To: Task Force Leaders and Members  
From: Steve Goldstein, Provost and Chair, SPSC  
Date: June 4, 2012  
Re: Task Force Process and Deliverables

Thank you for agreeing to contribute to the work of the Strategic Planning Steering Committee by becoming a task force leader or member. As you know, Brandeis University is undertaking a strategic planning process that is designed to develop a 10–20 year vision for the university and a more focused five-year strategic plan. A critical part of developing the plan is input from the 11 task forces that have been formed to address issues critical to the future of Brandeis.

Task force work should reflect the following values and commitments:

- Brandeis will remain a research university with a liberal arts focus.
- Brandeis will embrace social justice in its education and research endeavors.
- Brandeis will honor its Jewish roots and its commitments to pluralism, access, and diversity.

In addition, task forces are asked to consider the following questions when evaluating recommendations:

- Is it strategic?
- Does it play to our strengths and give us an edge related to that strength?
- Will it make us more distinctive?
- Will it increase our competitiveness for attracting the best faculty and students?
- Is it bold?
- Can we communicate it effectively?
- Is this recommendation likely to generate revenue?
- Will it require significant investment?

Task forces, working with staff support, will schedule their own meetings/conference calls for the summer months. Weekly or every-other-week calls/meetings are suggested. A meeting of task force leaders and members of the Strategic Planning Core Team (SPCore) is being scheduled for June; in addition task force leaders may be asked to meet individually or in small groups with the SPCore during the summer. Note: The SPCore is a small ad hoc group working with the Provost and consultants to ensure effective orchestration of the process.

Each task force is requested to submit a report on its work by August 10. For some task forces this may represent the end of their work, while for others it will be an interim report and they may be asked to continue. Four task forces—Finance, Development, Facilities and Campus Evolution, and Alumni and Community Building—will definitely continue their work into the fall, as their scope cuts across many areas. Others may be extended if required.
Your task force report should include:

• A description of the long-range (10+ years) direction and rationale for your area of focus, as well as a short list (three to five) of the high-level recommendations you suggest for the next five years. (*One page maximum*)

• An explanation of each of the 5-year recommendations. This should include a brief rationale explaining why the task force believes the recommendation is important, what the task force hopes to accomplish through the recommendation, and a statement of envisioned challenges with reference to the recommendation. (*One page maximum per recommendation*)

• A statement that explains how Brandeis’s values and commitments (stated above) are integrated into the direction and each of the recommendations. (*One page maximum*)

In September the Strategic Planning Steering Committee will meet to review the task force reports and begin the work of developing the plan framework. *Please keep in mind that the task forces are not writing the plan, but rather are providing input and recommendations for consideration by the Strategic Planning Steering Committee.*

The Strategic Planning Core Team is most appreciative of the efforts of all of the task force members toward developing this important plan for Brandeis.

**Overview of Strategic Planning Schedule**

• The task forces will continue to meet throughout the summer months and will prepare preliminary reports by August 10. Some task forces will continue to work into the fall.

• The Strategic Planning Steering Committee (SPSC) will meet September 5-6 to review and discuss the work of the task forces.

• A high-level framework will be ready for input and feedback from faculty, students, and staff by the end of September/early October.

• A plan will be developed by mid-December.

• Confirmation of the plan by campus constituencies and the Board of Trustees is scheduled for the end of January 2013.