

PROJECT 2024

January 2024 interim report

How can we do what we do better?

Year 3: 2023-2024

Year 1 conversations expressed **several shared values**.

- Supporting the **health and wellbeing** of the campus community
- Working on **anti-racism**
- Ensuring **equity and access**
- Protecting the **environment**
- Prioritizing clear, transparent, and **effective communication**.

Reflections on doing better collected around a **dominant theme: Connection**. Using **Time** more efficiently also emerged as a significant issue.

Year 2 generated ideas and produced proposals for promoting **Connection** in two main areas: **liberal learning** and **supporting our people**.

Actions taken

I. Reinforce liberal learning

A. Increase interdisciplinary inquiry

- Dean's Office development funds for two-block synergy courses & theme-centered synergy semesters. (Summer 2023, spring and summer 2024)
- Occasions for faculty to discover potential interdisciplinary collaborations. (Faculty Forum, Crown Center)
- Dean's Office support for up to five liberal learning capstone pilots in 2024-25.
- Added tenure-track positions in interdisciplinary programs.

B. Expand two-block options

- FYP: more contiguous two block classes; more continuity of content. (Fall 2024)
- Adding more classes in two-block configurations in blocks 5-6, 2024-25.

PROJECT 2024

January 2024 interim report

C. Facilitate experiential learning

- Analysis of the cost of providing all students access to at least one summer internship, block abroad, or faculty-student research collaborative.
- Analysis of which students (2019 and 2020 entering classes) do and do not participate in these three types of opportunities and how often.
- Tracking other high impact practices used in the traditional classroom to identify pathways for advising.

II. Support our people

A. Salaries and the salary system

- **Living wage**
 - Baseline for Sodexo workers increased to \$15. (2022)
 - Adoption of MIT Glassmeier living wage for single adult as the standard. (2022-23)
 - Met the standard for regular full-time employees. (July 1, 2023)
- **Salary increases**
 - Raised contingent faculty salaries. (2022-23)
 - Raised hourly rate for student workers. Added jobs. (2022-23)
 - Increased pay for occasional and temporary workers. (Minimum \$15.50) (2023-24)
 - Acceleration to midpoint in salary band. (July 1, 2023-24)
- **Salary system**
 - Reviewed faculty salary pool and examined equity.
- **Benefits**
 - Hourly staff now accrue vacation at the same rate as salaried people.
 - Comprehensive leave reform and enhancement.
 - College paying both employee/employer share of new COPFML.

PROJECT 2024

January 2024 interim report

B. Advancement and professional growth

- Leading CC program.

C. Empowering people

- Working group established to identify plans for clear, consistent, communication of decisions and for diffusing decision making.
- HR People and Practices standing advisory committee.

D. Streamlining procedures, establishing processes

- Initial discussion with academic administrative assistant leads to identify areas requiring improvement.
- Updated faculty activity and performance (annual) review procedure to create clear and equitable processes.

E. Doing less

- Creation of an operational group on events (Dean of the College) and a working group focusing on program and priorities (Project 2024) with the goal of streamlining events.

In process

I. Reinforce liberal learning

A. Increase interdisciplinary inquiry and expand two-block options

- A working group is refining proposals for
 - A four-year interdisciplinary liberal arts option.
 - More open blocks for multi-disciplinary learning in the context of CEC's review of gen ed requirements.
 - Academic calendar changes for greater flexibility of formats.

B. Facilitate experiential learning

- Analysis of why students do not engage in experiential learning (summer internships, blocks abroad, summer research collaboratives).
- An action group is weighing a possible experiential learning requirement.

C. Knowledge portfolios

- A working group is discussing ePortfolios-types, operational models, and options.

PROJECT 2024

January 2024 interim report

II. Support our people

Human Resources is taking the lead in most of these areas indicated by an *.

A. Salaries and the salary system

- Compensation and band structure review with help of consultant. (July 2024)*
- Clarify commitment to living wage in CC's compensation philosophy.

B. Advancement and professional growth

- Updated performance review process; simplified form; relevant trainings.* (July 2024)

C. Empowering people

- Reducing exceptionalism by empowering staff & faculty to hold people accountable for procedures and deadlines. (Cabinet)

D. Streamlining procedures, establishing processes

- Identifying areas where clear procedures can/should replace ad hoc relation-based processes.
- Registrar/Financial Aid/Human Resources/Finance/ITS identifying ways digital changes can streamline work.
- Developing a system to assess technology requests with the goals of transparency, accountability, and security in mind (applying “governance processes” to funding).
- Applying data governance standards to campus wide data management strategy.

E. Doing less

- Developing an inventory of programs and establishing standards for evaluating whether they continue to serve student interests.
- Identifying ways to consolidate technology and optimize resources using an “enterprise architecture framework” (taking a campus-wide perspective).