Brandeis University

Strategic Planning

Task Force Charges, Leadership, and Membership

June 7, 2012

Notes:

- In each membership list, * indicates the primary contact person for that task force

- The leadership and membership of some task forces is continuing to evolve, and there may be some additions and changes to these lists.
Charge to the Benchmarking Task Force (BTF)

The Benchmarking Task Force is charged with undertaking a study to analyze how certain peer institutions of higher education transformed themselves to become more desirable to students and parents over the past decade or two. Pay particular attention to those schools where “when going head to head in recruitment” Brandeis once dominated, and now the peer school is significantly more successful. Also, consider schools that have moved from being primarily regional institutions to being considered national and, to some degree, international institutions.

- Create brief case studies of schools that became far more competitive and attractive to students in a relatively short period of time. (Schools that may or may not fit this description but have been identified by the Board include: Brown, Duke, Penn, Tufts, NYU, USC, and Washington University in St. Louis.)
- Gather data. Where possible utilize existing data and take advantage of the good work already done by Andrew Flagel and his colleagues.
- Assemble whatever anecdotal information is available regarding institutional strategies and the orchestration of those strategies over time.
- Attempt to tie the choices made by each institution to what was going on in higher education at that time in history, acknowledging that as trends change, what makes a school desirable or “hot” varies.
- Prepare talking points for the March meeting of the Board, and share both the Benchmarking Task Force outcomes and the Board discussion highlights with the Strategic Planning Steering Committee.

Membership (*Indicates primary contact person)

Michael Sandel ’75, Trustee, Anne T. and Robert M. Bass Professor of Government, Harvard University (Chair)
Frances Bermanzohn ’78, Trustee, Managing Director, Deputy General Counsel, Goldman Sachs
Dan Feldman, Vice President for Planning and Institutional Research
*Andrew Flagel, Senior Vice President for Students and Enrollment
Steve Goldstein ’78, Provost and Professor of Biochemistry
Anita Hill, Professor of Social Policy, Law, and Women's Studies and Senior Advisor to the Provost
Larry Kanarek ’76, Trustee, Senior Director, McKinsey & Company, Inc.

Initial work completed; conversation ongoing
Charge to the Academic Innovations Task Force (AITF)

The Academic Innovations Task Force is charged with proposing to the Strategic Planning Steering Committee new programmatic approaches and flexible models for delivering a Brandeis education.

The process will include asking such questions as:

• What do we do well in undergraduate and graduate education, and how can we build on those successes?
• Where are the hurdles that get in our way, and what can we do to remove them?
• How can we build on our experiential learning successes? How can we do that in ways that enhance the teaching and learning experience, and yet are affordable for Brandeis?
• How can we foster stronger connections between the schools, Arts and Sciences and the professional, to improve student learning and research? What programs, policies, and/or structures strengthen those connections?
• What do we need to change about the way we schedule our offerings, and the way we structure our academic calendar, that would give us greater flexibility in programming and increase innovative teaching opportunities?
• How might distance learning play a role in our ability to offer the highest quality education in the most flexible way? How can faculty best use online/in person (hybrid) teaching approaches and other technology options to enhance their programs and create more flexibility for students?

Membership  
(*Indicates primary contact person)

Gannit Ankori, Professor of Fine Arts and Chair in Israeli Art, Department of Fine Arts and Schusterman Center for Israel Studies
Margeaux Auslander, Graduate Student in Psychology
David Cunningham, Associate Professor of Sociology
Susan Lanser, Professor of English, Women's and Gender Studies, and Comparative Literature
*Dan Perlman, Associate Professor of Biology and Associate Provost for Assessment and Innovation in Student Learning (Chair)
Michael Sandel ’75, Trustee, Anne T. and Robert M. Bass Professor of Government, Harvard University
Judith Shapiro ’63, former President, Barnard College
Jonathan Steinberg ’13, Student
John Unsworth, Vice Provost for Library and Technology Services and Chief Information Officer
Charge to the Flexible Education Through Technology Task Force (FETF)

Serving a spectrum of learners: flexible education in a time of disruptive technology

Attracting and educating traditional college-age students, working professionals, alumni, high school students, and “mature” learners, Brandeis provides flexible education by using innovative technology to support on-campus and off-campus learning. Meeting students’ needs throughout their lifetime, Brandeis creates individualized education with opportunities for intergenerational learning and networking. The library—the academic center for the preservation and dissemination of knowledge—changes to meet this evolving learning model. Continuous experimentation with hardware, software, and pedagogy prepares Brandeis to serve this diverse spectrum of learners. New structures may need to be created that facilitate maintaining high quality in online learning with faculty oversight of curriculum.

Membership (*Indicates primary contact person)

Jay Dev ’13, Student
William Flesch, Professor of English
Rachel Happel, High School Programs
Todd Kirkland ’13, Student Union President
Stuart Lewtan ’84, Trustee, Chief Executive Officer, Zintro, Inc.
Walter Mossberg ’69, Trustee, Personal Technology Columnist, The Wall Street Journal
Leonard Muellner, Professor of Classical Studies
Jordan Pollack, Professor of Computer Science
Sybil Smith, Executive Director, Graduate Professional Studies in the Rabb School for Continuing Studies
David Wedaman, Library and Technology Services
*Michaele Whelan, Vice Provost for Academic Affairs
John Unsworth, Vice Provost for Library and Technology Services and Chief Information Officer
Grace Zimmerman, Senior Lecturer in the Brandeis University International Business School
Charge to the Strategic Planning Financial Task Force (SPFT)

The Strategic Planning Financial Task Force is charged with proposing to the Strategic Planning Steering Committee an overall financial strategy to underpin and enable the strategic plan, and in doing so provide the financial framework for ongoing long-range planning and decision-making at Brandeis.

In the process of creating the overall financial strategy for the strategic plan, the SPFT will:

- Review Brandeis University’s current financial situation; identify opportunities and threats; consider long-range financial directions, as well as issues that need strategic attention now.
- Review external data related to the finances of higher education and the competitive environment.
- Consider the financial implications of the components of the strategic plan as they begin to take shape, and provide feedback to the Strategic Planning Steering Committee on their financial viability.
- Propose specific and integrated financial strategies to support the plan’s major initiatives.
- Propose creative financial strategies, not necessarily related to the plan’s emerging initiatives, but that in and of themselves contribute to the overall sustainability and success of the institution in the future.
- Propose broad-based metrics that will help Brandeis implement, assess progress, and make adjustments to the plan over time.

The Strategic Planning Financial Task Force is charged with approaching this task with full recognition that strategic planning is an ongoing process. As the environment changes, and implementation takes place, both the strategic plan and its financial strategy will be revisited and adapted continually to incorporate new information and leverage new opportunities.

**Membership**

(*Indicates primary contact person*)

Meyer Koplow ’72, Trustee, (Chair)
David, Bunis ’83, Senior Vice President and Chief of Staff
Mark Collins, Senior Vice President for Administration
Fran Drolette, Senior Vice President for Finance and Chief Financial Officer
Andrew Flagel, Senior Vice President for Students and Enrollment
*Steve Goldstein ’78, Provost and Professor of Biochemistry
Anita Hill, Professor of Social Policy, Law, and Women’s Studies and Senior Advisor to the Provost
Adam Jaffe, Fred C. Hecht Professor in Economics
Daniel J. Jick ’79, Trustee (and member of the SPSC)
Lisa Lynch, Maurice B. Hexter Professor of Social and Economic Policy & Dean, Heller School
Carol Osler, Associate Professor of Finance
Steve Reiner ’61, Trustee
Perry Traquina ’78, Trustee, President and Chief Executive Officer, Wellington Management Company LLP
Charge to the Integrated Arts Task Force

The arts are a public face of the university. Brandeis already has the Rose Art Museum with its world-renowned collection, which could serve as a focal point for expansion in the visual and performing arts. It is time to re-conceptualize a strong creative arts program at Brandeis. Brandeis has the potential to house the best creative arts school in the country, with appropriate investments and facilities. There is also a critical need for studio space, performance space, and other facilities that will attract students and faculty to Brandeis. While much discussion has focused on the need for improved and new facilities, the plan should consider ways to enhance creative arts programs, independent of whether a new facility is built. Additional thought must be given to the Brandeis particular niche in the arts that is aligned with the themes that have come out of the strategic planning process.

Membership

(*Indicates primary contact person)

Gannit Ankori, Professor of Fine Arts and Chair in Israeli Art, Department of Fine Arts and Schusterman Center for Israel Studies (Co-Chair)
Mitch Benoff ’68, Professor, Berklee School of Music
Cynthia Cohen, Director, Program in Peacebuilding and the Arts, International Center for Ethics, Justice, and Public Life
Seth Coluzzi, Assistant Professor of Music
Iyvon Edebiri ’13, Student in Italian Studies
*Scott Edmiston, Director, Office of the Arts (Co-Chair)
Judith Eissenberg, Professor of the Practice of Music
Tory Fair, Assistant Professor of Sculpture
Dan Feldman, Vice President for Planning and Institutional Research
Alia Goldfarb ’13, Student in Theatre Arts
Dabney Hailey, Director of Academic Programs, The Rose Art Museum
Tim Hickey, Professor of Computer Science
Ken Kaiserman ’60, Trustee 2000-2012, President, Kaiserman Company, Inc.
Alice Kelikian, Associate Professor of History
Tom King, Associate Professor of English and Women's and Gender Studies
Adriane Krstansky, Assistant Professor of Theater Arts
Charles McClendon, Sidney and Ellen Wien Professor in the History of Art
Barbara Sherman ’54
Charge to the Faculty, Scholarship and Research Task Force

The charge to the Faculty, Scholarship and Research Task Force is to make recommendations to ensure that Brandeis will continue to have the strongest possible commitment to faculty, scholarship and research, and will have the support systems and structure in place to enable faculty to make significant contributions to their fields and to the university at all stages of their careers. The FSRTF is charged also with looking at the emerging work of the other task forces in order to ensure that they are appropriately integrating scholarship and research into their proposals.

We consistently identify ourselves as a university that offers all the advantages of a liberal arts college embedded in a top-tier research university. In order to implement that vision, we must be able to answer the following questions:

- How can Brandeis ensure that its commitment to faculty scholarship, research and creative work becomes stronger than ever as we embark upon this new strategic planning process?
- What kinds of support systems need to be in place in order that faculty can make significant contributions to their fields and to the university at all stages of their careers?
- How can we build and retain a diverse faculty, diverse both in its ethnic and racial contours and in its outstanding scholarly, research and creative achievements?
- How can we position ourselves to take advantage of new technologies to strengthen scholarship and research?
- How can we better integrate advances in scholarship and research into our teaching mission?

Membership (*Indicates primary contact person)
Yu-Hui Chang, Associate Professor of Composition
Zvonimir Dogic, Associate Professor of Physics
Irving Epstein, Henry F. Fischbach Professor of Chemistry and Senior Advisor to the Provost for Research (Co-Chair)
Anita Hill, Professor of Social Policy, Law, and Women's Studies and Senior Advisor to the Provost
Connie Horgan, Professor, Associate Dean, Research, and Director, Institute for Behavioral Health
Jane Kamensky, Harry S. Truman Professor of American Civilization
Blake LeBaron, Abram L. and Thelma Sachar Professor of International Economics
*Robin Feuer Miller, Edytha Macy Gross Professor of Humanities, Professor of Russian and Comparative Literature and Senior Advisor to the Provost (Co-Chair)
John Plotz, Professor of English
Vardit Ringvald, Professor of Hebrew, and Director of the Hebrew Language Program
Samuel O. Thier, Past President, Brandeis University and Chair, Heller Board of Overseers
John Unsworth, Vice Provost for Library and Technology Services and Chief Information Officer
Charge to the Learning Communities and Student Experience Task Force

The Learning Communities and Student Experience Task Force is charged with exploring scenarios and proposing models to enhance campus life and co-curricular and extra-curricular experiences to the Strategic Planning Steering Committee that:

A. Nurture Brandeis values and commitment to social justice and respect for differences, celebrating our multiple-faith and multi-cultural environment
B. Foster campus spirit, community, and belonging
C. Enhance and expand co-curricular opportunities to support learning, creativity, and personal exploration, especially through supporting student/faculty interactions
D. Match campus services with recruitment, retention, and revenue goals

Areas to be considered include:

- What kind of campus atmosphere should be fostered to enhance lifelong connections with students of all ages and their family members, alumni, faculty, and staff?
- What kinds of residential experience, dining options and transportation services best meet campus needs and contribute to recruitment and retention of students, faculty and staff, consistent with our educational and multi-cultural environment?
- How can we better engage faculty, staff, alumni, and supporters with students in Brandeis community life?
- What are likely enrollment/financial aid options/scenarios at various levels given Brandeis's core values, and how will those scenarios impact developing academic goals?
  - To what degree will these options distinguish Brandeis from our peers?
  - What are some of the implications/advantages of exploring/expanding new enrollment cohorts (part-time, international, pre-college, executive, seniors, military, summer)?
- What models of health services could enhance/promote wellness of body and mind for students, faculty and staff?
- What level/direction of engagement with the Waltham community will best support institutional values and enhance Brandeis recruitment, retention, development, and career placement goals?

Membership (*Indicates primary contact person)

Stephen Alkins, Graduate Student
Larry Bailis, Associate Professor, The Heller School
Fran Bermanzohn ’78, Trustee, Managing Director, Deputy General Counsel, Goldman Sachs
Jennifer Cleary, Senior Lecturer in Theater Arts (Co-Chair)
Amanda Dryer ’13
Sylvia Fishman, Joseph and Esther Foster Professor in Judaic Studies
*Andrew Flagel, Senior Vice President for Students and Enrollment (Co-Chair)
Monique Pillow Gnanaratnam, Director, Intercultural Center
Lisa Kranc ’75, Trustee, Senior Vice President, AutoZone, Inc.
Rachel Nelson ’13
Sheryl Sousa, Director of Athletics
Charge to the Global Task Force

The Global Task Force is charged with envisioning Brandeis University’s global presence over the next decade. In the process of planning the task force will address the following questions:

- How might Brandeis become known as a community – a place of common ground – where scholars, students, and leaders from around the world come together to consider issues of global consequence, particularly issues that have significant ethical and social justice ramifications? Identify areas that might include water, and issues of war and peace.

- What kind of programmatic and structural innovations would bring such a goal to life? How would that work, in person and virtually? What international and institutional relationships has Brandeis – and particularly Fred Lawrence – developed that will enable our global strategy to come to life?

Membership (*Indicates primary contact person)
Debra Butler, Graduate Student in IBS
Bulbul Chakraborty, Enid and Nate Ancell Professor of Physics (Co-Chair)
Daniel Elkaim, ’81, Trustee, Managing Director, Mitsubishi UFJ
Kim Godsoe, Dean, Academic Services
*Anita Hill, Professor of Social Policy, Law, and Women's Studies and Senior Advisor to the Provost
Andrew Molinsky, Associate Professor, International Business School
Louis Perlmutter, ’56, Trustee, Senior Advisor, Corporate Partners LLC
Fernando Rosenberg, Associate Professor of Hispanic Studies & Comparative Literature
Chandler Rosenberger, Assistant Professor of International and Global Studies & Sociology
Daniel Terris, Vice President for Global Affairs (Co-Chair)
Imani Williams ’13, Student in Health: Science, Society and Policy
Charge to the Alumni and Community Building Task Force (ACBTF)

The Alumni and Community Building Task Force is charged with developing a set of recommendations to engage alumni and other supporters with the University both on-campus and in the wider world. Driving this effort is the strongly expressed desire of alumni, faculty, students and staff, to more fully engage alumni, members of the Brandeis National Committee, parents, and other supporters with the Brandeis community and its academic enterprise, through a continuum of roles including student mentors, links to the working world and professional and social networks, Brandeis ambassadors, lifelong learners and citizens of the institution as it evolves.

The ACBTF will:

• Reach out to the alumni to engage its members in the process of conceptualizing and fine-tuning the future roles for alumni.
• Develop and propose a continuum of alumni involvement and describe what would be required to bring the components of that continuum to life.
• Consider how the talents, skills, and resources of alumni, members of the BNC, parents, and other supporters could most effectively serve to enrich the education and lives of Brandeis students. (Consider such things as mentoring, internships, etc.)
• Provide ideas on how our alumni can best act as ambassadors to the outside world, and in doing so contribute to community building at Brandeis.
• Consider what kinds of on-campus and distance learning experiences would benefit alumni, BNC members, parents, and other supporters and suggest ways to continuously evolve those programs to fit the needs of each generation of alumni.
• Consider how professional and social networks can support the ongoing success of the alumni throughout their lives.
• Recommend ways to create a more robust alumni donor base to enable the strategic plan and contribute to the financial sustainability of the institution.
• Articulate the support system, technological and otherwise, that alumni will need to effectively play all of the proposed roles embedded in the task force recommendations.

Membership (*Indicates primary contact person)
Karen Bergstresser, M.Ed., Associate Director for Alumni & External Relations, IBS
*David Bunis ’83, Senior Vice President and Chief of Staff
Joseph Du Pont, Dean of Career Services, Hiatt Career Center
Janice Fineman, Executive Director, Brandeis National Committee
Andrew Flagel, Senior Vice President for Students and Enrollment
Ben Gomes-Casseres’76, Professor of International Business
Adam Rifkin ’97, Trustee, Managing Director, Barclays Capital
Myles Weisenberg ’78, Vice President of Development
Paul Zlotoff ’72, Trustee, Chairman of the Board, Uniprop
**Charge to the Facilities and Campus Evolution Task Force**

The Facilities and Campus Evolution (F&CE) Task Force is charged with envisioning possibilities for how the Brandeis campus might evolve to support and facilitate the achievement of the emerging strategic plan and the University’s mission.

In the process of planning the evolution of the campus — its facilities and open spaces and the infrastructure that supports these — the F&CE Task Force will:

- Review the 2001 master campus plan to determine whether the set of guiding principles it set forth will serve Brandeis’s robust academic and programmatic mission and priorities, which are now beginning to emerge in the strategic planning process.
- Consider how campus facilities will support the University's commitment to energy efficiency, preservation of natural resources, and long-term environmental sustainability.
- Propose the creation of new facilities and the removal of older facilities that no longer offer cost-effective possibilities for serving the University’s needs.
- Explore opportunities for adaptive reuse, major renewal, and renovation.
- Undertake the essential preparatory work for the next iteration of the Brandeis campus master plan pursuant to the University’s strategic plan.

**Membership**  
(*Indicates primary contact person*)

Ronald A. Ratner ’69, Trustee, Executive Vice President and Director, Forest City Enterprises  
(_Chair_)

Henry Aboodi ’86, Trustee, Senior Managing Director, Alpine Resources LLC

Wendy Cadge, Associate Professor of Sociology

Edward Chazen, Adjunct Professor in the Brandeis International Business School

Mark Collins, Senior Vice President for Administration

*Dan Feldman, Vice President for Planning and Institutional Research

Andrew Flagel, Senior Vice President for Students and Enrollment

Steve Goldstein ’78, Provost and Professor of Biochemistry

Margie Lachman, Minnie and Harold Fierman Professor of Psychology

Walter Leutz, Associate Professor and Associate Dean for Academic Personnel, Heller School

Enrique Levin, Grad Student, IBS

Len Potter ’83, Trustee, Chief Investment Officer, Salt Creek Hospitality LLC

Herbie Rosen ’12, Alumnus

Peter Shields, Associate Vice President, Facilities Services

Joe Wardwell, Assistant Professor of Painting
Charge to the Strategic Planning Development Task Force (SPDTF)

The Strategic Planning Development Task Force is charged with identifying those aspects of the emerging strategic plan that present significant development opportunities for Brandeis. Working with the Strategic Planning Steering Committee (SPSC), the Strategic Planning Financial Task Force (SPFTF), and others as appropriate, this task force will begin to build a coherent case that will become the underpinnings of the next Brandeis Capital Campaign.

The SPDTF will:

- Gain clarity on the Trustees and President’s current assumptions regarding future development activities, and in particular the upcoming Brandeis Capital Campaign.
- Build a shared understanding of the long-range assumptions driving the strategic planning effort.
- Review the specific strategic plan recommendations as they begin to take shape over the summer, and identify where there is potential for future development efforts and the Capital Campaign.
- Produce a preliminary, high-level rationale for a strategic plan-driven development effort, and in doing so, articulate specific projects that might drive the Capital Campaign.
- Work with the financial task force, the facilities task force and others as appropriate, to build a preliminary sense of the scope and general cost of individual projects.
- Provide a bridge from the strategic planning process to the Capital Campaign Committee of the Board of Trustees.

Members

(*Indicates primary contact person)

Jonathan Davis ’75, Trustee, Founder and Chief Executive Officer, The Davis Companies, (Chair)
*Steve Goldstein ’78, Provost and Professor of Biochemistry
Barbara Mandel, Trustee, Vice Chair, Mandel Foundation
Nancy Winship, Senior Vice President of Institutional Advancement

Additional members TBD