

Strategic Planning Group Recommendations
2/24/15

	A	B	C	D	E	F	G	H	I
1	Working Group Recommendations	Refer to CAPP	Refer to CAT	Refer to Dean of the Faculty (DOF) and/or President	Refer to Admission & Financial Aid Committee/VP	Refer to Center for Teaching & Learning	Consider for next fundraising campaign	Other Referral	Notes
2									
3	Foundational Curriculum Group A								
4	Quantitative reasoning requirement	X							
5	Managing demands on introductory science	X							Formation of ad hoc committee approved September 2014
6	Discontinue Group X	X							
7	Add studio and practice-based classes to Group A	X							
8	Clearer articulation of Group D	X							
9	Humanities 110 dialog			X					
10	Class size	X							
11	Student workload	X							
12	Diversity and the curriculum	X						COD/Mary James	Committee on Diversity (COD)
13									
14	Intermediate & Advanced Curriculum Group B								
15	Enhance communication between admission & faculty re: recruitment				X				
16	Increase support for faculty training & time for student advising & curricular planning					X		"Advising Group"	Mary James, Nora McLaughlin, DOF
17	Implement more sophisticated degree requirement tracking systems					X		"Advising Group"	Mary James, Nora McLaughlin, DOF
18	Grading Policies: regular broadcasting of expected grade ranges	X							
19	Grading Policies: reporting quartile or percentil ranking on transcripts	X							

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20	Grading Policies: enhanced outreach from faculty, president, and Center for Life Beyond Reed about grading philosophy			X (President)					
21	Grading Policies: increased commendations of students to coordinate Fellowships & Awards and career opportunities							VP/Dean of Students	
22	Thesis: Improve marketing				X				
23	Thesis: Recognize practical skills & experience gained during thesis for graduate studies & life after Reed				X				
24	Take advantage of junior qual to ensure students are prepared for thesis	X							
25	Thesis: Address advising imbalance	X							
26	Thesis: Provide academic staff support			X (DOF)					
27	Thesis: Improve technology & tech facilities to faculty and students to produce high-quality theses			X (DOF)					
28	Strengthen & elaborate advising protocols to signal multiple curricular pathways for majors			X (DOF)				"Advising Group"	Mary James, Nora McLaughlin, DOF
29	Develop & support targeted & structured minors to compliment major programs	X							
30	Market unique balance of depth & breadth by demonstrating benefits, rejecting dichotomy of academic versus practical skills							VP/College Relations & VP/Dean of Admission	
31	Curricular Diversity: change faculty hiring practices		X	X				COD/Mary James	

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32	Curricular Diversity: increase upper-level course offerings	X							
33	Curricular Diversity: hire staff specifically to support goals			X (DOF)					
34	Facilitate study abroad							Off Campus Study Committee	
35									
36	Rethink disciplinarity beyond depts & cultivate links among faculty	X						COD	
37	Strategically hire faculty to expand interdisciplinary connections	X							
38	Expand opportunities for cross-department/division interactions beyond major programs	X						COD	
39	Provide structural ways for courses to serve multiple depts courses & major programs	X						COD	
40	Strengthen academic advising & faculty support to guide students to multiple curricular pathways			X (DOF)		X		"Advising Group"	Mary James, Nora McLaughlin, DOF
41									
42	The Arts at Reed								
43	Integrate performance & studio courses more fully into group requirement structure	X							

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44	Include performing and visual arts in humanities			X				Include in hum discussions with Group A recommendations	
45	Create dance major	X							CAPP approved, contingent on Mellon Foundation funding
46	Creative writing program contingent on adding faculty	X					X		
47	Credit for classes by part-time arts instructors	X							
48	Facilitate student interactions with arts professions						X		Consider artist in residence slot & fundraising for visiting arts
49	Art faculty who work as artists	X							
50	Film & media studies program	X							
51	Strengthen departments & programs	X							
52	Staff positions	(teaching staff)		X (DOF)					
53	Strengthen Reed's growth as an arts presenter						X		Appoint ad hoc committee? Consider consultant help.
54	Building request: Center for the Book						X	VP/Treasurer	
55	Building request: Studio Arts renovation						X	VP/Treasurer	
56	Building request: Teaching museum						X	VP/Treasurer	
57	Building request: 450 seat theatre						X	VP/Treasurer	
58	Building request: Center for Writers						X	VP/Treasurer	
59									

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60	Education Outside the Classroom Group D								
61	Mitigate cultural & curricular obstacles for study abroad							Off Campus Study Committee	
62	Integrate discussion of study abroad more fully in freshman orientation & advising							VP/Dean of Students & "Advising Group"	Mary James, Nora McLaughlin, DOF
63	Consider short-term study abroad programs by Reed faculty & assure all students have access							Off Campus Study Committee	
64	Assure study abroad is accessible regardless of financial need						X	VP/Treasurer	Should this be a source of revenue?
65	Focus on Center for Life Beyond Reed							VP/Dean of Students	Associate Dean position approved Sept 2014
66									
67	Website improvement							VP College Relations/Public Affairs	
68	Life Beyond Reed Grants							VP/Dean of Students	
69	Undergraduate Research Committee			X (DOF)					Funding Issue
70	Student Collaborative			X (DOF)					Funding Issue
71	Meet current demand for service opportunities with more staff & program funding							VP/Dean of Students	

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72	Provide equal student access to programming with increased work-study or other funding for paid service						?	VP/Dean of Students	
73	Provide designated transportation to off-site service opportunities							VP/Dean of Students	
74	Examine diversity of service opportunities							VP/Dean of Students	
75	Address decentralization of current service & other peer-led programs							VP/Dean of Students	
76	Facilitate faculty involvement in extra-curricular service & community-based education					X			
77	Build resources to fund unpaid student internships & student/faculty collaborative research & opportunity grants						X		
78									
79	Summer and January Term Group E								
80	Establish preparatory, remedial programs to help students succeed	X							Ad Hoc Bridge Program Committee approved Sept 2014
81	Consider establishing summer courses	X							
82	Provide opportunity for at least one internship/externship &/or other experiences beyond the curriculum							VP/Dean of Students	
83	Incorporate Life Beyond Reed more in faculty advising					X		"Advising Group"	Mary James, Nora McLaughlin, DOF
84	Future of Paideia and programming							Ad hoc Paideia Committee	

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85	Consider study abroad during summer & winter breaks							Off campus study committee	
86									
87	Community Governance and Academic Administrative Structure Group F								
88	Establish ad hoc committee on Community Governance and the Legislative Process	X							
89	Improve coordination and communication among governing bodies							Community Affairs Committee	
90	Improve staff participation in governance process							CAC	
91	Faculty committee selection & election: term limits							Appeals & Review Committee	
92	Faculty committee selection & election: dean be mindful of previous service			X (DOF)					
93	Faculty committee selection & election: improve record keeping and data on service			X (DOF)					
94	Faculty committee selection & election: better education & discussion of responsibilities of Reed's governance structure; possible campaigning for committees			X (DOF)				Appeals & Review Committee	Consult with faculty who have expertise in educating about governance
95	Faculty committee selection & election: consider "wild-card" slot on committees filled randomly from faculty at large							Appeals & Review Committee	

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96	Granting tenure to presidents and the dean of the faculty			X (president)					Develop presidential proposal for CAT & CAPP
97	Create Associate Dean of the Faculty position	X		X (DOF)					Develop DOF proposal for CAPP
98	More transparency of college's budgetary processes							VP/Treasurer and CBAS	
99	Educating the community about governance: staff orientation							Director of Human Resources	
100	Educating the community about governance: student orientation							VP/Dean of Students	
101	Educating the community about governance: faculty orientation			X (DOF)					
102	Educating the community about governance: web page repository for governance documents							Registrar and Executive Director of Communications and Public Affairs	
103	More regular review of governance structure							CAC	
104	Diversity and participation in governance: by faculty			X (DOF)					DOF discuss with Appeals & Review Committee
105	Diversity and participation in governance: by students							Student Senate	
106	Diversity and participation in governance: by staff							Director of Human Resources	

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107	Faculty and community committees: create ad hoc committee on faculty workload								Deferred; some improvements on committees slated for 2015-16
108	Number of committees & number of members	X		X (DOF)					
109	Faculty Workload: Committee on Advancement & Tenure		X						
110	Faculty Workload: Committee on Academic Policy and Planning	X							
111	Better utilization of Appeals & Review			X (DOF)					
112	Opportunities for Faculty leadership development			X					
113	Unscheduled time each week for meetings/ governance	X							Include in ad hoc committee on class schedule approved by CAPP Sept 2014
114	Emergency powers for the president								no action required
115	Student leadership engagement and continuity							CAC & Honor Council	
116	Redundancies in academic program administration			X (DOF)					
117									
118	Research, Teaching and the Liberal Arts College Group G								
119									
120	Clarify research and publication expectations for junior and senior faculty		X						
121	Provide support for teaching and scholarship that recognizes different needs			X (DOF)					

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122	Reduce committee work to free up more faculty time for teaching and scholarship	X							Some improvements slated for 2015-16
123	Create campus-wide post-bac program	X							
124	Increase funding for student travel to academic conferences						X		
125	Funding for sabbatical and leave programs	X					?		
126	Increase funding for departments with identified unmet needs			X (DOF)					
127	Improved publicity for faculty and student achievements			X (DOF)					
128									
129	Faculty and Staff Quality of Life Group H								
130	Establish revenue-neutral on campus child care center							Ad Hoc Child Care Committee	
131	Improve staff performance reviews							VP/Treasurer & Director of HR	
132	Expand the staff excellence award							Staff/Faculty Quality of Life Committee	Committee includes some members of Group H
133	Replace Thank You Fund with Team Building Fund							VP/Treasurer & Director of HR	
134	Create a professional development budget in every department							VP/Treasurer & Director of HR	

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135	Create Thanks and Praise and Peer Recognition Web Page							Communications & Public Affairs	
136	Consider regular one-on-one meetings between staff and supervisor							President's Senior Staff	
137	Consider holding regular team meetings							President's Senior Staff	
138	Leadership training							President's Senior Staff	
139	Mentoring and Support for Teaching					X			
140	Faculty Evaluation		X						
141	Create Ombuds Office for Staff and Faculty			X (DOF)				VP/Treasurer	
142	Rethink class schedule	X							Ad hoc committee approved September 2014
143	Create a Quality of Life Committee	X							Approved for replacing Benefits Committee September 2014
144	Benefits package and quality of life							VP/Treasurer/Dir of HR/Quality of Life Committee	
145	Add short-term disability benefit							VP/Treasurer/Dir of HR/Quality of Life Committee	

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146	Resourcing staff support for new buildings							VP/Treasurer	
147	Salary Issues						X	VP/Treasurer	
148									
149	Whom Do We Want To Educate Group I								
150	Overhaul admission data collection and its usage to better inform and guide options and tradeoffs in admission initiatives							VP/Dean of Admission & Financial Aid; AFAC	
151	Implement a discipline of ongoing strategic planning							VP/Dean of Admission & Financial Aid; AFAC	
152	Strengthen communication between faculty, trustees, and admission office							VP/Dean of Admission & Financial Aid	Trustees Ad Hoc Committee on Admission & Financial Aid established October 2014
153	Refine and amplify marketing							Executive Dir of Communications & Public Affairs; VP/Dean of Admission & Financial Aid; AFAC	

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154	Increase Strategic Outreach							VP/Dean of Admission & Financial Aid; AFAC	
155	Amplify diversity efforts							Committee on Diversity; VP/Dean of Admission & Financial Aid; Director of Institutional Diversity	
156	Set specific goals for the recruitment of international students (including percent of need-based students)							VP/Dean of Admission & Financial Aid, VP/Student Services, VP/Treasurer	
157	Conduct a new retention study							VP/Dean of Admission & Financial Aid, VP/Student Services	

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158	Set a specific goal of incrementally increasing the percentage of financial-need freshmen over the next 6-8 years from 45% to a minimum of 53%							VP/Dean of Admission and Financial Aid; VP/Treasurer; AFAC	
159	Review dropping home equity and including business and capital losses in the methodology for awarding financial aid							VP/Dean of Admission & Financial Aid; VP/Treasurer; AFAC	
160	Study the impact of using CSS as the sole methodology in demonstrated need for financial aid							VP/Dean of Admission & Financial Aid; VP/Treasurer; AFAC	
161	Explore approaches to differential packaging that avoid its potential negative consequences—saddling lower-rated students with higher debt and work loads, offering discounts for the primary purpose of generating tuition revenue instead of awarding merit.							VP/Dean of Admission & Financial Aid; VP/Treasurer; AFAC	
162									
163	Student Success Group J								
164	Create a bridge program for remedial academic support	X							Ad hoc committee approved September 2014
165	Improvements to academic advising					X		"Advising Group"	Mary James, Nora McLaughlin, DOF

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166	Prepare Students for a meaningful life beyond Reed							VP/Dean of Students	
167									
168	Long-term Financial Health of the Institution Group K								
169	Manage all aspects of Reed's finances in a fiscally prudent manner; exercise caution with new initiatives that would add structural costs or personnel without either new resources in the form of additional endowment or a multi-year track record of significant budget surpluses.			X (President)				President's Senior Staff	
170	Increase size, quality and yield of the applicant pool. Continue to advance reputation for educational excellence.			X (President)				VP/Dean of Admission & Financial Aid	
171	Reliance on revenue from endowment & tuition growth may require enhanced levels of fund-raising.			X (President)			X		