

Advancing Kalamazoo College: A Strategic Vision for 2023

2018-2019 Implementation Plan - Progress Report

This is a report on action items for the first year of the new strategic plan, Advancing K. Each action is linked to one or more of the plan’s four pillars; and each includes a listing of those offices or people primarily responsible for implementation, the funding mechanism, metrics (quantitative and qualitative) to gauge progress, and the results achieved during this year. For a summary of progress, [visit our website](#), scroll to the bottom of the page, and click on Curriculum and Co-Curricular Programs, Endowment, Campus or Community.

Curriculum and Co-Curricular Programs

Strategies	Advance <i>K-Plan</i> ; Enable all to study abroad; Prepare all students for “Life after K”; Engage Kalamazoo
Action	Use a design thinking approach to review the effectiveness of and consider new approaches to K’s experiential education components and the <i>K-Plan</i>
Responsibility	Steering Committee for Mellon Foundation grant (Provost, Faculty Liaison, Directors of CCE, CCPD & CIP, Experiential Education Committee)
Funding	Mellon Foundation grant on “Ensuring that the <i>K-Plan</i> enables and encourages all students to engage in experiential learning”
Outcomes	Key observations and insights from design thinking research; Vision Statement and Strategic Framework for experiential education and the <i>K-Plan</i> moving forward; Pilot projects ready for implementation and assessment
Measures and Results 18-19	<ul style="list-style-type: none"> • Completed deliverables from design thinking firm • Developed three pilot projects across experiential education areas • Pilot project 1 (Pathways): Faculty and staff developed a framework for “articulated tracks” that revitalize the K Plan through greater curricular integration and purposeful experiential learning at the intersections of career, study away/abroad, and civic engagement. The first pilot, “Food and Farming Justice” will bring cohesiveness to a range of initiatives (including First Year Seminars, the CEE’s Just Food Collective, gardening courses, the Hoop House, local partnerships, internships, and externships) around these issues. • Pilot project 2 (Digital Navigation): The project explores how technology platforms can support experiential learning, credentialing, and creating compelling narratives of student experiences. A focus is to employ digital tools and techniques that create meaning for students and have potential to convey that meaning to audiences outside of K who wish to comprehensively understand a student’s experience at the College. • Pilot project 3 (Off Campus Experiential Opportunities): This project will develop a framework and model for faculty-led off-site course components, including recognition of work involved for faculty and staff organizing projects, impact on communities that host students, and creation of experiences that challenge and support students.

Strategies	Prepare all students for “Life after K” (see also Community: Alumni engagement “Life with K”)
Actions	Build out sophomore year programming including a sophomore summit; Build out Wisr as a primary way to foster alumni mentoring of students; Pilot mock interviews of students by alumni both in-person and using technology; Expand “confident at commencement” program to align with senior seminars
Responsibility	CCPD (Lead); Associate Dean of Students, First Year Experience and Student Transition; Alumni Engagement
Funding	Operating budget; External gift; Mellon Presidential discretionary grant
Outcomes	Student and alumni use of Wisr increased; Sophomore students better prepared for life after K
Measures and Results 18-19	<ul style="list-style-type: none"> • Launched Alumni Advocacy Advisory Network as a pilot program. • Piloted “sophomore summit” in January 2019 • Number of students on Wisr: 473 • Number of alumni on Wisr: 1628 • Number of alumni-student interactions through Wisr: 119 students have connected with alumni through the platform, with 37 calls completed between a student and alum using the platform’s phone bridge (note: some students have reported that they have completed calls with alumni outside of the platform) and 1544 chat messages exchanged between students and alumni using the platform’s messaging feature • 22 sophomores attended the first day of the Sophomore Summit and 17 completed the second day. • 198 sophomores attended 62 events sponsored, co-sponsored, or supported by CCPD • In spring 2019, 3 students participated in mock interviews with 3 alumni • 77 seniors participated in 11 “confident at commencement” programs

Strategy	Cultivate leadership through co-curricular programs
Action	Introduce a “senior leadership” program to complement the Launch Into Leadership (emerging leaders) program
Responsibility	Student Activities (Lead); Outdoor Programs
Funding	Operating budget
Outcome	Pilot program for seniors with initial assessment data to guide further development
Measures and Results 18-19	<ul style="list-style-type: none"> • Offered “Lean In and Leave a Legacy” leadership program for 23 rising seniors. • Participants included 11 men, 6 students of color, 4 international students. • Student satisfaction was high – they requested additional time for each topic.

	<ul style="list-style-type: none"> Comprehensive program review with recommendations for 2019-20: Program will revise schedule to occur over four sessions per feedback from participants.
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Strategy	Cultivate leadership through co-curricular programs
Action	Lay groundwork to begin development of new athletic strategic plan
Responsibility	Athletic Director (Lead); Provost; President; Faculty Athletic Representatives
Funding	Operating budget
Outcome	Process for new athletic strategic plan is defined and approved
Measures and Results 18-19	<ul style="list-style-type: none"> Implemented “listening tour” for new AD Articulated a process for development of athletic strategic plan

Strategy	Engage Kalamazoo
Action	Launch joint postdoctoral fellow with KIA
Responsibility	Art and Art History Department (Lead); Provost; KIA
Funding	Operating budget; Mellon Presidential discretionary grant
Outcome	New course offered in Art History; Additional opportunities developed for student utilization of KIA
Measures and Results 18-19	<ul style="list-style-type: none"> Post-doctoral fellow (Fari Nzinga) taught class of 14 students in Winter and 20 students in Spring 2019 terms. Dr. Nzinga is slated to teach three courses, including a First Year Seminar, in 2019-20.

Strategy	Robust marketing and communication
Action	Develop five-year marketing and communication plan containing goals, objectives, tactics and measurements
Responsibility	College Marketing and Communication (Lead); Admission
Funding	Operating budget
Outcome	Clear set of priorities to guide staff in College Marketing and Communication for next five years
Measures and Results 18-19	<ul style="list-style-type: none"> Drafted five-year plan. Developing annual work plans with metrics

Strategies	Robust marketing and communication; Alumni engagement “Life with K”
Action	Evaluate the results of the Lux Products survey and begin implementing changes as warranted
Responsibility	College Marketing and Communication
Funding	Operating budget
Outcome	Improved Lux products based on data from the survey
Measures and Results 18-19	<ul style="list-style-type: none"> Number of survey responses received: 2,034 Number of readers of BeLight Stories: Feb 2019=3,332; Oct 2018=3,047; Jun 2018=2,390; Feb 2018=2,769

	<ul style="list-style-type: none"> • Eliminated SummerLux • Adding third issue of Lux Esto • Adding eLux feature • Number of contributions to Class Notes: 86
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Community

Strategies	Invest in human capital, especially faculty/staff compensation; Foster inclusive and supportive campus for all
Action	Analyze and respond to results of “campus climate” survey of faculty and staff
Responsibility	Institutional Research (Co-Lead); Human Resources (Co-Lead); President’s Staff
Funding	Operating budget
Outcome	Survey results shared with faculty and staff; action items identified and prioritized
Measures and Results 18-19	<ul style="list-style-type: none"> • Completed analysis during the fall of 2018 • Shared major findings with campus community at campus gatherings and through email communication (fall 2018) • Prioritized action items: faculty, administration and staff relations; facilities; and compensation.

Strategy	Invest in human capital, especially faculty/staff compensation
Action	Make progress on faculty and staff compensation
Responsibility	President’s Staff (Lead); Human Resources
Funding	Operating budget
Outcome	Faculty and staff compensation increased
Measures and Results 18-19	<ul style="list-style-type: none"> • Percentage increase for compensation pool: 3% for 2018-19 and 3% for 2019-20. • Faculty compensation rank within GLCA: Full professors: 9th (unchanged from 2017-18), Associate Professors: 7th (unchanged from 2017-18), and Assistant Professors 10th (unchanged from 2017-18). • We had conversation with Board about the limitations involved in the comparison of faculty salaries across institutions (e.g., impact of retirements, relative size of different disciplines, etc.). • Provost led conversation with faculty about these data and its limitations. • Identified five-year target/goal: We want to be at the median of the GLCA

Strategy	Foster inclusive and supportive campus for all
Action	Introduce mentorship program for first generation students utilizing alumni mentoring through Wisr (online platform) of new first generation students
Responsibility	Office of Intercultural Student Life (Lead); CCPD

Funding	Operating budget; External grant
Outcome	First generation mentoring program established
Measures and Results 18-19	<ul style="list-style-type: none"> Received Warner Norcross & Judd grant. Participating students developed resumes (which were reviewed and edited by alumni-mentors and CCPD Staff), created a LinkedIn profile and self-introduction piece, engaged in Professional-Strength-Assessment, and participated in Professional Development opportunities that included conferences, job-shadowing, externship, and meetings with Alumni mentors. 249 students attended 9 G-1 dinners during 2018-19. 21 alumni mentors, 4 other mentors, and 9 – 13 mentees were involved in bi-weekly G-1 mentoring program during 2018-19. Satisfaction was high for mentees. Mentors asked to submit evaluation by August 1, 2019. Program will occur again in 2019-20 and will include effort to assess long-term benefit beyond satisfaction. Alumni mentors demonstrated high level of involvement and commitment.

Strategy	Foster inclusive and supportive campus for all
Action	Complete remodel of the Intercultural Center
Responsibility	Facilities Management (Lead); Office of Intercultural Student Life
Funding	External gift (in hand)
Outcome	Intercultural Center expanded
Measures and Results 18-19	<ul style="list-style-type: none"> Completed expansion and remodeling of Intercultural Center

Strategy	Foster inclusive and supportive campus for all
Action	Create new and adjust existing programs that more intentionally center minoritized and marginalized voices and identities
Responsibility	Office of Intercultural Student Life with various campus partners
Funding	Operating budget
Outcome	Programs assessed and appropriate adjustments made
Measures and Results 18-19	<ul style="list-style-type: none"> Reconfigured Food for the Soul program sponsored by Intercultural Student Life. Assessment data indicate that it is most effective for the Fall Quarter, which is when it will be offered in the coming year. Initiated five new programs in partnership with the Offices of ISL and Student Involvement, designed to center marginalized identities. Programs engaged 543 students during the academic year. Evaluations from programs which detail student experiences, satisfaction, future needs, and learning outcomes from events Feedback from partner offices on changes and learning achieved through work with ISL

Strategy	Foster inclusive and supportive campus for all
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Actions	Complete Mellon diversity and inclusion grant; Complete Michigan State Police campus sexual assault prevention grant; explore additional grant opportunities
Responsibility	Student Development including Office of Intercultural Student Life (Co-Lead); Provost with support of faculty liaison (Co-Lead); Director of Gender Equity (Co-Lead); Director of Corporations and Foundations; Director of Grants, Fellowships and Research
Funding	Mellon Foundation and MSP grants
Outcomes	Many faculty, staff and students trained in Green Dot program; Intercultural Center staffing built into operating budget; Enhanced capacity of faculty in support of inclusive curriculum and pedagogy
Measures and Results 18-19	<ul style="list-style-type: none"> • Final report to Mellon detailing annual activities and achievements for 2018-19 related to ISL, as well as compilation of achievements from all years of the grant • Report of spending for 2018-19 funding related to ISL, as well as compilation of spending from all years of the grant • Inclusion of funding for ISL staff (Director and Coordinator), ISL programs and operations, and IC operations, maintenance and upkeep, included in College budget as a general fund line for 2019-20 and beyond • Mellon Diversity and Inclusion grant concluded June 30, 2019. • Grant received from Office of Violence Against Women to strengthen K's intimate partner violence prevention efforts.

Strategy	Alumni engagement "Life with K"
Action	Develop new Alumni Engagement Strategic Plan
Responsibility	Alumni Engagement (Lead); AAEB leadership
Funding	None
Outcome	Clear set of priorities to guide staff and AAEB for next five years
Measures and Results 18-19	<ul style="list-style-type: none"> • Plan written and approved by AAEB • Identified five key points of engagement • Developing annual work plan with metrics

Strategy	Alumni engagement "Life with K"
Action	Explore opportunities to "recreate" the classroom experience for alumni to give access to faculty lectures and engagement through the use of technology
Responsibility	Alumni Engagement (Lead); Provost; FEC; Media Services
Funding	Operating budget
Outcome	Pilot experience(s) launched and evaluated
Measures and Results 18-19	<ul style="list-style-type: none"> • Launched pilot program • Number of K-Talks/Lectures offered: 8 • Number of unique viewers: 733 (over 9 months Oct-Jun)

Campus

Strategy	Facilities to support co-curriculars
Actions	<p>Begin process for building a new natatorium</p> <ul style="list-style-type: none"> • Finalize contract for design services • Complete schematic design • Complete construction documents • Begin demolition and construction after 2018-2019 swim season is completed <p>Begin planning for other key short-term capital projects</p>
Responsibility	Facilities Management (Lead); Vice President for Business and Finance
Funding	External financing
Outcomes	Natatorium: construction documents completed, demolition completed, construction initiated
Measures and Results 18-19	<ul style="list-style-type: none"> • Completed schematic design • Completed design development • Completed construction documents • Engaged construction manager • Finalized arrangements for temporary relocation of swim teams • Demolished existing natatorium • Begun construction

Strategy	Upgrade instructional spaces
Actions	Develop priority list for improving instructional spaces through furnishing and technology improvements; launch first phase of improvements
Responsibility	Teaching and Learning Committee (Lead); Provost; Registrar; CIO; Facilities Management; Vice President for Business and Finance
Funding	External financing
Outcome	Several instructional spaces refurbished and improved
Measures and Results 18-19	<ul style="list-style-type: none"> • Developed priority list and implementation schedule for improving instructional spaces • Five classrooms selected for new furnishings and aesthetics. • Furniture on order and other work planned; all scheduled for completion by start of classes in Fall 2019.

Endowment

Strategies	All
Actions	<p>Lay foundation for campaign</p> <ul style="list-style-type: none"> • Develop campaign plan • Engage consultant to conduct campaign feasibility interviews • Begin gift conversations with key donors
Responsibility	Advancement (Lead); President; Consultant
Funding	Operating budget; Campaign budget
Outcomes	<ul style="list-style-type: none"> • Staffing plan, communication plan, case statement, budget for five-year campaign • Funding priorities for 30-35 key donors identified; Information to frame campaign working goal developed • Gifts and commitments totaling \$10 million for new campaign
Measures and Results 18-19	<ul style="list-style-type: none"> • Retained consultant for campaign feasibility study • Completed 46 interviews • Formed Campaign Leadership Committee; held initial meeting • Received Board approval for goals, timeframe, gift counting policies • Started gift conversations with Trustees, others • Completed campaign plan • Created endowment web page • Raised \$4,150,000 for endowed scholarships • Received campaign commitments totaling \$17,140,000