

Advancing Kalamazoo College: A Strategic Vision for 2023

2019-20 Implementation Plan (August 2019)

While the College continues to do work on many fronts, below are the key 2019-20 actions related to the implementation of the strategic plan. Each action is linked to one or more of the strategies under each of the four pillars; and each includes a listing of those offices or people primarily responsible for implementation, the funding mechanism, and the metrics (quantitative and qualitative) to gauge progress.

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	Implement pilots for 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	Assessment information from pilot programs
Measures	<ul style="list-style-type: none">• Pilot projects implemented• Decisions started on which pilots to continue and what modifications need to be made going forward• Decision made by faculty on credit-bearing experiential education activities

Strategies	Advance <i>K-Plan</i> ; Prepare all students for “Life after K”; Engage Kalamazoo
Action	Continue progress in all three areas (CARE, INTRO, REWARD) of HHMI grant
Responsibility	HHMI Co-Leadership Team (Lead); STEM faculty; Provost
Funding	HHMI grant
Outcomes	Inclusive pedagogy infused as explicit expectation in faculty reward structures;
Measures	<ul style="list-style-type: none">• Faculty-wide discussion of changes to tenure and promotion language/expectations• All search committees incorporate language on inclusion in recruitment ads and consider candidates’ potential contributions to an inclusive campus in their decision making• Specific areas of overlap and coordination among first year STEM courses identified• Strategic plans for personal development and for more general training within the CARE portion of the grant are fully developed and implementation has begun

Strategies	Advance <i>K-Plan</i> ; Prepare all students for “Life after K”
Action	Determine specific needs for next leadership of the Center for Career and Professional Development
Responsibility	Provost (lead), external evaluator(s), CCPD staff
Funding	Mellon Presidential discretionary grant
Outcomes	Identification of characteristics/qualities needed in new director; hiring new director with these characteristics/qualities
Measures	<ul style="list-style-type: none"> • Review of CCPD leadership needs completed by beginning of winter term • Job description developed that accounts for the results for review • Hire successfully completed

Strategies	Robust Marketing and Communication
Actions	<ul style="list-style-type: none"> • Launch <i>LuxEsto Online</i>, the electronic version of K’s magazine
Responsibility	Office of College Marketing and Communication (CMAC)
Funding	CMAC operating budget, budget neutral initiative
Outcomes	<ul style="list-style-type: none"> • Engage with alumni in a fresh, appealing format • Support alumni engagement with Admission and Advancement initiatives • Showcase K as a modern institution capitalizing on technology as a tool for marketing and communication • Provide an additional avenue for storytelling to support The Brighter Light Campaign
Measures	<ul style="list-style-type: none"> • Open and click through rates • Unique visitors to <i>LuxEsto Online</i> • Reader survey questions regarding ease of use and length of stories

Strategies	Student leadership development
Action	Assess if/how being a stu org leader contributes to the achievement of Institutional Learning Outcomes via assessment instrument and focus group data
Responsibility	Office of Student Activities
Funding	Operating Budget
Outcomes	Evidence about leadership responsibility and achievement of ILOs
Measures	<ul style="list-style-type: none"> • Develop assessment instrument • Conduct focus groups • Examine extant data from other sources • (list measures for now, fill in actual results at end of year)

Community

Strategies	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	<ul style="list-style-type: none"> Percentage increase in salaries Comparative ranking of salaries

Strategies	Foster inclusive and supportive campus for all
Action	Establish “Mental Health for Students of Color” weekly program series
Responsibility	Intercultural Student Life and campus partners
Funding	Operating budget
Outcome	Students will learn about mental health and use information to enhance their own health
Measures	<ul style="list-style-type: none"> Each session evaluated on bases of pre-established learning goals Information will be used to evaluate overall program and to shape future programming

Campus

Strategies	Upgrade instructional spaces
Action	Develop priority list for improving instructional spaces through furnishing and technology improvements; launch first phase of improvements
Responsibility	Teaching and Learning Committee; Provost; Facilities Management; Vice President for Business and Finance
Funding	External financing
Outcome	Five instructional spaces refurbished and improved
Measures	<ul style="list-style-type: none"> Spaces are ready for use at start of 2020-21 academic year

Strategies	Facilities to support co-curriculars
Action	Significant progress in new natatorium construction project
Responsibility	Facilities Management; Vice President for Business and Finance
Funding	External financing
Outcome	<ul style="list-style-type: none"> New natatorium will be 70% complete Structure and shell in place Pool installation Masonry and ME&P in progress Project will be tracking within budget
Measures	<ul style="list-style-type: none"> Meet construction benchmarks

Strategies	Campus
Action	Major renovation of basic heating and electric campus infrastructure
Responsibility	Facilities Management; Vice President for Business and Finance
Funding	Operating Budget and operational reserves (for planning process)
Outcome	<ul style="list-style-type: none"> Finalize plan for major renovation of basic infrastructure Develop financing plan of major renovations.
Measures	<ul style="list-style-type: none"> Major renovation plan is completed and approved Financing plan is completed and approved

Strategies	Plan for residence hall renovations
Action	Define process for developing residence hall renovation plan
Responsibility	Student Development, Facilities Management, Campus Master Planning
Funding	Operating Budget
Outcome	Completion of document to guide planning process for renovations
Measures	<ul style="list-style-type: none"> Completed and approved document

Endowment

Strategies	All
Actions	Move into Year II of the Brighter Light Campaign <ul style="list-style-type: none"> Close on outstanding/pending gift conversations Initiate new gift conversations with those closest to K Emphasize endowment
Responsibility	Advancement (Lead); President; Campaign Leadership Committee
Funding	Operating budget; Campaign budget
Outcomes	<ul style="list-style-type: none"> Fundraising momentum Engaged, active Campaign Leadership Committee Trustee ownership of the campaign Stronger endowment
Measures	<ul style="list-style-type: none"> Begin gift conversations with all Trustees and feasibility study participants Raise at least \$12 million toward endowment priorities Reach \$85 million toward \$150 million goal