



THIRD-CENTURY PLAN

Status Update

September 2021



THIRD-CENTURY PLAN

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OVERVIEW, FALL 2021

What follows is an overview of the actions taken in pursuit of Colgate's *Third-Century Plan* (the "Plan") during the course of the 2020–2021 year and the results of those actions. The Plan was originally written during Colgate's Bicentennial Year and endorsed by the University's Board of Trustees at the May 2019 meetings.

The Plan is designed to provide a long-term road map for Colgate to make fundamental enhancements in the core operations of the University. It is not designed to drive short-term changes, but to guide a deliberate and sustained effort. Excellence is never obtained overnight, nor is meaningful change implemented in a year. To achieve what Colgate has set out to achieve in the Plan will take years of effort. Some areas — residential life improvements, for example — might take decades. So the Plan sets forth important directions and key milestones to watch along the way.

Since the completion of the Plan, the University also completed the Plan for Diversity, Equity, and Inclusion, designed to move the institution toward greater inclusion for all students, faculty, and staff in all programs and endeavors of the University and to achieve greater levels of equity across all of its endeavors. This plan, too, sets forth activities that will take years to complete.

Finally, Colgate has set forth long-term sustainability goals in a large Plan for a Sustainable and Carbon Neutral Campus. This plan, too, takes a long view and will guide Colgate's sustainability and environmental resilience efforts for years.

This update seeks to show progress in the Plan, with related connections to the DEI Plan and the Campus Sustainability Plan. It is an attempt to bear witness to what was achieved, to highlight what is left to be done, and to show progress toward ambitious ends. It is our report card, to use an educational metaphor.

Of course, the year 2020–21 was Colgate's — and the world's — pandemic year. Much that we sought to achieve under the Plan was set aside to address

THE MAJOR INITIATIVES

the safety needs of the campus. In 2020–21, Colgate did well in preserving its mission while maintaining the safety of the campus. This update, however, does not seek to report on those complex efforts.

In a difficult year, Colgate saw remarkable steps undertaken. I hope that this is apparent in this update.

Brian W. Casey
President
Colgate University

Attracting and Supporting Outstanding Students

From *The Third-Century Plan*: Colgate should seek to garner and apply resources to expand the pool of applicants and to enable the University to enroll the students it seeks, a diverse and talented class of students of increasing promise and achievement.

Governance and Oversight:

- Administrative Officer: Vice President for Admission and Financial Aid
- Board of Trustees: Outreach Committee
- Campus Governance: Committee on Admission and Financial Aid

Actions Completed:

- Launched then expanded the Colgate Commitment, which removes federal student loans from the financial aid packages of families reporting income of \$150,000 or less; establishes that families with incomes less than \$80,000 are not obligated to pay tuition; and sets an income-based tuition cap for families earning between \$80,000 and \$150,000 per year.
 - \$80,000–\$125,000: 5% of income toward tuition, on average; no-loan eligible
 - \$125,000–\$150,000: 10% of income toward tuition, on average; no-loan eligible
 - \$150,000 or more: the University continues to meet 100% of the demonstrated need of all admitted students.
- Raised more than \$1M to pay for the Colgate Commitment for the coming three years while endowment is raised to fully support this financial aid initiative.
- Completed the first year of Colgate’s QuestBridge partnership, which has had a significant impact on inquiries, applications, and the diversity of the applicant pool.
- Implemented significant changes in the Alumni Memorial Scholars Program for the Class of 2025 cycle, including an increase in the financial award to those who enter the program, though with a smaller entry cohort. Additional academic programming will be provided for these students.

- Completed First@Colgate inaugural year, through which all first-year students are supported with an intentional program, housed in the Office of the Dean of the College.

Actions Underway:

- Fundraising (goal \$25M) to endow the Colgate Commitment’s latest expansion.
- Conducting initial assessment of test-optional policy and no-loan initiative for Fiscal Year 2021.
- Updating admission office strategic plan to maintain increase in applications.
- Adding staffing to First@Colgate.

Indicators:

- Received 910 student deposits for the Class of 2025, well above the goal of 795.
- Received 17,540 applications for the Class of 2025, an all-time record for Colgate and a year-over-year increase of more than 104%.

Attracting, Supporting, and Retaining Outstanding Faculty

From *The Third-Century Plan*: “Colgate must take a number of steps in order to ensure that — in an increasingly competitive market for outstanding faculty — it attracts a diverse faculty of outstanding teacher-scholars, who are uniquely suited to further the University’ academic missions and goals.”

Governance and Oversight:

- Administrative Officer: Provost and Dean of the Faculty
- Board of Trustees: Academic Mission and Programs
- Campus Governance: Dean’s Advisory Committee

Actions Completed:

- Completed first year of pre-tenure year-leave program.
- Provided additional faculty support (\$150,000) for research and teaching.
- Completed first year of on-campus membership in the Consortium for Faculty Diversity (CFD), a program designed to bring leading, diverse scholars to liberal arts colleges. Both inaugural CFD postdoctoral fellows were hired as tenure-stream faculty for 2021–22.
- Established two new endowed chairs: Third-Century Chair in Philosophy, Politics, and Economics; and the Peter L. and Maria T. Kellner Endowed Chair in Arts, Creativity, and Innovation.

Actions Underway:

- Hiring three new CFD postdoctoral fellows for 2021–22.
- Developing a plan for conversion of visiting assistant professors to permanent faculty to support departments with high enrollments.
- Continuing fundraising for endowed chairs.

Diversity, Equity, and Inclusion

From *The Third-Century Plan*: “To fulfill the vision for Colgate’s third century, Colgate must be a diverse institution that not only brings diverse perspectives, experiences, and backgrounds to campus, but also fosters equity and inclusion.”

Governance and Oversight:

- Administrative Officer: President, Provost and Dean of the Faculty
- Board of Trustees: ad hoc DEI Committee
- Campus Governance: DEI Advisory Committee

Actions Completed:

- Completed the University’s DEI Plan and published a status update in July 2020.
- Created campus-based DEI committees in preparation for the arrival of the new Vice President for Equity and Inclusion.
- Hired inaugural CFD postdoctoral fellows as tenure-stream faculty for 2021–22.
- Hired six faculty of color (of seven tenure-stream lines) — three were target-of-opportunity hires.
- Created an ad hoc Board DEI Committee and expanded the size of the Board in order to diversify its membership.
- Awarded graduate school application funds to 25 students. These grants were made possible by a gift from Giovanni ’94 and Maree Cutaia designated to support minority and first-generation post-degree plans.
- Appointed acting CDO to oversee new administrative bodies coordinating DEI work and to chair the CDO search.

Actions Underway:

- Consolidating space for the new CDO to be co-located with the offices of Equity and Diversity, EEOAC, and Title IX.

The Academic Initiatives

From *The Third-Century Plan*: Foundational to Colgate’s future is the continued strengthening of the intellectual reach and impact of the University. New, large, cross-departmental academic initiatives in arts, creativity, and innovation and mind, brain, and behavior promise to establish Colgate as a leader in multidisciplinary ventures.

Governance and Oversight:

- Administrative Officer: Provost and Dean of the Faculty
- Board of Trustees: Academic Mission and Programs
- Campus Governance: Dean’s Advisory Committee

Actions Completed:

- I. The Initiative for the Arts, Creativity, and Innovation:*
 - Continued architectural studies for The Benton Center for Creativity and Innovation.
 - Hired the architectural firm AlliedWorks to lead the renovation of Dana Center for the Arts.
- II. Robert H.N. Ho Mind, Brain, and Behavior Initiative*
 - Completed schematic design for the expansion and renovation of the Olin Science Center.
 - Identified potential additional support for this project.
- III. Social Sciences/Policy Initiative*
 - Assembled a task force to consider how to build on Colgate’s strength in data-informed policy research across a number of academic departments. This group will meet weekly for several weeks. Spear House is a potential future site for this work.

Actions Underway:

- I. The Initiative for the Arts, Creativity, and Innovation:*
 - Identifying new home for music department and art storage in order to decant Dana for renovation.
 - Developing a long-term programmatic plan for the Middle Campus. RAMSA, AlliedWorks, and MVVA working collaboratively with Special Advisor for Strategic Initiatives Lesleigh Cushing.

II. *Robert H.N. Ho Mind, Brain, and Behavior Initiative*

- Continuing fundraising for named spaces in renovated Olin Hall.

Enriching the Student Experience: Residential and Social Life

From *The Third-Century Plan*: A Colgate education means all students [connect] their education to where they live. To fulfill this vision, Colgate must complete the implementation of the Residential Commons system and develop a comprehensive upper-level residential system that optimizes and enhances the variety of housing options for students in their junior and senior years.

Governance and Oversight:

- Administrative Officer: Dean of the College
- Board of Trustees: Campus Life and Programs, University Resources Committee
- Campus Governance: Student Affairs Board, Campus Residential Life Planning Group, University Property Committee

Actions Completed:

- I. *Upper Campus and the Residential Commons System*
 - Plans for a fifth Residential Commons underway to replace Gatehouse and 113 Broad Street.
- II. *The Lower Campus Project*
 - Considered first steps to significantly improve housing and social spaces for Colgate juniors and seniors.

Actions Underway:

- I. *Upper Campus and the Residential Commons System*
 - Continuing refinement of the Lower Campus project.
 - Exploring required permits for Lower Campus project, including consulting with Army Corps of Engineers, FEMA, NYS DOT, and Village of Hamilton.
 - Assessing effect of flood plain on Lower Campus project.
 - Phasing studies underway to see which aspect of the Lower Campus Project can begin within the next 18 months..

Enriching the Student Experience: Colgate's Division I Athletics Program

From *The Third-Century Plan*: Colgate seeks to attract the most talented and motivated students and student-athletes possible, who are committed to excelling in academics [and]...athletics; design, build, and maintain physical spaces on the Colgate campus that inspire and undergird the pursuit of league championships and national tournament appearances; and provide the personnel and operational program support necessary for the optimal development, performance, and experience of all Colgate students.

Governance and Oversight:

- Administrative Officer: Vice President and Director of Athletics
- Board of Trustees: Campus Life and Programs, University Resources Committee
- Campus Governance: Committee on Athletics, University Property Committee

Actions Completed:

- Refined the athletics plan, determining first priorities for athletics capital projects.

Actions Underway:

- Completing programming and schematic design for a reimagining of Reid Athletic Center — then transitioning into design development.

Supporting and Enhancing the Village of Hamilton

From *The Third-Century Plan*: Colgate needs to develop a variety of housing stock options that are affordable for faculty and staff from across salary ranges. [Further], Colgate must continue to develop the Village of Hamilton in collaboration with community partners.

Governance and Oversight:

- Administrative Officer: Senior Vice President for Finance and Administration
- Board of Trustees: University Resources Committee
- Campus Governance: Senior Vice President for Finance and Administration

Actions Completed:

- Constructed and sold 16 houses in Chenango Hill subdivision, adjoining the Five Trees development.
- Began early preparatory renovation of Seven Oaks Clubhouse and Golf Course.

Actions Underway:

- Continuing development of final four Chenango Hill lots to complete this phase two years ahead of schedule.
- Renovating Chenango Nursery School.
- Developing plans for eventual management of the Wendt University Inn by the Charlestown Group, the current managers of the Colgate Inn, following use of the facility as a key part of the University's COVID-19 response.



STRATEGIC INDICATORS FALL 2021

	2018-2019	2019-2020	2020-2021
ADMISSION			
Number of applicants	9,951	8,583	17,540
Yield	35	32	29
Average GPA	3.7	3.7	3.8
First-year diversity			
% women	56	55	53
% Black, Indigenous, and people of color	23	22	26
% international	9	10	9
% First generation	12	12	13
% Pell Grant recipient	13	10	13
RETENTION & PERSISTENCE			
First-year retention rate	94	95	94
Six-year graduation rate	89	91	91
Undergraduate students	2,958	2,980	3,042
FINANCIAL AID			
Percentage of students receiving aid			
% Undergraduates receiving Colgate grant aid	35	33	33
% Undergraduates receiving athletic aid	10	10	10
FINANCIAL RESOURCES (numbers by \$100,000)			
Endowment Market Value	\$934,426	\$947,486	\$1,259,926
Endowment per student	\$318	\$319	\$416
Total Operating Budget	\$218,299	\$210,169	\$211,098
<i>Preliminary, unaudited</i>			

	2018-2019	2019-2020	2020-2021
ADVANCEMENT			
New Gifts and Pledges	\$81.58M	\$50.34M	\$76.13M
The Colgate Fund (Unrestricted)	\$8.10M	\$8.76M	\$9.12M
Restricted Annual Giving	\$5.38M	\$4.91M	\$6.24M
Total Annual Giving	\$13.48M	\$13.67M	\$15.36M
Alumni Donors	13,456	11,659	12,056
FACULTY			
Tenure-stream faculty	267	272	273
Number of endowed faculty chairs			
Endowed professorships	36	36	42
Endowed visiting professors and artists	5	5	5
Faculty Diversity			
Tenure-stream faculty % women	43	41	42
Tenure-stream faculty % international	2	2	3
Tenure-stream faculty % BIPOC	23	23	24
Annual External Grant Support			
Private awards	4	3	3
Public awards	8	12	6
Sponsored research awards (#)	12	15	9
Private \$ awarded	\$38,900	\$1,397,981	\$138,497
Public \$ awarded	\$1,166,214	\$1,711,662	\$1,689,578
Sponsored research awards (\$)	\$1,205,114	\$3,109,643	\$1,828,075
Student-Faculty Ratio	7.9	7.7	8.2
Course load			
Tenure-stream faculty	3.9	3.8	4.1

