

Advancing Kalamazoo College: A Strategic Vision for 2023

2019-20 Implementation Plan August 2020 Report

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, and the results achieved during the year.

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
Progress 19-20	<ul style="list-style-type: none"> • Dominican Republic short-term study abroad completed and assessment information collected. • Food and Farming Justice Pathway in development with courses and associated experiential opportunities to be offered in 2020-21 • Pilot India study abroad program and experiential Detroit trip tied to winter courses cancelled or postponed by Covid-19 • One time offering of credit bearing internship course approved for fall 2020

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

	<ul style="list-style-type: none"> • 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
Progress 19-20	<ul style="list-style-type: none"> • Changes to search committee ads and incorporation of contributions to inclusive campus implemented for faculty searches. • CARE portion of the grant moving forward with series of workshops this summer and into the fall (Nepo workshop series in progress)

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
Progress 19-20	<ul style="list-style-type: none"> • CCPD external review completed in December 2019 and job description developed in response to review. • Finalist candidates for director role had virtual interviews in last two weeks of July. Position will be offered to top candidate during the second week of August.

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
Progress 19-20	<ul style="list-style-type: none"> • Three issues of eLux were published in 2019-20. Specific data for each issue follows:

	<table border="1"> <thead> <tr> <th>Issue</th> <th>Open rate</th> <th>Click through rate</th> <th>Unique visitors</th> </tr> </thead> <tbody> <tr> <td>Fall 2019</td> <td>41%</td> <td>21%</td> <td>2,424</td> </tr> <tr> <td>Winter 2020</td> <td>35%</td> <td>29%</td> <td>3,015</td> </tr> <tr> <td>Spring 2020</td> <td>36%</td> <td>25%</td> <td>3,171</td> </tr> </tbody> </table> <ul style="list-style-type: none"> • Through surveys, readers told us they had a positive experience (84% good, very good or excellent); they found it easy to navigate (63%); and they felt the length of the stories was right (94%). • A number of respondents expressed their strong desire to continue to receive the print version of LuxEsto in addition to the electronic publication. • Class notes and obituaries were the two most frequent requests for additions to eLux. 	Issue	Open rate	Click through rate	Unique visitors	Fall 2019	41%	21%	2,424	Winter 2020	35%	29%	3,015	Spring 2020	36%	25%	3,171
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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
Progress 19-20	<ul style="list-style-type: none"> • An assessment of if and how student organization leadership experience contributes to the achievement of institutional learning outcomes (ILO) was initiated in the fall. • Eighty student leaders completed a baseline assessment in the fall quarter, prior to a leadership-training program. They completed the same assessment in later February. • The February assessment, a self-reporting method, indicated that students identified significant improvement in their communication skills from the fall to the winter.

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
Progress 19-20	<ul style="list-style-type: none"> • Salaries for faculty and staff were increased by 3% for the 2019-20

	<p>academic year.</p> <ul style="list-style-type: none"> • Within the GLCA we stayed at 9th and 10th place for average salaries for Full an Assistant Professors. We made some progress for Associate Professors as we moved from 7th to 6th.
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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
Progress 19-20	<ul style="list-style-type: none"> • Mental health programming for students of color, a partnership between the Office of Intercultural Student Life and the Counseling Center, continued through the academic year, and remotely during the spring quarter during the pandemic closure. • Participation was consistently high during the fall and winter quarters with approximately 60 students participating each week. • Participation waxed and waned in the spring quarter, as it did with nearly all campus programs. Even so, some students connected with the resources of both the Counseling Center and Intercultural Student Life as they partner for the program.

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
Progress 19-20	<ul style="list-style-type: none"> • Spaces identified and prepared in Dewing, Olds Upton, Fine Arts. Awaiting furniture delivery with Covid-19 delays. We expect to have the furniture in place before the start of the 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

	<ul style="list-style-type: none"> • Masonry and ME&P in progress • Project will be tracking within budget
Measures	<ul style="list-style-type: none"> • Meet construction benchmarks
Progress 19-20	<ul style="list-style-type: none"> • Covid-19 produced significant delays to this construction project. • The anticipated completion date of the Natatorium project is March 2021. That date represents transfer of the project to the College. • Installation of certain equipment, furnishings, information technology equipment and other items are the College's responsibility. • Estimated occupancy is September 2021.

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
Progress 19-20	<ul style="list-style-type: none"> • The HDR Energy Study was completed in June of 2019. • Two critical transformers have been replaced, the transformer that serves five buildings between Hoben Hall and Harmon Hall and the transformer that services Light Fine Arts and Humphrey House. • The boiler project to upgrade heating infrastructure in Crissey and Severn is underway and will be completed in late September. • Engineering is ongoing for projects in Dow Science and the Central Plant to upgrade electrical infrastructure in those locations. • The planning of other major basic infrastructure projects is currently on hold.

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
Progress 19-20	<ul style="list-style-type: none"> • Residential Life and Facilities Management staff have identified broad parameters for the multi-building, multi-year project. • A plan to assess and prioritize each individual hall has been developed, and an overall draft plan has been developed. • The pandemic closure brought active planning to a stop during the spring of 2020, and the significant financial losses to the College

	suggest that further work will be delayed for at least one year, and more likely two – three more years.
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Endowment

Strategies	All
Actions	<p>Move into Year II of the Brighter Light Campaign</p> <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
Progress 19-20	<ul style="list-style-type: none"> • Gift conversations have been started with 22 current members of the Board, which represents 67% of trustees. • Gift conversations have taken place with 31 individuals who participated in the campaign feasibility study. This, too, represents 67% of the group. • For FY2019-20, new gifts and commitments toward endowment priorities totaled \$17 million. • Total gifts and commitment to the Brighter Light Campaign stand at \$86 million.