



THE THIRD-CENTURY PLAN

Status Update



JANUARY 2022





THIRD-CENTURY PLAN

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The Long-Term Major Capital Projects

Initiative in Arts, Creativity, and Innovation

The Middle Campus

The Benton Center for Creativity and Innovation
The Renovation of Dana Center
The Performing and Visual Arts Center
The University Ravine
The Renovation of James C. Colgate Hall
The Collections Building

The Initiative in Mind, Brain, and Behavior

The Renovation of Olin Hall and the Creation of the Ho Center for MBB

The Residential Commons Program

The Creation of the Fifth Residential Commons

Fox Hall (Replacement of Gate House)
Building Two of the 5RC (Replacement of 113 Broad Street)
Building Three of the 5RC (Replacement of 113 Broad Street))

Improvements to the Four Original Residential Commons

Improvements to the Up-Hill Dining Facilities

The Lower Campus

Creating the Lower Campus: Utility and Landscape Improvements
Renewal or Removal of Existing Structures
New Residential Buildings (The Back Row)
New Dining and Social Facilities
New Academic Facilities: The Studies

Strengthening Colgate's Division I Athletics Program

The Renovation of Reid Hall
Other Athletics Improvements
Huntington Gym Renovation

Sustainability and the Campus Environs

The Lower Campus Project
Oak Drive and Willow Path Restorations
The University Ravine

Supporting and Enhancing the Village of Hamilton

Seven Oaks and Club House
Chenango Hill Housing
Additional Housing
18–22 Utica Street Replacement
Wendt University Inn Enhancements
Broad Street Improvements



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I. 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 initial launch of the Colgate Commitment for the coming three years while the 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.
- 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.

- Secured endowment for First@Colgate Director and program.
- Secured endowment for the Director of Career Services.
- Added six new varsity athletics scholarships distributed among seven teams.

Actions Underway:

- Fundraising to endow the Colgate Commitment’s latest expansion. (Secured \$14.5M toward a \$25M goal.)
- Updating admission office strategic plan to maintain an increase in applications.
- Adding staffing to First@Colgate.
- Conducting EY/Parthenon of Colgate’s enrollment management programs.

Strategic Indicators (Class of 2026)

- Received 747 Early Decision 1 applications, a 32.9% increase from last year.
- Received 15,185 applications for the Class of 2026 as of January 10, 2022, an 18.7% increase from this point last year. (Note: the application deadline is January 15, 2022.)

II. 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’s 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 calendar 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



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designed to bring leading, diverse scholars to liberal arts colleges.

- Established nine new endowed chairs:
 - The Peter L. '65 and Maria T. Kellner Endowed Chair in Arts, Creativity, and Innovation
 - The Third Century Endowed Chair in Politics, Philosophy, and Economics
 - The Rebecca Chopp Chair in the Humanities
 - The Carl Benton Straub '58 Endowed Chair in Culture and the Environment
 - W. Bradford Wiley Chair in International Economics
 - Daniel C. Benton '80 Endowed Chair in Arts, Creativity, and Innovation
 - Commitments for three additional endowed professorships have been received and await acceptance by the Board at its January meeting.
 - Hired three new CFD postdoctoral fellows for 2021–22.

Actions Underway:

- Developing a plan for conversion of visiting assistant professors to permanent faculty to support departments with high enrollments.
- Continuing fundraising for endowed chairs.

III. Attracting, Supporting, and Retaining Outstanding Staff

Governance and Oversight:

- Administrative Officer: **Provost and Dean of the Faculty, Senior Vice President for Finance and Administration**
- Board of Trustees: **University Resources Committee**
- Campus Governance: **Cabinet**

Actions Completed:

- Created a Staff Advisory Committee.
- Assessed and began adjusting compensation for hourly employees and increased hourly wages.
- Provided clearer and more responsive channels for staff to report incidents of discrimination and mistreatment.
- Extended flexible summer hours program given its value for staff even outside of the pandemic context.
- Developed and launched training and oversight to ensure equitable staff search processes.

Actions Underway:

- Beginning an overall compensation study for employees.
- Creating an all-staff calendar.
- Enhancing staff exit interviews, to obtain better information on what does and doesn't work well for staff.
- Surveying staff on the professional development benefits that would be most valuable to them.
- Providing robust training for supervisors, and toolkits to help them better support their staff

IV. Ensuring Institutional 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 a community that dismantles historical barriers to equity, inclusion, and belonging.”

Governance and Oversight:

- Administrative Officer: **President, Provost and Dean of the Faculty, and Vice President for Equity and Inclusion**
- 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 prior to the arrival of the new Vice President for Equity and Inclusion.
- Hired inaugural CFD postdoctoral fellows as tenure-stream faculty for 2021–22.
- 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.



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- Consolidated space for the new vice president to be co-located with the offices of Equity and Diversity, EEOAC, and Title IX offices.
- Appointed the new Vice President for Equity and Inclusion.

Actions Underway:

- On-boarding of Vice President for Equity and Inclusion, including a campus-wide listening tour.
- Updating of the 2018 *DEI Plan*.

V. Launching New Multidisciplinary 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:

A. *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.
- Received \$5M commitment toward Middle Campus capital projects, awaiting acceptance by the Board at its January Board meeting.

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

- Completed construction documents for the expansion and renovation of Olin Hall.
- Identified potential additional support for this project.

C. *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:*

- Developing a long-term programmatic plan for the Middle Campus. RAMSA, AlliedWorks, and MVVA are working collaboratively with Special Advisor for Strategic Initiatives Lesleigh Cushing.
- Planning for the Performing and Visual Arts Center.
- Developing a broader vision, soon to be considered and announced, for entrepreneurship at Colgate.

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

- Continuing fundraising for named spaces in renovated Olin Hall.
- Beginning construction in summer 2022.

III. *Social Sciences/Policy Initiative*

- Developing programmatic proposal.

VI. Launching New Multidisciplinary Academic Initiatives

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 program 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: [Vice President and Dean of the College](#)
- Board of Trustees: [Campus Life and Programs, University Resources Committee](#)
- Campus Governance: [Student Affairs Board, University Property Committee, ALANA Affairs Committee](#)



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Actions Completed:

A. Upper Campus and the Residential Commons System

- Carried on with plans for a fifth Residential Commons to replace Gatehouse and 113 Broad Street.
- Secured \$10 million gift from Trustee emeritus Robert Fox '59, GP'23,'25 to build Fox Hall, the first residence hall of the fifth Residential Commons.

B. The Lower Campus Project

- Considered first steps to significantly improve housing and social spaces for Colgate juniors and seniors.
- Engaged MVVA, Biohabitats, and Fuss and O'Neill, in utilities survey, elevation specifics, etc.
- Securing required permits for Lower Campus, including consulting with Army Corps of Engineers, FEMA, NYS DOT, and the Village of Hamilton.
- Identified effect of floodplain on the Lower Campus project and mitigation strategies.

Actions Underway:

A. Upper Campus and the Residential Commons Program

- Continuing planning for Upper Campus with RAMSA and refining the fifth residential commons plans with modifications to the original four Residential Commons.

B. Lower Campus Project

- Continuing refinement of the Lower Campus project.
- Continuing with phasing studies to determine which aspects of the Lower Campus project can begin within the next 18 months.

VII. Strengthening Colgate's Division I Athletics Program

From the Third-Century Plan: Colgate seeks to recruit exceptionally talented and motivated student-athletes, coaches, and staff who are committed to excel in academics, athletics, and in their career and personal development; to provide the necessary personnel and program support to promote their optimal development, performance, and experience; and to design, build, and maintain physical spaces and an inclusive culture to inspire and undergird the pursuit of league championships and national tournament appearances.

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:

- Added six new varsity athletics scholarships distributed among seven teams.
- Completed conceptual design for a reimagined Reid Athletics Center.
- Developed fundraising materials for Reid using initial conceptual drawings.
- Received commitment of lead gift for the renovation of Reid; awaiting acceptance by the Board at its January meeting.

Actions Underway:

- Conducting assessment of Colgate's Division I program: finances, staffing, admission, aid, and fundraising.
- Completing operational transition planning in preparation for a renovation of Reid.
- Initiating schematic design for Reid, then transitioning into design development.
- Beginning fundraising for a reimagined Reid Athletics Center.

VIII. Advancing Sustainability and Stewarding the Campus Environs

Governance and Oversight:

- Campus Governance: [Sustainability Council, Provost and Dean of the Faculty](#)

Actions Completed:

- Signed the Second Nature Climate Commitment.
- Approved a plan to continue to reduce greenhouse gas emissions on campus and to plan for resilience in preparation for a changing climate.
- Funded sustainability projects through the Green Revolving Loan Fund.
- Received preliminary sketches/design and plans to manage water flow of the ravine that leads to Taylor Lake and the floodplain in Lower Campus.



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Actions Underway:

- Restoring Oak Drive and Willow Path.
- Reducing/eliminating single-use plastics on campus.
- Revising and improving the existing campus energy master plan.
- Updating Colgate's campus tree inventory.
- Planning water mitigation strategies for the Lower Campus floodplain with relevant government agencies, including DEC, U.S. Army Core of Engineers, Village of Hamilton Planning Board, Zoning Board, and others.
- Working with RAMSA and BBB on an appropriate contract for their planning/programming services in Lower Campus.
- Considering parking options, starting with the parking lot at HRD, to replace the displaced parking at Olin Hall.

- Developing next steps to add to overall housing inventory in the village, including apartments at 18–22 Utica Street.
- 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.

IX. 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 17 houses in Chenango Hill subdivision, adjoining the Five Trees development.
- Renovated the Chenango Nursery School.

Actions Underway:

- Continuing renovation of the Seven Oaks Clubhouse and Golf Course.
- Continuing development of the final four Chenango Hill lots to complete this phase two years ahead of schedule.



