2013-2018 STRATEGIC PLAN

December 19, 2013

The grayscale Queens College primary logo is for applications where color is not available.

Please note that the background shape is not part of the logo.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>3</td>
</tr>
<tr>
<td>Overall Plan Goal</td>
<td>5</td>
</tr>
<tr>
<td>Centennial Vision: Preparing for the Future</td>
<td>6</td>
</tr>
<tr>
<td>Mission Summary</td>
<td>8</td>
</tr>
<tr>
<td>Institutional Goals</td>
<td>9</td>
</tr>
<tr>
<td>I. Weaving transnational connections</td>
<td>9</td>
</tr>
<tr>
<td>II. Launching graduates into the global future</td>
<td>9</td>
</tr>
<tr>
<td>III. Nurturing inquiry and creativity of a world-class faculty</td>
<td>10</td>
</tr>
<tr>
<td>IV. Building a campus community</td>
<td>10</td>
</tr>
<tr>
<td>V. Enriching our local community</td>
<td>10</td>
</tr>
<tr>
<td>Implementation Plan</td>
<td>11</td>
</tr>
</tbody>
</table>
INTRODUCTION

Queens College was founded in 1937 with the mission of making a first-rate education accessible to talented people of all backgrounds and financial means. Today, Queens College carries out that mission with distinction. Now in its 75th year, the College is home to over 20,000 students and offers more than 100 degree programs, including extensive graduate and honors programs. It is one of the most diverse institutions of higher education in the country, and enjoys a national reputation for the quality of its liberal arts and pre-professional programs.

As it has moved forward, Queens College has grown and adapted to address the new needs, challenges, and opportunities of the modern world. As a vital part of this process, the College engages in strategic planning. A Strategic Plan is required by the standards for accreditation laid out by the Middle States Commission on Higher Education, the unit of the Middle States Association of Colleges and Schools that accredits degree-granting colleges and universities in the Middle States region. The Commission requires an institution to set goals and develop a plan to achieve those goals, which guides the institution's actions and allocation of resources. In addition to fulfilling requirements for accreditation, the Strategic Plan provides a valuable opportunity for the College to step back and reflect as well as position itself for the future.

In 2008 the College developed its previous strategic plan, specifying goals and actions for the next five years, and in anticipation of its centennial anniversary in

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1 *Washington Monthly* ranked Queens College at number two nationally in its 2013 “Best Bang for the Buck Ranking.” *The Princeton Review* has featured Queens College in “America’s Best Value Colleges” every year since its inception, most recently ranking Queens College number two in “Lots of Race/Class Interaction,” and regularly citing the school’s outstanding academics, generous financial aid packages, and relatively low costs. The College was highlighted in a recent *New York Times* story on lists that value college value (“Lists That Value Colleges’ Value Are on the Rise,” October 28, 2013).

2 A fuller profile of the College is included in Appendix A.
2037. Now, in 2013, that plan has been fulfilled. This new plan will guide the College’s goals and actions through 2018. Stakeholders across the institution have been consulted in order to assure that we fulfill the College’s mission and values, address the needs of its students, faculty, and staff, and meet the unique challenges and opportunities that lie ahead.
OVERALL PLAN GOAL

In keeping with the mission of the City University of New York to provide an affordable, first-rate education for students of all backgrounds, we will continue to embrace, leverage, and build upon Queens College’s multicultural, multilingual, transnational campus community. Embracing the motto, “We learn so that we may serve,” we will continue to ‘up the ante’ to provide students with an education that prepares them to be innovators, leaders, and enlightened citizens, support our talented faculty, and serve both our campus and local communities.
CENTENNIAL VISION: PREPARING FOR THE FUTURE

As we look forward to celebrating Queens College’s centennial in 2037, we see ourselves thriving and leveraging our position as a uniquely diverse and affordable institution of higher education at the global crossroads of New York City.

None of us knows exactly what the future will bring, or precisely what careers will present themselves, but we know the skills that will serve our students well throughout their lives. Through a solid grounding in the liberal arts and sciences, incorporating both the classics and cutting-edge developments in scholarship and technology, we will provide our students with a firm foundation in critical thinking, communicating, and problem solving and will provide our graduates with the versatility they need to succeed in an ever-changing world. We will prepare our students not only for financial and professional success, but we will also inspire and enable them to engage and embody the motto of the College.

New information technologies are changing the conduct of research, education, business, and social institutions, and will continue to reshape our world. We will stay on the forefront of these changes, utilizing new technologies for teaching and research, incorporating new structures of communication and experimentation into our curriculum, and preparing students to live and work in a tech-savvy world.

We will support our faculty as both teachers and scholars and nurture an environment of creative inquiry where learning and research intersect. Students will be immersed in a thriving intellectual community of active learning, including experiential education, service learning, and faculty-led research opportunities. Faculty will be mentored, encouraged, and supported to hone their pedagogical craft. Queens College will provide a nurturing environment that fosters faculty research and the generation and transmission of knowledge to students and the world.
We will foster a campus community that welcomes students, faculty, and staff by supporting them in all facets of their lives, and encourages communication, engagement, and connection. New technologies (Internet-based technologies in particular) and modes of interaction will expand upon the traditional ideas of interaction of our academic community and will engage to better serve our increasingly international and non-residential population students, faculty, and staff. Students and faculty will be encouraged to engage with the College and neighboring communities. Opportunities for face-to-face interactions will be supplemented by the ability to extend our academic discourse beyond the perimeter of the campus.

In 2037 the Borough of Queens will be even more vibrant, in large part because of Queens College. At the heart of a community is education, and we will continue to provide an excellent and affordable education to the increasingly diverse and multifaceted community we serve. Our students who choose to remain in the Borough after graduation will enrich the community through their work as educators, entrepreneurs, health workers, artists, scientists, and activists. They will contribute to the community by helping residents meet basic food, housing, and health needs, increasing their literacy, and engaging in democratic processes. We will provide opportunities for community members at all stages of life to educate themselves through artistic and cultural events as well as with outreach and continuing education programs. We will be an economic engine for the region and serve the Borough—as well as the greater New York City and Long Island areas—through research on our common cultural, political, scientific, economic, and environmental challenges.
MISSION SUMMARY

Our mission is to educate and prepare our students to become leaders and contributing citizens in our increasingly challenging and complex global society. We serve a socioeconomically and culturally diverse population, offering a rigorous education in the liberal arts and sciences within an intellectual community of collegiality and mutual respect. Our faculty are productive scholars, scientists, and artists deeply committed to teaching and the expansion of the frontiers of knowledge, who endeavor to hone their teaching effectiveness, research, and creative work. As the largest public institution in the Borough, we provide affordable access to higher education and embrace our special obligation to serve the larger community. We are an economic driver for innovation and community development through the arts, faculty research on urban challenges, and service learning and experiential education. As one of the most culturally and linguistically diverse campuses in the country, situated in one of the most diverse regions in the county, Queens College is uniquely positioned to further its founding mission: “We learn so that we may serve.”

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3 The full mission statement is included in Appendix B. As we finalize the description of the strategic plan, a decision will be made whether to formally revise the mission to reflect the new direction of the college.
INSTITUTIONAL GOALS

The following five goals are critical components of Queens College’s centennial vision. Movement toward these goals will drive our activities for the next five years. As we make progress and identify additional challenges, we will reevaluate and tailor our strategic plan.

I. Weaving Transnational Connections
The extraordinary diversity of Queens College and its surroundings is one of the College’s greatest strengths. In a world that is becoming increasingly connected, the Borough of Queens continues to be home to immigrants from around the globe. To that end, we will celebrate and nurture the exceptional diversity of our students, faculty, and staff. We will draw upon our global and local resources (among the most diverse in the nation) to leverage our vibrant campus and surroundings to provide a unique global education.

II. Launching Graduates into the Global Future
We will provide a firm foundation in the liberal arts and sciences that fosters excellence in critical thinking, problem solving, and communication skills, and which encourages the adaptability and entrepreneurial spirit necessary to prepare students for successful and productive lives. We will fulfill our commitment to provide an affordable and valuable education through our own entrepreneurial initiatives to obtain grants, scholarships, equipment, and other discretionary funds.

We will continue to attract talented students from an ethnically, culturally, linguistically, and socioeconomically diverse population and help them fulfill their potential by providing a first-rate education, opportunities to excel, and tailored support services.
III. Nurturing the Scholarship and Creativity of Our World-Class Faculty
We will foster the scholarly and creative pursuits of our faculty by providing support, mentorship, and resources for recruitment, retention, and scholarship.

In our centennial vision, Queens College is an institution where students interact with and learn from world-class faculty and become involved in faculty research and creative activity. Our goal of fostering doctoral education and research requires that faculty research and creative activity be encouraged and nurtured. We recognize that the contributions of our diverse faculty are critical to our educational offerings and partnerships, and will ensure that faculty have the opportunity pursue their intellectual passions and build strong scholarly careers and reputations.

IV. Building a Campus Community
We recognize that Queens College must cultivate a campus climate that is both encouraging and stimulating, where students, faculty, and staff are challenged and supported to meet their full potential. As such, we will foster a vibrant, welcoming, and supportive campus community.

V. Enriching our Local Community
We will contribute to our local community by dedicating ourselves to research on the unique conditions, challenges, and opportunities of urban areas. We will enrich the community by helping to transform public education and becoming an economic engine, cultural center, and gateway to opportunity for the area.

We value our local communities as one of the things that makes us unique. The College is located in New York City, a global economic, cultural, and political center. The vibrant and thriving Borough of Queens is a fertile setting for study and creativity, and a rich resource for research in the sciences, arts, and humanities. We
also enjoy the rich community of the City University of New York. Our centennial vision sees the College both benefiting from and giving back to all these communities.

IMPLEMENTATION PLAN

To achieve the broader institutional goals described above, and while keeping them in mind, we will target and measure activities in the four areas described below (I-IV). Category V lists the mechanisms we need to have in place to assure that progress continues and is measured.

I. Increase our market share
We will increase our enrollments which, given the overall decrease in the number of college-aged students, we interpret to mean increasing our share of a decreasing population. Our focus will be on increasing transfer and graduate enrollments.

II. Serve our students
We will increase academic opportunities and improve our student services. The goal here is to increase our matriculation, retention, and graduation rates.

III. Raise our academic profile
We will increase academic opportunities and external recognition of our programs, measured in programs developed, grants awarded, and research published. Our goal is to continue to hire and retain the very best faculty.

IV. Improve our facilities
Our goal over the next five years is to double our endowment to $100 million. We will create a model program of faculty and staff development. We will put into place a Strategic Plan for ongoing renovation and development of our physical space.
V. Make it work
We will link the Strategic Plan and its implementation to our budget and development cycles. This process will be informed by the results of the Foundations of Excellence project as well as by the need for internal assessment and external accreditation (Middle States).