We reviewed over 250 ideas with at least some academic impact. We grouped them into important categories, combined and rephrased similar ideas, and proposed priorities. Among our recommendations are:

1) It is important that the strategic plan, and the member institutions by their endorsement of the plan, reaffirm guiding principles of our consortium. From the comments and voices we heard, there are substantial numbers of members of our community who have come to doubt our commitment to one or more of these principles. Let us lead with these commitments and choose our initiatives to better fulfill them.

2) We have gone too long without several other principles, so we propose several additional guiding commitments that should be affirmed in our next strategic plan.

3) We identify nine major strategic themes.

4) We have provided a number of specific action items which we hope will be pursued under one or more of the major strategic themes.

5) You will see that we do not have a separate section on information technology at the 20,000 ft. level, rather we have integrated IT issues in the topical areas to which those issues are relevant. At the same time, we encourage stronger IT cooperation and integration; perhaps that should be elevated to a principle in the strategic plan overall, not just for academic issues.

Although our group was appointed rather than elected, we nonetheless thought that our membership was representative enough to find value in identifying those items which struck one or more members of our group as high priority specific action items.
Re-Affirmations (we believe these are already widely accepted, but would benefit from reaffirmation by all presidents, provosts and deans; and understood by faculty colleagues)

- The consortium provides a richer academic environment for students and faculty members, including a wider set of curricular programs than each single institution would choose to mount on its own and a diverse set of strong intellectual communities.
- There is no added charge to students or their institutions for course interchange.
- Transportation is expeditious and no cost for students and employees.
- Faculty members teaching on other campuses have the privileges of full-time faculty members on the host campuses insofar as possible.
- Faculty members teaching on multiple campuses are given appropriate credit/recognition for added time and inconveniences in serving more than one campus.
- Faculty members are assured full credit (by their departments, deans, and provosts) for courses taught and students taught, wherever they teach courses within the consortium and regardless of the home campus of the students they teach.
- Colleges will maintain closely coordinated academic calendars with similar start dates for each semester and common mid-semester breaks (and will scrupulously avoid unilateral actions resulting in major adjustments/misalignments).

New Affirmations (to be endorsed by all presidents, provosts, deans, and understood by department chairs, promotion and tenure committees, etc.)

- Course interchange registration is as convenient as possible for students.
- Course materials and electronic resources (course management systems, reserves, databases, electronic journals) are accessible to all students and faculty members from their home campuses.

Strategic Themes in the Academic Areas

A. Move steadily and with determination to streamline and integrate academic electronic resources—Calendars; Schedule of classes; Registration system; Catalog of courses; Directory of programs (majors, minors, certificates; Directory of faculty members and their research and teaching interests; Consistency in the course management systems)

B. Take all necessary steps to ensure that electronic library resources are fully shared and accessible to any of our faculty members and students.

C. Improve the scheduling of those classes attracting (or designed to attract) interchange enrollment and match those schedules with appropriate express transportation to reduce the travel penalty that discourages many students from interchange enrollment.

D. Expand, improve and standardize five college video conferencing capabilities to allow students and faculty members from multiple locations to connect reliably with high fidelity audio and video and the capacity to share and annotate both prepared text and handwritten materials.

E. Develop better procedures for joint planning for five college joint faculty appointments and develop a suite of options for how shared commitments to departmental and programmatic needs can be arranged.

F. Develop stronger programs for research, projects, internships and short courses in May and summer.

G. Develop 5-year programs leading to a Masters Degree with intercalation of undergraduate and graduate coursework.

H. Strengthen faculty services and faculty intellectual communities through coordinated efforts of teaching centers, teaching workshops, publication and writing workshops, sharing facilities, cosponsoring residencies and senior visiting scholars, and faculty development programs.

I. Strengthen student intellectual communities by supporting Five College cohorts in majors and programs and their activities, including research and internships.
**Topical Initiatives**
Not part of the plan, but an indication of some of the detailed work to do.

Key:
➡️ could be done quickly
★ high priority to at least one member of the group
✩ high priority to 2 or more members of the group
★★ high priority to 4 or more members of the group

**Course Registration System**

★ Course Registration – Improve all systems including: on-line course request/registration systems and improved systems for students and advisers to plan possible schedules and alternates.
  - Consider updated transcript and graduation audit information.
  - Provide prompt feedback to confirm pre-registration at the end of pre-registration.
  - Explore a unified on-line registration system.
  - Establish a formal mechanism for announcing and encourage the practice of holding some seats initially in each class for interchange registrants.

★★ Produce an integrated catalog of approved courses with equivalences (sortable by key words)
  - Produce from the catalog an integrated schedule of course offerings for each semester with information on intended class size and remaining vacancies
  - Develop an easily interpreted integrated catalog of course offerings, including adopting a common numbering system for equivalent courses and indicating which courses offered anywhere in the consortium count towards each major as required or elective courses. Alternatively, adopt a common course numbering system for the consortium with equivalent courses given the same number.

**Transportation and scheduling**

★ Study and adapt transportation schedules and class schedules for optimal accessibility of courses to students from all campuses.

★ Comprehensively study and improve all transportation resources: local buses, express buses, ride boards, zip cars, parking options.

➡️ Have departments and programs coordinate the semester-by-semester and within-semester schedules of course offerings.

★ Explore/develop/implement a portfolio of options for course formats that allow greater flexibility for Five College participation: blended courses, shared field components, once and twice per week classes, evening classes, faculty members move instead of students.

➡️ Install/maintain wireless service on all buses.

Provide summer bus service

★ Use Hampshire (optimal transportation hub) as a location for Five College shared courses

★ Improve student transportation options for non-academic schedules: events, late afternoons, evenings, shopping, movies

Have faculty members or departments hold some seats in each class for interchange registrants

Create convenient parking locations for Five College visitors on each campus.
Coordinate Curricula and programs in departments and programs

 ➪ Arrange annual meetings of five-college curriculum committees for each department and program.

 ➪ Provide support for regular five college department/program retreats and/or chairs meetings.

 ➪ Develop an easily interpreted integrated catalog of course offerings with clear statements of course equivalents across the campuses’ different numbering systems;
  in the long run adopt a common numbering system for equivalent course and indicating which courses offered anywhere in the consortium count towards each major.

 ★★★ Share information earlier among colleges, departments, and programs about planned course offerings, with time to adjust class times and electives to meet needs and to reduce unnecessary redundancies of courses for which demand is low. Align dates academic class offerings are due.

 ★★★ Have departments and programs work together to coordinate speaker series to avoid redundancies and maximize opportunities to attend talks of interest at other campuses.

 ★★★ Study courses with undersized enrollments to plan for specific combinations with support for scheduling choices and transportation and blended course support.

 ★★★ Share among faculty members lists of faculty subspecialties for all faculty members of the consortium.

 ➪ Create networks of academic support staff members.

Joint Faculty Appointments

 ★ Develop and support a variety of models for sharing faculty members
  Permanent joint appointments with divided obligations
   One or more added positions to departments on the condition that they share faculty members through course interchange on a regular basis.
   Temporary joint appointment of a tenured faculty member with divided obligations among two or more campuses for a 3-5 year term.
   Firm departmental commitments to provide support as needed for five college interdisciplinary programs and/or for faculty exchanges.
   Re-evaluate incentives for and compensation of faculty exchanges. Perhaps forbid overloads; perhaps require only true exchanges or some form of “banking” rather than overloads; perhaps pay more for overloads; compare and set overload pay, if allowed, in a sensible way relative to adjunct pay.

 ★ Coordinate appointments (share position requests – and proposed curricular areas to be served – at time of proposal submission for shared planning and comment – create common timetables for proposal submission and review).

 Coordinate review of position requests and decisions on search authorizations.

 Commission a study on the outcomes and value of joint positions in terms of: faculty exhaustion, departmental communities, enrollments, differing value of 2-way vs. 5-way shares, etc.

 ★ Develop Five College funding streams for distinguished visitors and other residencies.

 Invite representatives from other campuses to serve on faculty search committees.

 Pool funding in advance for joint faculty positions and invite applications for joint positions.
Academic Services (information technology)

✩ Create a single sign-on (username and password) for access to any Five College network by any member of one of the Five College communities.

✩ Course management system – Adopt a single system for all courses offered in the consortium
  Adopt a common ID/one-card system

★★ ➜ Adopt and implement standards (compatible systems) for in-class and out-of-class internet video-conferencing technologies

✩ ➜ Create Five College wireless access for any Five College community member in all academic spaces (and promptly in all campus spaces).

★★ ➜ Adopt common high standards for classroom instructional technology.
  Create a uniform system for on-line management of job application dossiers.
  Converge, simplify and align all academic information and instructional technology services.

Academic Services (library)

★ Make all electronic resources accessible to all individual members of the consortium (library databases and subscriptions; digital image, audio, and video collections

Make library borrowing privileges standard for all members of the five campus communities.

Cooperate even more closely on collection development.

Cooperate more fully on support for electronic resources.

Academic Services (other)

✩ Catalog of Courses

★★ ➜ Produce an integrated catalog of approved courses with equivalences (sortable by key words, fields, departments)
  Produce from the catalog an integrated schedule of course offerings for each semester with information on intended class size and remaining vacancies
  Develop an easily interpreted integrated catalog of course offerings, including adopting a common numbering system for equivalent course and indicating which courses offered anywhere in the consortium count towards each major.

★ Directories

★★ ➜ Produce an integrated directory of faculty members, librarians, and academic support staff members sortable by affiliations, teaching interests and research interests
  Produce an integrated directory of all employees, sortable by interest and roles.

★★ ➜ Create an integrated listing of BA certificates, MA certificates, and 5-year BA/MA programs

Build a culture of five-college cooperation by studying successful examples and sharing/celebrating best practices and cooperation successes.

★★ ➜ Jointly advertise and recruit for faculty and staff positions.

Shared support for students seeking outside scholarships and fellowships

★ Shared support for faculty members seeking grants, fellowships, awards

Develop coordinated programs for information about and/or advising for off-campus study, internships, career services, nationally competitive scholarships and fellowships.

Create a location for offices and programming for retired faculty members.

✩ Create one or more physical or virtual centers to host and support programming and visiting faculty members (and selected continuing faculty members and students) around a theme for one or more years.
Academic joint/counterpart departments and programs

- Coordinate curricular offerings (share new course proposals and new program proposals with deans and faculty committees at time of proposal for comment)

- ★★★ Promote annual joint student research/artistic celebrations for all departments & programs

Create Five College language programs/departments with aligned curricular offerings, planned locations of course offerings, and shared faculty recruitment and program reviews

- ★★★ Create events to encourage formation of Five College student cohorts of majors by field

- ➤ Support shared residencies and visitors

Include Five College partners in listserv messages to a department or program membership on any one campus. Create a Five College listserv for every department, program, or topical group.

- ★ Five College Orientation for new faculty members (in May or June before the first job starts) or a shared meeting for first year faculty members in January or May during the first year.

Faculty mentoring program – offer faculty members mentors from other campuses

- ★ Share more workshops on the craft of effective teaching, and on student learning
  - Lecturing techniques; Discussion leading; Writing assignments; Dealing with difference
  - Dealing with difficult questions; Assessment strategies; Grading strategies; Using GIS
  - Using CBL techniques; Using fieldwork
  - Using international/global connections through internet videoconferencing

Create a Five College Teaching and Learning Center

- ★ Support faculty members to migrate in their scholarly specialties

Fund (full or incentive) shared postdocs

Fund (full or incentive) shared speaker series rather than (or in addition to) current program to support shared single lectures

Common first-year orientation

Shared first-year student programs (readings, associated speakers)

- ★ Share Visa services for both students and visitors

Share Grant services
  - Application support; Administration support; Accounting support

Document (publish annual list), recognize (count as “service”) and support (stipends?, parking options) college faculty members’ service on thesis committees

Develop Five College sustainability studies

Support advanced study at the senior/MA/MFA level in the arts

Create programs in South Asia (certificate, etc.)

Ensure Five College topics and five college representation are included in department and program reviews.

Ensure Five College programs are periodically reviewed for accomplishments and effectiveness.
Community Outreach programs

✩ Support for community based learning (how to do it; connections to community)
✩ Storefronts to support Five College connections to major communities

Better Transportation options for those doing community service, particularly to Holyoke and Springfield. Consolidate fleet management, especially for fieldtrips, internships, and community service.

Five College Communication

Aggressively market each campus’s campus-based programs to the other campuses

★➠ Create a single joint calendar database for automated entry of scheduled events with topical/location customizing for display (show all at Hampshire, show all in biophysics, …) link topical program web pages to associated topical calendars. Merge all calendar lists. Allow individuals to subscribe to customized calendars on topics of interest.

Five College management

Don’t micromanage how programs use funding or microanalyze exactly how joint program funding should be shared in assessments.

Make more transparent how decisions for five-college programs and funding are made.

➠ Create a Five College faculty advisory committee of 20-25 faculty members to meet regularly with FC staff members.

Continue the practice of allowing departments and programs to petition the Deans directly for funding.

Create a fund for new cooperative initiatives to encourage proposals.

Provide supplemental funding as an incentive/reward to cooperating departments.

✩ Ensure that department and program reviews include five college issues and five college partners.

Use teleconferencing for Five College meetings.

Find ways for campus resource allocation and strategic planning committees to consult regularly with each other.

Budget

✩ Pool resources in a Five College innovation fund to which applications can be made for funding limited to no more than 3-year support followed by phased transfer to support by assessments.