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Seven Goals for Lehigh

Lehigh University is well-positioned to take its place among the top rank of medium-sized universities, and it should strive to do so. Lehigh should be known for the excellence and innovation of its undergraduate education as well as for highly distinguished research, scholarship, graduate and life-long education. The quality of its faculty, the quality of its students, and its *per capita* productivity measures should compare favorably with those at the top 25 universities in the United States.

Since all that a university is begins with its faculty and staff, Lehigh should strive to appoint, promote, and reward only the finest individuals who share a strong commitment to students, their colleagues, and their scholarly and professional specialties. Lehigh faculty should be known for excellence in teaching, advising and mentoring as well as intellectual leadership as demonstrated through productive and widely regarded scholarship and research. Lehigh staff should be known for their outstanding quality and leadership, as measured in ways appropriate to their positions.

Significant indicators of the reputation of any university are the external scholarly recognition of its faculty and the ability of its educational programs to attract the finest students. Important statistical measures of scholarly excellence include faculty publication quality and rate, external reputation, and research funding levels. Educational excellence is reflected in the quality and diversity of the student body. University income also matters. Resources generated through external research support, innovative and distinguished undergraduate and graduate programs, and foundation support will be key factors in determining Lehigh's ability to maintain and expand faculty strength and numbers.

Lehigh's future academic investments must be carefully chosen and driven by academic promise and productivity. To realize its potential, Lehigh must develop both internal and external strategic partnerships and foster an approach to research, scholarship, and teaching that is not constrained by the traditional boundaries of departments and colleges. Lehigh faculty and staff should be entrepreneurial in their thinking, ready to take risks and experiment, and rewarded for doing so. The Lehigh atmosphere should celebrate imagination and creativity, not procedures and rules.

This vision is captured in the following *Seven Goals for Lehigh*. Through the united efforts of faculty, staff, and leadership, they should be well within our reach.

Goal 1: Lehigh Culture and Style: First and foremost, Lehigh must strive to be a true university and not simply a research institute. Far too many

leading universities function more as collections of highly-talented individuals whose loyalty to themselves and their scholarship is far stronger than to their institution, their colleagues, and their students. Lehigh should be different. The people of Lehigh should work together to achieve a strong sense of community among Lehigh's students, staff, faculty, and alumni. The goal should be a campus and surrounding community in which living and learning are not constrained by traditional boundaries but integrate formal studies with residential life, student organizations, activities and athletics. The Lehigh community should be inclusive and both welcoming and supportive to those of differing races, cultures, and backgrounds. It also should strive to be international in its people, programs, and outlook. Lehigh's distinctive culture should foster creativity; its values should be strengthened by its traditions, but its future not limited by them.

Goal 2: Academic Quality: The quality and productivity of Lehigh's faculty, staff, students, departments, and programs should compare favorably with those of top-25 research universities in the United States. One goal is to appoint, tenure, and promote only the finest faculty and staff. Faculty should be scholar-educators who combine excellence in teaching and mentoring with excellence in research and scholarship. Faculty and staff compensation should be merit-based and individually competitive.

Goal 3: Undergraduate Education: Each of Lehigh's undergraduate programs should strive to be one of the finest and most distinctive of its type. In addition, Lehigh should lead in creating innovative undergraduate programs that are particularly attractive to the finest students. Many of these will involve collaborations across departments and colleges, as well as linkages with industry and other universities in the US and abroad. Lehigh should strive continually to increase the quality and diversity of its student body. Diversity and mutual respect are essential academic and humanistic goals.

Goal 4: Research, Graduate Education, and Life-Long Learning: Lehigh should be known for excellence in research and scholarship, which in turn supports its programs of graduate and undergraduate education. For faculty, active programs of leading research and scholarship are essential for maintaining their intellectual and educational vitality. Lehigh's graduate programs should be distinguished by their strong competitiveness in attracting the best students, quality and productivity. Lehigh should also strive to develop high quality life-long learning programs (e.g. master's degrees, short courses, programs without specific degree objectives) that extend its educational impact and increase its revenue. Societal demand for life-long learning programs is growing rapidly, particularly as the new tools of distance education make delivering them simpler and more effective.

Goal 5: Visibility: In order to attract the finest faculty and students and enhance its institutional reputation, Lehigh must implement a coordinated and aggressive program to achieve greater visibility and recognition - regionally, nationally, and internationally.

Goal 6: Alumni Relations and Development: Lehigh must develop a professional and effective advancement program, which embraces both alumni relations and development. Lehigh's historically outstanding program



of alumni relations should become even stronger, more international, and more contemporary. It is important to emphasize that the success of alumni relations is not measured simply in fundraising terms, but in the overall level of alumni involvement, commitment, and satisfaction as well. Development goals should focus principally, albeit not exclusively, on critical academic initiatives, including a major increase in the number of endowed chairs, endowment of undergraduate financial aid, and investments in academic infrastructure.

Goal 7: Innovation in Education: Lehigh should lead in developing more effective methods of education. In particular, the new computer and information technologies present major opportunities for Lehigh to improve its methods of education as well as its educational and management processes. Lehigh should be known for its creative use of information technology in teaching, learning, scholarship, library resources, and organizational management.

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