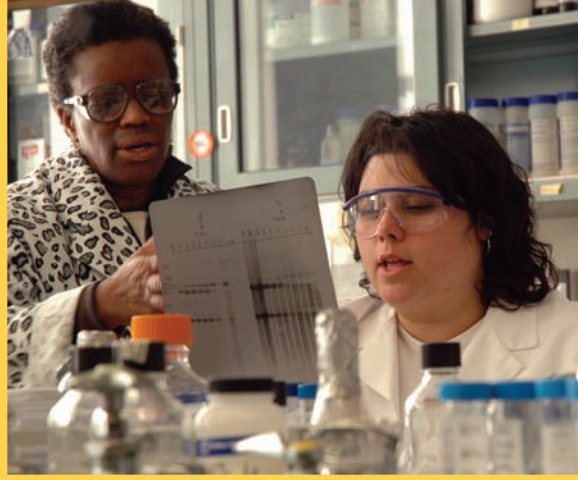


# STRATEGIC PLAN 2012-2017



**LEHIGH**  
UNIVERSITY

COLLEGE OF  
ARTS AND  
SCIENCES



*Dear Friends of the College of Arts and Sciences,*

*It is a great pleasure for me to present the College of Arts and Sciences Strategic Plan. This document is the culmination of a year-long process of self-exploration, discussion, and debate that produced an outline that exemplifies our enthusiasm about the future while recognizing the role the College plays in Lehigh University's strategic plan.*

*The range of responsibilities and tremendous disciplinary breadth that mark the College of Arts and Sciences require a strategic plan that strengthens all facets while building on areas of distinction. As Lehigh's largest college, we are home to the social sciences, arts, humanities, mathematics, and natural sciences. This plan reflects the College's strategic goals and objectives, specifically supporting the achievement of the highest levels of success in five key areas, and sets a clear primary goal for the College: to be recognized nationally as one of the best arts and sciences colleges at a major research university.*

*The College of Arts and Sciences is the vibrant and essential core of Lehigh University's community of scholars and teachers. The work of our faculty and staff reaches across colleges and disciplines to leave a lasting mark on hundreds of graduate students and all undergraduate students during their academic careers. The faculty and staff, in all of their scholarly diversity, remain convinced that the continued health and vitality of the College is a grounding element to the University strategic plan. We strive for excellence across all aspects of our charge to attract an inclusive community of the best faculty, students, and staff. Our undergraduate and graduate programs prepare students to anticipate and lead change, to view challenges as opportunities, to turn knowledge into action, and to make a difference in the world. We seek to maximize student growth and development while placing the individual in the broader context of human culture and the natural world. Our curriculum is flexible, allowing students to explore their interests both within and across traditional disciplines. Our classrooms, laboratories, studios, and rehearsal halls extend beyond four walls to the broader community and to countries spanning the globe.*

*As noted in the following pages, the next five years are a critical time in the history of Lehigh University and the College of Arts and Sciences. There is tremendous momentum. We have spent the past year assessing our position and look forward to the possibilities that lie ahead.*

A handwritten signature in dark ink, appearing to read 'DEH' followed by a stylized flourish.

**Donald E. Hall**  
**Herbert J. and Ann L. Siegel Dean**

## VISION

The College of Arts and Sciences aspires to be nationally and internationally known for its distinctive research, scholarship, and artistic activities and for challenging students, faculty, and staff to realize the highest levels of intellectual, professional, and personal success in an environment that promotes diversity, collegiality, commitment to community, global engagement, and interdisciplinary collaboration.

## MISSION

The research, teaching, and artistic activities in the College of Arts and Sciences are central to the mission and success of Lehigh University. We preserve and transmit knowledge, and we add to knowledge through our research and creative works. The College will inspire, support, and mentor students, staff, and faculty to think critically and creatively, to confront challenges boldly, and to be ambitious in their professional and personal goals. We will provide a transformative education to all Lehigh undergraduates and all of the College's graduate students. In implementing its mission, the College will:

1. Employ a diverse faculty community of exceptional teacher-scholars, nationally and internationally recognized for their research and creative activities;
2. Offer a broad range of challenging undergraduate programs and distinctive graduate degree opportunities designed to attract and educate highly qualified undergraduate and graduate students; and
3. Use its resources to help address cultural, scientific, environmental, and health-related challenges in the Lehigh Valley, throughout the nation, and across the globe.

## KEY PRIORITIES



Excellence in teaching, research, and artistic activities is our mission. A world-class faculty is central to realizing our vision. This plan details the College's top priorities and supports the achievement of the highest levels of success in five key areas:

1. Recruitment, support, and retention of a diverse, ambitious, and globally engaged faculty;
2. Promotion of the national and international profile of our research, scholarship, and creative activity;
3. Commitment to outstanding undergraduate education with emphases on interdisciplinary perspectives, student research opportunities, and international experiences;
4. Development of and support for acclaimed graduate programs in fields of national and international need; and
5. Nurturance of multifaceted partnerships with—and an enduring, positive impact on—the local community.

## 1. RECRUITMENT, SUPPORT, AND RETENTION OF A DIVERSE, AMBITIOUS, AND GLOBALLY ENGAGED FACULTY

The success of the College depends upon the collegial efforts of a highly motivated and well-supported community of faculty who see themselves as, and realize their goals as, dedicated teachers and successful scholars.

CAS is committed to recruiting new faculty who are poised to contribute successfully to the mission of a highly selective research institution that is noted for using research and scholarship for the benefit of society and for bridging theory and practice. Such a recruitment strategy demands offering competitive salaries and ensuring Lehigh University is a welcoming institution that recognizes the importance of work/life balance.



We are a community in which diversity is considered fundamental to the learning and discovery process. Hiring with an appreciation of the value of diversity is one of our core commitments.

We will hire faculty who are ambitious in their career and pedagogical goals. Ambition, in a context of collegial respect and a commitment to social responsibility, is essential for enhancing the intellectual reputation of the College and University. We expect that our faculty will add uniquely to a scholarly conversation that has a wide resonance across the nation and globe. Our professional staff, pre/postdoctoral fellows, and research scientists are vital contributors to this mission.

Retaining an ambitious and globally engaged faculty means offering support throughout a career—from mentoring for success in tenure and promotion processes through support for continued achievement as a senior faculty member. This demands an enhanced commitment to providing and maintaining appropriate facilities for research success, increasing support staff, offering appropriate research/teaching/service balances to acknowledge individual faculty members' varying strengths, and nurturing a collegial community that recognizes the value of both fundamental research and interdisciplinary efforts.

Our success in these efforts will be measured in our progress in several key areas, including but not limited to:

- An increase in the number of tenure-track faculty and endowed faculty chairs,
- An improvement in our hiring and retention of faculty from underrepresented groups,
- A stronger mentoring program to facilitate progress toward attaining promotion to full professor,
- Fundraising success to offer enhanced research support for all research-active faculty,
- Improved research facilities and enhanced support for research scientists and pre/postdocs,
- An increase in the number of teaching and research assistantships, and
- An expanded international presence through increased research exchanges and partnerships, and other interinstitutional collaborations.

We will support our faculty as their lives and careers change, and create a climate in which all can thrive.



## 2. PROMOTION OF THE NATIONAL AND INTERNATIONAL PROFILE OF OUR RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITY

A core component of Lehigh University's strategic plan is its commitment to advancing the intellectual reputation of the institution. The College of Arts and Sciences will lead the way in realizing this goal.

In hiring highly talented faculty, creating the conditions that will lead to their retention, and supporting all faculty so that their research, scholarship, and creative activity flourishes, we demonstrate and ensure that the College of Arts and Sciences is the center of both pedagogical and intellectual innovation at Lehigh University.

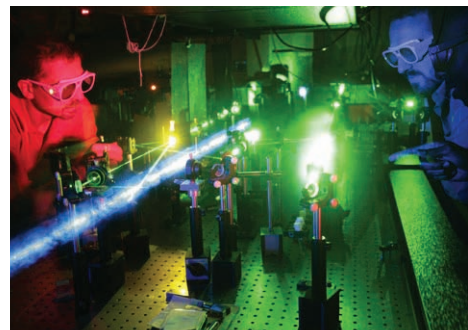
Our success therefore depends upon our commitment to setting and realizing ambitious goals for ourselves, our departments and programs, our research clusters, and our students. We affirm that knowledge today is generated not only in the traditional disciplines, but also at their intersections. The many interdisciplinary research efforts of the College of Arts and Sciences are well-poised to answer compelling social, scientific, cultural, and aesthetic questions in all of their complexity.

Our faculty and alumni are our ambassadors to the world. The more often they showcase their Lehigh-generated work at high-profile national and international venues, the more Lehigh University is recognized as a leader in research and innovation. The more positive publicity that we receive for our work, the more we are perceived as a College where cutting-edge knowledge is created. We as researchers and artists assume the responsibility for creating new knowledge and perspectives while affirming that the responsibility for publicizing them is shared with the College and University.

The College will be relentless in promoting the successes of its faculty, students, alumni, and staff. It will use its resources to facilitate their achievements and their acclaim. It will also face the difficult challenge of deciding where to focus its resources and will do so in a collegial manner.

Our success in these endeavors will be measured in metrics such as:

- An increase in notable achievements in the University's grand challenge areas: energy/environment/infrastructure, health, and globalization;
- Increased publication in internationally recognized journals and with prominent presses;
- An increase in faculty participation on international advisory boards and at international conferences;
- An increased presence on governing bodies and in leadership positions associated with nationally and internationally prominent research and creative arts organizations;
- Enhanced success at competing for nationally and internationally prominent grants and fellowships;
- An increased presence by faculty in media as recognized experts in their fields;
- Expanded opportunities for student research that is showcased in nationally and internationally significant venues; and
- More aggressive College marketing of its faculty, staff, and student successes.



Lehigh University is a highly ranked research institution with a growing national and international reputation. The College of Arts and Sciences will set an example for others to follow.

### 3. COMMITMENT TO OUTSTANDING UNDERGRADUATE EDUCATION WITH EMPHASES ON INTERDISCIPLINARY PERSPECTIVES, STUDENT RESEARCH OPPORTUNITIES, AND INTERNATIONAL EXPERIENCES

The College of Arts and Sciences is at the heart of the educational experience of all Lehigh undergraduates. Lehigh has long been noted for the strength of its undergraduate programs, and CAS is academic home to its largest undergraduate population. Students from the other undergraduate colleges complete much of their coursework in Arts and Sciences, where they experience the best the liberal arts have to offer and are educated to be effective communicators, creative thinkers, and engaged citizens. Arts and Sciences faculty are widely recognized as superb teachers and mentors. This plan reinforces and builds upon that strong foundation.

All undergraduates who complete their degrees with a major from the College will have the broad education in the arts, sciences and mathematics, humanities, and social sciences that will equip them for success in their personal, civic, and professional lives. The College's courses of study will provide deep knowledge in students' major fields of interest and hone students' skills in writing, critical thinking, and research techniques. Our College's graduates will possess the flexibility of mind that is a key to future intellectual growth and employability in a changing economy.

While the disciplines are the vital structures in which knowledge is often generated and from which it is disseminated, the intersections and interstices of those traditional disciplines are also important as the locations of new knowledge creation and research opportunity. We aspire to give our students an education that encompasses both disciplinary and interdisciplinary perspectives.

We will guarantee that every student who follows a major course of study in the College has the opportunity to participate in research and/or creative activity. Undergraduates will be encouraged to collaborate with each other, with faculty, and with research staff in the generation of knowledge.

The College affirms that careers, social lives, and service opportunities increasingly cross national and cultural boundaries. All students in the College will be offered multiple opportunities for international experience during their course of study. For many, that will involve study abroad, internships abroad, or volunteer opportunities abroad. For others, it will center on the international perspectives offered by the curriculum of the College, its faculty, and their fellow students. Training in a language other than English is vital for global awareness and is strongly recommended.

Our commitment to superb undergraduate education will be demonstrated in ways that include:

- Increased support for undergraduate research and opportunities for dissemination;
- Successful fundraising to support international experiences for undergraduates in CAS;
- Increased support for and recognition of stellar teaching in the College;
- An enhanced technological infrastructure to support cutting-edge instruction, student and faculty research, and student training in new media; and
- Deepened connections to our alumni and increased opportunities for showcasing their successes after graduation.

The College of Arts and Sciences educates and graduates more majors than any other college at Lehigh University. That strength in numbers is matched and exceeded by the strength of its undergraduate programs and the commitment of its faculty to world-class undergraduate education.

#### 4. DEVELOPMENT OF AND SUPPORT FOR ACCLAIMED GRADUATE PROGRAMS IN FIELDS OF NATIONAL AND INTERNATIONAL NEED

Lehigh University embraces a vision of high-quality graduate education to support the professional and personal ambitions of its students. Increasingly a graduate degree is a key to securing and maintaining a career, advancing oneself intellectually and professionally, and understanding the complexity of scientific, social, and cultural problems as they evolve.



The College of Arts and Sciences seeks to become a leader in graduate education in select fields across the arts, sciences and mathematics, humanities, and social sciences. It is neither expected nor desirable that every department and program in the College will offer graduate degrees. In those that do, the College will ensure that graduate programs are designed with a clear and unique identity that responds to student demand, as well as national and international needs. As a medium-size research institution, Lehigh University is poised to succeed most dramatically when it marshals its resources carefully. CAS rigorously evaluates its existing graduate programs and supports their success and improvement. In selectively expanding its graduate programs with a commitment to offering a distinctive education, differentiated carefully from programs available at other institutions, CAS will attract and retain superb faculty, best utilize their expertise, and respect the time and resources of its students.

CAS will support new graduate initiatives and reaffirm its commitment to existing programs when they demonstrate their vitality and viability through careful planning, dynamic faculty leadership, a clear engagement with student interest and sensitivity to student career planning, and a proven ability to marshal and manage resources. The College affirms that offering high-quality graduate education depends upon the maintenance and expansion of world-class facilities, and the support of high-achieving students through scholarships, teaching and research assistantships, and other forms of financial assistance.

We will assess our progress on achieving our goals in graduate education through examining metrics that include:

- Increased fundraising and internal resource reallocation to support graduate assistantships, fellowships, stipends, and awards;
- The success of students with CAS graduate degrees as they pursue careers in research, higher education, industry, and other arenas;
- Increased national and international recognition of our graduate programs;
- Increased publication and other forms of dissemination of graduate student research in high-quality venues;
- Enhanced selectivity of admissions as our applicant pool increases and our reputation grows; and
- Rigorous evaluation of potential new programs and all existing programs to ensure programmatic quality, distinctiveness, and responsiveness to student needs.

Through the achievements of its graduate degree recipients, the College will continue to build its reputation. We will equip them for success throughout their careers and lives.

## 5. NURTURANCE OF MULTIFACETED PARTNERSHIPS WITH—AND AN ENDURING, POSITIVE IMPACT ON—THE LOCAL COMMUNITY

The College of Arts and Sciences commits itself to changing the world in positive ways through its research and creative activity and by educating students to be similarly engaged through their own work and service. While considerable energy within and around the College will be directed toward opportunities for national and international impact, this will only complement and bolster our commitment to partnering with the local community on projects and processes that will lead to a better quality of life for all of our neighbors. We affirm our responsibility for being good citizens of the Lehigh Valley, the city of Bethlehem, and the South Bethlehem neighborhood.

Our faculty, staff, and students are committed to leaving a positive legacy through our work, teaching, and service. While we recognize the many and diverse ways this may be achieved, we also affirm that the South Bethlehem community provides a clear and compelling arena for demonstrating that commitment.

Through internships, service learning projects, and programs such as Community Fellows, our students have life- and community-changing opportunities to learn through doing and to find connections between the classroom and the world beyond. Our faculty and staff are similarly challenged to break down the figurative walls surrounding campus and integrate their work with the needs and potentials of the neighborhoods around Lehigh University.

Possible avenues for expanded local partnerships include, but are not limited to:

- Arts programming that will engage and respond to the interests of the community;
- New service learning opportunities that are sensitively constructed with community partners;
- Engagement in the local area schools to translate our specialized knowledge into learning opportunities for the pre-K-12 population;
- Social service partnerships to tackle complex economic, social, cultural, health-related, and educational problems in the neighborhood surrounding the campus and beyond;
- Partnerships to provide assistance in the economic and environmental rehabilitation of South Bethlehem;
- A deepening of our research on the problems facing postindustrial communities and translation of research into concrete social action; and
- A continued repositioning of the campus as a hub of communal and community life.

Communication between the College and its local partners will be vigorous and honest. We will partner with community leaders to create projects and programs that are mutually beneficial.

The College of Arts and Sciences commits itself to becoming known as a national leader in effective collaboration with the local community.





## SUMMARY AND NEXT STEPS

The next five years are a critical time in the history of Lehigh University and the College of Arts and Sciences. There is tremendous momentum as the University has embarked on an ambitious strategic plan and as the College assumes its role as the largest, as well as the most dynamic and complex, of the University's colleges. The challenges facing the College—fiscal, personnel-related, and facilities-related—are significant. However, our own sense of purpose and our commitment to succeeding have never been greater.

After the initiation of this plan, our next step will be to take concrete steps toward implementation. One necessary component of that process will be a discussion of resources: how to grow new resources and how to make best use of the resources that are currently available. We will strive always for transparency in decision making, collegiality in conducting difficult negotiations, and creativity in the ways we approach complex fiscal, pedagogical, and programmatic challenges.

The dean's decision making will be guided by the following "PIRL" principles:

- **Planning:** does the existing or proposed program have a clear plan for the future that is conversant with College and University planning documents?
- **Interest:** does the existing or proposed program have a clear and demonstrable constituent base among students and faculty (evidence from enrollments, attendance of meetings, etc.)?
- **Resources:** does the existing or proposed program have a clear and reliable funding model that inspires confidence and that demonstrates wise stewardship of current resources, an ability to garner new resources, or a clear justification for redirected funding in a resource-steady College budgeting scenario?
- **Leadership:** does the existing or proposed program have a committed leader or leadership group, and does it have a plan for developing future leadership?



Ideally all programs and new ventures demonstrate strength in all four areas, but they must demonstrate strength in three to justify College support (and with the fourth area showing clear potential). New ventures will complement our continued commitment to educating students in foundational knowledge and skills.

We will measure our success and hold ourselves accountable for meeting the ambitious goals of this plan. In particular we will gauge yearly our success in:

1. Continuing to diversify and retain our faculty,
2. Increasing our research activity and the national/international profile of our scholarship and artistic achievements,
3. Enhancing and supporting excellence in undergraduate education while developing opportunities for undergraduate research and international experience,
4. Growing the quality and visibility of our graduate programs, and
5. Creating new programs and partnerships in the local community.

The College of Arts and Sciences is ambitious, willing to take risks, and unafraid of committing itself to important, though daunting, work. As we approach the end of this five-year plan, we will revisit it, augment it, and no doubt change it significantly to respond to challenges that will become evident over time. Much like our students, we are high achievers, unfazed by challenges, and ready to commit ourselves to tackling the difficult questions of how best to respond to and create social, institutional, and intellectual change.



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