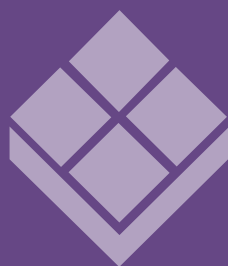


Vision in Action

A Focus on Student and Institutional Success



CURRY COLLEGE

STRATEGIC PLAN 2018-2022

2021 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

Dear Friend of Curry College,

I am pleased to join with my colleagues in presenting this report to the community on the third year of our Strategic Plan, *Vision in Action: A Focus on Student and Institutional Success*. While we have continued to face challenges from COVID and other concerns, we have continued to face those challenges and find creative solutions to unforeseen obstacles. I am proud to say that we have done so together as a community, dedicated to the success of our students.

One of our most important goals is to offer a balanced academic portfolio to attract and retain students in fields that have significant student demand. This past year saw the creation of a new major in Environmental Science, nine new minors, and the redesign of several programs and partnerships, all with the objective of positioning Curry students for success in the post-COVID world.

Student retention and persistence to graduation remain a challenge, a priority, and an opportunity. The Student Success Work Team continued its work, both through the Curry Partner Program and other initiatives, offering targeted virtual outreach to keep students engaged at the College during the pandemic. Going forward, we will continue to build on these efforts to ensure that our students retain and persist at the same rates consistent with benchmark institutions.

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 completed several initiatives in our comprehensive diversity program, including offering training and building awareness. These undertakings provide the foundation for continued engagement with our entire community as we move forward, including targeted efforts to recruit and retain diverse students, faculty and staff at the College, as well as serving 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. We have continued to develop information technology and campus spaces in order to achieve this, both for the short and long term. In order to offer courses in online, hybrid or hybrid formats last year for the safety of our students and faculty in the classroom, technological and spatial enhancements were made to academic spaces across campus, and tents were installed for outdoor learning. In our first-year residence halls, we have begun a renovation project to provide welcoming common spaces to new Curry students beginning campus life.

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 Professor Lindsay Ilich for her years of service as Co-Chair of the Strategic Planning Steering Committee. Her leadership has contributed greatly to our continuing progress and success, and is appreciated. This year, we welcome Alison Poor-Donahue, Associate Professor of Graphic Design, as our new Co-Chair. I am pleased and grateful that she will join our Executive Vice President and Provost, Dr. David Szczerbacki, in leading this important initiative as we look forward to continuing Curry's legacy of accomplishment and to ensuing a bright future for our College and our students.

Sincerely,

Kenneth K. Quigley, Jr.
President, Curry College

A Message from the Steering Committee

Dear Curry College Community,

We're pleased to share the 2021 Annual Progress Report for the Strategic Plan, *Vision in Action: A Focus on Student and Institutional Success*.

While the COVID-19 pandemic continues, Curry College continues to meet its challenges, and our commitment to the success of our students has never been stronger. As courses were offered in online, hybrid or hybrid formats last year, technological and spatial enhancements were made in classrooms, and students and faculty embraced new modes of learning. The resulting enhanced digital fluencies will position Curry students well for success in the post-COVID world, as will the College's commitment to evaluating, updating and adding to our academic portfolio with that in mind.

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 ongoing initiative focused on a balanced academic portfolio, a new academic major in Environmental Science and nine new minors, as well as a redesign of several programs and partnerships, have been launched. Planning has also begun for a Digital Fluency Task Force, which will work to foster student technology proficiency through curricular and co-curricular structures and requirements.
- **Under Direction 2**, the Student Success Work Team continued virtual outreach designed to engage students during the pandemic. This included the Curry Partner Program for first-year students, as well as text communications to targeted populations such as business, nursing, communication, criminal justice, sociology students, and commuter students.
- **Under Direction 3**, the College is pleased to have completed several multi-year initiatives pertaining to expanding training, resources, and awareness of diversity, inclusion and anti-discrimination policies and activities. This year, an initiative to increase diversity in applicant pools for staff and faculty positions was also enacted. These efforts will be foundational to the College's continued work as an institution dedicated to a culture of respect for diversity and welcome for all.
- **Under Direction 4**, the College continued work to support students living and learning on Curry's residential campus, both with COVID-driven technological classroom and other campus enhancements, and with the first steps in a renovation plan for first-year residence halls. Improvements designed to support our Nursing program also continue on the new Plymouth campus, including a new Intensive Care Unit and simulation labs.

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 the coming year, and to seeing more *Vision in Action*. In addition, the College is completing the foundational work in preparing for our next Strategic Plan. As we move forward together, we 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 2020–2021

CO-CHAIRS

David Szczerbacki

Executive Vice President and Provost

Lindsay Illich

Professor, Writing Program

Anne Berriault*

Director of Continuing and Graduate Studies (Plymouth)

Jeannette Buntin

Assistant Vice President of Student Engagement and Diversity

Ed Cabellon

Vice President of Enrollment Management

Alan Grigsby

Assistant Professor, Criminal Justice and Sociology

Maryellen Kiley

Vice President of Student Affairs

Paul King

Director of Public Safety

Iris Kumar

Professor, Fine and Applied Arts

Michelle McMahon

Dean, School of Nursing
Chair of the Graduate Curriculum and Policy Committee

William Nancarrow

Professor, Politics and History
Chair of the Faculty

Michelle Adams O'Regan

Vice President of Marketing and Communications

Alison Poor-Donahue

Associate Professor, Fine and Applied Arts
Chair of the Undergraduate Curriculum Committee

Ishani Tewari

Assistant Professor, Business

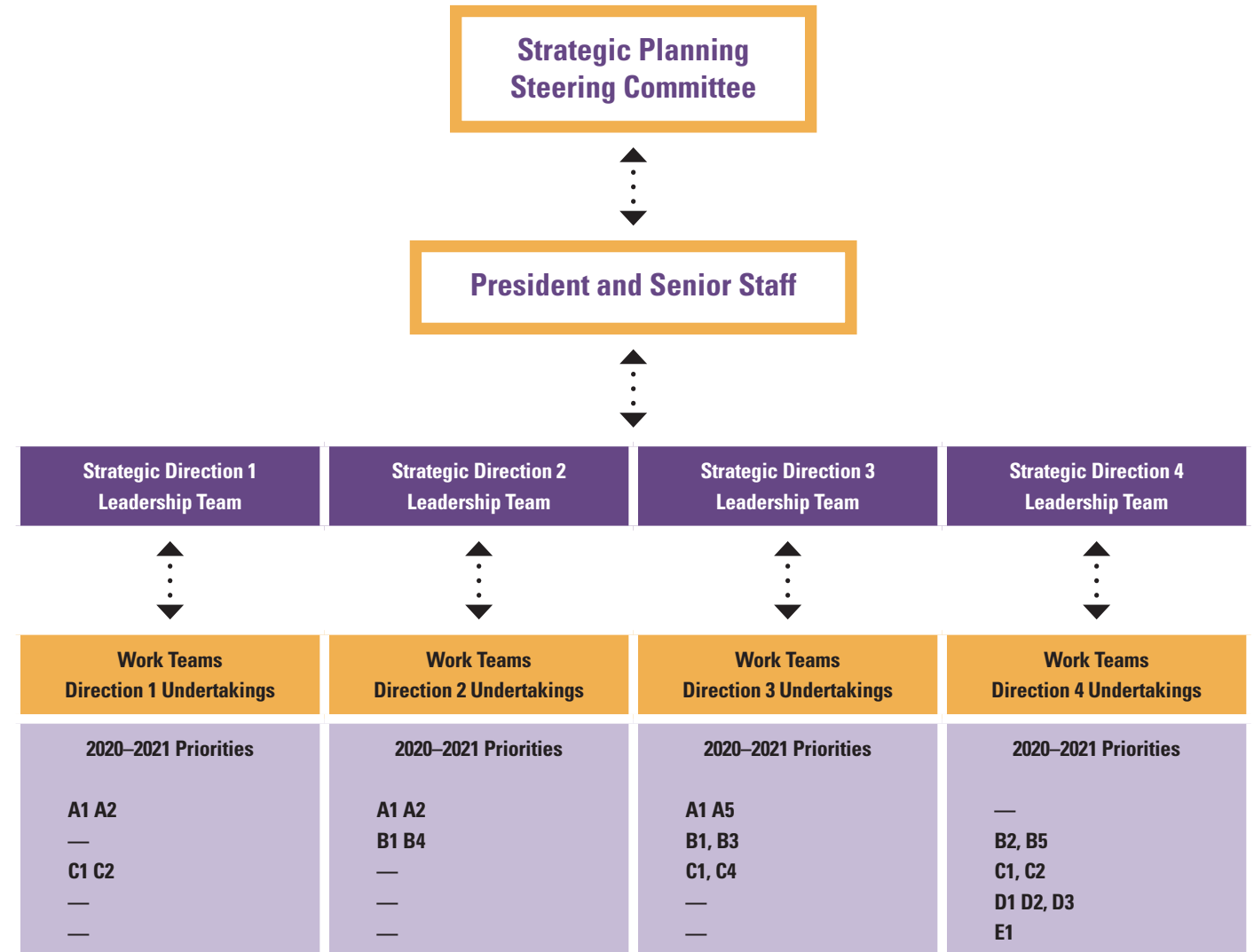
Tracy Wang

Professor, Science and Math

*No longer an employee



STRATEGIC PLANNING IMPLEMENTATION PROCESS 2020–2021



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 2020–2021.

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	X	Active		
1A2	X	Active	X	Active	X	Active		
1A3	X	Completed						
1B1	X	Pending						
1B2								
1B3								
1C1	X	Active	X	Active	X	Completed		
1C2	X	Active	X	Active	X	Completed		
1D1	X	Active	X	Completed				
1D2			X	Completed				
1D3			X	Completed				
DIRECTION 3								
3A1	X	Active	X	Active	X	Completed		
3A2								
3A3								
3A4								
3A5	X	Active	X	Active	X	Completed		
3B1					X	Active		
3B2								
3B3	X	Active	X	Active	X	Deferred		
3C1					X	Completed		
3C2								
3C3								
3C4	X	Active	X	Active	X	Active		

Key:

Completed = Done and institutionalized

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

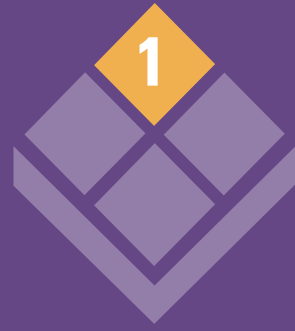
Pending = Prioritized for the year in review, but in planning stage

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	X	Active		
2A2	X	Active	X	Active	X	Active		
2A3								
2A4								
2B1	X	Pending	X	Active	X	Active		
2B2								
2B3	X	Pending						
2B4			X	Active	X	Deferred		
2B5								
DIRECTION 4								
4A1								
4A2								
4A3								
4B1	X	Active	X	Completed				
4B2			X	Active	X	Active		
4B3								
4B4								
4B5					X	Active		
4C1					X	Active		
4C2			X	Active	X	Completed		
4C3								
4C4								
4D1	X	Pending	X	Deferred	X	Active		
4D2					X	Active		
4D2A	X	Active	X	Completed				
4D2B	X	Active	X	Completed				
4D2C			X	Pending				
4D3			X	Active	X	Active		
4D4	X	Completed (4A)						
4E1	X	Active	X	Active	X	Deferred		
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*

*No longer an employee

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 2020–2021



WORK TEAM 2020–2021

David Szczerbacki (Chair)
Executive Vice President and Provost

Michael Bosco
Associate Vice President of Academic and Strategic Partnerships

Susan Chang*
Dean, Faculty Center for Professional Development and Curriculum Innovation

Shavindrie Cooray
Associate Professor, Business

Katharine Garrett Eastman
Director and Associate Professor, Library

Anthony Fabrizio
Professor, Business

Maryann Gallant
Professor, Applied Technology

Lisa Huyghe*
Director of Enrollment, Continuing Education

Lindsay Illich
Professor, Writing

Iris Kumar
Professor, Fine and Applied Arts

Michelle LeBlanc
Instructor, Education

Jennifer McNally
Associate Professor, Science and Math

Sandra O'Neil
Professor, Criminal Justice and Sociology

Susan Pennini
Special Advisor to the President

Marie Turner
Professor, Science and Math

Eric Weiser
Professor, Psychology

*No longer an employee

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. New majors are having a substantial enrollment impact, particularly Marketing, Computer Science and Sport and Recreation Management; and the use of market research data has enhanced program planning and development work. The following were developed for launch in 2020-2021:

New Programs

- BUS/CS: Data Analytics (Minor)
- CJ/ACTG: White Collar Crime (Minor)
- COM: Gaming Studies (Minor)
- SCI: Environmental Science (Major)
- FAA: Photography (Minor)
- GEN ED: International Studies (Minor)
- SOC: Inequality Studies (Minor)
- CJ: Restorative Justice Practices (6-credit Certificate)
- Visual Art: Art Therapy (Minor)
- Psych: Art Therapy (Minor)
- MGT: Finance (Minor)

Redesign/Revision of Existing Program

- BUS MGT: Partnership Massasoit CC (On Premises)
- EDU: Redesign Early Education Major
- SOC: Redesign Major
- CJ: Law and Society Minor
- SCI: Environmental Studies Minor (Revision)
- COM: Gaming Studies (Concentration)
- CJ: Partnership(s) with Quincy College (On Premises)

DIRECTION 1

Priority Undertakings 2020–2021

1

WORK TEAM 2020–2021

Susan Chang (Chair)*

Dean, Faculty Center for Professional Development and Curriculum Innovation

Louis Alix-Garth*

Director of Enterprise Support

Johanna Burgess*

Librarian and Assistant Professor, Library

Efram Burke

Professor, Fine and Applied Arts

Reham El-Dahrawy

Student, Class of 2022

Maryann Gallant

Professor, Applied Technology

Steven Gunning

Professor, Business

Ronald Krawitz

Professor, Applied Technology

William Nancarrow

Professor, Politics and History

Alison Poor-Donahue

Associate Professor, Fine and Applied Arts

David Szczerbacki

Executive Vice President and Provost

Elizabeth Wade

Assistant Professor, Science and Math

**No longer an employee*

INITIATIVE: C

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

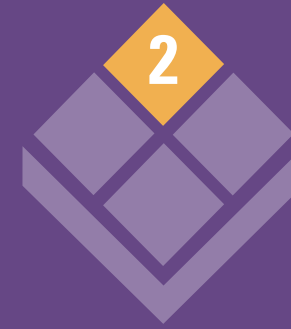
UNDERTAKING: 1 and 2

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: COMPLETED

A recommendation for a “Digital Fluency” initiative has been presented to the College. Implementation planning has begun, focusing on embedding recommended compliances in the student curriculum and co-curriculum experience. Existing governance and programmatic structures will support implementation, guided by a Digital Fluency Task Force led by the Provost’s office.

The recommendation includes (a) what students should know, and (b) when and where does this happen programmatically and across the four-year undergraduate experience. Much of the skill development work will occur in the first two years, commencing with summer orientation and FYE programming.



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:

- Ed Cabellon
- Anne Berriault*
- Carrie Cokely
- Stephanny Elias
- Jennifer Golojuch-Borden
- Michelle Adams O’Regan
- Keith Robichaud

**No longer an employee*

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 communication 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 2020–2021

2

WORK TEAM 2020–2021

Ed Cabellon (Chair)

Vice President of Enrollment Management

Anne Berriault*

Director, Continuing Education (Plymouth)

Michael Bosco

Associate Vice President of Academic and Strategic Partnerships

Laura Cedrone*

Senior Administrative Assistant, Institutional Planning

Carrie Cokely

Associate Provost

Jennifer Dunne

Director of Institutional Research

Michael Donohoe

Manager MIS Finance

Stephanny Elias

Associate Vice President of Financial Aid

Susan Pennini

Special Advisor to the President

Keith Robichaud

Associate Vice President and Dean of Admission

David Rosati

Executive Vice President of Finance and Chief Financial Officer

**No longer an employee*

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 significant progress in the 2020-2021 academic year by completing the FY22 Strategic Enrollment Plan (SEP), with multi-year, traditional student enrollment projections through the Fall of 2025. The SEP work team worked closely with key faculty and staff to develop enrollment data models, peer institution benchmarks, and recruitment and retention strategies and tactics in accordance with the College's mission and goals.

Completed initiatives of note include:

- Development of the Curry Enrollment Model, a predictive tool that provides the College long-term enrollment projections based on current enrollment data, including retention and persistence rates by new and returning traditional and transfer students.
- Development of Academic Program and Enrollment Plans by major, which includes major specific enrollment data, program development information, and recruitment and retention tactics.
- Implementation of the College's move from vendor EAB to Maguire Associates and Whiteboard Higher Education to provide Financial Aid Optimization and Student Search services respectively.

DIRECTION 2

Priority Undertakings 2020–2021

2

WORK TEAM 2020–2021

Ed Cabellon (Chair)

Vice President of Enrollment Management

Laura Cedrone*

Senior Administrative Assistant, Enrollment Management

Wendy Cleveland

Director of Student Accounts

Carrie Cokely

Associate Provost

Jennifer Dunne

Director of Institutional Research

Stephanny Elias

Associate Vice President of Financial Aid

Jennifer Golojuch-Borden

Associate Vice President of Student Affairs and Dean of Students

Keith Robichaud

Associate Vice President and Dean of Admission

**No longer an employee*

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 continued its work last year by offering targeted virtual outreach efforts to students to keep them engaged at the College. Some examples include:

- Personalized Support
 - Curry Partner Program: Connected 250 students with 45 staff who maintained regular contact through text, email, and video chat. The program was expanded for both the Fall and Spring semesters.
- Targeted Communications
 - Expanded use of the College's texting platform, Mongoose:
 - Business, nursing, communication, criminal justice, and sociology students
 - Commuter students
 - Monthly email marketing through Constant Contact to first-year and returning students.

Additionally, the College administered a survey in May for the first-year cohort to learn about their experiences and to create a benchmark for the College. The College is also adding a sophomore survey to be administered after the Fall Add/Drop period to better understand why students returned after their first year.

DIRECTION 2

Priority Undertakings 2020–2021

2

WORK TEAM 2020–2021

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

**No longer an employee*

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.

Selected projects include:

- **Currently@Curry** (all audiences), **Connected@Curry** (alumni) and **On Campus@Curry** (families) redesign and content strategy re-imagine activated in August 2020.
 - Students (the only group not to receive any of these newsletters prior) showed significant engagement, with an initial average open rate of 65%.
- "Major Interests" postcard and landing page campaign in Fall 2020 (targeting prospects with specific major interests by driving to online story content and information).
- "Bleed Purple" Curry facts poster in November 2020 (driving Purple Friday applications with institutional affinity).
- "Dare to Dream" Curry traditions poster in Spring 2021 (driving enrollment deposits with institutional affinity).
- **Curry.edu** homepage redesign made live in December 2020.
 - This change increased visitors to the **Curry.edu** news channel by an average of 17% for unique users and 25% for unique visits year over year.
- "Curry Counts" Day of Giving identity, print and social media campaign in April 2021 (targeting alumni participation).
 - The campaign raised \$142,768 in 48 hours, and with 526 supporters, exceeded its initial participation goal by 263%.

DIRECTION 2

Priority Undertakings 2020–2021

2

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: DEFERRED

Organizational charts and rationales for prioritized additional positions and changes were 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
- Lynda Curtis*
- Maryellen Kiley
- Rachel King
- Mirlen Mal

*No longer an employee

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 2020–2021

3

WORK TEAM 2020–2021

Rachel King (Co-Chair)

Title IX Coordinator

Mirlen Mal (Co-Chair)

Vice President of Human Resources

Jeannette Buntin

Assistant Vice President of Student Engagement and Diversity

Susan Chang*

Dean, Faculty Center for Professional Development and Curriculum Innovation

Yara DeSousa

Director of Diversity and Inclusion

Katharine Garrett Eastman

Director and Associate Professor, Library

Vincent Eruzione

Director of Athletics

Mia Khera

Professor, Psychology

Bruce Weckworth*

Coordinator of Student-Athlete Recruitment and Retention

*No longer an employee

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: COMPLETED

The work team's planning and collaboration resulted in three years of intentional and wide-ranging learning opportunities through the Curry College Diversity Professional Development Series, featuring up to 12 sessions each semester from Fall 2018 through Spring 2021. During the 2020-2021 academic year, the team was able to continue to provide educational opportunities on inclusion and equity related topics through web-based offerings.

With support from College leadership, the work team launched online diversity education that became mandatory for incoming students, all staff and new faculty. These online courses, in conjunction with in-person training programs, helped to reinforce current policies and expectations and provided members of the community with the tools to navigate a diverse work and learning environment.

DIRECTION 3

Priority Undertakings 2020–2021

3

WORK TEAM 2020–2021

Maryellen Kiley (Chair)
Vice President of Student Affairs

Jeannette Buntin
Assistant Vice President of Student Engagement and Diversity

Stephanie Cappadona
Assistant Professor, Criminal Justice and Sociology

Carrie Cokley
Associate Provost

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
Associate Professor, Communication

**No longer an employee*

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: COMPLETED

During the course of the initiative, the College utilized numerous communication methods to increase campus community awareness of anti-discrimination policies and protocols. These included print materials, such as posters and resource cards; and online tools, including email, social media channels, and the Bias Response Team portal page.

Raising awareness of the College's anti-discrimination policies, protocols, activities, and responses related to bias incidents and hate crimes serves to promote the College's commitment to inclusion, equity and respect and to ensure that members of the campus community can access support systems and reporting mechanism with ease when impacted by acts of discrimination. Success in achieving these goals is measured both by the extent to which students and employees utilize the appropriate campus resources when needed, which was demonstrated during the 2020-2021 academic year and will continue to be an institutional priority as the undertaking officially closes.

DIRECTION 3

Priority Undertakings 2020–2021

3

WORK TEAM 2020–2021

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

Yara DeSousa (Co-Chair)
Director of Diversity and Inclusion

Melissa Anyiwo
Professor, Black Studies

Devon Corbett
Director of Student Activities

Renadi Durosier*
Intramural/Housing Operations Coordinator

Sara Fiore
Student, Class of 2023

Marquet Houston
Community Director, Residence Life

Amanda Kennedy
Associate Professor, Sociology and Criminal Justice

Marshall Lancey
Assistant Dean of Students

Kelsey LaRose
Student, Class of 2022

Victoria Medeiros
Student, Class of 2023

Robert O'Connell
Vice President of Facilities

Susan Pennini
Special Advisor to the President

John Taylor
Student, Class of 2023

Zeno Williams
Student, Class of 2024

Yvonne Welsh
Student, Class of 2024

**No longer an employee*

INITIATIVE: B

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

UNDERTAKING: 1

Assess the physical presence and impact of the efforts supporting the Office of Diversity and Inclusion and make changes as needed.

STATUS: ACTIVE

In the fall of 2020, a temporary space on the second floor of the Student Center was identified for support of Office of Diversity and Inclusion initiatives, as the work team planned for the recommendation of a permanent space for a Diversity Center. During the spring of 2020, the work team confirmed that the Center would be located in the space formerly utilized by the Center for Global and Career Services (which moved to the Learning Commons). They then established a timeline for the move, and documented and vetted a plan for The Diversity Center with goals, an operational budget and a timeline. All documents were to be submitted in the summer of 2021 for final approval to open in August 2021 as part of the Welcome Weekend Activities for new and returning students. Additionally, the team planned for a formal grand opening during Homecoming and Family Weekend in October 2021.

Goals for The Diversity Center:

1. The Center will serve as a safe space for underrepresented populations of undergraduate students at Curry College to build community, gain support, and excel academically through programs, services, and mentorship.
2. The Center will celebrate a culture of diversity and inclusion on campus through images and statements that reflect the current and ongoing efforts of inclusion to the entire Curry campus.
3. The Center will hold programs, services, and mentorship that encourage respectful conversations and civil discourse that support diversity of thought and expression about controversial issues. These initiatives include but are not limited to:
 - a. One-on-one advising
 - b. Safe spaces for men and women of color
 - c. Mentoring programs
 - d. First-generation student resources
 - e. LGBTQ+ resources
 - f. Diversity trainings and workshops
 - g. Crucial conversations on topics related to diversity, equity and inclusion

DIRECTION 3

Priority Undertakings 2020–2021

3

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.

COMMUNITY POLICING

STATUS: DEFERRED

Given the circumstances of COVID-19 and the de-densification of campus that characterized the 2020–2021 academic year, this initiative was deferred pending the start of the 2021–2022 academic year, when a new work team will be formed.

DIRECTION 3

Priority Undertakings 2020–2021

3

WORK TEAM 2020–2021

Mirlen Mal (Chair)

Vice President of Human Resources

Nicoline Batista*

Assistant Director of Career Advising

Jeannette Buntin

Assistant Vice President of Student Engagement and Diversity

Susan Chang*

Dean of the Faculty Center for Professional Development and Curriculum Innovation

Janis Peters

Professor, PAL

Ravidson Ramos*

Public Safety

Kelly Rider

Head Women's Ice Hockey Coach

Marie Turner

Professor, Science and Math

**No longer an employee*

INITIATIVE: C

Increase diversity within the community.

UNDERTAKING: 1

Increase targeted efforts to generate diverse pools of applicants when staff and faculty position openings at the College occur.

STATUS: COMPLETED

The work team concluded its work on May 26, 2021. The following steps were initially taken to review the College's then-current processes and procedures:

- Review of inventory from Human Resources (HR) as to current recruitment posting sites for faculty and staff positions. The work team gathered a comprehensive listing of recruitment sites utilized by departments, that are specific to their discipline/business area, through a survey in Qualtrics.
- Review of the job ad templates for full-time and part-time faculty and full-time and part-time staff positions.
- Review of HR's section on diversity and inclusion on the **Curry.edu** website which was developed in 2018.

The work team made and implemented the following recommendations:

- The College's mission statement was added to the "About the College" section of job postings. The mission statement emphasizes the College's values with a focus toward student success and being part of an inclusive community of learners and educators. The statement "Diversity and a culture of equity and inclusion among students, faculty and staff are critical to the mission statement of Curry College" was also added.
- For faculty positions, an optional statement to describe the department has also been added to postings. A department can directly link their webpage to the job ad and include statements that promote and highlight the specific program; for example, including notice of accreditation by a specific agency.
- The following language contained in the "Additional Information" section of job postings was moved to the first section to emphasize the importance of the statement: "All qualified applicants will receive consideration for employment without regard to race, color, religion, gender, sexual orientation, sex identity or expression, national origin, age, disability, veteran status, or any other basis protected by applicable state and federal law, including Title IX."
- Also under the "Additional Information" section, language was added to demonstrate the College's commitment to attracting and retaining diverse faculty and staff: "Committed to attracting and retaining a diversity faculty and staff, Curry College will honor your experiences, perspectives, and unique identity. Together, our community strives to create and maintain working and learning environments that are inclusive, equitable, and welcoming."
- The application instructions were modified to include bulleted items for emphasis; before, this information was contained in one paragraph.
- The College expanded job announcements on **HigherEdJobs.com** to include diversity and inclusion emails to 340,000+ job candidates who have asked to receive job postings from colleges and universities that are actively recruiting candidates in accordance with diversity, inclusion, and equal opportunity policies. These have also been posted on **HigherEd360.com**. The College is also expanding its faculty postings to NAAAS & Affiliates.

DIRECTION 3

Priority Undertakings 2020–2021

3

WORK TEAM 2020–2021

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

Michelle Bracken
Director of Admission

Yara DeSousa
Director of Diversity and Inclusion

Maryellen Kiley
Vice President of Student Affairs

Rachel King
Title IX Coordinator

INITIATIVE: C

Increase diversity within the community.

UNDERTAKING: 4

Continue efforts to support and retain diverse students

STATUS: ACTIVE

RECRUITMENT

In an ongoing effort to create a more diverse and inclusive community, several recruitment strategies have been implemented throughout the Admission cycle to increase enrollment among diverse populations. Some of these initiatives include:

- Develop and strengthen relationships between Curry and Community Based Organizations (CBOs) to increase our recruitment with underserved populations. The Fall 2022 recruitment cycle will determine the success and impact of this initiative.
- Targeted marketing and outreach to diverse populations on the college planning process, including applications, FAFSA completion and affordability. Admission was able to identify and track admitted and enrolled students for Fall 2021 who had not yet completed a FAFSA and/or not settled their tuition balances, and offer support to students at-risk for cancelling their enrollment for financial reasons.
- Addition of targeted sessions and programing for diverse populations at Admission events. This included Meet and Greet Receptions with the Office of Diversity and Inclusion.

RETENTION

The Office of Diversity and Inclusion (ODI) has continued the ongoing work of implementing strategies to support retention and persistence among enrolled ALANA and LGBTQ students, including:

- Continued commitment to the RISE UP Mentoring program. During the 2020-2021 academic year, the program had a total of 43 participants. This included 25 mentees and 18 mentors.
- Two new programs have been added: Brother to Brother and Woman of Color Initiative (Sistah, Sistah). 18 men of color and 18 woman of color expressed interest in joining the two safe space conversation groups.
- A new ODI Advisory Board was formed. 18 students were nominated for the Advisory Board. Seven of those students filled out a formal application and served for the 2020-2021 academic year. The Board's primary focus was updating and assessing the proposal for a physical Diversity Center space on campus. Students also discussed concerns regarding food on campus, religious holiday celebrations/acknowledgement on campus, and overall student engagement during the global pandemic.





DIRECTION 4

Strengthen a Culture of Organizational Sustainability, Integrity and Accountability

For more information, contact the Direction 4 Leadership Team:

- Christopher Harrigan*
- Mirlen Mal
- Sally Murray
- Robert O'Connell
- Michelle Adams O'Regan
- David Rosati

*No longer an employee

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 2020–2021

4

WORK TEAM 2020–2021

Robert O’Connell (Chair)

Vice President of Facilities

Michael Bosco

Associate Vice President of Academic and Strategic Partnerships

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

Closing out the previous year’s undertaking to renovate a variety of classroom, lab and studio spaces in the Hafer and Kennedy Academic Buildings, a punchlist was completed this year.

The Plymouth campus move to Cordage Park occurred in August 2020, and enhancements continued over the course of the year. Four classrooms were in service, but redesign work was still pending as of May 31. Work on the Nursing Intensive Care Unit, simulation labs and office suite began the week of May 17.

Due to the COVID-19 pandemic, in Fall 2020 the College offered approximately 60% of classes in online, hybrid or hyflex formats rather than in person. In order to accommodate these instructional modalities and provide students with the optimal learning experience during this challenging time, technological enhancements were made across campus in the summer of 2020, with 59 classrooms equipped with cutting-edge cameras and other technology designed to facilitate hybrid or hyflex learning. In addition, 5 outdoor tents were installed on campus, and 77 classrooms, labs and studios were prepared for socially distanced learning.

DIRECTION 4

Priority Undertakings 2020–2021

4

WORK TEAM 2020–2021

Jennifer Golojuch-Borden (Chair)

Associate Vice President and Dean of Students

Maryellen Kiley

Vice President of Student Affairs

Jennifer Maitino*

Director of Residence Life and Housing

Robert O’Connell

Vice President of Facilities

Michelle Adams O’Regan

Vice President of Marketing and Communications

David Rosati

Executive Vice President of Finance and Chief Financial Officer

Leah Webber*

Procurement Manager

**No longer an employee*

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: 5

Develop a plan to enhance and renovate residence halls to support retention and recruitment of residential students.

STATUS: ACTIVE

This initiative was activated in Spring 2021. Priority areas, including the list below, were slated for completion by January 2022.

- Mayflower First Floor Lounge
- Lombard Basement Lounge and First Floor Lounge
- State House First Floor Lounge

The scope of work to engage with an engineer, designer, and architect as needed was under discussion, with a work team meeting weekly in Summer 2021. This project represents a first phase of renovation work on residence halls, with additional phases to follow in 2022 and beyond.

DIRECTION 4

Priority Undertakings 2020–2021

4

WORK TEAM 2020–2021

Sally Murray (Chair)

Vice President of Institutional Advancement

Alyssa Samuels

Director of Alumni Engagement and Annual Giving

Lane Sulzer

Annual Fund Officer

INITIATIVE: C

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

UNDERTAKING: 1

Enhance Advancement's use of data to inform and improve effectiveness.

STATUS: ACTIVE

This initiative was activated in 2020 with all Advancement data appended and utilized for texting (via the College's Mongoose platform) and phonathon campaigns. The department continues to work with ITS to make their existing platforms for communication with alumni more effective, and a future Salesforce implementation is slated.

DIRECTION 4

Priority Undertakings 2020–2021

4

WORK TEAM 2020–2021

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

Director of Alumni Engagement and Annual Giving

Lane Sulzer

Annual Fund 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: COMPLETED

Continued development and expansion of these bodies with the goal of engaging with vital populations in a meaningful way and securing financial resources to support the immediate and long-term needs of the institution occurred this year.

In July and August 2020, all first-year and transfer students were invited to join the Family Council for Virtual Student Send-Offs. The goals were to welcome students and families to the Curry community, introduce new families, and share opportunities and services at Curry to help students find success this fall and beyond. Over the 2020-2021 academic year, The Curry Family Council Leadership Committee hosted ten virtual sessions for members, including guest speakers from academic to student engagement leadership. New programming was also in development for Summer 2021, to offer new opportunities for parents to connect with other families and the faculty and staff on campus.

The 1879 Society garnered additional support from members this year, including Kenneth '84 and Cynthia Wagner, Kathy May '81, and Matt McDonnell '80. These members have been profiled on the Curry.edu/1879 webpage, and their stories featured in the Spring 2020 and Fall 2020 *Curry Magazine* issues.

The Curry Council, a robust alumni body, led by IA, continued to meet twice a year with campus leadership to stay abreast of campus happenings and connected to the College.

Moving forward, now that they have been established, Institutional Advancement will continue to build engagement and membership in the Curry Council, the Curry Family Council Leadership Committee, and the 1879 Society through outreach, communication, and marketing efforts.

DIRECTION 4

Priority Undertakings 2020–2021

4

WORK TEAM 2020–2021

Patrick Lepore (Chair)
Interim Chief Information Officer

Nina Davitashvili
Enterprise Applications Analyst

Alyksander Zovich
Director of Application Support

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: ACTIVE

In April 2021, a Director of Application Support, who will play a key role in moving this project forward, was hired.

Before moving forward with additional implementations, in order to improve the relationship between Banner, Salesforce and Admissions processes (both undergraduate and graduate), the College is contracting with external vendor Enrollment RX (see Direction 4, Initiative D, Undertaking 2). As previously noted, Salesforce 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 2020–2021

4

WORK TEAM 2020–2021

Patrick Lepore (Chair)
Interim Chief Information Officer

Keny Brea
Network/Systems Administrator II

Nina Davitashvili
Enterprise Applications Analyst

Christopher Harrigan*
Associate Vice President of ITS and CISO

Alyksander Zovich
Director of Application Support

**No longer an employee*

INITIATIVE: D

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

UNDERTAKING: 2

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

STATUS: ACTIVE

The College worked to replace existing room reservation software, 25Live, with Coursedog. Coursedog Events has increased functionality to address all the College's needs for room reservations, supporting classroom and all academic room reservations and all conference, event, athletic, and shuttle reservations. The system, slated for rollout in early Fall 2021, has the capacity to route requests to various approvers, show spaces already reserved and events in calendar format, and allow the requester to enter in room set-ups and other resources.

The College is contracting with external vendor Enrollment RX to improve the relationship between Banner, Salesforce and Admissions processes (both undergraduate and graduate).

A completed statement of work regarding a reimplementation of Enrollment RX for the CE/Grad and undergraduate application intake has been activated. This will incorporate the latest data elements from the Common Application.

DIRECTION 4

Priority Undertakings 2020–2021

4

WORK TEAM 2020–2021

Christopher Harrigan (Chair)*
Associate Vice President of ITS and CISO

Darnell Barte
Support Analyst III

Max Bramble
Support Analyst II

Ian Campbell
IT Project Coordinator

David Hajjar
Director of Enterprise Support

Patrick Lepore
Interim Chief Information Officer

David Rosati
Executive Vice President and Chief Financial Officer

**No longer an employee*

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 goal this year was to continue to develop infrastructure and additional projects to increase network security and move student email from Gmail to Outlook. With regard to security, the following projects were completed during this time:

- Moved all Microsoft workstations from unsupported Windows 7 Operating System to Windows 10.
- Began leveraging services to monitor possible employee account compromises, and web application vulnerabilities.
- Secured the Banner web interface with a web proxy; currently moving to a new software version.
- Added additional security to our server backups.
- Rolled out Elastic log monitoring for greater visibility and investigatory capabilities for incident response.
- Audited and improved our Firewall Policies, and applied additional security by implementing Unified Threat Management module.
- Completed a Network Vulnerability Assessment (Penetration Test).
- Rolled out new email security initiatives, including email encryption options and community education via regular emails and a “Phishbowl” website presenting malicious emails received by the community.
- Engaged Human Resources to annually ensure accounts for separated employees have been removed.
- Replace our existing antivirus with a next-generation endpoint protection software, Binary Defense Managed Detection and Response software.
- Began adoption of Cybersecurity framework for reporting on Curry’s current security posture and develop an appropriate plan to move forward.

DIRECTION 4

Priority Undertakings 2020–2021

4

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: DEFERRED

The policy was approved by the Executive Team, but was placed on hold due to COVID-19 impacts at the College.



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

Contact: **David Szczerbacki**
Executive Vice President and Provost
Co-Chair, Strategic Planning Committee
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“ Dare to dream
but be not an idle dreamer.
Dare to do what you dream. ”
— Samuel Silas Curry



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