

APPENDIX A:
STRATEGIC PLAN

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The Second Century: The Strategic Plan for Lesley University: 2009 – 2012

Founded in 1909, Lesley University now enrolls more than 8,000 students annually through its two undergraduate schools, Lesley College and the Art Institute of Boston, and two graduate schools, the School of Education and the Graduate School of Arts and Social Sciences. The University's mission builds on Lesley's past, drives its present operations, and guides its future.

Lesley University is committed to active learning, research, artistic and cultural inquiry, and close mentoring relationships among students, faculty and practitioners in the field. Lesley prepares graduates with the knowledge, skills, understanding and ethical judgment to be catalysts who shape a more just, humane and sustainable world.

Four core values support our mission:

Democracy: The fundamental purpose of education in a democratic society is to provide opportunities for all to participate fully in the cultural, political and economic life of the nation and the world. These democratic ideals are reflected in an academic environment that encourages scholarship, freedom of expression and an open exchange of ideas.

Inquiry: Lesley University is devoted to active, transformative teaching and learning, artistic creativity, critical inquiry and individual development across the lifespan. We create and deliver innovative interdisciplinary programs, high quality instruction, research and scholarship, advocacy and outreach. The University identifies and engages with new artistic, professional and educational challenges, while extending educational opportunities that serve local and global communities.

Equity: We honor, value and respect all individuals and their communities for their unique backgrounds and capacities.

Lesley learning communities educate students to provide educational, social, scientific and artistic services that meet the needs of diverse populations and underscore the importance of social justice.

Community: Learning is a collective endeavor that involves students, educators, families and communities. We believe in the power of individuals – working collaboratively – to bring about constructive change. This collective learning emphasizes personal identity and integrity as key to professional competency and effectiveness, and acknowledges each individual's relationship with local, national, global and natural communities.

LESLEY UNIVERSITY IN THE WORLD TODAY

Lesley University's 60,000 alumni, 8,000 students, and 1,000 employees seek to make a difference in education, the arts, human services and other fields in their communities and around the globe.

We are a university informed by history, motivated to make history, and willing to take calculated risks to be leaders in our fields. Our society faces challenges that are real – not academic abstractions: low levels of educational attainment; health care barriers; environmental degradation; substandard housing; the digital divide; and widening gaps in income, employment and economic opportunity. Also, a recent report describes a “growing disparity in life expectancy between individuals with high income and low income and between those with more and less education.” Our mission is to collaborate with undergraduate and graduate students who choose to be part of the solution to these problems.

At Lesley University, each academic program connects theory with practice, the classroom with the “real world,” the campus with the field placement, and the text with the experience. Our faculty and students are drawn to Lesley because of these connections – connections made evident in the speakers we bring to campus, our honorary degree recipients, art exhibits, service learning programs, and faculty and student scholarship.

These connections also directly influence the design and sustainability of our campus and our academic programs. Lesley's campus and programs are embedded within larger communities, including working neighborhoods and engaged communities of professional practice in the greater Boston area, in other locations among the fifty states, and around the world.

We design our curriculum, pedagogy and campus to embrace and support the community, and do this on a human scale, where

faculty, students and staff know one another, respect one another, and learn together.

TEN PRIORITIES FOR 2008 – 2011

1. A Singular Focus on Student Success

Student success is our mission. Our students include traditional-age college students and adults earning bachelor and advanced degrees who complete their studies on campus, at other sites in Massachusetts, in twenty-three other states, in other countries, and online. Our students' lives are changed for the good when they earn a Lesley degree, and our society is changed for the good by Lesley graduates. This focus drives our individual and collective efforts.

We want our undergraduate and graduate students to enroll, succeed and graduate with a degree on time. We will scrutinize retention and graduation rates and assess student learning to inform plans that enhance each student's total experience. Our design and use of an e-portfolio for students

will present documentation that drives institutional learning, continuous improvement and accountability. We will support this model of assessment and accountability through all levels of formal education.

2. Excellent Academic Programs

Our primary relationship with students, alumni and the larger community is through our undergraduate and graduate academic programs. We will initiate new academic programs, grow existing programs, and reconstruct or phase out some programs on an ongoing basis. These decisions are influenced by our mission, evolving social needs, and institutional expertise. We will review multiple sources of information to strengthen academic programs, enhance student learning, and promote excellence in teaching.

3. Dedicated Faculty, Staff and Administrators

Our employees' workplace is also our students' learning space; therefore, a just, creative and supportive workplace is the optimal learning space. We will invest in the professional development of employees, support faculty scholarship, recruit and retain a diverse range of employees, and engage in progressive shared governance so Lesley employees appropriately influence the future of their university. The intellectual capital of our faculty is our most important resource. Through our faculty, we will invest in advocacy and research activities that improve our communities, our nation, and the world. We will improve our institutional ability to participate in knowledge, creation and the application of that knowledge to real-world challenges.

4. Strong University Partnerships

No university is sufficient unto itself. Lesley's mission and programs are strengthened through partnerships with individuals, institutions and organizations that share our values and our enthusiasm for integrating theory and practice. We will support and promote regional, national and international partnerships that connect Lesley to other communities, foster student learning, and enhance the public good.

5. Dynamic Enrollment Management

Lesley University is tuition-dependent and enrollment-driven – similar to most colleges and universities – even with the recent growth of our endowment. We will sustain and grow enrollments through improved retention of current students and successful recruitment of new students regionally, nationally and internationally at the undergraduate and graduate levels. We anticipate opportunities to serve more adult learners at both the undergraduate and graduate levels, on campus and off campus, and to increase the number of undergraduate and graduate students from underserved populations in the greater Boston area and throughout the country.

6. Mission-Driven Technology

Technology is changing how, when, and where people learn, work, and communicate. We will integrate appropriate technologies into all programs and delivery models, including

those that support face-to-face courses, supplement short-term residency courses, sustain online courses, and extend academic support services. We want every student and employee to develop the technological competencies to be successful in the workplace and as a lifelong learner. We also will use technologies to sustain our learning communities in all locations, to support our internal administrative processes, and to recruit new students and employees to this community.

7. Community-Driven Facilities

The University's physical infrastructure supports students, faculty and staff in their scholarship, teaching, learning and service. We will develop, on a sustainable basis, the University's three-node campus, the Porter Campus, Quad Campus, and Brattle Campus, moving the Art Institute of Boston (AIB) to Porter Square, and implementing a partnership with the Episcopal Divinity School on Brattle Street – all with an eye toward building our academic community and serving the larger community in which we live and work.

8. Engaged Lesley Alumni

Lifelong learning means lifelong access to educational resources, contacts, and services. We will use digital technologies to extend educational resources, occupational information and opportunities, and professional networking to our alumni around the world. We also will engage alumni as referrals for future undergraduate and graduate students, as mentors to our students and recent graduates, and as advisors to faculty in the review of current and proposed academic programs.

9. Responsible and Visionary Management of Fiscal Resources

Effective management of our fiscal resources serves both current and future operations. In the coming years we will work with a larger endowment, expand our physical resources, and engage in a major capital campaign. We will face increasing budgetary pressures related to personnel and health care, technology, energy and program investment costs. We will need to constrain tuition and fee increases while we grow scholarship support for an increasingly diverse student body. Effective management, careful planning and clear vision are required to grow our resources, control our expenditures and fulfill our mission.

10. Comprehensive Friend-Raising and Fund-Raising

Friend-raising and fund-raising can be institution-changing. We will work with individuals and organizations who share our values, support our mission, and are willing to partner, contribute or advise. A strong, mission-driven university is not fueled by student tuition and fees alone. It is fueled as well by the spirit and generosity of alumni, friends, foundations and corporations who believe in Lesley's mission, programs, employees and graduates.

[Source: *The Second Century: The Strategic Plan for Lesley University: 2008 – 2011*]