As we approach our bicentennial in 2019, I am more convinced than ever that Colgate plays a vital role in the lives of our students, alumni, and society at large.

Yet every day, we are called upon to champion the value of the liberal arts model to which we are so dedicated.

To ensure the future of this great institution — to make a compelling case to the brightest college-bound students of tomorrow — we need to expand our collective vision and make Colgate even more distinctive. We must improve upon the very best parts of Colgate so that living and learning here is more stimulating than any other real or virtual environment might be. We must make ourselves more accessible despite the economic and demographic challenges we face. And we must be strategic and disciplined in the priorities we set. We see great opportunities here.

Accordingly, I am pleased to report that the Board of Trustees voted in January to approve our new plan for 2014–2019 titled Living the Liberal Arts in our Third Century.

Living the Liberal Arts in our Third Century has been more than two years in the making. It builds on the great success of the Passion for the Climb campaign, which raised $480 million, including $141.5 million for financial aid. It also is a bold yet natural progression from Colgate’s last strategic plan, which accomplished much, including construction of the Ho Science Center and the Case-Geyer Library, the creation of new institutes and endowed professorships, and adoption of a new financial aid policy.

Living the Liberal Arts in our Third Century identifies the four most important strategies that will guide us in the coming years: a need-blind admission policy, a dynamic curriculum, a residential liberal arts education, and a campus for Colgate’s third century. I believe these principles will stand the test of time, even as the university evolves to face new challenges.

One of Colgate’s greatest assets is the enduring loyalty of our alumni, parents, students, and friends across many generations. Indeed, we are fortunate to have you, because in order for us to succeed in attaining our ambitions, we will rely in large part on support from within our community.

In recognition of your connection to Colgate, I share this report with you. And, in anticipation of great success ahead, I say, “Thank you.”

“I believe these principles will stand the test of time, even as the university evolves to face new challenges.”

— Jeffrey Herbst, President
Colgate is fortunate to attract a robust and enviable applicant pool year after year. Our combination of generous gifts and university resources has allowed us to significantly increase the number of students on financial aid, while continuing to meet 100 percent of their demonstrated need. With 1,208 aided students on campus this academic year (an increase of almost 80 slots over 2010–2011), our students and faculty are experiencing the benefits of learning and living during the most diverse and academically rigorous period in our history.

As we seek to open our doors ever wider, we ask ourselves, “How can we maintain a pipeline to the very best students in the United States and beyond?”

The answer is to adopt a need-blind admission policy, whereby we can admit the strongest students regardless of their financial means. We know that this will make Colgate stronger academically, and also much more appealing to the increasingly diverse population of college-bound students in the world. Guidance counselors and community-based mentors will be able to recommend Colgate to their brightest and most dedicated students without reservation.

Although sustaining a need-blind admission policy will require considerable resources, it also will strengthen Colgate by addressing concerns about the cost of tuition. The Board of Trustees will determine, at its discretion, when the appropriate circumstances exist for the policy to become effective.

In the meantime, we can celebrate victory with every additional student we are able to aid along the way.

“By joining with a very small number of colleges and universities in the country that admit students without any consideration of a family’s ability to pay, no qualified student will ever have to cross Colgate off of his or her list for financial reasons. We will better reflect the world our graduating seniors will enter.”

— Gary Ross ’77, Vice President and Dean of Admission

The Class of 2018 applicant pool was one of the largest and most diverse in Colgate’s history. The class was chosen from 8,713 applicants representing 49 states, the District of Columbia, and 133 countries. The cohort of admitted students was academically the strongest ever.

“ACCESS AND OPPORTUNITY
Learning with people from a variety of backgrounds encourages collaboration and fosters innovation. Everyone benefits.”

“ACTIVITIES FAIR
Many student clubs highlight the customs and cultures represented in our community.”

AID SLOTS
We have had the capacity to aid the following number of students per class year.

270 283 283 291 299 314 314 329

Class of 2010 Class of 2011 Class of 2012 Class of 2013 Class of 2014 Class of 2015 Class of 2016 Class of 2017 Class of 2018

We have had the capacity to aid the following number of students per class year.
A Dynamic Curriculum

This strategic plan focuses on four areas for curricular innovation.

In each of these areas, we have the foundations in place to build a curriculum for the future.

“...We must continually adapt our curriculum and support our faculty in order to prepare students to tackle future problems and opportunities. This will require them to develop international and cross-cultural perspectives, to utilize new technologies, and to engage in civic life. We also must teach our students to think critically, write and listen well, and speak persuasively in public. Success in these areas will make our overall education more compelling and distinctive.”

— Douglas Hicks, Provost and Dean of the Faculty

1

INTERNATIONAL AND GLOBAL ENGAGEMENT

All of our students should graduate with a deep sense of the global scope of what they have studied and learned here.

We want all students to study abroad at least once.

To remove the financial barrier, we have made financial aid portable to an expansive list of approved non-Colgate programs around the world.

To help our students build greater linguistic and cross-cultural skills, we have transformed the W.M. Keck Humanities Resource Center, located in Lawrence Hall, from a quiet computer lab to a high-tech space that will greatly expand what we offer.

The presence of 263 international students from 44 nations (during the 2013–2014 academic year) has helped globalize and bring diversity to our campus.

Nicole Simpson, associate professor of economics, has been appointed to serve as the first associate dean of the faculty for international initiatives. With Simpson at the helm of a new Center for International Programs, we will have greater capacity to coordinate and expand our partnerships and exchanges with institutions overseas, to support more faculty scholarship abroad, and to create new curricular initiatives with global focus.

2

TECHNOLOGICAL INNOVATION

The strategic plan calls for us to pair our highly personalized model of education with more creative uses of technology.

In the coming years, we will fund more initiatives that support faculty innovation. We will explore how various online activities can advance our mission, and we will collaborate with other liberal arts institutions to expand the scholarly resources available to our students and faculty.

In partnership with Hamilton College, Colgate is now a contributing member of edX, the nonprofit online initiative created by Harvard and MIT. Karen Harpp, professor of geology, experimented with the interactive platform by including nearly 400 alumni along with the 30 students in her popular course The Advent of the Atomic Bomb.

Our connection to edX will give us greater collaborative capacity to offer noncredit courses not only for our students and alumni, but ultimately for the wider public.

3

CIVIC ENGAGEMENT

Our plan calls for greater integration of community-based learning and civic engagement in the curriculum. We will more fully coordinate the activities of our Upstate Institute, the Max A. Shidoni COVE, the Sustainability Office, and the Hamilton Initiative in order to make the most of our remarkable natural and social environment in central New York, within our students’ education.

Colgate’s community garden is the perfect place for the COVE’s Sidekick mentors to nurture local children.

As more diverse learners attend Colgate, we must assist them with higher-quality and more personalized support.

4

PEDAGOGICAL INNOVATION

As members of our faculty strive for pedagogical excellence and innovation, it is incumbent upon the university continually to support their endeavors. The plan calls for revitalizing Colgate’s Center for Learning, Teaching, and Research (CLTR) into a collaborative center for developing and supporting our faculty and students. Colgate’s faculty is renowned for its teacher-scholars who engage students in close personal relationships and in undergraduate research. The CLTR will be a place for ongoing rejuvenation of our commitment to great teaching.

Douglas Johnson, associate professor of psychology, has been appointed to direct the CLTR. Johnson, 2014 recipient of the Balmuth Award for Teaching, is known for his dynamic leadership and scholarship.
INNOVATION AND ENTREPRENEURSHIP
Colgate now has a consolidated focus on innovation and entrepreneurship.

“At the heart of a Colgate education is the close connection that the faculty has with our students, both inside and outside of the classroom. Adopting the residential learning community model underscores our commitment to academic excellence and provides new outlets for lateral learning in the form of student governance, self-regulation, and peer mentoring.”
— Suzy Nelson, Vice President and Dean of the College

Students work on their ventures in incubator space in Hamilton.

CAREER SERVICES
Employers are looking for liberal arts graduates who can apply their analytical abilities, intellectual breadth, and collaborative skills with confidence, direction, and distinction.

The strategic plan is clear about our ambition to make Colgate’s Center for Career Services a best-in-class operation that ensures for our students a successful launch into the world.

Michael Sciola, associate vice president for advancement and director of career services, is working with staff, alumni, and employers to create an innovative 10-year career-development model that spans from pre-matriculation through the five years after graduation.

A Residential Liberal Arts Education

When the plan is fully realized, all first-year students will be assigned to a residential learning community (RLC), where they will live for their first two years on campus. As students first home away from home, RLCs will better support the transition to college, both academically and socially, and will further the interaction between faculty and students. Students will build lasting friendships as well as the skills they need for healthy and successful lives. These communities, built around social and intellectual events, will complement the diverse array of activities we offer, including student groups, sports teams, Greek-letter organizations, and opportunities for civic engagement.

Our goal is to introduce the first RLC in the fall of 2015 in the updated Curtis and Drake residence halls, with a new RLC opening each subsequent year until a total of five are developed on the hill, housing all first- and second-year students and community leaders.

For the Curtis-Drake RLC, approximately 200 first-year students will live with an equal number of sophomores, along with a staff assistant director, a resident fellow, and student community leaders. Each RLC will be led by a faculty director, and several other faculty affiliates will interact with residents regularly. Each RLC will have an “annex” relationship with a Broad Street residence, where junior and senior RLC officers will live and programming will take place. Each RLC will adopt its own unique traditions and activities that will create a sense of belonging — and enjoyment — for affiliated members.

Over the next several years and beyond, we will redesign existing spaces and build additional residence halls in order to create multiyear residential learning communities that are faculty- and staff-led.

“Living the Liberal Arts in our Third Century”
The master plan proposes the creation of a major new campus life corridor crossing through the upper quad residential district, and connecting to both Frank Dining Hall and the Coop. Over the next 20 years, this will shift the campus’s center of gravity and refocus life onto the academic core.
A Campus for Colgate’s Third Century

Colgate’s identity is inextricably tied to our beautiful campus. As a residential school, our physical setting — the alignment between how we live and how we learn — is especially important. Several new buildings will be an especially high priority.

“Perhaps the biggest surprise of Colgate’s master plan process was the discovery that approximately half of Colgate’s students live on the far side of Broad Street, in the Townhouses, the Newell, Burch, and Parker Apartments, and houses along Broad Street. This challenges our ability to fully connect the academic and social lives of our students.”
— Brian Hutzley, Vice President for Finance and Administration

Colgate’s master plan — created by Sasaki Associates of Watertown, Mass., in collaboration with a campus working group composed of faculty, staff, and students — has three GUIDING PRINCIPLES.

1. A MORE COMPACT CAMPUS WILL IMPROVE STUDENT LIFE.

2. THE CONSOLIDATION OF STRUCTURES WILL PROMOTE COMMUNITY.

3. A MORE PEDESTRIAN-FRIENDLY ENVIRONMENT WILL ENHANCE CAMPUS SAFETY.

RESIDENCE HALLS
In Phase I, we will renovate Curtis, Drake, and Bryan residence halls, and develop multiyear living-learning communities in those spaces. We also plan to build new residences totaling about 336 beds. New access roads and parking areas will be added to accommodate this growth.

NEW ATHLETIC FACILITY
Colgate’s new athletic facility, approved in October 2013 by the Board of Trustees, will house a hockey rink as well as locker rooms for men’s and women’s teams in hockey, lacrosse, and soccer. This facility will meet our needs as a competitive NCAA Division I program in the Patriot League and Eastern College Athletic Conference. It will help us recruit top student-athletes and secure our status among the top schools in the nation for student-athlete graduation rates.

THE CENTER FOR ART AND CULTURE
The proposed Center for Art and Culture, being designed by world-renowned architect David Adjaye, will be a nexus for creativity, teaching, and learning in the Village of Hamilton. Students, faculty, artists, and visitors will be drawn to a spectacular building that will give greater visibility to the collections of Colgate’s Picker Art Gallery and Longyear Museum of Anthropology, and preserve them for generations to come. The proposed center also will support the economic vitality of the village and add to its appeal.

As we progress toward our goal to be carbon neutral by our bicentennial in 2019, we will incorporate sustainable practices in all projects we undertake.

The master plan calls for the eventual relocation of hundreds of beds closer to the academic core.

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As we progress toward our goal to be carbon neutral by our bicentennial in 2019, we will incorporate sustainable practices in all projects we undertake.
In 2012, the Center for Career Services was officially moved to the advancement division. This restructuring formalized the connection to the legendary Colgate alumni network and harnessed energy and opportunity from potential employers. More alumni and parents than ever are engaged with the university, and generously volunteer to help students prepare for and enter the global workplace. Students benefit and the alumni community grows stronger.

“Exciting things happen where the academic enterprise, career services, alumni relations, and advancement merge. Our students build a tremendous academic foundation here, learning how to connect and communicate with their professors around the power of ideas. At the same time, it is so important that we continue to link our students with supportive Colgate alumni and parents who can help them determine their professional path forward. Alumni benefit from this engagement as well, and the growing university community gains strength with each additional connection.”

— Murray Decock ’80, Vice President for Institutional Advancement

A set of professional networks has been developed to support undergraduate professional development, promote alumni engagement with Colgate, and cultivate new professional opportunities for participants. During 2013–2014, almost 500 people attended networking events in real estate, entertainment, finance and business, digital media and technology, health and wellness, the common good, and entrepreneurship. At every event, new internship opportunities are discovered that will serve to broaden students’ understanding of viable professional options they can pursue.

Social media has proved to be the ideal platform for engaging the spirit of the Colgate community. The Year of ’13 culminated on December 13, 2013, with a worldwide fundraising event that garnered $5.1 million from 5,683 alumni, parents, friends, students, faculty members, and staff. It brought our far-flung community together through competition, fun, and the passion for making a positive impact on current and future students. After a midnight start, the first 1,300 gifts were logged by 11:00 a.m., unlocking the initial anonymous million-dollar match. Next, two trustees stepped forward, each offering an additional $1 million if 1,300 more gifts were received. That goal was met quickly, and a final challenge came forward, offering another $1 million, to be fulfilled when 3,513 gifts were received. The excitement was palpable online, for people who gathered, and across campus. WRCU-FM hosted a full day of special content. More than 20 alumni clubs hosted events and celebrations. Colgate’s Facebook page and Twitter feed were awash in likes, favorites, and a #selfieshowdown raged from coast to coast. The money that was raised will directly benefit Colgate students. And the Colgate community bonded in a most unforgettable way.

Colgate’s signature Real World program has been expanded and improved to span the entire senior year. With networking opportunities, mock interviews, social events on campus, and Welcome to the City events from Boston and New York to Los Angeles, alumni provide support every step of the way. There is also a new program series to teach life-after-Colgate skills, from personal finance to career resilience and negotiating workplace politics.

Sophomore Connections is a three-day, career discovery conference now held annually over winter break. In 2014, more than half of the sophomores class attended, along with more than 125 alumni, faculty, and professional staff who served as panelists and experts. At the annual Shaping Your Vision networking event, alumni of color offer career guidance and mentorship to students of diverse backgrounds.

Because of the loyalty of alumni and parents to Colgate, we are able to teach students how to articulate in person what they bring to the table.
“In recognition of your connection to Colgate, I share this report with you. And, in anticipation of great success ahead, I say, “Thank you.””

— Jeffrey Herbst, President