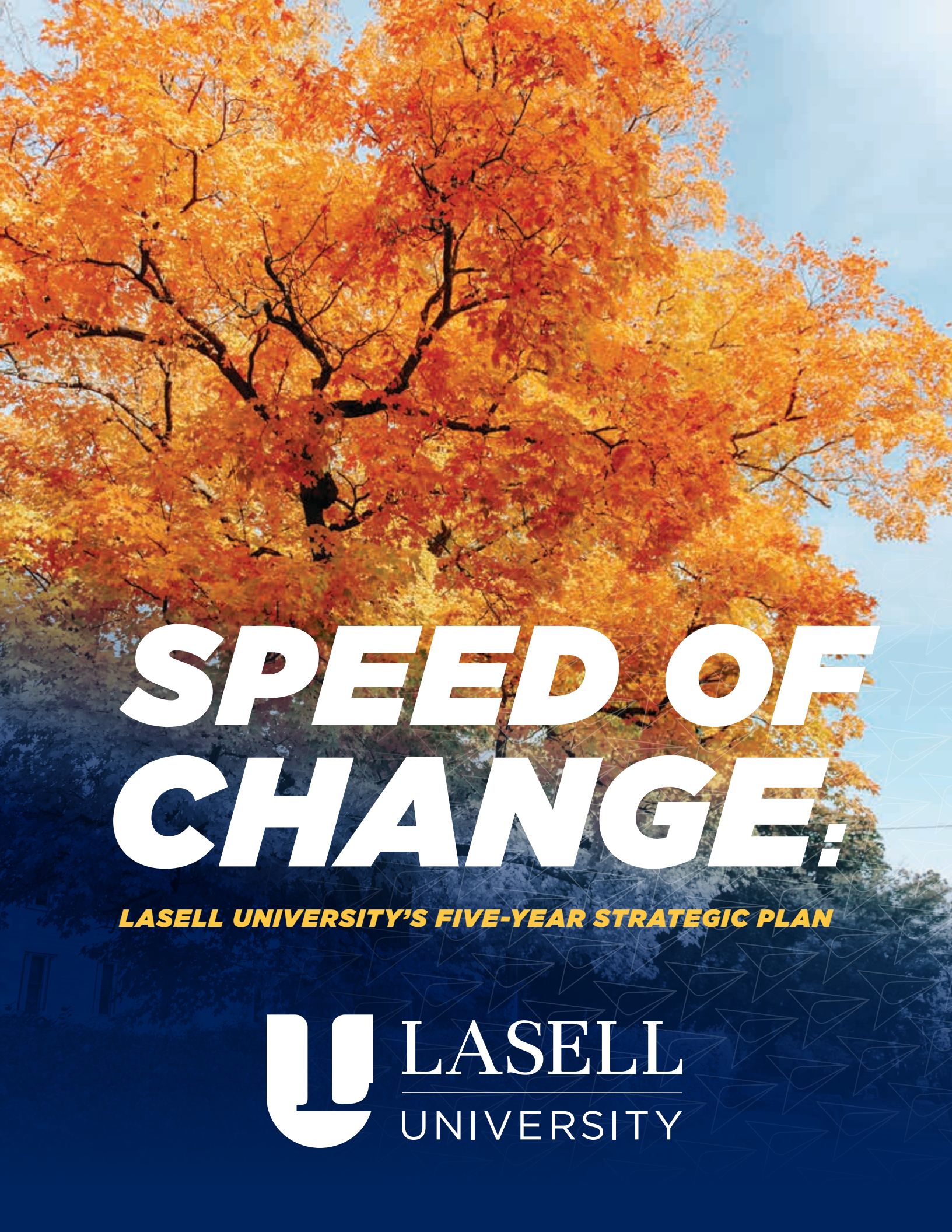




SPEED OF CHANGE:

LASELL UNIVERSITY'S FIVE-YEAR STRATEGIC PLAN



PROCESS

In October 2020, President Michael B. Alexander delivered a call to the Lasell University community to immediately commence the process of re-envisioning the future of the institution. With the onset of the global pandemic, the need for Lasell University to stand out in an increasingly competitive higher education market for a shrinking pool of high school graduates, who are concerned about the cost of attending college, student loan burdens, and career readiness, was amplified. Given the changing local and global circumstances, our need to revise, reimagine and accelerate our strategic planning timeline to implement meaningful institutional changes was more urgent than ever. President Alexander, stated in his call to the community that “While the reality we face is unsettling, it is also clarifying. It’s not a matter of if Lasell will change, it’s a matter of how.”

All faculty and staff from across the institution were invited to join Idea Creation Groups (ICGs), creating a “think tank” of great minds with a variety of experiences and perspectives from all parts of campus. Twelve ICGs were formed from the 87 volunteers. The groups were cross-divisional and were assigned in such a way to elicit creativity through diverse perspectives and insights from group members. Each ICG was encouraged to think creatively and strategically about plans for Lasell’s future, and to develop a final report reflecting their group’s process and ideas for implementation.

A steering committee met to identify common themes across the ICG reports, with the focus on “mission driven and market smart” ideas that would enhance enrollment and the student experience, as well as lower the University’s cost structure.

SHORT-TERM OBJECTIVES FOR DECEMBER 2021

Derived from the Speed of Change Report:

1. Infuse industry-recognized credentials into all majors
2. Increase investment in athletics, including the addition of more athletic teams
3. Infuse technology to a greater degree throughout the curriculum
4. Revise Individuals & Society Knowledge Perspective requirement to one course focused on inequality in all its various forms
5. Create a mandatory fiscal responsibility, budgeting and procedural series for all employees
6. Plan the academic/course schedule one year at a time, cross list more courses, and reduce under-enrolled courses
7. Increase the use of consortia courses

The Goals and Objectives above, taken together, present a picture of what we expect to find different about Lasell University in the fall of 2026 from what exists today.

MISSION STATEMENT

We immerse students in experiential and collaborative learning that fosters lifelong intellectual exploration and social responsibility.

First developed in October 2017 and reaffirmed in April 2019.

VALUES

The values we hold that guide our daily decision making:



Student focus



Integrity, honesty and ethical decision making



Inclusion and intercultural competence



Empathy, respect and kindness



Most recently updated in April 2019.

“Student focus” reflects the intention that the intellectual and personal development of students should infuse the work of every department and service at the University as well as the academic program. These overarching institutional values are different from the Lasell Student Government Association’s “Values to Live By, For the Students By the Students.”

POSITIONING STATEMENT

**WHAT
DISTINCTIVE SPOT
CAN WE OWN
IN THE MARKET?**

***“A legacy of connecting students to careers
and community life through a professional
education rooted in the liberal arts.”***

Since 1851, Lasell University has been dedicated to high-impact educational experiences preparing students for careers and life. Students engage in collaborative, team-based learning through professional internships, service learning projects, and international experiences.

The Positioning Statement is meant to express a concept that provides the basis for a strong and distinctive identity for Lasell University. Our statement was built on the back of our distinctive educational philosophy, which we call “Connected Learning.”

This statement may not describe as distinctive an identity as it once did; we agreed to review and update it through a process to be determined in the near future. In the meantime, we want to consistently reinforce the idea that, at Lasell, we give our students the opportunity to practice and prepare for the real world through a project-based and problem-based approach to teaching, through exposure to diverse cultures and peoples, through the development of critical skills such as writing and speaking in front of groups, and through the confrontation of, and discussion about, ethical and moral questions.

A PICTURE OF

HOW WILL LASELL UNIVERSITY BE DIFFERENT?

STUDENTS

- **GROUP FYS SEMINARS BY HOUSING RESIDENCE OR COMMUTER STATUS,**
creating a type of living-learning community;
assign students to sections to optimize diversity
- **CREATE A GUARANTEED JOB PLACEMENT PROGRAM,**
with details to be researched and determined
- **ADD TWO STAFF MEMBERS TO THE DONAHUE INSTITUTE**
Incorporate disability in DEI efforts / Provide continuous (weekly) professional development in DEI and intercultural competence for employees / Create program (badges) to recognize demonstrations of intercultural competence in students and employees
- **INCREASE AVAILABILITY OF STUDENT PARKING**
(measured by ratio of parking spots to number of students)

ACADEMIC

- **EXPLORE CHANGING TO A FOUR CREDIT (or four course) ACADEMIC MODEL,**
with students taking four courses and faculty teaching three courses per semester
- **CREATE AN ACADEMIC PROGRAM**
that supports Boston's asset management industry
- **CREATE A SEPARATE ONLINE DIVISION OF LASELL UNIVERSITY** with mobile accessibility, recognizing that the next generation is mobile first / Add one or two online bachelor's programs per year
- **INCREASE DUAL-ENROLLMENT PROGRAMS** with high school students, including summer credit-bearing courses
- **INFUSE CURRICULUM**
with themes of career readiness, intercultural competency, mental health resiliency, and civic engagement
- **MAKE ON-CAMPUS PROGRAMMING AVAILABLE**
(but not mandatory) to students year-round, including summers



THE FUTURE:

DIFFERENT FIVE YEARS FROM NOW?

FINANCIAL

**INCREASE
ENDOWMENT BY
50%**

 **RAISE FUNDS
FOR A NEW
ATHLETIC CENTER**
(with sponsor support)

**DEVELOP SHARED
SERVICES PARTNERSHIP**
WITH OTHER INSTITUTIONS
(IT, business functions, etc.)

LAUNCH A FOCUSED EFFORT TO RECRUIT GROUPS OF STUDENTS FROM CORPORATE AND NON-PROFIT ORGANIZATIONS

- Ask organizations about their specific staffing and educational needs —Design custom programs or offerings
- Analyze current partnerships and affiliations to add strategically to our advisory boards
- Hire a corporate relations (or engagement) director in the University Advancement division

CREATE A REVENUE- ENHANCING DEPARTMENT WITH REALISTIC EXPECTATIONS FOR NEW REVENUE STREAMS

- Add five summer program offerings, including Lasell-sponsored programs
- Create or develop a partnership for an ESL program to attract more international students to campus
- Leverage our available property for revenue-producing or program-enhancing opportunities

We consider these goals to be dynamic and subject to adjustment and updating as conditions and circumstances change. We intend to review these goals within 12 – 18 months and develop action plans that support their implementation. The group recognized the inherent conflict, or competition for fundraised dollars, represented by the goals to increase the endowment and raise funds for an athletic center. Nevertheless, the group believed these two goals are among Lasell's highest priorities and should both be included in the plan.





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