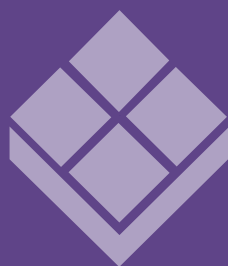


Vision in Action

A Focus on Student and Institutional Success



CURRY COLLEGE

STRATEGIC PLAN 2018-2022

2020 ANNUAL PROGRESS REPORT

Mission Statement

The Curry College mission is to educate and graduate students prepared to engage in successful careers and active citizenship with a global perspective. We are an inclusive community of diverse learners and educators, committed to continuing our legacy of developing effective communicators with reflective and critical thinking skills. We mentor and empower our students, building meaningful relationships that inspire them to achieve their ambitions.

Curry College provides rigorous and relevant academic programs to undergraduate and graduate students, and our rich blend of liberal arts and career-directed programs is enhanced by practical field experiences and co-curricular activities. Learning at Curry extends beyond the classroom and is embedded in all that we do.

2022 Vision

At Curry College, we dare to do what we dream. We are committed to preparing today's students for the ever-changing challenges of tomorrow. Our success is defined by the success of our graduates in their personal and professional pursuits. We will strategically focus our endeavors and resources to promote a vibrant learning community that empowers students to achieve that success.

Vision in Action:

A Focus on Student and Institutional Success



Strategic Direction 1:

Offer distinctive, relevant, rigorous academic programs of quality.



Strategic Direction 2:

Attract, educate and graduate students prepared to engage in a complex and changing world.



Strategic Direction 3:

Foster an inclusive campus community that attracts, respects, supports and celebrates diversity in multiple forms.



Strategic Direction 4:

Strengthen a culture of organizational sustainability, integrity and accountability.

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A Message from the President

The second year of our Strategic Plan, *Vision in Action: A Focus on Student and Institutional Success* was one of unprecedented and extraordinary challenges, as our campus, our nation and our world confronted the COVID-19 pandemic. Introducing new complexities to an already competitive and challenging environment for small private colleges, including the state-mandated closure of physical campuses last March, the pandemic demanded rapid changes to the best laid plans in 2020. However, Curry College's long-standing commitment to strategic planning and the concerted efforts of all members of our community to fulfill our mission of student success have ensured that despite this year's many obstacles, we continued to advance and improve our College.

One of our most important goals is to offer a balanced academic portfolio to attract and retain students in fields that have student demand. This past year, seven new programs were launched or redesigned, with more in development. We also continue to make significant progress in identifying and strengthening digital fluencies and technology proficiencies among students, supporting student success in the classroom and in their future careers in the post-COVID world.

Student retention and persistence to graduation remain a priority, a challenge, and an opportunity as we move toward 2022. I am pleased to report that thanks to the hard work of so many members of our campus community, and despite this year's pandemic-related challenges, we launched new initiatives, including the Curry Partnership Program for new students. We continue to make great progress. Going forward, we will continue to build on these efforts to ensure that our students receive the support they need to succeed at Curry and beyond.

At a time in our nation's history when a commitment to diversity and inclusion is more critical than ever, we know that upholding these values is key to the success not only of our students, but of our College. This past year, we continued to build on the strong foundations that we have established for a comprehensive, integrated diversity program for students, faculty and staff. These undertakings remain active, as we continue to engage our entire community now and in the future to further our culture of understanding and respect for difference.

At Curry, we strive to build not only a culture, but also a campus that supports our academic community. To achieve our goal of creating classroom and studio spaces to support key academic programs, significant capital projects were completed this summer in both the Kennedy and Hafer Academic Buildings. These new state-of-the-art spaces were created to facilitate innovative teaching and learning strategies designed to move our students forward on the path to academic and career success.

Vision in Action is a roadmap to continued progress and achievement, not only for Curry as an institution, but for its people. I want to thank Dr. Susan Pennini, our recently retired Vice President for Institutional Planning, who was a driving force behind that progress over many years of distinguished service as Co-Chair of the Strategic Planning Steering Committee. We are grateful to Sue for her significant leadership, and her many tremendous contributions to our College. This year, we are fortunate to have Executive Vice President and Provost David Szczerbacki as our new Co-Chair, as we look forward to together rising to the challenges ahead, continuing Curry's legacy of accomplishment, and ensuring our bright future.

Sincerely,

Kenneth K. Quigley, Jr.
President, Curry College

A Message from the Steering Committee

Dear Curry College Community,

We're pleased to share the 2020 Annual Progress Report for the Strategic Plan, *Vision in Action: A Focus on Student and Institutional Success*.

While the COVID-19 pandemic required many shifts in planning throughout as Curry navigated its challenges, as we move into the third year of our Strategic Plan, we are nonetheless enjoying benefits from our intentional planning and implementation around the Strategic Directions. Once living and learning safely resumed on campus this fall, students could fully take advantage of the new spaces in the Kennedy and Hafer Academic Buildings, designed to facilitate cutting-edge, career-oriented classroom and lab experiences. Talking with students, you may learn about new programs developed to support retention and student success—programs like Curry Partners, created to encourage and assist incoming students as they begin their Curry journey.

Here are more highlights from each of the Directions that demonstrate the College's commitment to *Vision in Action*:

- **Under Direction 1**, as part of an initiative focused on a balanced academic portfolio, three new academic majors and four minors, as well as a redesign of our Graphic Design program, have been launched. In addition, strategic enrollment plans for five majors and the PAL Strategic Plan have been completed, which will inform ongoing efforts to strengthen Curry College's competitive advantage. Finally, we continue to explore and enhance digital fluencies among students and faculty members, positioning them for success in the post-COVID world.
- **Under Direction 2**, despite the challenges of the pandemic, the Retention and Student Success plan are showing retention gains from 2019-2020 in the student populations that were being strategically supported through programs and services, including commuters, Criminal Justice and Business students.
- **Under Direction 3**, the College continues to offer and expand diversity training and resources for students, faculty and staff, as well as awareness of these efforts and of College anti-discrimination policies and activities campus-wide. New initiatives like the Brother2Brother program launched with intention to engage and support students of color and students of diverse/marginalized backgrounds at Curry.
- **Under Direction 4**, significant renovations were completed in Kennedy and Hafer, including classrooms, music and art studios, and computer, collaboration and simulation labs for the benefit of students and faculty in a variety of areas, and the Plymouth Campus moved to a new space constructed to enable the College to expand STEM program offerings in the future.

Looking ahead, the Strategic Planning Steering Committee will continue performing our role in helping to mobilize the plan, to gather information, and to communicate with our college community. We look forward to 2021, to seeing more *Vision in Action*, and thank you for your continued support and efforts to enhance student and institutional success.

With appreciation and respect,



David Szczerbacki, Co-Chair
Strategic Planning Steering Committee



Lindsay Illich, Co-Chair
Strategic Planning Steering Committee

MEMBERS OF THE STRATEGIC PLANNING STEERING COMMITTEE 2019–2020

CO-CHAIRS

Susan Pennini
Special Advisor to the President

Lindsay Illich
Professor, Writing Program

Anne Berriault
Director of Continuing Education and Graduate Studies (Plymouth)

Jeannette Buntin
Assistant Vice President of Engagement and Diversity

Laura Cedrone
Senior Administrative Assistant, Enrollment Management

Susan Chang
Dean of Faculty Center for Professional Development and Curriculum Innovation

Alan Grigsby
Assistant Professor, Sociology and Criminal Justice

Steven Gunning
Professor, Business Management

Maryellen Kiley
Vice President of Student Affairs

Paul King
Director of Public Safety

Iris Kumar
Professor, Fine and Applied Arts

Sandra O'Neil
Professor, Sociology and Criminal Justice

Michelle Adams O'Regan
Vice President of Marketing and Communications

David Szczerbacki
Executive Vice President and Provost

Ishani Tewari
Associate Professor, Business Management

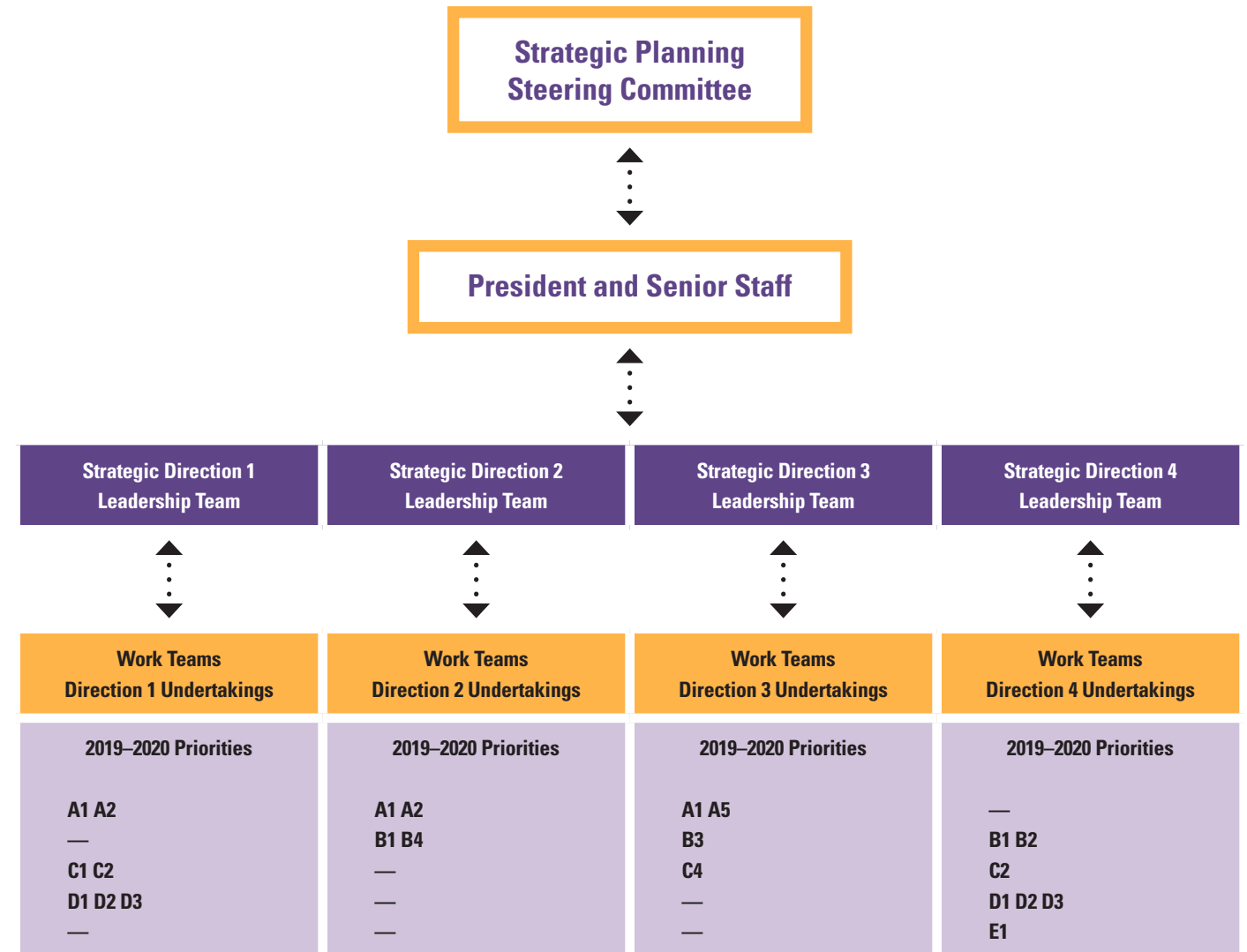
Cottrell Tuning '20
Student Government Association Representative

Tracy Wang
Professor, Science and Math

Diane Webber
Professor, PAL



STRATEGIC PLANNING IMPLEMENTATION PROCESS 2019–2020



These undertakings were prioritized through an integrated planning process. The President and members of the Senior Staff reviewed and identified undertakings that they believed the College should prioritize, due to either the significance of an institutional need and/or the sequential nature of work of the Plan, and for which the College had appropriate human and/or financial resources to move forward. The Steering Committee reviewed and provided feedback to the Senior Staff which resulted in revisions to the proposed priority list for 2019-2020.

The College has designated Leadership Teams for each direction. Going forward, the Direction Leadership Teams will review proposals by community members; recommend priorities within their respective directions; recommend key performance indicators for each direction; support Work Team chairs; and monitor and report the progress of priority undertakings in consultation with the Work Teams and other stakeholders within their respective strategic direction. Work Team chairs and members advance the work of the undertakings by accomplishing milestone tactics.

Priority undertakings will continue to be communicated and reported on annually.

OVERVIEW OF STRATEGIC PLAN PRIORITIES AND STATUS

	PRIORITIZED 18-19	PROGRESS STATUS	PRIORITIZED 19-20	PROGRESS STATUS	PRIORITIZED 20-21	PROGRESS STATUS	PRIORITIZED 21-22	PROGRESS STATUS
DIRECTION 1								
1A1	X	Active	X	Active				
1A2	X	Active	X	Active				
1A3	X	Completed						
1B1	X	Pending						
1B2								
1B3								
1C1	X	Active	X	Active				
1C2	X	Active	X	Active				
1D1	X	Active	X	Completed				
1D2	X	Active	X	Completed				
1D3	X	Active	X	Completed				
DIRECTION 3								
3A1	X	Active	X	Active				
3A2								
3A3								
3A4								
3A5	X	Active	X	Active				
3B1								
3B2								
3B3	X	Active	X	Active				
3C1								
3C2								
3C3								
3C4	X	Active	X	Active				

Key:

Completed = Done and institutionalized

Active = Prioritized for the year in review, and ongoing currently

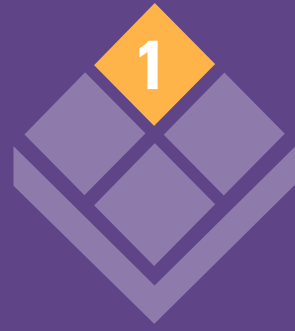
Pending = Prioritized for the year in review, but in planning stage

Deferred = Prioritized for the year in review, but deferred to a later date

OVERVIEW OF STRATEGIC PLAN PRIORITIES AND STATUS

	PRIORITIZED 18-19	PROGRESS STATUS	PRIORITIZED 19-20	PROGRESS STATUS	PRIORITIZED 20-21	PROGRESS STATUS	PRIORITIZED 21-22	PROGRESS STATUS
DIRECTION 2								
2A1	X	Active	X	Active				
2A2	X	Active	X	Active				
2A3								
2A4								
2B1	X	Pending	X	Active				
2B2								
2B3	X	Pending						
2B4			X	Active				
2B5								
DIRECTION 4								
4A1								
4A2								
4A3								
4B1	X	Active	X	Completed				
4B2			X	Active				
4B3								
4B4								
4B5								
4C1								
4C2			X	Active				
4C3								
4C4								
4D1	X	Pending	X	Deferred				
4D2A	X	Active	X	Completed				
4D2B	X	Active	X	Completed				
4D2C			X	Pending				
4D3			X	Active				
4D4	X	Completed (4A)						
4E1	X	Active	X	Active				
4E2								
4E3								





DIRECTION 1

Offer Distinctive, Relevant, Rigorous Academic Programs of Quality

For more information, contact
the Direction 1 Leadership
Team:

- Michael Bosco
- Susan Chang
- Carrie Cokely
- Desirée Hensel

INITIATIVE A

Develop a balanced academic portfolio.

1. Continue program development work with a focus on achieving a fiscally balanced and actively managed portfolio of programs that respond to market opportunity as evidenced by student and family demand.
2. Leverage program reviews, curriculum assessments and contribution analyses to inform sustainability of existing academic programs and strategic importance of new programs through a targeted allocation of resources.
3. Explore benefits and costs of launching additional schools based on proposals developed by academic units following criteria outlined by the Schools Task Force, and informed by the assessment of the School of Nursing pilot.

INITIATIVE B

Increase and enhance business, civic and alumni partnerships with academic programs.

1. Strengthen business and civic partnerships that provide for internships, job placement and curriculum-based field experiences, supporting integration of applied and experiential learning throughout the curriculum.
2. Assess current academic program advisory boards, including charge, membership and actions necessary to ensure their effectiveness in advancing strategic performance indicators.
3. Standardize structure, expectations and assessment of academic program advisory boards, and establish boards for programs.

INITIATIVE C

Strengthen technology and curricular support for traditional, hybrid, online and clinical instruction as well as for online testing and assessment.

1. Establish benchmarks for faculty and students that demonstrate proficiency in technology.
2. Increase faculty and student development to support innovative course design and delivery, enhance learning and enable post-graduate success.

INITIATIVE D

Re-establish PAL as the leading program for students with learning differences.

1. Develop a strategic plan and corresponding economic model for PAL that responds to current needs of students and market demands of students and families.
2. Use technology to support the innovative delivery of PAL programs and services.
3. Increase the visibility of PAL in the professional field of learning differences education at all levels.

DIRECTION 1

Priority Undertakings 2019-2020

1

WORK TEAM 2019–2020

David Szczerbacki (Chair)
Executive Vice President and Provost

Michael Bosco
Assistant Vice President of Academic
Affairs

Efram Burk
Professor, Fine and Applied Arts

Shavindrie Cooray
Associate Professor, Management

Katharine Garrett Eastman
Director and Associate Professor,
Library

Anthony Fabrizio
Professor, Business Management

Maryann Gallant
Professor, Applied Technology

Lindsay Illich
Professor, Writing Program

Iris Kumar
Professor, Fine and Applied Arts

Michelle LeBlanc
Instructor, Education

Jennifer McNally
Associate Professor, Science and Math

Sandra O'Neil
Professor, Sociology and Criminal Justice

Susan Pennini
Special Advisor to the President

Marie Turner
Professor, Science and Math

Eric Weiser
Professor, Psychology

INITIATIVE: A

Develop a balanced academic portfolio.

UNDERTAKINGS: 1 and 2

1. Continue program development work with a focus on achieving a fiscally balanced and actively managed portfolio of programs that respond to market opportunity as evidenced by student and family demand.
2. Leverage program reviews, curriculum assessment, and contribution analyses to inform sustainability of existing academic programs and strategic importance of new programs through a targeted allocation of resources.

STATUS: ACTIVE

The New Academic Program Advisory Committee continued to review new and redesigned academic programs. In addition, draft strategic enrollment plans for five majors were completed. The plan template will provide the basis for additional work in 2020-2021.

The following programs were launched in Fall 2020 as the result of work in 2019-2020:

Business: Sport and Recreation Management Major (BS)

Business: Sport and Recreation Management Minor

Business: Marketing Major (BS)

Applied Technology: Computer Science Major (BS)

Criminal Justice: Intelligence and Research Analysis Grad Certificate

Criminal Justice: Law and Society Minor with PH/Humanities

Education/Science: Science Education Minor

Education/Science: STEM Minor (1-6)

Graphic Design: Redesign Curriculum

Draft recruitment plans were created for Business, Communication, Politics & History, Psychology and Criminal Justice.

DIRECTION 1

Priority Undertakings 2019-2020

1

WORK TEAM 2019–2020

Susan Chang (Chair)

Dean of Faculty Center for Professional Development and Curriculum Innovation

Don-Alex Antoine

Student, Class of 2020

Johanna Burgess

Librarian and Assistant Professor, Library

Reham El-Dahrawy

Student, Class of 2022

Maryann Gallant

Professor, Applied Technology

Ronald Krawitz

Professor, Applied Technology

William Nancarrow

Professor, Politics and History

Alison Poor-Donahue

Associate Professor, Fine and Applied Arts

Brittany Soares

Student, Class of 2021

David Szczerbacki

Executive Vice President and Provost

Elizabeth Wade

Assistant Professor, Science and Math

INITIATIVE: C

Strengthen technology and curricular support for traditional, hybrid, online and clinical instruction, as well as for online testing and assessment.

UNDERTAKING: 1 and 2

1. Establish benchmarks for faculty and students that demonstrate proficiency in technology.
2. Increase faculty and student development to support innovative course design and delivery, enhance learning, and enable post-graduate success.

STATUS: ACTIVE

This project has been working to identify digital fluencies among:

- Students – as articulated through curricular structures – to prepare them for their academic and post-graduation careers by identifying:
 - Digital fluency benchmarks throughout students' matriculation at Curry College
 - Curriculum-wide digital competencies
 - Discipline-specific digital competencies
- Faculty members and recommending ways to increase engagement with pedagogy and technical training for teaching in multiple modalities. This includes locating mechanisms to encourage and prepare faculty to build digital fluency skills across the curriculum and within their specific disciplines.

This project aligns with our need as a college to support student success in the classroom as a path to successful employment and growth throughout their careers. Additionally, given the monumental changes in teaching and learning environments since mid-March 2020, this project aligns with trends in higher education regarding shifts to teaching in multiple modalities: face-to-face, hybrid, hyflex, fully online.

After reviewing the results of an institution-wide survey, a comprehensive multi-method plan was developed to establish benchmarks in digital fluency that apply to our students in all disciplines. One way of assuring digital preparation for the transition from classroom to employment requires students' self- and direct assessment of perceptions and skills. The self-assessment and perception of knowledge will be collected using a survey that will be distributed as part of the Summer 2021 online orientation.

A comprehensive plan to directly assess student skills related to Microsoft Word, Excel, and PowerPoint was implemented in Fall 2020. This benchmark data will be analyzed to allow for the work team to make recommendations to various departments at the institutional level. It will also help to inform faculty engagement in digital fluency to ensure basic student competencies in relevant digital tools at curricular and co-curricular levels.

Establishing this foundational "across the curriculum" knowledge and skill set will also serve as a jumping-off point for discipline-based digital fluency that emphasizes the unique needs of specialized majors and their potential career paths.

DIRECTION 1

Priority Undertakings 2019-2020

1

WORK TEAM 2019–2020

David Szczerbacki (Co-Chair)

Executive Vice President and Provost

Laura Vanderberg (Co-Chair)

Director, PAL

Lynn Abrahams

Professor, PAL

Maria Bacigalupo

Professor, PAL

Carrie Cokely

Associate Vice President of Academic Affairs

Susan Pennini

Special Advisor to the President

Jeremiah Rex

Director, Disability Services

Julia Sloan

Professor, General Education

Kathleen Wilmot

Associate Professor, PAL

INITIATIVE: D

Re-establish PAL as the leading program for students with learning disabilities.

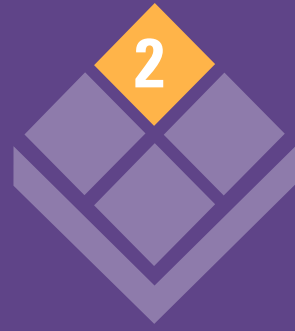
UNDERTAKING: 1, 2 and 3

1. Develop a strategic plan and corresponding economic model for PAL that responds to current needs of students and market demands of students and families.
2. Use technology to support the innovative delivery of PAL programs and services.
3. Increase the visibility of PAL in the professional field of learning differences education at all levels.

STATUS: COMPLETED

The PAL Strategic Plan was completed in Spring 2020 and presented to President Quigley at that time. The Plan will inform ongoing efforts to strengthen PAL's competitive position; responding to changing student needs; extend the program's legacy; and build upon current thinking in metacognition and neuro-science.

Impacts and outcomes will be manifested in the next 3-5 years, as defined by enrollment; profile; competitive position; and responsiveness to changing needs of students.



DIRECTION 2

Attract, Educate and Graduate Students Prepared to Engage in a Complex and Changing World

For more information, contact the Direction 2 Leadership Team:

- Carrie Cokely
- Stephanny Elias
- Jennifer Golojuch-Borden
- Michelle Adams O'Regan
- Susan Pennini
- Keith Robichaud

INITIATIVE A

Create, implement and assess a comprehensive, integrated enrollment plan.

1. Develop and implement a multi-year enrollment plan for traditional, continuing education and graduate students that includes recruitment and retention goals by constituency; major/program; targeted demographic groups; and geographic regions.
2. Continue to implement and evaluate the Retention and Student Success Plan.
3. Align enrollment strategy with net tuition revenue goals, institutional priorities and mission.
4. Assess the College's strategic enrollment management infrastructure and adjust as needed to ensure effective strategic enrollment management and student success.

INITIATIVE B

Communicate the value of a Curry degree.

1. Create, implement and assess a brand marketing plan that communicates the value of a Curry degree, is aligned with the College's mission statement and helps drive revenue through enrollment, student success and fundraising.
2. Identify and demonstrate the value proposition for each academic program.
3. Increase the College's ranking in the US News & World Report Best Regional Universities - North category to achieve tier one, numerically-ranked status.
4. Assess the College's marketing and communications infrastructure and adjust as needed to maximize the impact of human resources and marketing placements.
5. Create, implement and assess direct marketing plans and tactics across the lifecycle from student recruitment and enrollment to alumni friend raising and fundraising.

DIRECTION 2

Priority Undertakings 2019-2020

2

WORK TEAM 2019–2020

Susan Pennini (Co-Chair)
Special Advisor to the President

David Rosati (Co-Chair)
Executive Vice President of Finance and Chief Financial Officer

Anne Berriault
Director, Continuing Education and Graduate Studies

Laura Cedrone
Senior Administrative Assistant, Enrollment Management

Jennifer Dunne
Director of Institutional Research, Enrollment Management

Stephanny Elias
Associate Vice President of Financial Aid

Keith Robichaud
Associate Vice President and Dean of Admission

INITIATIVE: A

Create, implement and assess a comprehensive, integrated enrollment plan.

UNDERTAKING: 1

Develop and implement a multi-year enrollment plan for traditional, continuing education and graduate students that includes recruitment and retention goals by constituency; major/program; targeted demographic groups; and geographic regions.

STATUS: ACTIVE

The College made strong progress in the 2019-2020 academic year towards the completion of a multi-year Strategic Enrollment Plan (SEP) for the College, that intends to identify, recruit, enroll, retain, and graduate a student body in accordance with the College's mission and goals while also maintaining fiscal sustainability. This past year, the College's process included the continuation of a SEP work team that focused on an established work plan informed by data and best practices built on the previous year's work.

Of note, the items completed included:

- Review of sample Enrollment Plans and Literature and recommended Table of Contents.
- Engagement of a consultant (Hanover Group) to conduct a broad market analysis that included trends in primary and secondary markets including occupations and demographics, along with a comparison analysis to determine potential new markets for undergraduate academic programs for both CE and Traditional.
- Development of various situational analyses for traditional and CE/Grad populations.
- Development of Peer, Aspirational, and Competition List of Institutions for benchmarking.

Given the impact of the COVID-19 pandemic, work in this undertaking halted in March of 2020. The working group determined in April that when the work resumed in the Fall 2020, an analysis of the current market for CE/Grad may help position the College better to respond to the changing educational landscape and evolving student needs while also working towards completion of the SEP. As such, throughout the 2020-2021 academic year, the SEP group will continue to progress towards finalization of the Strategic Enrollment Plan by the end of the academic year by:

- Continuing work on an enrollment strategy for CE/Grad.
- Updating academic program enrollment plans with academic departments with Academic Affairs.
- Finalizing the College's peer, competitive and aspirational institutions.

DIRECTION 2

Priority Undertakings 2019-2020

2

WORK TEAM 2019–2020

Carrie Cokely (Co-Chair)

Associate Vice President
of Academic Affairs

Jennifer Golojuch- Borden (Co-Chair)

Associate Vice President
and Dean of Students

Laura Cedrone

Senior Administrative
Assistant, Enrollment
Management

Wendy Cleveland

Director of Student
Accounts

Jennifer Dunne

Director of Institutional
Research, Enrollment
Management

Susan Pennini

Special Advisor to the
President

INITIATIVE: A

Create, implement and assess a comprehensive, integrated enrollment plan.

UNDERTAKING: 2

Continue to implement and evaluate the Retention and Student Success Plan.

STATUS: ACTIVE

The Student Success Work Team has been working to establish practices that will assist with the retention of our students. With assistance from Institutional Planning, the Team has been reviewing data to inform our decisions and focused on the following areas:

- Commuter Students:
 - MBTA Pass Program continues to be offered for students.
 - A new commuter parking lot was opened for students in February 2020, located across from the Learning Commons.
 - Commuter Student events were held throughout the fall and early spring semesters to continue to support students.
 - Monthly email newsletters to students continued up until COVID-19.
- Business Management:
 - Business Management Academic Success Coordinator instituted an Academic Success coaching course for students who did not meet minimum standards for the major in Fall 2019.
 - Expansion of mentor program to pair incoming students with upper-class students slated for 2020-2021.
 - DECA chapter approved and students have begun to compete.
- Criminal Justice:
 - Texting pilot started for Spring 2020 to engage CJ majors throughout the semester and to attempt to impact their retention rates.
 - Data will be examined across different segments of the CJ major population to determine interventions and next steps, since our analysis of curriculum did not show any roadblock courses.
- Student Outreach Team (SOT):
 - Launched the New Student Transition Plan to assign new students (not affiliated with PAL, Athletics, Nursing, LLCs, Comm Scholars, or Honors Students) to a Transition Guide (staff member on campus) to serve as a resource and support during the transition to College.
 - Data for students who were in this group shows a higher retention rate fall to spring than those who were not in the program.
 - Phase 2 was launched in June for the 2020-2021 academic year, with the new name Curry Partnership Program/Curry Partner. Phase 2 includes all students, with PAL students receiving the support from their PAL faculty member.

DIRECTION 2

Priority Undertakings 2019-2020

2

WORK TEAM 2019–2020

Michelle Adams O'Regan (Chair)

Vice President of Marketing and
Communications

Julie Choquette

Director of Brand and Creative Services

Lynda Curtis

Director of Public Relations

John Eagan

Director of Digital Communications

INITIATIVE: B

Communicate the value of a Curry degree.

UNDERTAKING: 1

Create, implement and assess a brand marketing plan that communicates the value of a Curry degree, is aligned with the College's Mission Statement, and helps drive revenue through enrollment, student success and fundraising.

STATUS: ACTIVE

A proposal was produced and presented for FY21-22 to conduct a full examination, redesign and relaunch of the Curry College brand with an agency partner. Due to the COVID-19 crisis, this proposal is pending; however, in the meantime, the Marketing and Communications department has continued to seek opportunities to standardize, elevate and implement the existing brand as fully and effectively as possible and to generate content and strategically deploy it to the best advantage of the College in all markets.

While Curry's brand identity has not yet been solidified into a new and strongly differentiated platform (pending a brand redesign), all publications for enrollment management, institutional advancement, academic affairs and others are being redesigned and re-thought as they come into workflow according to significantly raised design standards, and new paper and color standards have also been set for consistency of presentation according to the Graphic Standards Style Guide. Messaging for prospective students has also been updated to conform to the Curry.edu website "Become at Curry" campaign, designed as part of the web redesign in 2018, and a reimagined strategy with a branded redesign for e-newsletter communications to students, faculty, staff, families and alumni was rolled out in Fall 2020. In order to communicate more fully with the College community regarding brand, and to provide access to resources and assets, the department rolled out a new web presence, **Curry.edu/MarComm**, in Fall 2020, including sections for brand and creative, photo and video, news and media, social media, and the **Curry.edu** website.

DIRECTION 2

Priority Undertakings 2019-2020

2

WORK TEAM 2019–2020

Michelle Adams O'Regan (Chair)
Vice President of Marketing and Communications

Mirlen Mal
Vice President of Human Resources

Susan Pennini
Special Advisor to the President

David Rosati
Executive Vice President of Finance and Chief Financial Officer

INITIATIVE: B

Communicate the value of a Curry degree.

UNDERTAKING: 4

Assess the College's marketing and communications infrastructure and adjust as needed to maximize the impact of human resources and marketing placements.

STATUS: ACTIVE

Over the course of Fall 2019, 4.5 of 4.5 budgeted but long-vacant positions were re-hired in the Marketing and Communications department, with adjustments to responsibilities to reflect departmental needs, including:

- Director of Public Relations
- Director of Brand and Creative Services
- Social Media Specialist
- Multimedia Content Producer
- Senior Administrative Assistant (joint with Institutional Advancement)

The re-hiring of previously vacant positions, adjusted to reflect the current needs of the department and the College, have enabled MarComm to better meet two clearly identified goals: 1.) Produce consistently high-quality visual work that highlights Curry's unique qualities and assists the College to compete in an increasingly competitive higher education marketplace; and 2.) Significantly increase the quantity and quality of multi-platform content output. The redesign of the College's visual platform as outlined in the Graphic Standards Style Guide is reflected in redesigned flagship publications including the 2020 *Curry Magazine*, the 2020 Curry Report, and the Fall 2020 Admissions suite, as well as various other publications and iterations. The department also evaluated and implemented significant changes in content strategy, including a redesign and re-imagining of e-newsletter content, audiences and distribution which rolled out in August 2020. A refresh of the **Curry.edu** homepage to highlight content is slated for Fall 2020.

This shift in strategy has led to an increase in proactive, quality organic news content driving new opportunities not only for web/SEO rankings and publications, but also for media outreach/coverage and social media reach/engagement. These outlets have also served as effective venues for the College to reinforce messages of hope and pride to our community during the COVID-19 crisis, as the department has repurposed, highlighted and pitched selective content with that in mind.

Organizational charts and rationales for prioritized additional positions and changes have been proposed in FY21 and FY22 to the Position Review Committee and are pending post-COVID.





DIRECTION 3 Foster an Inclusive Campus Community that Attracts, Respects, Supports and Celebrates Diversity in Multiple Forms

For more information, contact
the Direction 3 Leadership
Team:

- Michelle Bracken
- Jeannette Buntin
- Vincent Eruzione
- Maryellen Kiley
- Rachel King
- Mirlen Mal

INITIATIVE A

Promote educational experiences focused on fostering a safe and inclusive learning community and graduating active citizens committed to equity, inclusion, civility, fairness and respect.

1. Expand training and resources for faculty, staff and students focused on creating a safe and inclusive campus.
2. Promote, highlight and coordinate programs and events celebrating the richness of diversity within the community.
3. Assess and enhance the curriculum, where needed, to embody issues of diversity, inclusion and equity.
4. Advance collaborations with external organizations and businesses to provide internships and service learning opportunities that increase an understanding of diverse populations.
5. Increase awareness of anti-discrimination policies, protocols, activities and responses related to bias incidents and hate crimes.

INITIATIVE B

Continue the commitment to embed the values of equity, respect and equality throughout the community.

1. Assess the physical presence and impact of the efforts supporting the Office of Diversity and Inclusion and make changes as needed.
2. Celebrate a culture of diversity and inclusion on campus through images and statements that reflect and reaffirm the richness of diversity in our college community.
3. Set up structures and programs to encourage respectful conversations and civil discourse that support diversity of thought and expression about controversial issues.

INITIATIVE C

Increase diversity within the community.

1. Increase targeted efforts to generate diverse pools of applicants when staff and faculty position openings at the College occur.
2. Implement a continuous improvement plan to refine and strengthen the faculty and staff search processes.
3. Establish efforts to support and retain diverse faculty and staff.
4. Continue efforts to support and retain diverse students.

DIRECTION 3

Priority Undertakings 2019-2020

3

WORK TEAM 2019–2020

Rachel King (Co-Chair)

Title IX Coordinator

Mirlen Mal (Co-Chair)

Vice President of Human Resources

Jeannette Buntin

Assistant Vice President of Engagement and Diversity

Susan Chang

Dean of Faculty Center for Professional Development and Curriculum Innovation

Katharine Garrett Eastman

Director and Associate Professor, Library

Vincent Eruzione

Director of Athletics

Mia Khera

Professor, Psychology

Silas Pearman

Professor, General Education

INITIATIVE: A

Promote educational experiences focused on fostering a safe and inclusive learning community and graduating active citizens committed to equity, inclusion, civility, fairness and respect.

UNDERTAKING: 1

Expand training and resources for faculty, staff and students focused on creating a safe and inclusive campus.

STATUS: ACTIVE

The College's Diversity Professional Development Series continued in the 2019-2020 academic year, with over 20 learning opportunities for students, faculty and staff. These online and in-person engagement offerings were designed and facilitated to support and further the College's commitment to a safe and inclusive campus environment.

Delivered by a variety of internal and external content experts, sessions provided practical strategies for fostering inclusive excellence in the classroom and beyond. Topics included the prevention of gender-based violence, understanding disability, supporting transgender students, combatting stereotypes and prejudice through inclusive language, and more. Additionally, the Faculty Center for Professional Development and Curriculum Innovation unveiled a multi-part series on overcoming the impact of stereotypes on our students, delivered collaboratively by staff and faculty facilitators.

This undertaking, and the College's commitment to continuing to expand diversity and inclusion training and resources for faculty, staff and students, remains ongoing. The fall 2019 semester included more related professional development offerings than any prior semester, since the series' inception two years earlier. In-person and online sessions drew participation from staff, faculty and students, including 178 employees, who completed the online module, *Diversity: Inclusion in the Modern Workplace* (51 of whom were new to the College). All first-year Curry College students also received a student-focused online diversity course for completion prior to matriculation, supplemented by their educational experiences during June new student orientation and Welcome Weekend programming at the start of the academic year.

DIRECTION 3

Priority Undertakings 2019-2020

3

WORK TEAM 2019–2020

Maryellen Kiley (Chair)

Vice President of Student Affairs

Jeannette Buntin

Assistant Vice President of Engagement and Diversity

Stephanie Cappadona

Assistant Professor, Sociology and Criminal Justice

Carrie Cokley

Associate Vice President of Academic Affairs

Lynda Curtis

Director of Public Relations

Jennifer Golojuch-Borden

Associate Vice President and Dean of Students

Aubrey Kaveski

Student, Class of 2020

Rachel King

Title IX Coordinator

Paul King

Director of Public Safety

Jennifer Maitino

Director of Residence Life

Mirlen Mal

Vice President of Human Resources

Katherine Morrison

Professor, Health and Wellness

Susan Pennini

Special Advisor to the President

Sarah Simmons

Student, Class of 2020

Evelyn Ugwu-George

Assistant Professor and Librarian

Brenda Wrigley

Professor, Communication

INITIATIVE: A

Promote educational experiences focused on fostering a safe and inclusive learning community and graduating active citizens committed to equity, inclusion, civility, fairness and respect.

UNDERTAKING: 5

Increase awareness of anti-discrimination policies, protocols, activities and responses related to bias incidents and hate crimes.

STATUS: ACTIVE

Efforts in support of this undertaking included a wide array of training and communication initiatives to enhance awareness of the College's anti-discrimination policies, protocols, activities, and responses to bias incidents and hate crimes. The deliberate inclusion of expanded offerings within the College's diversity professional development series during the fall 2019 semester connected participants, comprised of faculty, staff, and students, with greater access to information about institutional expectations and protocols. Online anti-discrimination programming offered throughout the year by the Office of Diversity & Inclusion, the Title IX Coordinator, and Human Resources conveyed the College's commitment to prohibiting and responding to bias incidents and hate crimes.

Additionally, with assistance from the College's Marketing and Communications team, the Bias Incident Response Team (BIRT) developed a brochure that outlines College policies, resources and reporting mechanisms relating to acts of bias. Lastly, content prominently posted within the Curry Portal kept community members apprised of incidents that undermined our campus's values and expectations and communicated steps taken to reaffirm our commitment to a safe and inclusive campus.

Participation in related training and programming, dissemination of information, and reports and referrals submitted all served as sources of feedback regarding efforts to expand awareness of the College's non-discrimination policies and protocols. The undertaking remains active and efforts to further engage students and employees continue through expanded print and electronic marketing materials and required in-person and online anti-discrimination trainings when staff, faculty, and students join the College.

DIRECTION 3

Priority Undertakings 2019-2020

3

RESTORATIVE JUSTICE WORK TEAM 2019–2020

Rachel King (Chair)

Title IX Coordinator

Jennifer Balboni

Professor, Sociology and Criminal Justice

COMMUNITY POLICING WORK TEAM 2019–2020

Maryellen Kiley (Co-Chair)

Vice President of Student Affairs

Paul King (Co-Chair)

Director of Public Safety

Stephanie Cappadona

Assistant Professor, Sociology and Criminal Justice

Tawanya Garrett

Academic Success Coordinator

Rachel Glatt

Student, Class of 2022

Rebecca Kendall

Assistant Professor, Sociology and Criminal Justice

Marcell Mensah

Student, Class of 2020

Timothy O'Sullivan

Sergeant, Public Safety

Michael Walsh

Student, Class of 2021

INITIATIVE: B

Continue the commitment to embed the values of equity, respect and equality throughout the community.

UNDERTAKING: 3

Set up structures and programs to encourage respectful conversations and civil discourse that support diversity of thought and expression about controversial issues.

RESTORATIVE JUSTICE

STATUS: COMPLETED

A restorative justice training program was developed to build capacity for offering restorative processes. The goal of establishing structures and programs to encourage respectful conversations and civil discourse that support diversity of thought and expression about controversial issues was realized through two primary mechanisms: 1) the creation and sustainability of the training program; and 2) the engagement of the College's Community Standards Officers (all of whom participated) and the commitment of the Department of Community Standards and Accountability to infuse restorative justice into practices going forward.

This training reinforced the value of creating spaces in which students, staff and faculty come together as collective learners and served to strengthen our campus community. Training will continue each semester, and the infrastructure for referring cases for resolution through restorative justice continue to be strengthened.

COMMUNITY POLICING

STATUS: ACTIVE

An initiative to introduce bicycle patrols for Public Safety Officers was instituted in the summer of 2019. Bike patrols encourage officers to travel slowly and be more attentive to surroundings. They are designed to foster interaction between all members of the community (especially students and Public Safety officers) that are non-threatening and allow officers to be viewed as individuals, rather than part of an enforcement group.

Public Safety has purchased a new mountain bike and equipment, and officers used this vehicle to patrol campus from 3:00 p.m. to 7:00 p.m. in the fall. A second older mountain bike was identified, and these two bikes will continue to be used in the Spring 2021 semester and beyond. A vehicle battery assist (jump box) was also purchased and used by Public Safety Officers to aid students with dead batteries or flat tires. The vehicle assist program allows officers to interact with students, faculty and staff, help them with vehicle problems, and facilitate students viewing Public Safety Officers in a supportive and helpful way.

The work team also drafted and piloted a survey in the fall of 2019 with the plan to administer it to all students in the Spring of 2020. With the disruption from COVID-19, the survey has not yet been shared with the community (the hope is to launch it in Spring 2021). Community Policing efforts by Public Safety Officers continue with stand-alone events like Pizza with Public Safety and events at Orientation. These efforts continued in 2020, but adjustments were made in the interest of safety and social distance, like the Halloween Trunk or Treat event in the fall of 2020.

Finally, Public Safety employs fifty student workers during the academic year as front gate attendants, front office workers, shuttle drivers, and community desk attendants. This provides opportunities for regular interaction between officers and students in a comfortable setting, helping both groups to understand issues from the others perspective and facilitating familiarity between them for future interactions.

DIRECTION 3

Priority Undertakings 2019-2020

3

WORK TEAM 2019–2020

Jeannette Buntin (Co-Chair)
Assistant Vice President of
Engagement and Diversity

Tawanya Garrett (Co-Chair)
Academic Success
Coordinator

Nicoline Batista
Assistant Director, Center for
Career Development

Darnell Bartee
Support Analyst III,
Technology Center

George Garcia
Assistant Director,
Admissions

Johnita Gilzene
Financial Aid Counselor

Mia Khera
Professor, Psychology

Brigida Palatino
Head Coach of Women's
Soccer, Senior Women
Administrator and Game
Administrator

INITIATIVE: C

Increase diversity within the community.

UNDERTAKING: 4

Continue efforts to support and retain diverse students.

STATUS: ACTIVE

In an ongoing effort to create a more diverse and inclusive community, several initiatives have been launched towards achieving the goals outlined in this undertaking:

1. Grow and strengthen the pool of competitive applicants through strategic recruitment.

During the 2019-2020 academic year, three local groups were identified as potential external networks to recruit diverse competitive students.

- The National Black MBA Leaders of Tomorrow Program (www.nbmbaa.org/leaders-of-tomorrow-suite)
- Bottom Line (www.bottomline.org)
- Milton Academy (Young Achievers and Social Justice Peer Educators)

Of the above three groups, a relationship was established with the NB MBA LOT and Milton Academy. In January 2020, students from Milton Academy engaged in the Social Justice Retreat with Curry Students in the RISE UP, Brother2Brother, and LSU (Latino Student Union) for a day-long retreat on the Curry Milton campus. The National Black MBA-LOT Program was scheduled to have started to hold their monthly South Shore Saturday High School Leadership Program. Two additional programs have been identified for the 2020-2021 academic year—BASE and The Boston Debate League.

2. Increase the number of admitted students who choose to enroll at Curry College through effective and impactful yield efforts and resources.

Planning was underway to expand upon the Admissions Open Diversity & Equity Reception; unfortunately, due to COVID-19, the Open House did not occur. However, throughout the summer and at various points during the Summer Orientation Program, opportunities were garnered to bring together the following self-identified groups: First Gen/Low Income, ALANA (African, Latino, Asian, and Native American), and LGBTQ students.

3. Implement strategies that will support retention and persistence among enrolled ALANA students.

The RISE UP program experienced another successful year, starting with 40 matched mentor/mentee pairs. Partnerships with incoming students enrolled in a diversity/social justice-themed Curry Launch course have been developed.

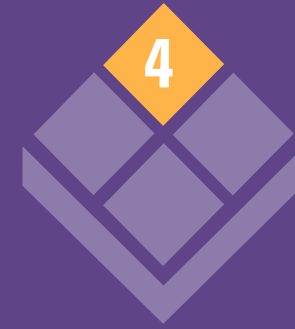
Collaboration with the Faculty Center and other areas within the community have been created, to deliver a series of workshops to support faculty in supporting students of diverse backgrounds in and out of the classroom.

In Fall 2020, we launched the Brother2Brother Program, an opportunity to learn about the struggles faced by Black and Brown Men on college campuses and in the world today. The group experienced a positive inaugural year and is poised for great success next academic year, having spent much of the spring and summer months creating an impactful programming calendar for the year ahead.

Key programming was delivered during the 2019 Welcome Week Program to assist groups in building community:

- First Generation Welcome Reception
- Hillel Student Reception
- LGBTQ Welcome Reception
- Students of Color Reception

Additional outreach occurred at least 4-6 times over the academic year via various platforms. In order to more fully facilitate progress, direct advisement of affinity groups was shifted to the Office of Diversity and Inclusion from Student Activities. This transition provided a greater opportunity to engage and develop stronger relationships between students and staff.



DIRECTION 4

Strengthen a Culture of Organizational Sustainability, Integrity and Accountability

*For more information, contact
the Direction 4 Leadership
Team:*

- John Eagan
- Sally Murray
- Mirlen Mal
- Susan Pennini
- David Rosati

INITIATIVE A

Implement multi-year financial planning and develop a comprehensive and integrated model that incorporates macroeconomic factors, institutional priorities and primary economic drivers.

1. Align the College's multi-year financial model with workforce, infrastructure and program needs associated with the multi-year enrollment plan and priorities of the Strategic Plan.
2. Incorporate revenues projected through annual and comprehensive fundraising campaigns into the multi-year financial model.
3. Create and implement financial models that align cost and revenues for programs and activities to increase efficiency and effectiveness.

INITIATIVE B

Create and execute a campus development plan to ensure campus facilities align with and support the College's Mission and Strategic Plan.

1. Construct an academic building focused on integrating academic support, strengthening science and science related majors and providing high-tech classrooms that support dynamic and interactive learning and pedagogy positively impacting recruitment and retention.
2. Design and create classroom and studio spaces to support specific academic program needs in strategically identified majors.
3. Develop and execute a plan to identify and promote existing campus sustainability efforts and determine future sustainability opportunities.
4. Develop a plan to enhance athletic facilities to support student-athlete recruitment and retention.
5. Develop a plan to enhance and renovate residence halls to support retention and recruitment of residential students.

INITIATIVE C

Increase philanthropic support through annual, capital and deferred gifts that support the College's strategic objectives.

1. Enhance Advancement's use of data to inform and improve effectiveness.
2. Assess, and adjust as needed, the human resources in the Institutional Advancement department and the resources of volunteer networks to align with and meet strategic philanthropic objectives.
3. Audit operations and conduct a feasibility study in the planning phase for a comprehensive fundraising initiative that supports the College's Strategic Plan.
4. Develop and launch a comprehensive campaign informed by an operational audit and feasibility study.



INITIATIVE D

Execute a Strategic Technology Plan with clear direction, priorities and measurable goals aligned with the Strategic Plan.

1. Build an integrated digital platform that strengthens our hybrid and online academic programs and is personalized, engaging, social and informed by data.
2. Leverage technology to transform business operations through agile systems, processes and people who embrace continuous improvement.
3. Continue to invest in infrastructure to support the digital transformation outlined in the Strategic Technology Plan.
4. Redesign and redevelop the curry.edu marketing website and the my.curry.edu web portal; enhance business processes and develop the infrastructure to support both platforms.

INITIATIVE E

Align organizational structure and human resources with strategic priorities in a rapidly changing environment.

1. Develop a pay for performance plan program that incentivizes employee performance and rewards employee efforts and contributions linked to position expectations and goals.
2. Continue to align organizational structures to the strategic priorities.
3. Conduct a staff training needs analysis that identifies potential skills gaps, provides resources to maintain competencies for effective performance and facilitates continuous improvement.

DIRECTION 4

Priority Undertakings 2019-2020

4

WORK TEAM 2019–2020

Robert O'Connell (Co-Chair)
Vice President of Facilities

Susan Pennini (Co-Chair)
Special Advisor to the President

Michael Bosco
Assistant Vice President of Academic Affairs

Carrie Cokely
Associate Vice President of Academic Affairs

David Rosati
Executive Vice President of Finance and Chief Financial Officer

David Szczerbacki
Executive Vice President and Provost

INITIATIVE: B

Create and execute a campus development plan to ensure campus facilities align with and support the College's Mission and Strategic Plan.

UNDERTAKING: 1

Construct an academic building focused on integrating academic support, strengthening science and science related majors, and providing high-tech classrooms that support dynamic and interactive learning and pedagogy positively impacting recruitment and retention.

STATUS: COMPLETED

The Learning Commons was opened for classes, research, academic support and collaboration in two phases. The first phase opened January 21, 2019, when the newly constructed wing of the building opened for classes. The second phase opened August 26, 2019, with the wing of the building that was renovated, and the "punch list" was completed prior to the opening of the Spring 2020 semester.

The impact of the Learning Commons is three-fold. First, students are now provided welcoming areas outside the Library for study and collaboration aided by technology. Second, all academic support is now co-located in a common area, making it easier for students to access the support they need. Third, our Science and Science-related majors now have state-of-the-art labs for teaching and learning, and separate labs for faculty-led research.

DIRECTION 4

Priority Undertakings 2019-2020

4

WORK TEAM 2019–2020

Robert O’Connell (Chair)

Vice President of Facilities

Michael Bosco

Assistant Vice President of Academic Affairs

Susan Pennini

Special Advisor to the President

David Szczerbacki

Executive Vice President and Provost

INITIATIVE: B

Create and execute a campus development plan to ensure campus facilities align with and support the College’s Mission and Strategic Plan.

UNDERTAKING: 2

Design and create classroom and studio spaces to support specific academic program needs in strategically identified majors.

STATUS: ACTIVE

The following campus renovations were completed in the Summer of 2020:

Kennedy Academic Building:

- Two new large classrooms (KEN 123 and KEN 127)
- Three studios for Private Music Instruction (KEN 117A, 117B, and 117C)
- New Graphic Design Studio (KEN 310)
- Renovations to existing Art Studios (KEN 314 and KEN 317)
- New Mini SYM LAB (KEN 459)

Hafer Academic Building:

- Two new computer labs (HAF 306 and HAF 312)
- Mini-lab for student collaboration (HAF 308)

In addition, in Fall 2020, the Plymouth Campus was moved from 20 North Park Avenue to #36-200, 201 and 202 Cordage Park Circle, which features a modern open learning space layout with smart technology to facilitate traditional, hybrid, and online classes. The new campus, where improvements and construction are ongoing currently, will also house new skills and simulation labs for its growing Accelerated Nursing Program, including a clinical observation room.

These state-of-the-art spaces will support innovative teaching and learning strategies for our art, graphic design, computer science, music, nursing and other students and faculty, preparing them in the classroom for success out of it in their future careers.

DIRECTION 4

Priority Undertakings 2019-2020

4

WORK TEAM 2019–2020

Sally Murray (Chair)

Vice President of Institutional Advancement

John Eagan

Director of Digital Communications

Michelle Adams O’Regan

Vice President of Marketing and Communications

Alyssa Samuels

Senior Advancement Officer

INITIATIVE: C

Increase philanthropic support through annual, capital and deferred gifts that support the College’s strategic initiatives.

UNDERTAKING: 2

Assess, and adjust as needed, the human resources in the Institutional Advancement department and the resources of volunteer networks to align with and meet strategic philanthropic objectives.

STATUS: ACTIVE

This undertaking became active in 2019, with the establishment of the 1879 Planned Giving Society, and the Curry Family Council and Curry Family Council Leadership Committee creation in 2020.

The 1879 Society invites members to include Curry in their estate plans via traditional bequest, IRA charitable rollover, life insurance beneficiary designation, real estate, or securities transfer. Members are provided with gift impact updates and invitations to events recognizing their leadership support, and are featured as profiles in Curry publications. Curry.edu/1879

The Curry Family Council and Curry Family Council Leadership Committee provide informational resources to Curry families as well as invitations to special leadership events. All Curry families are invited to join the Council and engage with the College, while Leadership Council members have made an annual gift of \$1,000 or more to the College. Curry.edu/FamilyCouncil

Both the 1879 Society and the Curry Family Council Leadership Committee contribute to the College’s ability to engage with vital populations in a meaningful way and secure financial resources to support the immediate and long-term needs of the Institution.

DIRECTION 4

Priority Undertakings 2019-2020

4

INITIATIVE: D

Execute a Strategic Technology Plan with clear direction, priorities and measurable goals aligned with the Strategic Plan.

UNDERTAKING: 1

Build an integrated digital platform that strengthens our hybrid and online academic programs and is personalized, engaging, social and informed by data.

STATUS: DEFERRED

The first phase of this undertaking (to evaluate the current state of Curry's digital platforms) was completed in 2018-2019, and led to the launch of Salesforce/ERX for Continuing Education and Graduate Programs in 2018 and Undergraduate Admissions in 2019 under Direction 4, Initiative D, Undertaking 2. The evaluation of the remaining stages is on hold until the projects resulting from the initial evaluation are complete.

DIRECTION 4

Priority Undertakings 2019-2020

4

WORK TEAM 2019–2020

Anne Berrault
Director, Continuing Education and
Graduate Studies

INITIATIVE: D

Execute a Strategic Technology Plan with clear direction, priorities and measurable goals aligned with the Strategic Plan.

UNDERTAKING: 2A

Salesforce for Continuing Education and Graduate Studies

Leverage technology to transform business operations through agile systems, processes and people who embrace continuous improvement.

STATUS: COMPLETED

As part of this project, the following were completed in 2018–2019:

- Salesforce/ERX Implementation - Completed
- Lead Nurture - Completed
- Applicant Nurture - Completed
- Accepted Student Nurture & Executive Reporting/ Dashboards Phase - Completed

Salesforce is now fully functional and on board for continuing education and graduate studies, but it will continue to evolve as a system that must integrate with Banner and will be evaluated and updated for improvements to business operations on an ongoing basis.

DIRECTION 4

Priority Undertakings 2019-2020

4

WORK TEAM 2019–2020

Joan Fongellaz
Director of Operations, Admissions

Keith Robichaud
Associate Vice President and Dean of Admission

INITIATIVE: D

Execute a Strategic Technology Plan with clear direction, priorities and measurable goals aligned with the Strategic Plan.

UNDERTAKING: 2B

Salesforce for Undergraduate Admissions

Leverage technology to transform business operations through agile systems, processes and people who embrace continuous improvement.

STATUS: COMPLETED

Salesforce/ERX Implementation - Completed
Lead Nurture - Completed
Applicant Nurture Phases - Completed
Accepted Student Nurture & Executive Reporting/ Dashboards Phase - Completed

Salesforce is now fully functional and on board for undergraduate admissions, although enhancements of the current implementation are ongoing. It will continue to evolve as a system that must integrate with Banner and will be evaluated and updated for improvements to business operations on an ongoing basis.

DIRECTION 4

Priority Undertakings 2019-2020

4

INITIATIVE: D

Execute a Strategic Technology Plan with clear direction, priorities, and measurable goals aligned with the Strategic Plan.

UNDERTAKING: 2C

Salesforce for College Departments

Leverage technology to transform business operations through agile systems, processes, and people who embrace continuous improvement.

STATUS: PENDING

Additional College departments are slated to be brought into Salesforce, including the Center for Career Development (data import and dashboards, organizational engagement and tracking, student engagement and tracking) and Institutional Advancement (implementation, engagement, tracking, gift processing and executive dashboards). These projects are currently in the early planning stages, with options, costs, and timelines being evaluated.

DIRECTION 4

Priority Undertakings 2019-2020

4

WORK TEAM 2019–2020

Debra Petrizzo
Professor, Accounting

Christine Sacco
Senior Instructional Designer and
Technologist

Samantha Sacco
Student, Class of 2020

INITIATIVE: D

Execute a Strategic Technology Plan with clear direction, priorities, and measurable goals aligned with the Strategic Plan.

UNDERTAKING: 3

Continue to invest in infrastructure to support the digital transformation outlined in the Strategic Technology Plan.

STATUS: ACTIVE

The College made a number of infrastructure improvements designed to provide the following outcomes:

- Increase network throughput.
- Increase bandwidth.
- Improve wireless coverage for sports venues.
- Improve network and WIFI service resiliency.
- Improve user-perceived network performance.
- Update infrastructure to new generation products.

These included:

- Summer 2019:
 - Upgraded 4 Aruba wireless controllers from version 6.5 to 8.3.07.
 - Upgraded Micros server from 2008 to 2016 (credit card handling for food service).
 - Installed 120 TB of storage for public safety camera systems.
 - Added point to point wireless to baseball field so home games can be live broadcast.
 - Upgraded management on 140 campus network switches from simple user/pass to secure encrypted management.
 - Replaced 15 Windows 2008 servers with Windows 2016.
 - Upgraded bandwidth to Plymouth campus from 100 meg to 300.
- Fall 2019:
 - Upgraded SolarWinds server from windows 2008 to 2016 and SolarWinds product from 6.5 to version 2020.
 - Enhanced HUDL camera system to allow live broadcast of games in Katz Gymnasium.
- Spring 2020:
 - Rebid ISP contract for substantial cost savings of at least \$1500 a month.

DIRECTION 4

Priority Undertakings 2019-2020

4

WORK TEAM 2019–2020

Mirlen Mal (Chair)
Vice President of Human Resources

Carrie Cokely
Associate Vice President of Academic
Affairs

Maryellen Kiley
Vice President of Student Affairs

Robert O'Connell
Vice President of Facilities

Susan Pennini
Special Advisor to the President

David Rosati
Executive Vice President of Finance and
Chief Financial Officer

INITIATIVE: E

Align organizational structure and human resources with strategic priorities in a rapidly changing environment.

UNDERTAKING: 1

Develop a pay for performance plan program that incentivizes employee performance and rewards employee efforts and contributions linked to position expectations and goals.

STATUS: ACTIVE

With the annual evaluation tool and timeline reviewed and updated (part 1) the previous year, the Work Team began efforts on the policy itself (part 2), with components including the annual salary program, eligibility, performance management, annual performance appraisals, performance ratings, implementation process, and program dates as well as information on performance improvement. The Work Team initially presented the draft policy to the Executive Team in April 2020, and it will require further vetting through the appropriate channels in 2020-21.



The Strategic Planning Steering Committee welcomes comments, questions, and suggestions from students, faculty, staff, and alumni of the College.

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Executive Vice President and Provost
Co-Chair, Strategic Planning Steering Committee
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617-333-2233

“ Dare to dream
but be not an idle dreamer.
Dare to do what you dream. ”
— Samuel Silas Curry



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Curry College



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