**Institutional Effectiveness Committee**

**Priority Recommendations 2013-14**

IEC Alumni Relations Working Group:

1. Communications will lead an educational effort among departments and individuals on campus with significant communications responsibilities in order to improve email tactics and strategy.
2. Add a “content specialist” role in Communications that would centralize oversight of bulk email distribution and content.
3. Invest in software to manage email traffic and opt-out lists.
4. Advancement Services owns alumni data and will receive data updates from across the college and control mailing lists.
5. The College should consider ways to use alumni outcome data to enrich campus conversations about our educational program, and to help us better understand its value, strengths, and challenges as evidenced by the life trajectories of graduates.

IEC Data Management Working Group:

1. Having established the Data Management Users Group (DMUG) to involve users in the transition to advanced data warehouse (storage) and business intelligence (reporting/analysis) systems:
   1. DMUG's first purpose is to serve as a community of data users by continuing IITS progress on the data issues identified by the group
   2. DMUG’s second purpose is to establish a Data Standards Committee.
2. Include the following items as the IT governance group prioritizes the College-wide IT agenda:
   1. the need for an integrated HR/payroll/financial reporting system
   2. the need for a system for capturing student activity data within the student record, and mechanisms for the aggregate reporting thereof.

IEC Discrimination Working Group:

1. Faculty and Staff should receive Title VII training, similar to Title IX training.
2. The names and contact information for the EEO Officers should be posted on the Human Resources website.
3. EEO Officers should receive the proper training to deal knowledgeably and responsibly with complaints.
4. The College should hire an ombudsperson for Haverford faculty and staff. To maximize opportunities and reduce cost, this could be a shared position with Bryn Mawr College.

IEC Travel and Risk Management Working Group:

1. Maintain a registry regarding international student travel (for curricular, co-curricular activities) through the Dean of Global Affairs.
2. Activities in countries under US State Department Travel Warnings and other locations/situations potentially high risk will be referred to a new International Risk Management Council (IRMC), consisting of the Associate Provost (chair), Dean of the College, Administrative VP, Chief of Staff and one faculty member with international experience and expertise. Legal counsel and insurance representatives will be consulted as necessary. Appeals of decisions of this Council will go to the President.
3. The IRMC will ensure that forms and policies (medical, emergency contact, etc.) are consistent across campus. The Council will confer as necessary in a timely way when specific high-risk activities are brought to its attention.
4. Haverford faculty, staff when traveling abroad (with or without students) for college related business or professional activities should consult [The Travel Resources website](https://www.haverford.edu/travelresources/) and should let the direct supervisor (or Provost’s office) know destinations and dates of travel. Dean of Academic Affairs must know names of students, destinations, dates and purpose of trip.

IEC Civic Engagement Working Group

1. Create a Civic Engagement website, with links to the three academic centers, College offices, (Eighth Dimension, CCPA, Athletics, etc.) and curricular programs that offer and support community based learning/civic engagement activities.
2. Create a Civic Engagement Council, and invite students, alumni, community organizations, faculty and staff to serve on this Council to discuss ideas, develop initiatives and assess projects.
3. Create curricular opportunities for skillfully facilitated reflection, discussion, reading and analysis. Without the critical and conceptual frameworks that enable students to understand the structural underpinnings that create the contexts in which they are working, the meaning and implications of the community work may be lost.
4. Coordinate with Bryn Mawr College to maximize opportunities and efficiency. Bryn Mawr has a well-established, nationally recognized, robust Civic Engagement Office (CEO).
5. A long term goal is to create a centralized office, the Center for Civic Engagement and Social Responsibility (CCESR), led by a Director, and the Center would serve as a coordination nucleus to track activities, support faculty initiatives, build networks, and develop robust partnerships with community members, institutions, agencies and umbrella organizations. The Center also would assess the impact of the CESR activities in terms of student learning outcomes, employment opportunities post-Haverford, and ultimate career paths, in addition to working with the communities to assess CESR’s impact on the communities.

IEC Program and Thesis Learning Goals Working Group

1. Learning and thesis goals for departments and programs should be posted on the web.
2. Departments and programs should re-examine their learning and thesis goals periodically, and update when necessary. This process could become part of the Chairs/program coordinators routine responsibilities each year.

IEC General Education Requirements Working Group

1. EPC spearheaded this discussion about changes to the General Education requirements. Consensus among the faculty about new models was not reached, and EPC should continue to engage the faculty and students in discussions about new models for the Gen Ed requirements.