





# Letter from the President

**Timothy G. Lynch, Ph.D.**

Dear Students, Colleagues, and Friends of the College: I am pleased to present to you the College of Staten Island's Strategic Plan, Bridge to Success 2025-2030. This document represents input from various stakeholders and reflects the work of several dozen individuals who met regularly to articulate, refine, and crystallize our vision for the next half decade. This document aligns closely with CUNY's own Strategic Roadmap, Lifting New York, and the synergies between the two should be readily apparent.

Our strategic plan encompasses ideas and thoughts shared over an eighteen-month long process that featured town halls, surveys, working groups and other venues for input and feedback. Several hundred members of our community—including alumni, community partners, employers, faculty, staff, and students—took the opportunity to participate and share their vision for what the College of Staten Island should strive for over the next several years. This inclusive experience represents a diverse set of perspectives reflected in the document, and in its aspirations. It also demonstrates a deep sense of commitment as we continually strive for self-improvement, individually and collectively.

The process has demonstrated the role that the College of Staten Island—and CUNY, by extension—plays in the lives of its many stakeholders. CSI is an engine of economic and social mobility; an intellectual incubator of research, scholarship, and creative activity; a paragon of heterogeneity and inclusivity; a hub of student engagement; and an academic, artistic, athletic, and cultural touchstone for the borough we

call home. Our dual focus on access and excellence demonstrate that we can be "both/and" for the communities we serve as outlined in the five pillars of this strategic plan which articulate the ways in which we can best serve this mission and position CSI for sustained success.

The five pillars of this plan—enhancing the student experience; centering equity; being responsible stewards of and advocates for increased resources; supporting faculty research; and committing to a modern campus that is an anchor institution—demonstrate the best of what we can and should be. They also serve as exemplars of an institution that creates opportunities, committed to excellence in all that we do, and delivers results.

The College of Staten Island is an incredible institution. We provide transformational experiences for our students, and serve as a source of pride for our employees. Additionally, as the only institution of public higher education in the borough, we are the "community's college" and we are eager and excited to play an enhanced role beyond our core educational mission. This strategic plan builds on the college's many strengths and affirms CSI is a warm, welcoming, and world-class institution. I am proud to share Bridge to Success 2025-2030.

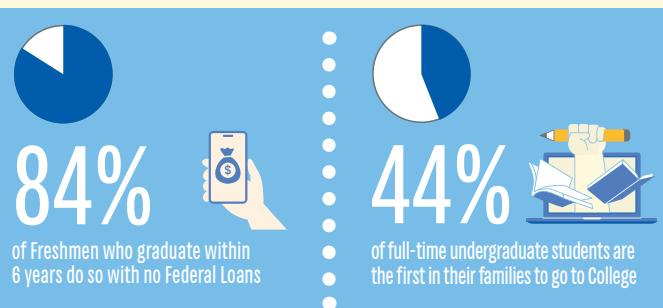
A handwritten signature of Timothy G. Lynch, Ph.D.

**Timothy G. Lynch, Ph.D.**

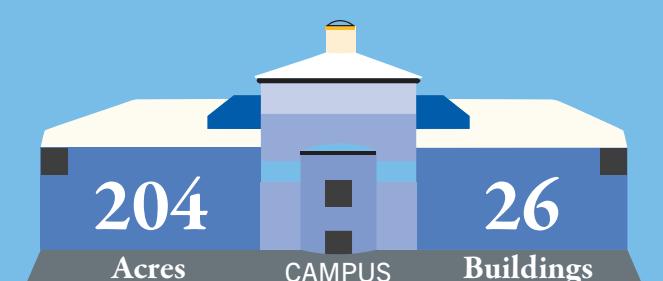
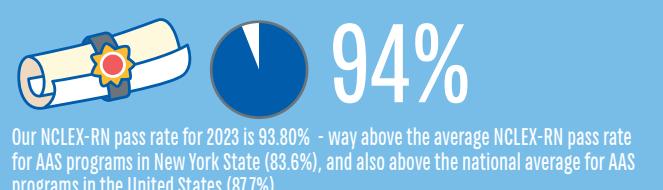
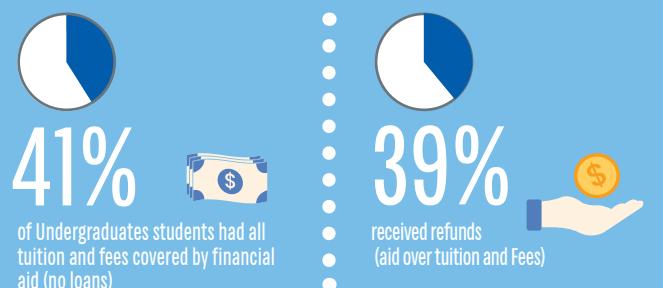


# By the Numbers

As a comprehensive college of the City University of New York (CUNY), the College of Staten Island (CSI) has 25 academic departments housed in three schools and two divisions. With three Honors programs and



**\$750 Million** Local Economic Impact



Prestigious Scholarship and Fellowship Opportunities including the Jeannette K. Watson Fellowship, Benjamin A. Gilman International Scholarship, and the America Needs You Fellowship

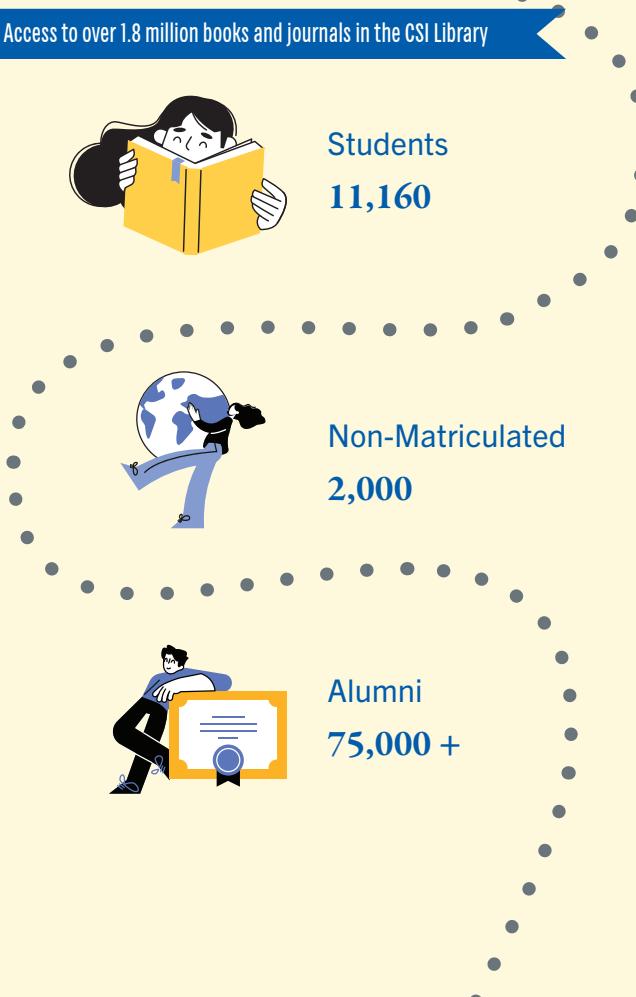


Student Internships in nationally recognized companies/ corporations including: BNP Paribas, Goldman Sachs, JP Morgan, Amazon, Microsoft, Capital One, Accenture, American Express, Verizon as well as the United Nations.



several opportunity programs, we offer Associate's (6), Baccalaureate (56), Master's (15) and Doctoral (3) degrees. We also offer a number of advanced certificates (5) and provide training for workforce development and continuing education, as well as GED and English language acquisition programs. We employ 2,000 individuals, making us one of the borough's top three employers, and our economic impact on the local community is profound. Located on the site of the former Willowbrook State School, the 204-acre campus is just minutes from downtown Manhattan and the financial district. Our campus boasts an astrophysical observatory, a CUNY-supported High Performance Computing Center, a 440-bed luxury residence hall

(Dolphin Cove), and top-notch athletics and recreation facilities to support our NCAA Division II student-athletes. Our Center for the Arts features art galleries, recital halls, and a thousand-seat concert venue where the community enjoys myriad performances. Satellite locations near the Staten Island Ferry terminal provide opportunities for engagement with employers through the Tech Incubator and other workforce development programs, and consortial arrangements with the CUNY Graduate Center allow for advanced study at that institution's Manhattan location. CSI counts politicians, successful entrepreneurs, and entertainment stars among its alumni, and Pulitzer and Guggenheim prize winners among its faculty. Here are some of the key demographic data points for CSI.



Prof. David Gerstner received the Order of Arts and Letters from France

Profs. Valerie Tevere, Bang Geul Han and Chris Verene are recipients of the prestigious Guggenheim Award

Distinguished Professor Tyehimba Jess is a Pulitzer Prize winning Poet

40 Number of student clubs and organizations open to all students

30+ Languages spoken

100 Approximate countries of origin

\$90M Annual capital improvement allocation

\$6,355 Cost of attendance for full-time in-state undergraduates

5 faculty in Science & Technology are considered to be among The Top 2% of their discipline worldwide.

14 NCAA DIVISION II SPORTS

4/5 Students receives financial aid and...

72 students have studied abroad in 11 different countries since returning from the pandemic

90% ...graduate debt-free!

#1 "Post-graduate Earnings" (Teachercertification.com)

#3 "Best Bang for the Buck" (Ranked by FORBES)

#17 "Best for Social Mobility" (CollegeNET)

#25 "Best for Experiential Learning" (FORAGE)

ROI-5.5X For every \$1 invested



# Mission

The College of Staten Island is committed to the highest standards in learning, teaching, research, scholarship, and service. As the only public institution of higher education in the Borough, the College provides transformational educational experiences for students to broaden their horizons. As a senior comprehensive campus of CUNY, we enhance critical thinking, ethical reasoning, and lifelong learning skills to develop civic-mindedness. We promote excellence in all we do, celebrate the strength of our diversity, and strive for equity and inclusion in all facets of campus life, preparing our graduates for success.

# Vision

The College of Staten Island will continue to serve as an engine of economic and social change for the borough and its greater environs. Here, thriving intellectual activity, along with a supportive and inclusive environment, allows students to reach their full potential.

Through rigorous academic programs, innovative approaches to pedagogy, and investments in our employees, staff, and infrastructure, we will support students from diverse backgrounds in all areas of their academic, personal, and professional growth. With state-of-the-art facilities, ethical integrity, and a respect for healthy discourse that allows for multiple viewpoints, we will be a catalyst for positive change in our communities.

# Our Values

## Academic Excellence:

the highest standards in teaching, scholarship, and research and creative activity



## Borough Leadership:

serving the needs of and providing access to opportunities for the residents of Staten Island and the surrounding communities.



## Diversity:

the values and the unique contributions of all



## Integrity:

the highest standards of ethics in all aspects of our operation



## Mission-Focused:

advancing its mission in myriad ways



## Responsibility:

shared governance, transparency, and diversity in all its forms



## Student Centeredness:

student achievement, persistence, development, and personal growth



## Strategic Priority #1

# Enhancing the Student Experience

The College will ensure access to transformational educational opportunities that lead to rewarding careers. We will achieve this by offering robust campus engagement activities and expanding co-curricular programming. We will support health and wellness efforts, enhance and develop career preparation, grow our alumni network, expand applied learning opportunities, and build pipelines to careers via relevant academic and credential programs.



**“**As a student at CSI, I have been able to maximize the resources at my disposal to reach my personal and professional goals. From my involvement in the vibrant club life to being a part of an active student government on campus, I have gained experiences that have supplemented my learning in the classroom. With the support of the staff, faculty, administration, and alumni network, I am confident that I will succeed in the workforce.”

— Adrian Rosales, '25, Student Government President

## KEY INITIATIVES

- 1.1 Create a community that supports and encourages a rich co-curricular experience
- 1.2 Create structures that promote a campus culture of caring and self-advocacy
- 1.3 Increase and promote opportunities for experiential and community-engaged learning
- 1.4 Provide resources that increase understanding of collegiate mental health and wellness
- 1.5 Implement initiatives aimed at guiding students towards interest-based career paths
- 1.6 Provide structures that help students experiencing personal and academic distress
- 1.7 Educate stakeholders on career possibilities and paths as they relate to our programs
- 1.8 Develop and broaden internship preparation, completion, and assessment activities
- 1.9 Increase alumni engagement through mentorship, internships, and other programming
- 1.10 Create imbedded credentials as appropriate within majors and academic programs
- 1.11 Build career ladders through microcredentials and credit for prior learning
- 1.12 Increase awareness around career preparation and graduate study opportunities
- 1.13 Grow our alumni support through a comprehensive strategy of events, regular communications, and new initiatives like the alumni mentorship program.
- 1.14 Focus on expanding the number of alumni engaged with the college while cultivating and sustaining long-term relationships with major donors.



## Strategic Priority #2

# Equity, Inclusion, and Belonging

The College will create and sustain a teaching, learning, and working environment that is welcoming and inclusive. It will demonstrate an ongoing institutional commitment to inclusivity and belonging by attracting, retaining, and increasing the percentage of students, faculty, and staff from BIPOC, LGBTQIA+, and other historically marginalized communities and by creating equitable access to safe and inclusive spaces. Our dedicated faculty and staff are vital to the University's success, and CSI is committed to support their growth through training, professional development, recognition, and career advancement opportunities, fostering a culture of belonging and inclusiveness.

## KEY INITIATIVES

2.1 Enhance data collection to better understand and analyze recruitment and retention challenges among students from historically underrepresented communities

2.2 Establish a pre-college transition program to equip incoming students from historically underrepresented groups with essential college skills, including self-advocacy

2.3 Provide programming on topics such as cultural competence, Universal Design, and implicit bias and utilize incentives and accountability to

ensure ongoing compliance with federal mandates

2.4 Ensure adequate and appropriate resourcing of offices and efforts that promote inclusivity and belonging

2.5 Create recruitment policies that ensure a diverse pool of applicants

2.6 Create and support employee mentorship/affinity programs to support the retention and advancement of diverse individuals within the university.

2.7 Ensure equitable opportunities for career growth and progression, by



**“**Creating accessible and inclusive spaces will enhance collaboration within the university, allowing us to exchange ideas representative of our community as a whole. Accessibility is for everyone, enabling us to honor our campus's history and strive for a better future.”

— Sean Thatcher, *Lecturer, Department of Engineering and Environmental Science Earth and Ocean Science Coordinator*

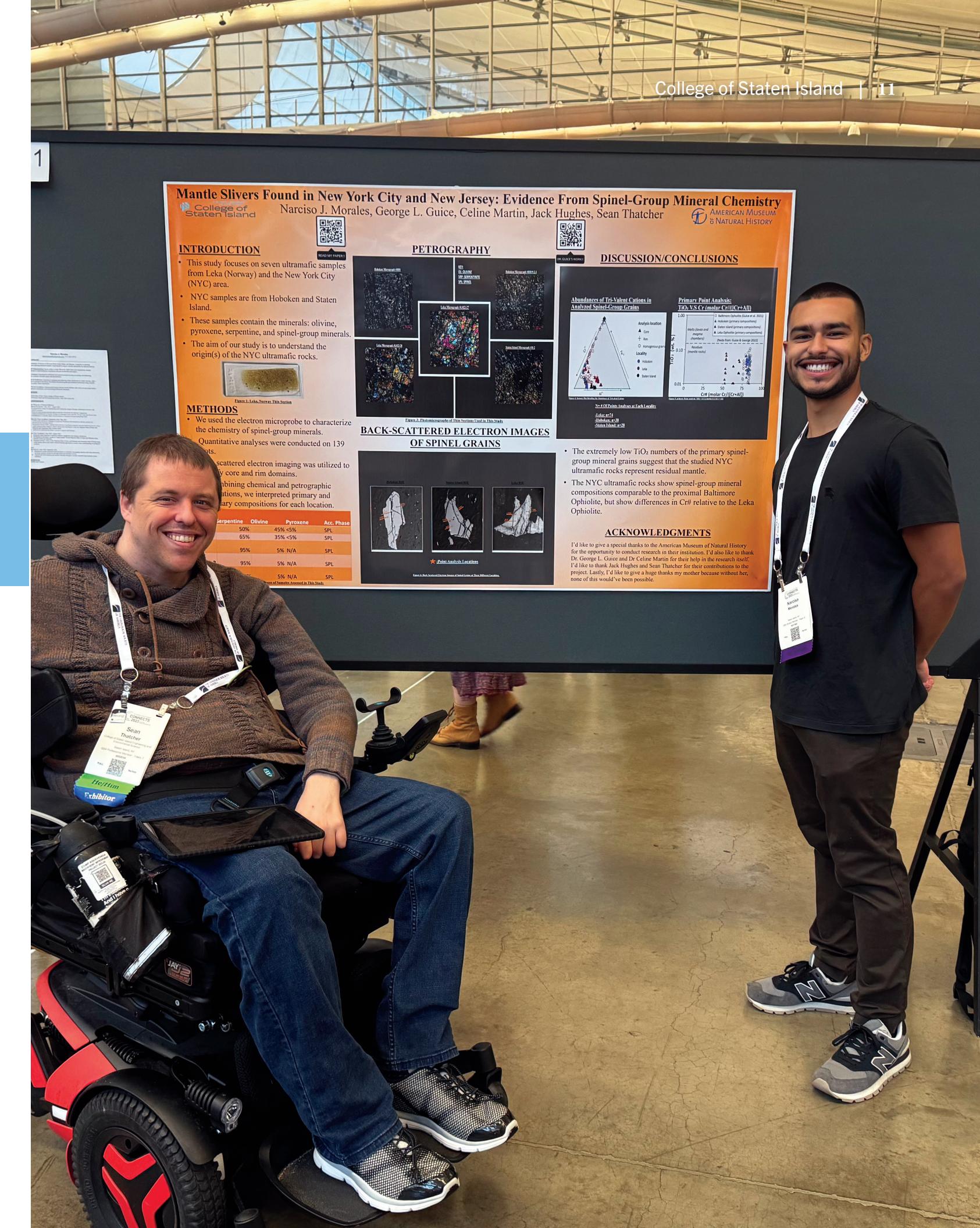
making known the structured ladder of advancement designed to promote the progression of staff and faculty from marginalized communities.

2.10 Continue and enhance community-building exercises such as Spirit Days, BBQs, and informal social gatherings

2.11 Celebrate and acknowledge cultural and other holidays via a series of planned events

2.12 Celebrate and acknowledge employees who have achieved significant milestones in their careers

2.13 Provide robust professional development opportunities to increase staff's sense of belonging



## Strategic Priority #3

# Being Responsible Stewards of, & Advocates for, Increased Resources

The College is committed to responsible stewardship and advocacy for increased resources.

Strategies by which this will be demonstrated include: prioritizing enrollment growth; expanding philanthropic partnerships; liaising with employers and elected officials to pursue grant and other funded projects; entrepreneurial activities, including public private partnerships; and controlling costs by efficiently managing expenses. The college will use key performance indicators to gauge effectiveness of these and other strategies to make data-informed decisions regarding the continuance or exploration of new initiatives.



“ CSI’s dedication to stewardship creates lasting impact beyond the classroom. By focusing on bringing in more students, expanding partnerships, and embracing innovative ideas, the College is helping build a stronger Staten Island. I’m proud to stand behind an institution that not only takes care of its students but also works closely with local businesses, public leaders, and engines of economic growth to create opportunities and secure resources needed to keep our borough thriving

– Michael Cusick, Chair of the CSI Foundation and President & CEO of the Staten Island Economic Development Corporation

## KEY INITIATIVES

3.1 Review enrollment trends to identify areas for growth and improvement

3.2 Develop strategies to maximize enrollments in high-demand programs while preserving and developing expertise in a broad array of fields consistent with strategic priorities

3.3 Reinforce our retention efforts to increase enrollment and improve student completion rates

3.4 Strengthen bonds with local schools and community organizations to enhance recruitment and reinforce our reputation for academic excellence

3.5 Build diverse streams of revenue to create stability in the college’s financial health

3.6 Set goals to guide strategic investments and to support strategic resource allocation decisions

3.7 Adopt flexible budgeting strategies to adapt to campus needs and growth opportunities

3.8 Enhance reporting to increase transparency on campus finances and elevate understanding of the budgeting process

3.9 Work with faculty to develop proposals to attract support for academic programs and college initiatives from external partners

3.10 Collaborate with auxiliary services, workforce development programs, and the college foundation to align resources with strategic imperatives

3.11 Identify opportunities for revenue generation and cost-sharing via coordination with related entities

3.12 Develop stackable credentials with workforce development programs that provide pathways to aligned degree programs

3.13 Identify resources and best practices to incentivize faculty members to enhance their research

3.14 Develop strategies to enhance the competitiveness of grant proposals

3.15 Facilitate interdisciplinary research and grant applications

3.16 Identify and generate support for projects that will enhance the student experience

3.17 Partner with elected officials to advocate for increased support for the University system

3.18 Engage CUNY officials with opportunities to invest in CSI and ensure that CSI is able to participate in larger CUNY initiatives



## Strategic Priority #4

# Supporting Research, Scholarship, and Creative Work

The College is committed to enhancing the research, scholarship, and creative work (RSCW) of its faculty. Intellectual inquiry is at the heart of every campus community and ours is no different: CSI will affirm this commitment by maintaining faculty who are active in RSCW, growing material support for RSCW, raising the institution's public profile as it relates to faculty accomplishments, and involving students in RSCW activities.

## KEY INITIATIVES

- 4.1 Advance the College's research and teaching mission by increasing the proportion of professorial faculty through both recruitment and retention
- 4.2 Increase the use of reassigned time for RSCW, especially related to externally funded projects
- 4.3 Promote, support, and leverage CSI's role in the Graduate Center consortium to recruit and retain faculty
- 4.4 Identify areas of research strengths and growth and prioritize these areas
- 4.5 Support initiatives to recruit and retain faculty in areas of need, particularly faculty from underrepresented groups
- 4.6 Maintain and enhance acquisitions and other library resources that facilitate RSCW
- 4.7 Increase extramural funding from both grant-based and philanthropic sources to support and expand RSCW
- 4.8 Reimagine and reassign campus space and facilities for new RSCW-related purposes
- 4.9 Promote and leverage existing research centers as



**“**Since joining the College of Staten Island 19 years ago, I have received consistent support as a researcher and inventor in neuroscience, physical therapy, and medicine. CSI provides outstanding resources that promote research, innovation, and creative work.

The institution's dedication to scientific advancement is evident through its strong infrastructure, collaborative environment, and institutional support. From talented students collaborating with faculty to specialized research centers, CSI cultivates a culture of discovery and scholarly exchange. CSI has genuinely been the foundation of my professional growth and success.”

– Zaghloul Ahmed,  
*Professor and Chairperson of the Physical Therapy Department*

CUNY-wide and NYC research innovation and discovery hubs

4.10 Increase professional development opportunities for faculty and staff

4.11 Sponsor and promote colloquia, conferences, exhibitions and other on-campus events—especially those that showcase accomplishments by CSI students and faculty

4.12 Promote and increase support for open access publication in scholarly journals

4.13 Prioritize RSCW in communications and media initiatives

4.14 Increase the digital footprint/media presence of faculty, studios, labs, art galleries, theaters, concert halls, and research centers



4.15 Support research-based pedagogy and other experiential learning in classroom curricula

4.16 Support mentored undergraduate and graduate assistantships related to RSCW, both on and off campus

4.17 Identify and promote experiential learning opportunities with a connection to the broader cultural, scientific and business

## Strategic Priority #5

# Committing to a Campus that has Modern Facilities & Infrastructure

The College is committed to a campus that has modern facilities and infrastructure. Building a sustainable campus will allow CSI to serve as an anchor institution—academic, cultural, and otherwise—for the local community, allowing us to retain our role as borough steward. The campus is committed to the use of technology for social awareness, for the modernization of teaching and learning, for revenue opportunities, and for addressing environmental challenges. CSI's infrastructure will be used to support growth and innovation: it is important that this infrastructure empowers teaching and learning for all modalities.



“ CSI's grounds offer a unique collegiate setting inspiring growth and success. Campus Planning and Facilities has the opportunity to be at the forefront of planning and overseeing numerous capital projects that help preserve and improve our facilities and infrastructure for years to come. It is a privilege to be a part of this endeavor to strive to better our campus, bring about positive change, and foster a campus culture that supports the college's commitment and the progress it continues to make to be a leader in higher education.”

— Jorma Loci, *Project Manager, Campus Planning*

## KEY INITIATIVES

5.1 Invest resources to address the current infrastructure challenges. This should remain a priority while considering funding future technology initiatives

5.2 Invest in facilities and technology infrastructure that will enhance the

teaching and learning environment as well as provide for operational growth opportunities

5.3 Explore and implement flexible technology solutions that will foster positive teaching and learning experiences for all modalities

5.4 Develop a framework encompassing tools and policy that shares best practices and fosters engagement in support of emerging technologies and infrastructure

5.5 Invest in facilities and technologies to allow for sustainability, reliability, and future planning

5.6 Address environmental issues by continuing and establishing relationships with the community as well as leveraging social technology and online resources to communicate findings





Explore. Achieve. Succeed.



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