

Executive Summary

This document represents a five-month effort by a group of 31 students, staff, faculty, alumni, and Trustees to identify priorities for the coming 10 to 15 years of the three schools of Lewis & Clark College. We worked by consensus, using a process that invited the perspectives of every member of the Lewis & Clark community. We decided that an important part of our work was to clearly articulate the College's identity, which we concluded is embodied in the following five values: intellectual rigor in a supportive environment; Northwest heritage, expansive horizons; a passion for global engagement; community engagement; wisdom and leadership.

Our recommendations, grounded in these values, are organized in support of six strategic goals:

1: Grow and wisely use our financial resources. We recognize that it is essential to commit to a capital campaign, and to deploy our existing resources as wisely as possible.

2: Enhance the Lewis & Clark College community. We aim to inculcate a stronger sense of connection to and pride in Lewis & Clark College throughout its constituencies. To that end, we recommend adoption of and support for these five core values as an expression of our collective identity. We recommend fostering more cooperation among the three schools of Lewis & Clark College, enhancing the sense of common purpose felt by faculty, staff, and, very importantly, alumni of the College. We also regard it as very important to take steps to improve the diversity of the Lewis & Clark community, in particular its ethnic and racial diversity.

3: Strengthen our academic programs. We must be certain that our programs embody academic excellence. To assure this, we recommend the cultivation of essential academic skills and promote their application inside and outside the classroom. We support the continued integration of excellent teaching and scholarly contributions by faculty. We recommend continued emphasis on international and environmental teaching and scholarship, hallmarks of the Lewis & Clark curriculum. At the CAS in particular, we advise lowering the student-faculty ratio, strengthening academic advising, and further enhancing the science programs.

4: Attract and retain a well-qualified student body. Students form the core of our mission, and it is vital that we attract and retain the best students possible. To attract students who will form a strong, diverse learning community, we must raise new sources of scholarship support. To retain students, we must strengthen our academic programs (goal #3) and enhance access to the important services we provide. Steps toward building a strong community (goal #2) are especially important here as well.

5: Promote organizational effectiveness. Lewis & Clark College must develop an organizational structure that is both effective and efficient. We recommend a thorough review of the current structure and the implementation of needed changes. Effectiveness also requires improvements in methods of institutional communication. Finally, an effective organization requires faculty and staff who are fairly and competitively compensated and recognized and rewarded for successful performance.

6: Improve the campus infrastructure. Dramatic improvements in our physical facilities over the last 15 years have greatly enhanced our ability to offer a first-rate education. This momentum must continue. At the CAS, the construction of new science facilities will complete the academic plan for the campus. At the Law and Graduate Schools, additional infrastructure needs have been identified. Other improvements could benefit all three schools: additional student residences, a student center, improved parking and transportation options, and a performing arts center.

We are confident that adopting these recommendations, which are supported by every member of the Task Force, will significantly advance the collective mission of Lewis & Clark College.