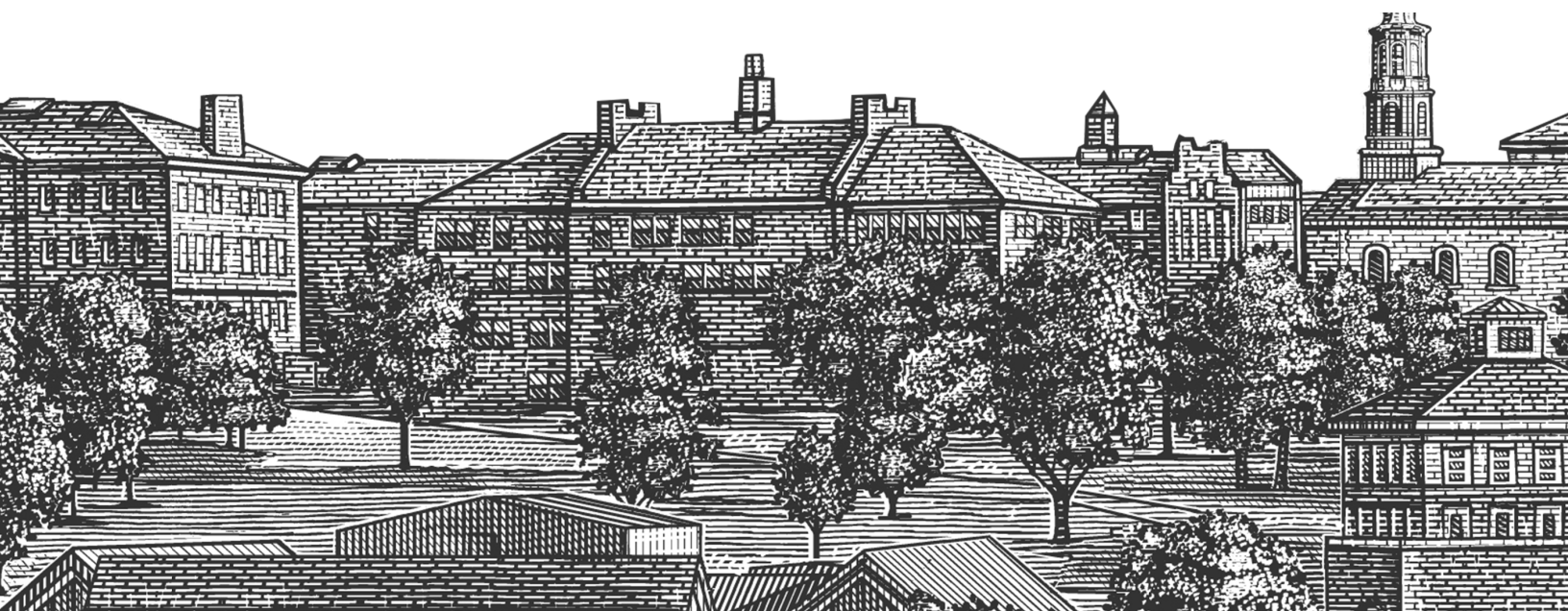




THIRD-CENTURY PLAN

Status Update



SEPTEMBER 2022





THIRD-CENTURY PLAN

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I. Attracting and Supporting Outstanding Students, Faculty, and Staff

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 endowment is being 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-generation 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.

- Added six new varsity athletics scholarships, distributed among seven teams.
- Secured anonymous \$25M bequest intention in support of financial aid.

Actions Underway:

- Fundraising to endow the Colgate Commitment’s latest expansion. (Secured \$24.9M toward a \$25M phase one goal.)
- Updating admission office strategic plan to maintain increase in applications.
- Adding staffing to First@Colgate.
- Conducting EY-Parthenon review of Colgate’s enrollment management programs.

Strategic Indicators (Class of 2026)

- Received 1,865 Early Decision applications, a 52.5% increase from last year.
- Received 21,260 applications for the Class of 2026, a 21.3% increase from last year. In two years, applications have increased by 147.8%.

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 Committee**
- Campus Governance: **Dean’s Advisory Committee**

Actions Completed:

- Introduced pre-tenure calendar year–leave program in FY21, and implementation began in FY22.
- Provided additional faculty support (\$150,000) for research and teaching.
- Completed first three years of on-campus membership in the Consortium for Faculty Diversity (CFD), a program designed to bring leading, diverse scholars to liberal arts colleges.
- Established new endowed chairs:

- The Peter L. 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
- The Sweet Family Professorship
- Himoff Family Chair in Legacies
- Nora Gleason Leary '82 and Robert G. Leary Chair in Environmental Studies
- The Hurley Family Chair in Dialogue, Deliberation, and Decision Making
- The Jarrett R. Turner '04 Third-Century Chair
- During a successful hiring season, hired 16 total tenure-stream faculty: 12 tenure-stream faculty via national searches (eight first-choice candidates and four second-choice candidates); four additional tenure-stream faculty were hired via target-of-opportunity hires, one search failed (second position in COSC). Of these 16 hires, nine were female (56%) and seven increased the diversity of our faculty via self-reported categories (44%).
- Converted four visiting assistant professors to permanent faculty to support departments with high enrollments.

Actions Underway:

- Continuing fundraising for endowed chairs.
- Developing a more robust new faculty orientation and a multiyear development/mentoring plan for new faculty cohorts.
- Developing plans for collecting data on equity in faculty workloads (including teaching, service, and “unseen” service).

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:

- Enhanced staff exit interviews to obtain better information on what does and doesn't work well for staff.
- Created a Staff Advisory Committee.
- Developed (and developing) supervisor training, which has been a consistently top-priority item for staff across the University's departments.
- Assessed compensation for hourly employees and increased hourly wages.
- Provided clearer and more responsive channels for staff to report incidents of discrimination and mistreatment, and ongoing road shows to better educate staff on workplace policy and law.
- 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.
- Secured endowment for the director of Career Services.

Actions Underway:

- Planning reorganization of Human Resources staff to align with the retirement of Lori Chlad after 40+ years in that office.
- Expanding recruiting function to adapt to the historically tight labor market.
- Engaging EY to conduct a full review of Colgate's Human Resources offices and function.
- Beginning an overall compensation study for employees.
- Responding to unprecedented labor market competition by augmenting our staff compensation budget at a level of over \$1 million by 7/1/2022.
- Surveying staff on the professional development benefits that would be most valuable to them.
- Providing robust training for supervisors and tool kits to help them better support their staff.

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 status updates in 2020 and 2021.
- 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.
- Consolidated Offices of Equity and Diversity, EEOAC, Title IX, and VP for equity and inclusion to improve operations and access to faculty, staff, and students.
- Appointed the new vice president for equity and inclusion.
- Shared and distributed 2021 HEDS survey to relevant campus committees and cabinet.
- Completed listening tour to build relationships in service of infusing DEI values across the campus.
- Scheduled regular meetings with Partnership for Racial Progress alumni group to review progress on aspects of *DEI Plan*.
- Established equal employment opportunity and affirmative action oversight in hiring process for staff employment.

Actions Underway:

- Updating the 2018 *DEI Plan* to integrate into the *Third-Century Plan*.
- Continuing to develop and refine DEI programming for cabinet and Board of Trustees.

II. Strengthening the University's Academic Enterprise

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:*

- Engaged in the construction documents design phase of the Benton Center for Creativity and Innovation. Middle Campus utilities relocation began June 2022 and will continue into early fall; Benton Center site preparation will begin early fall.
- Hired Pike Construction as our construction manager to partner with RAMSA and Colgate.
- Convened the four firms working in the Middle Campus - RAMSA, AlliedWorks, Machado Silvetti, and Michael Van Valkenburgh Associates – at a summit in New York City in June 2022 to work through site logistics.

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

- Completed all planning for Olin Hall renovation.
- Finished move-out and reallocation of Olin offices, labs, and classes for academic year 2022–2023.

C. *Social Sciences/Policy Initiative*

- Through the efforts of a faculty working group, completed a public affairs and policy research initiative framework document that details plans for a Data Center, a Policy Research Fund to support student and faculty research, and outward-facing programs to amplify policy issues on campus. Document was shared with the Academic Missions and Programs Committee and with faculty.
- Appointed an executive advisory committee of faculty from across the academic divisions to steer the initiative moving forward. Sam Rosenfeld (Department of Political Science) will serve as chair of the committee.
- Appointed Chad Sparber (Department of Economics) as the director of the Data Center initiative for AY22–23 to begin planning and implementation of the Data Center.

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 working collaboratively with Provost and Dean of the Faculty Lesleigh Cushing.
- Moving Benton Center for Creativity and Innovation to construction documents design phase, scheduled to be complete in August. Subcontractors' bidding of the Project scheduled for September.
- Developing a broader vision, soon to be considered and announced, for entrepreneurship at Colgate.

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

- Fundraising for named spaces in renovated Olin Hall.
- Continuing with Olin Hall Renovation.
- Planning MBBI programming for 2022–2023.

III. Social Sciences/Policy Initiative

- Sending a call for proposals to faculty for an initial round of policy research as a pilot program supported by the PDoF Office.
- Planning for implementation of the initial phases of the Data Center in fall 2022, with a planned rollout in spring 2023.
- Working with advancement to establish fundraising goals.
- Continuing to review Spear House and other locations as potential physical sites for the initiative.

III. 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 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**

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, and more.
- Secured required permits for Lower Campus, including consulting with Army Corps of Engineers, FEMA, NYS DOT, and the village of Hamilton.
- Identified effect of flood plan on 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

- Engaged with Byer Blinder Bell (BBB) to lead and develop space and program planning principles that will inform schematic design. BBB working closely with RAMSA. Expected date of deliverable from BBB: July 2022.
- Began biweekly meetings between on-campus users' group and BBB to inform program and space-planning principles.
- Formed steering committee to direct overall policy and planning for the Lower Campus.
- Continued with phasing studies to identify which aspects of the Lower Campus project can begin in summer 2023.

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.
- Secured lead gift for the renovation of Reid from Chase Carey '76, Wendy Carey P'12,'13, and their children Steve '12 and Tara '13.
- Secured additional \$4.5M for the renovation of Reid: \$2M to name the Hall of Honor lobby, \$1.5M toward the endowment of a team (TBD), and \$1M to name the men's basketball locker room.
- Completed geotech test borings, site survey, and utility validation that feed into August start of design work.
- Completed operational transition planning in preparation for a renovation of Reid.
- Introduced the Raiders' Den, an enhanced social and recreational space in Huntington Gym.
- Completed construction and dedication of Biddle Video Board, Biddle Plaza, and Biddle Way.
- Completed renovation of varsity swim team locker rooms.
- Completed assessment of Colgate's Division I program.
- Established Colgate Athletics' *DEI Plan - A Plan to Build an Inclusive Community*.
- Completed rebranding of Colgate Athletics and launched new graphic identity system.
- Established new endowments to add both budget incremental and budget support to Colgate's volleyball and track and field programs.

Actions Underway:

- Initiating schematic design for Reid, then transitioning into design development.
- Fundraising for a reimagined Reid Athletics Center.
- Refining the Third-Century Athletics Plan.

IV. 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 20 homes in Chenango Hill subdivision, adjoining the Five Trees development.
- Renovated Chenango Nursery School.
- Met regularly with the village of Hamilton Planning Board to share concept drawings for 18–22 Utica development.
- Completed Seven Oaks Clubhouse and Golf Course renovations in summer 2022.
- Renovations to Hotel One75, formerly the Wendt University Inn, completed with full open as hotel expected mid-August.

Actions Underway:

- Continued development of final Chenango Hill lot to complete this phase two years ahead of schedule
- Developing next steps to add to overall housing inventory in the village, including 39 apartments at 18–22 Utica Street.

Advancing Sustainability and Stewarding the Campus Environs

Governance and Oversight:

- Campus Governance: **Sustainability Council, Office of the Provost**

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 Green Revolving Loan Fund.

- Received preliminary sketches/design and plans to manage water flow of ravine, which leads to Taylor Lake and floodplain in Lower Campus.
- Completed schematic designs and construction cost estimates for Broad Street utilities and stream/floodplain restoration.
- Completed the test well at Whitnall Field to support the geothermal design for the Benton Center.
- Scheduled the geotech and survey for the ravine to incorporate storm water betterments into the design.

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 Lower Campus floodplain with relevant government agencies, including DEC, U.S. Army Corps 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.
- Going to bid for parking lot at the Human Resources Department to replace displaced parking at Olin Hall.
- Meeting with the Hamilton Planning Department regarding the parking lot at the Human Resources Department.
- Performing parking study, as requested by the village of Hamilton, for Broad Street.



THIRD-CENTURY PLAN

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 Robert H.N. Ho 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 5thRC (Replacement of 113 Broad Street)
Building Three of the 5thRC (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 Clubhouse
Chenango Hill Housing
Additional Housing
18–22 Utica Street Replacement
Wendt University Inn Enhancements
Broad Street Improvements





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