement a strategic research plan that expands undergraduate research experiences in STEM laboratories on campus and nationally, and that expands undergraduate research opportunities beyond STEM areas through increased student participation in the Student Research Advisory Board (SRAB) symposia and related activities.
- 1.8 Implement the business plan for Lehman Extension, a weekend college program to broaden access and opportunity to potential students in the Bronx and beyond whose needs are not met by current programs.
- 1.9 Implement program and service priorities outlined in Lehman's Performance Management Plan (PMP) in support of CUNY's access and completion agenda.

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Our programs and curriculum will reflect the changing needs of the region and students.



## GOAL 2

# Enhance Faculty and Staff Success

Lehman College is led by a diverse community of faculty and staff whose creativity and innovation intersect with teaching, coaching, mentoring, scholarship and academic support to achieve excellence, create knowledge, transform the lives of students and establish a more just society. The College encourages and supports faculty and staff at each stage in their professional career from the initial recruitment of outstanding individuals through the professional life cycle to achieve excellence. Faculty and staff are expected to engage students in the joys and transformative power of the pursuit of knowledge and are supported in their efforts to do so.

**Goal 2 honors Lehman's commitment to faculty and staff excellence.**





## Objectives

1. Recruit, hire, develop, and retain outstanding faculty and staff committed to educational excellence, access, and equity that also model a culture of inclusive excellence.
2. Expand investment in excellence in research, scholarship, creative works, administrative and support services, and professional development.
3. Achieve recognition as a leader in innovative pedagogy and the adoption of evidence-based practices.
4. Build upon areas of cross-disciplinary strength to create pillars of outstanding achievement in research, scholarship, and creative work.



## Strategies

- 2.1 Improve representational diversity in academic disciplines and administrative units to ensure a diverse and inclusive campus community.
- 2.2 Increase opportunities for faculty and staff professional development and excellence to advance institutional goals.
- 2.3 Develop and implement a strategic research plan that outlines investment in research infrastructure in STEM, health sciences, and education; that prepares faculty to mentor students at all levels of education, including doctoral education; that supports grant seeking and management; and that clearly identifies support of faculty research on campus.
- 2.4 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.
- 2.5 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.
- 2.6 Embrace multiple approaches to research, discovery, and scholarship in documenting and rewarding faculty productivity in tenure and promotion processes.
- 2.7 Expand the culture of grant and foundation funding in support of innovation in pedagogy.



## GOAL 3

# Sustain Growth, Vitality and Institutional Effectiveness

Lehman College will create an inclusive, welcoming campus climate, ensure sustainable financial and fund-raising models, and increase grant submissions. We will facilitate a culture of continuous improvement, optimize campus facilities, technologies and related infrastructure, and develop integrated communications to keep our community informed and enhance our regional and national visibility.

**Goal 3 honors Lehman's commitment to institutional quality.**



## Objectives

1. Increase digital equity, optimize campus facilities, technologies, and related infrastructure.
2. Increase Lehman's financial foundation and flexibility through the growth of existing sources of revenue and by developing new revenue streams.
3. Enhance the College's institutional effectiveness and the success of compliance programs.

## Strategies

- 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.
- 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.
- 3.3 Increase and incentivize productivity and efficiencies in support of student success, financial sustainability, and institutional effectiveness.
- 3.4 Monitor, evaluate, and report on the College's financial health and sustainability.



### *Strategies continued*

- 3.5** Develop and implement a comprehensive fundraising 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.
- 3.6** Increase grant submissions and contracts to support and increase educational, research, scholarship and creative activities.
- 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 and to advance other College priorities locally, nationally and globally.
- 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.
- 3.9** Create and sustain an inclusive campus climate committed to anti-racism, diversity, equity and justice guided by the recommendations of the Campus Climate, Inclusion and Diversity Task Force.





## GOAL 4

# Embrace the Spirit of Community Engagement

Lehman College will increase educational attainment as a purpose-driven institution, serve as a catalyst for social justice and change, and contribute to the region's vitality by expanding high quality educational programs to communities, creating strong talent pipelines that transform lives and ignite new possibilities for the region, and increasing collaborative opportunities and partnerships with local businesses, unions, cultural institutions, government agencies, and non-profit organizations.

**Goal 4 honors Lehman's commitment to stewardship of place.**



## Objectives

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 and beyond.
2. Increase the sense of community and connection to Lehman College among faculty, staff, students and alumni.
3. Increase impact on the Bronx community and the New York City region more broadly through educational, cultural and service opportunities.
4. Sustainability: Increase sustainable practices to reduce our carbon footprint, promoting environmental justice and supporting the climate goals of New York City and New York State.

## Strategies

- 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.

*Strategies continued*

- 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.
- 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 study to communicate Lehman's value and impact to stakeholders.
- 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.
- 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.

# Lehman College will increase educational attainment as a purpose-driven institution

## *Strategies continued*

- 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.
- 4.7 Inspire lifelong engagement with and opportunities for alumni.
- 4.8 Sustainability: Continue to promote a healthier environment and climate through example and in partnerships with government agencies, educational institutions, organizations, and businesses.
- 4.9 Sustainability: Identify specific actions on campus that lower energy use, increase renewable energy use, and reduce greenhouse gas emissions.



## Conclusion

**Lehman 2025** is designed to invigorate our stakeholders in the important task of strengthening our long-term health and enhancing our role and visibility as one of the most innovative public colleges in the nation. The path to implementing this task is laid out under each of the four goals of this strategic plan and will be further developed in divisional operational plans.

The progress we make on each goal will depend on the participation of all campus stakeholders. We are a vibrant community of teachers, learners, scholars, and activists at the crossroads of a promise, dedicated to an ideal, etched in stone more than 50 years ago by our founders, to work together to “enrich the human spirit and offer to as many as [could] realize their potential, the opportunity to be so enriched.” That ideal remains our mission and the focus of **Lehman 2025**.

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