



OFFICE OF THE PRESIDENT MEMORANDUM

To: The LIU Community
From: Kimberly R. Cline, President
Date: December 19, 2013
Subject: Strategic Planning – The Road Ahead

Last year's decennial Middle States self-study provided us with a comprehensive analysis of the state of the University, as well as the challenges and opportunities that lie ahead. The reaffirmation by Middle States of our accreditation is a testament not only to the quality of the University but also to our common effort to reflect upon our institution in all of its dimensions. As you know, the Evaluation Team expressed two related concerns: the need for a more formalized assessment process relative to institutional effectiveness and the need for a comprehensive University-wide strategic plan. Middle States has requested that we submit a report on these matters on April 1, 2015. The purpose of this communication is to provide a brief overview of the steps already undertaken on these two initiatives and to outline the plan for moving forward.

Lori Knapp and Heather Gibbs have assumed primary responsibility for the University's work in the area of institutional effectiveness. They continue to meet with numerous offices and operations across the University to discuss assessment and the processes for measuring and documenting effectiveness and to establish due dates and deliverables for the follow-up report.

In tandem with the institutional effectiveness work underway, LIU has begun a formal institution-wide strategic planning process. This fall, a University-wide Strategic Planning Committee has met regularly to identify key goals and objectives that will be specific enough to provide direction for the University as a whole, yet general enough to allow each campus to establish its own tactics and measures. A formal document stating these goals and objectives will be distributed in the next few weeks.

Beginning in the spring semester, the University will commence the second phase of strategic planning. Vice President for Academic Affairs Jeff Kane will work with faculty leadership and the University officers to convene strategic planning committees at the campuses. Using the University's strategic goals and objectives as a foundation, the committees will conduct their work in a manner similar to the Middle States working groups of the past several years. The campus-based committees will include faculty members, administrators, staff and student representatives, and will work with the University-wide Strategic Planning Committee, providing consistency and continuity for strategic planning for LIU as a whole. Subcommittees will identify tactical approaches and measures for the University goals and objectives. Simultaneously, individual schools, colleges and programs will review and refine their own tactics and measures to ensure they align with the University's goals and objectives.

In 2014, we will continue to expand assessment of our institutional effectiveness in meeting our strategic goals, and we will use the findings to determine the efficacy of our plans and actions. In this way, strategic planning will continue every year and remain "evergreen."

There is much work ahead, but it is this very process that helps us to chart a course for a more vibrant University in the years ahead.