



## Strategic Action Agenda: 2005-06

This document identifies key actions to be undertaken across the College during the 2005-06 academic year to advance the strategic objectives articulated in the *Engaged Liberal Learning: The Plan for Skidmore College 2005-2015*.<sup>1</sup> Some of these steps were identified last year in discussions with the Institutional Planning Committee (IPC<sup>2</sup>), the Board of Trustees, or other members of the Skidmore community; others originated in the course of the FY '06 budget process. They have been grouped under the Goals and Initiatives in the *Plan* they most directly support. It is important to note that, as with the *Strategic Plan* itself, the sequence of action items does not denote order of priority.

As with any tactical plan, this list of initiatives will continue to evolve throughout the 2005-06 academic year. It is inevitable that actions will be added in response to new opportunities and changing circumstances, while some items that appeared important initially later may be assigned a lower priority. In any event, such changes should be kept to a minimum, and any addition or deletion must be consistent with the *Plan*. These decisions will be made in consultation with the IPPC and other groups and individuals as appropriate.

Completing the actions identified below will require the coordinated efforts of many people across the extended Skidmore community; likewise, they all will require some level of administrative guidance or action. Primary responsibility for overseeing each action item is therefore assigned to a senior administrator – typically, though not always, a member of the President’s Cabinet.

In general, these initiatives should be completed during the 2005-06 academic year and so provide benchmarks to be used in assessing our progress in implementing the *Plan*. In many instances, however, the actions identified here represent just the first steps in a longer, multi-year process required to achieve an ambitious objective. As we move forward, we must strive continually to balance the values of ambition and patience, decisiveness and collaboration.

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<sup>1</sup>Ongoing routine operations (e.g., budget development, review of faculty, hiring and training of residence life staff), though crucial to the operation of the College, are generally not referenced in this document.

<sup>2</sup>This year, the IPC has been succeeded by the Institutional Policy and Planning Committee (IPPC).

## ***Goal I – Student Engagement and Academic Achievement***

***We will challenge every Skidmore student to achieve academic excellence through full engagement with our rich and rigorous educational experience.***

### ***Projects/Action Steps***

**1. Launch new deanships.**

Ensure a smooth transition for new Dean of the Faculty and Dean of Special Programs as they enter into the Skidmore community; enable and empower them to establish themselves effectively in their new roles.

Administrative Responsibility: Vice President for Academic Affairs in collaboration with the President.

**2. Complete reaccreditation process.**

Complete Middle States reaccreditation, including hosting two site visits. Incorporate information and ideas gained from this process within short-term and long-term planning as appropriate.

Administrative Responsibility: Associate Dean of the Faculty in collaboration with the Dean of the Faculty and the Vice President for Academic Affairs.

**3. Enhance Skidmore's capacity for academic assessment.**

Build upon the work of the recent past to continue developing our capacity for assessing our success in meeting our academic objectives and finding more effective ways to incorporate the information gained within short-term and long-term academic planning as appropriate. To advance this work, the Vice President for Academic Affairs will head up an Assessment Task Force (appointed last year by CEPP).

Administrative Responsibility: Vice President for Academic Affairs.

➤ ***Increase student academic engagement in the first year.***

**4. Implement and support the First-Year Experience initiative.**

Provide the initial set of Scribner Seminars for first-year students entering in Fall 2005; develop and implement strategies to provide coherence and engagement for students beyond the first semester such as common readings, spring events; continue to support development of faculty as mentors through workshops, brown bag lunches, pedagogy sessions, etc.; develop New-Student Orientation to reinforce values of engaged learning and responsible citizenship.

Administrative Responsibility: Dean of the Faculty in collaboration with the Director of the First-Year Experience.

**5. Ensure appropriate staffing to support First-Year Experience.**

Working with departments and the **Vice President for Academic Affairs**, ensure that new faculty positions are allocated in such a way as to guarantee staffing of course for first three years

Administrative Responsibility: Dean of the Faculty in collaboration with the Vice President for Academic Affairs.

**6. Ensure that all introductory courses engage and challenge our students.**

At meetings of department chairs and program directors, at pedagogy sessions, and at Academic Staff emphasize the important role of 100-level offerings in establishing academic expectations and patterns of engagement for students. Assist chairs and directors in developing strategies to place strong teachers in introductory courses and support development of effective pedagogies.

Administrative Responsibility: Dean of the Faculty.

**7. Enhance academic support for at-risk students as identified in the Retention Study (2003-04); coordinate support efforts between Academic Affairs and Student Affairs.**

Create new academic student support function with a clear charge and adequate staffing in Student Affairs under the Associate Dean of Student Affairs. Assess preliminary results of this investment.

Administrative Responsibility: Dean of Student Affairs and Dean of the Faculty.

Through regular meetings, clear articulations of programmatic responsibilities, and close collaboration establish both a common agenda and effective coordination between offices of the Dean of Studies (DOS), the Director of First-Year Experience, and new student support functions in the Office of Student Affairs.

Administrative Responsibility: Dean of the Faculty and Dean of Student Affairs.

➤ *Increase support for research and creative activity across the faculty career.*

**8. Strengthen support for faculty development across the faculty career.**

Pursue initiative of Faculty Development Committee to rethink distribution of financial resources – small grant “entitlements” or larger competitive grants for increased sabbatical releases. Work with the new Dean of the Faculty in reshaping the overall thinking of financial support through the life cycle of a faculty member’s career. Complete early stage assessment of the Mellon Consortium grant.

The Vice President for Academic Affairs (VPAA) will also work more directly with the Director of Corporate and Foundation Relations to develop long-term strategies for grant applications (e.g., sequencing of grants). The VPAA will continue to work with the Dean of the Faculty (DOF) and the science faculty to explore new ways to support external grant procurement. The DOF, in collaboration with the VPAA will also continue discussions concerning teaching credit for independent study, institutional support of grant writing, etc.

Administrative Responsibility: Vice President for Academic Affairs, Dean of the Faculty, and Dean of Special Programs.

**9. Complete current plans for governance reform.**

Work with FEC to complete governance reforms aimed at enhancing collaboration between the faculty and the administration while reducing the number of faculty members and others required to staff the system at any one time. Over the coming 3-

year period assess the effectiveness of these actions and determine whether additional changes are advisable.

Administrative Responsibility: Vice President for Academic Affairs.

➤ *Enhance intellectual life for the faculty, students, and others who comprise the extended Skidmore community.*

**10. Determine whether there should be more centralized planning of College events calendar to balance internal and external speakers (workshops, residencies, etc.).**

Work with IPPC and other groups as appropriate to evaluate current practices for scheduling speakers, symposia, etc. Work with appropriate groups to implement “common hour” proposal.

Administrative Responsibility: Vice President for Academic Affairs.

**11. Address the issue of writing across the curriculum.**

Support the Committee on Educational Policies and Planning’s (CEPP’s) task force on writing toward the goal of returning to the faculty with a more fully developed and ambitious writing proposal for approval in the 2005-06 academic year.

Administrative Responsibility: Dean of Faculty in collaboration with the Vice President for Academic Affairs.

**12. Identify the lead gift for the Music Gateway building.**

Identify a donor to provide a lead gift (~\$15M) for the Music Gateway building.

Administrative Responsibility: Vice President for Advancement and the President.

**13. Continue to integrate the Frances Young Tang Teaching Museum and Art Gallery into the College curriculum and take better advantage of the resources it represents.**

Continue and broaden the discussion of the Tang Teaching Museum and Art Gallery in terms of uniqueness, its position as a hub (in many senses of the word) for innovation, and its relation to curriculum.

Administrative Responsibility: Vice President for Academic Affairs in collaboration with the Director of the Tang and the Dean of the Faculty.

**14. Enhance the resources available to support the Tang.**

Raise \$3-5M of \$15M Campaign goal for Tang endowment.

Administrative Responsibility: Vice President for Advancement.

**15. Increase student and faculty engagement in collaborative student-faculty research, with special emphasis on summer research.**

Develop strategies on enfoldng collaborative research projects into the curriculum and creating new opportunities for such research. Coordinate and broker conversation among key groups (e.g., CEPP, Dean of the Faculty’s Staff, science faculty, Special Programs).

Administrative Responsibility: Dean of Faculty in collaboration with Dean of Special Programs and the Vice President for Academic Affairs.

**16. Increase financial support for academic programs.**

Raise \$2-3M of \$10M Campaign goal for support of academic programs.

Administrative Responsibility: Vice President for Advancement.

➤ ***Strengthen information resources across the College.***

**17. Ensure through institutional planning that the College's technological infrastructure, resources, and services are appropriately aligned with institutional needs and expectations.**

Add Chief Technology Officer to Institutional Planning and Policy Committee (IPPC).

Administrative Responsibility: President in collaboration with IPPC and FEC.

**18. Solidify working relationship between Academic Affairs and the Office of IT.**

The Vice President for Academic Affairs and Dean of the Faculty to establish regular working relationship with the Office of IT in regard to support of curriculum via regular meetings among the Chief Technology Officer, Vice President for Finance and Administration, and VPAA. The VPAA will add the Chief Technology Officer to bi-weekly VPAA's Senior Staff meeting.

Administrative Responsibility: Vice President for Academic Affairs and Vice President for Finance and Administration in collaboration with the Chief Technology Officer.

**19. Enhance the College web site.**

Enhance the College website by implementing CMS.

Administrative Responsibility: Vice President for Finance and Administration in collaboration with the Chief Technology Officer and Vice President for Advancement.

➤ ***Strengthen the natural sciences to increase the number of science majors and enhance the science literacy of all Skidmore students.***

**20. Increase the size of the science faculty.**

Determine the order of additions to the science faculty, complete first round of searches for identified interdisciplinary positions, and ensure that appropriate start-up funds and laboratory space are available for new hires.

Administrative Responsibility: Dean of Faculty in collaboration with the Vice President for Academic Affairs.

**21. Increase the number and enhance the effectiveness of endowed chairs in science.**

The Dean of the Faculty will monitor the existing endowed and term chairs in science and work with Advancement in developing new endowed chairs to ensure that the vision and purpose for each chair are clearly articulated and realized.

Administrative Responsibility: Dean of the Faculty in collaboration with the Vice President for Academic Affairs.

**22. Increase public awareness of science and its implications, on campus and in the surrounding community.**

Launch an annual series of programs on the natural sciences – including lectures, presentations, and discussions – led by nationally distinguished leaders in the sciences, and devoted to compelling issues of public policy and societal values as they are influenced by scientific discovery and technological innovation. Use some of the resources of the Lubin Chair to foster public discussion of women in science and encourage more women to study in the natural sciences at Skidmore. Increase the quantity of FYS science-oriented courses.

Administrative Responsibility: Dean of the Faculty and Dean of Special Programs in collaboration with Vice President for Academic Affairs.

**23. Over the next five to ten years, enhance the admissions pool and improve yield for science students to make significant progress towards our goal of increasing the number of science majors from its current level of 12% to 25% of our student body.**

In the 05-06 academic year complete the following initiatives:

- ▶ Study the relationship of admissions data with ultimate choice of major, focusing especially on science and mathematics majors.
- ▶ Identify feeder schools more likely to send us mathematics and science majors; pay special attention to schools in foreign countries or with significant populations of new immigrants. Develop on-campus programming for such schools and for others likely to become science/mathematics feeder schools.
- ▶ Work with the Dean of the Faculty to make the most efficient use of faculty time in recruitment; engage alumni – and especially recent grads – in science to participate in this effort as well.

Administrative Responsibility: Dean of Admissions and Financial Aid in collaboration with the Dean of the Faculty.

**24. Increase financial support for sciences.**

Raise \$3-5M of \$15M Campaign goal for the science initiative.

Administrative Responsibility: Vice President for Advancement.

- *Increase our effectiveness in helping our graduates plan and prepare for their post-Skidmore lives.*

**25. Enfold consideration of students' post-Skidmore lives into mentoring from the First Year forward.**

Support the faculty in the transition from advising to mentoring students, beginning with the Scribner Seminar instructors in the First-Year Experience. Provide opportunities for the faculty to mentor students in the Seminars' flexible fourth credit hour, with support from academic departments and programs. Create an environment in which students develop mentoring relationships with multiple faculty members over the course of four years.

Administrative Responsibility: Dean of the Faculty and the Dean of Studies.

Increase opportunities for mentoring of students by alumni, parents, trustees, et al. Seek ways to involve broader constituencies in mentoring of students – especially as regards choice of career and plans for post-graduate education (e.g., perhaps make this topic a focus of a Board meeting). Develop closer working relationship between Office of Academic Affairs and Advancement to take full advantage of opportunities in the extended Skidmore community.

Explore new ways to bring representatives from academic departments and programs together with Career Services and Alumni Affairs to pursue efforts already underway with such initiatives as the Mellon grant and other initiatives as appropriate.

Increase the early awareness (i.e., awareness in the Sophomore and Junior years) of Skidmore students regarding post-graduate opportunities such as graduate or professional school, as well as fellowship opportunities available to help support such continued study.

Administrative responsibility: Dean of Student Affairs and Dean of the Faculty in collaboration with the Vice President for Academic Affairs.

- *Take better advantage of the resources and capacity for innovation in the Office of the Dean of Special Programs (ODSP) to support the relevant initiatives identified under this Goal (and others, as appropriate).*

**26. Build new administrative structures to enhance coordination between the Office of the Dean of Special Programs and the Office of the Dean of the Faculty.**

Through regular meetings with the Dean of the Faculty and Dean of Special Programs, discussions at Vice President for Academic Affairs' Senior Staff of current and future initiatives of both offices, enhance the working relationship between these two offices as facilitated by the new administrative structure. If possible, develop one new, jointly sponsored venture as a pilot program (building off the success of McCormack residency).

Administrative responsibility: Vice President for Academic Affairs.

**27. Manage the transition in leadership in the Office of Dean of Special Programs.**

Specific objectives include the following:

- ▶ Develop a comprehensive plan to sustain and strengthen existing programs, initiate new programs, and advance program development across disciplines and interest areas by refining the goals and objectives of Special Programs as a whole.
- ▶ Undertake systematic efforts to strengthen ties between Special Programs and the rest of the College Community, and between the College and the broader civic community with which it interacts. Sustain the momentum for the Visiting Artist-Scholar and Greenberg Residencies.
- ▶ Work with the interim Director of the Masters of Arts in Liberal Studies (MALS) and appoint a permanent Director. During this interval, sustain and strengthen the recruitment and marketing, academic, and financial operations of this program.
- ▶ Adapt to the new MALS-UWW Committee structure.
- ▶ Sustain the ODSP financial foundation, among all its programs, in the near term; strengthen its longer-term fiscal position with the understanding that Special Programs was not conceived of and is not viewed as a profit center for the College.
- ▶ Implement the Oracle System within ODSP.

Administrative responsibility: Dean of Special Programs.

**28. Increase financial support for Special Programs.**

Raise \$3-5M of \$10M Campaign goal for Special Programs.

Administrative Responsibility: Vice President for Advancement in collaboration with the Dean of Special Programs.

**29. Develop more systematic and effective connections between Office of the Dean of Special Programs and the Office of Admissions.**

Establish Admissions/Office of the Dean of Special Programs steering committee to meet regularly to develop opportunities for engagement between Admissions and Special Programs.

Administrative responsibility: Dean of Admissions and Financial Aid and the Dean of Special Programs.

## ***Goal II – Intercultural and Global Understanding***

***We will challenge every Skidmore student to develop the intercultural understanding and global awareness necessary to thrive in the complex and increasingly interconnected world of the 21<sup>st</sup> Century.***

### ***Projects/Action Steps***

- ***Increase global awareness across the community in order to sensitize all Skidmore students to a complex, diverse, and interdependent world.***

**30. Develop and implement a plan for regular and thorough evaluation of Skidmore Programs and Skidmore-Approved Programs for study abroad; develop advising tools and communication capacities as required to support the new study-abroad structure.**

Work with the Advisory Committee on International Study (ACIS) to develop guidelines and a schedule for regular site visits to overseas programs. Develop meaningful ways to disseminate information regarding Approved Programs and home school fees to ensure that faculty and staff are able to work effectively with students who are interested in study abroad. Continue to work with faculty to address department-specific and program-specific needs regarding curriculum integration with overseas programs. Achieve greater balance in enrollments over the semesters.

Administrative responsibility: Dean of the Faculty, Director of International Programs, and the Dean of Special Programs.

**31. Solidify the Skidmore in China Program's structure and support.**

Develop and implement a program structure and plan to ensure the long-term feasibility of Skidmore's program in China (currently with Beijing University) once the Freeman grant expires (fall 2007). Explore different program models and sites, as appropriate, to ensure that the final program meets Skidmore's needs while remaining financially viable.

Administrative responsibility: Dean of the Faculty and the Director of International Programs.

- ***Renew the conversation about diversity both within the Skidmore faculty and broadly across the campus community; building upon the work of the Middle States review and other past efforts, establish clear educational objectives relating to this Goal and develop shared expertise in achieving them.***

**32. Constitute an Intercultural and Global Understanding Task Force**

Form a broadly representative advisory and leadership group co-chaired by the President and a member of the Skidmore faculty. This group will advance a College-wide effort to accomplish the objectives within this strategic *Goal* by advising the President, initiating broad-based conversations, and identifying actions in support of specific *Initiatives*. The task force will have the capacity to support such efforts through resources provided by the President from Presidential Discretionary Funds.

Administrative responsibility: President.

- ***Enhance the diversity of our student population while providing the resources necessary to support all of our students in meeting our educational objectives.***

**33. Build upon the progress of the previous year (04-05) toward increasing the percentage of students of color within the Skidmore population.**

Increase the annual HEOP/AOP entering class from the previous norm of 25 students and the '04-05 total of 34 new students to 40 new students for Fall 2005 and maintain that level in the future. Provide necessary programmatic support within HEOP/AOP to accommodate the additional students. Specific initiatives include

- ▶ Launching the Kettering-AOP partnership.
- ▶ Continuing to pursue HEOP partnerships with selected high schools in the greater NYC area and AOP partnerships with schools in New Jersey.
- ▶ Better understanding the role played by the first-generation population within our admissions pool. Determine how much additional financial aid would be required to enroll all 8 AQR first-generation students.
- ▶ Reevaluating Admissions travel patterns relative to shifting demographic trends, with emphasis on targeting growth in multicultural populations.

Administrative responsibility: Dean of Admissions and Financial Aid and the Dean of Student Affairs.

**34. Increase the College's resources for need-based student aid.**

Raise \$5M to support student opportunity programs (financial aid and operating funds) and \$10M of \$40M Campaign goal for student aid.

Administrative responsibility: Vice President for Advancement.

**35. Enhance the effectiveness of the Office of Multicultural Student Affairs.**

Complete the hire of a new Director of the Office of Multicultural Student Affairs (MSA). In preparation for doing so, assess the past effectiveness of the Office of MSA as a basis for determining what changes in mission, staffing, or title (if any) are indicated for the future. Ensure that the position is adequately defined and placed at an appropriate level so as to attract the strongest possible candidate pool. Mentor the new Director and, in so doing, support effective collaboration between this office and the new Director of Culture-Centered Inquiry, as well as with the Office of the Dean of the Faculty.

Administrative responsibility: Dean of Student Affairs in collaboration with the Dean of the Faculty.

- **Enhance the diversity of our faculty and other employee populations and enhance their skills that relate to achieving this Goal.**

**36. Continue efforts to recruit, attract, and retain candidates for faculty positions who enhance the diversity of the faculty.**

Continue work with department chairs and program directors to ensure that ads for positions are written so as to attract the broadest possible applicant pool. Where

feasible, explore interdisciplinary position descriptions to expand candidate pools; signal special interest in candidates experienced in and committed to working with students from underserved populations. Ensure that chairs, directors, and colleagues are working in advance to establish and solidify professional networks to help attract broadly diverse applicant pools. Ensure that offers of compensation are competitive. In selected instances and for compelling reasons relating to the needs of the department or program and the College, enable a department or program to make an additional diversity-enhancing hire from within a strong hiring pool. It remains the responsibility of the DOF to determine, in collaboration with the appropriate faculty chair, whether any given hiring pool is sufficiently strong (considering all relevant factors) to advance the search at any given stage (e.g., from compiling applications to inviting candidates to campus or from campus interviews to making an offer).

Administrative responsibility: Dean of the Faculty in collaboration with the Vice President for Academic Affairs.

**37. Continue efforts to recruit, attract, and retain candidates for administrative positions who enhance the diversity of the campus community.**

The Assistant Director for Equal Employment Opportunity and Workforce Diversity will work with senior administrators and directors to ensure that ads for positions are written so as to attract the broadest possible applicant pool. Senior administrators will be responsible for ensuring that heads of hiring units work in advance to establish and solidify professional networks to help attract broadly diverse applicant pools. Ensure that offers of compensation are competitive. Empower the Cabinet officer responsible for a hiring unit to close a search that has not developed an appropriately diverse applicant pool.

Administrative responsibility: President in collaboration with members of the President's Cabinet and hiring units.

### ***Goal III – Informed, Responsible Citizenship***

***We will prepare every Skidmore student to make the choices required of an informed, responsible citizen at home and in the world.***

#### ***Projects/Action Steps***

- ***Foster pedagogical innovation relating to responsible citizenship; support campus initiatives that teach and exemplify this value.***

**38. Encourage pedagogical innovation relating to responsible citizenship.**

Create opportunities for faculty members to develop new ways to interrogate the concept of responsible citizenship within courses and enhance curricula in ways that encourage our students to engage this value actively (e.g., the SENCER project in the sciences). In a parallel effort, develop creative ways for faculty members to fulfill their service responsibilities by working with students and student groups in co-curricular settings to foster responsible citizenship – both on and off campus.

Administrative responsibility: Dean of the Faculty in collaboration with the Dean of Student Affairs.

**39. Expand opportunities for service learning and student volunteer work.**

Continue the Mellon Service-Learning Initiative. Expand and strengthen support from Student Affairs for student internships and volunteer opportunities.

Administrative responsibility: Dean of Student Affairs in collaboration with the Dean of the Faculty.

**40. Ensure the alignment of institutional expectations of faculty with the system of faculty review and reward.**

Work with CAPT to review (and, as necessary, modify) *Handbook* criteria and standards for faculty contract renewal, promotion, and tenure to ensure that they accurately reflect institutional expectations for teaching, research, and service.

Administrative responsibility: Vice President for Academic Affairs.

**41. Place additional emphasis on citizenship in the Admissions process.**

Review admissions materials to determine if the value of responsible citizenship receives sufficient attention. Highlight community service in presentations to prospective students. Determine whether to add a question to the application supplement asking applicants to reflect on community and citizenship. Continue assigning both IQR and CQR to applicants. Track the effects of these changes in yield, in the nature of the matriculant pool, and in the subsequent performance of matriculated students.

Administrative responsibility: Dean of Admissions and Financial Aid in collaboration with the Vice President for Academic Affairs.

➤ ***Enhance residential learning.***

**42. Design and develop effective connections between the First-Year Experience program and Residential Life.**

Working with the Director of the First-Year Experience, implement as many residential elements of the First-Year Experience Program as possible. Continue working with this office to develop additional bridges with the F-Y Experience. Charge the Office of Residential Life with responsibility of developing coordinating programming with F-Y Experience.

Administrative responsibility: Dean of Student Affairs in collaboration with the Dean of the Faculty.

**43. Continue progress toward ensuring that the culture of campus residential environments supports academic excellence and educational engagement in accordance with the Mission of the College.**

Expand and enhance on-campus programming that provides social and recreational opportunities consistent with the College's values and educational objectives. Continue to implement and evaluate recently changed campus drug and alcohol policies; revise policy and programming as necessary.

Administrative responsibility: Dean of Student Affairs.

➤ *Enhance the campus residential environment, with special attention to common spaces.*

**44. Ensure that the revised Campus Master Plan and related space planning enhance student community and the values of the *Mission Statement*.**

As we complete the revision of the Campus Master Plan, ensure that planning continues to develop additional common spaces where students can gather for study (especially group work and late-night study) and the informal interaction that is foundational to campus community. [See also #66, below.]

Administrative responsibility: Dean of Student Affairs and the Vice President for Finance and Administration.

**45. Complete the new student residential complex.**

Complete the new student residential complex for juniors and seniors on time (by Fall '06) and on budget. Assign an appropriate name to the complex.

Administrative responsibility: Vice President for Finance and Administration.

**46. Complete the sale of Moore Hall.**

Identify a suitable buyer for Moore Hall and complete that transaction.

Administrative responsibility: Vice President for Finance and Administration.

**47. Modernize the primary campus dining facility.**

Complete and implement planning for a complete renovation of the campus' primary dining facilities. As part of this project, develop a new flexible space that can be used for dinners, small conferences, etc.

Administrative responsibility: Vice President for Finance and Administration in collaboration with the Dean of Student Affairs.

**48. Update dining plan.**

Develop a more flexible dining plan, including a "fourth meal," so that the dining experience more effectively meets the nutritional needs of students, supports the creation of community on campus, and proves attractive to residents of the new student apartment complex.

Administrative responsibility: Vice President for Finance and Administration and the Dean of Student Affairs.

➤ *Increase support for athletics, fitness, and wellness.*

**49. Mentor new Athletic Director.**

Ensure smooth transition of new Athletic Director into Skidmore community and enable her to establish herself effectively in her new role.

Administrative Responsibility: Dean of Student Affairs.

**50. Implement NCAA Women and Minority Leadership grant.**

Support new Athletic Director in launching search, completing hire, and mentoring of new athletic administrator to be supported by this grant.

Administrative Responsibility: Dean of Student Affairs.

**51. Increase support for intercollegiate athletics, intramurals, health, and wellness programs.**

Provide additional support for both operating and capital investments in athletics, health, and wellness programs.

- ▶ \$200 - 250K from the Friends of Skidmore Athletics (FOSA);
- ▶ \$200 - 500K for capital projects.

Administrative Responsibility: Vice President for Advancement.

**52. Review and, as necessary, develop and extend planning and policy documents pertaining to the Athletic Department.**

Review and evaluate existing athletics planning documents (e.g., the Athletic Review Committee (ARC) Report) and policy statements in light of the *Strategic Plan*, NCAA standards, and expertise in the Athletic Department and the broader Skidmore community. This review will delineate clearly the College's philosophy, policies, and priorities (and the financial implications relating thereto) with respect not only to intercollegiate athletics but also to club and intramural sports and recreational and fitness activities.

Administrative Responsibility: Director of Athletics in collaboration with the Dean of Student Affairs.

**53. Ensure that the quality of food served in our dining halls is consistent with our overall goals for student health and wellness.**

In conjunction with plans to renovate dining facilities and revise dining plan, emphasize freshness of produce and foodstuffs. Where possible seek local producers and sources of organic produce, etc. Involves students actively into this process.

Administrative Responsibility: Vice President for Finance and Administration.

➤ ***Develop, broaden, and deepen the College's connections to the local community; enhance our ability to function as a socially and environmentally responsible corporate citizen.***

**54. Consider the establishment of a retirement community on College land.**

Review the report prepared by the former CFO. Working with the Board of Trustees, determine the next step in the decision process with regard to this possible project.

Administrative Responsibility: Vice President for Finance and Administration.

**55. Enhance the College's capacity to function effectively, as a corporate citizen and a good neighbor, within our local community.**

Develop ways to engage with the local community more deliberately and effectively – to share the benefits represented by the College and to gain the benefit of good

advice as we make decisions that have implications beyond our borders. Develop additional capacity in the President's Office to attend to issues of community relations. [See also ##68 and 69, below.]

Administrative Responsibility: President in collaboration with the Vice President for Advancement.

### ***Goal IV – Independence and Resources***

***We will preserve Skidmore's independence by developing the resources required to realize our aspirations.***

#### ***Projects/Action Steps***

- ***Continue to develop institutional capacity for effective planning and proactive internal communication.***

**56. Regularize the annual planning and budget cycle.**

Implement Strategic Action Agenda for FY '06; begin planning immediately for FY '07 in conjunction with the budget cycle. Develop appropriate operating and capital budgets, including compensation plans, deferred maintenance, and master site planning, with emphasis throughout all planning on academic excellence, student engagement, multicultural understanding, and responsible citizenship.

Administrative Responsibility: President in collaboration with the Cabinet and IPPC.

**57. Complete determination of expected outcomes of the *Strategic Plan*.**

Administrative Responsibility: President in collaboration with the IPPC.

**58. Complete the analysis of short-, medium-, and long-term financial implications of the *Strategic Plan*.**

Administrative Responsibility: Vice President for Finance and Administration.

**59. Complete a strategic analysis of the optimum size of the Skidmore student body.**

Review past analyses of the implications of changes in the size of the student population. Extend that analysis to consider factors including but not limited to the scope of the current curriculum, other academic factors relating to numbers of students (e.g., student-faculty ratio, mentoring, study abroad), limitations and possibilities in the physical plant, financial implications of student body size, and intangible considerations such as the value of community. Make a strategic decision establishing an optimum size for the next five years.

Administrative Responsibility: Administrative Responsibility: President, the Vice President for Finance and Administration, and the Vice President for Academic Affairs, in collaboration with the President's Cabinet and the IPPC.

**60. Develop an action plan for implementing the systematic evaluation of operations within administrative offices across the College.**

Administrative Responsibility: President in collaboration with President's Cabinet.

**61. Continue to improve strategic communications across the College.**

Integrate planning for strategic communication in highest level of administrative decision-making. Review and revise, as needed, the comprehensive campus communications program. First area of focus: enhancing the effectiveness of communications with prospective and incoming students.

Administrative Responsibility: President in collaboration with the Vice President for Advancement.

**62. Improve our institutional capacity to communicate financial information effectively throughout the Skidmore community.**

Continue active collaboration with appropriate governance committees and provision of periodic updates to College constituencies. As part of this effort, identify and track key strategic indicators correlated most directly with the objectives identified in the *Strategic Plan*. Develop a format for presenting these indicators concisely and effectively to College constituencies highlighting changes and trends over time.

Administrative Responsibility: Vice President for Finance and Administration in collaboration with the President.

➤ ***Develop and enhance both our key financial resources and our capacity to manage them.***

**63. Continue the development of Annual Fund,**

Reach \$5.5 million annual fund goal. Specific actions include the following:

- ▶ Expand the middle tier (\$2,000-\$9,999) of donor base in Friends of the Presidents (FOP) program.
- ▶ Enhance the success of reunion fundraising, particularly in Milestone reunions.
- ▶ Increase participation of alumni in annual giving to 42-43%.
- ▶ Increase attendance at Reunions (by 15%) and at regional alumni events.
- ▶ Raise the profile of Skidmore Classic Horse Show; meet increased revenue target.

Administrative Responsibility: Vice President for Advancement.

**64. Complete the second phase of the Comprehensive Campaign.**

Finalize plans for the Comprehensive Campaign (including creation of Campaign Executive Committee), complete solicitation plan, attain goal for FY '06: \$100M in commitments and gifts by 1 June 2006.

Administrative Responsibility: Vice President for Advancement.

- ***Achieve and maintain competitive compensation for Skidmore faculty, staff, and administrators; enhance our ability to support their professional development.***

**65. Implement the next phase of Comprehensive Compensation Framework.**

As we move forward with the Comprehensive Compensation Framework – which applies to all Skidmore employees – give special attention to areas where current salary levels impede our ability to hire our first-choice candidates and continue to monitor progress toward meeting targets in relation to appropriate external comparison groups.

Administrative Responsibility: Vice President for Finance and Administration.

Improve Skidmore's competitive position in faculty hiring vis-à-vis our Comparison Group of institutions:

Implement first phase of compensation enhancement plan to address issues of competitiveness at the faculty rank of Assistant Professor. If possible, make provisions in the FY '07 budget to begin addressing issues of competitiveness and equity in faculty salaries in other ranks.

Administrative Responsibility: Vice President for Finance and Administration in collaboration with the Vice President for Academic Affairs.

- ***Develop and enhance our capacity to manage our physical resources.***

**66. Update Campus Master Plan.**

Complete revision of Campus Master Plan, including space needs and space utilizations studies. Discuss the revised Master Plan widely within the College community, seeking input and making changes as necessary, before it is finalized. Develop a financial analysis indicating the probable cost of initiatives identified as having highest priority in the near term. Secure Board approval and begin implementation.

Administrative Responsibility: Vice President for Finance and Administration.

**67. Address deferred maintenance.**

Implement next phase of work to address issues of deferred maintenance. Finalize long-range schedule for completing this work.

Administrative Responsibility: Vice President for Finance and Administration.

**68. Improve the College's stewardship of the Skidmore North Woods.**

Complete and implement a management plan for the Skidmore North Woods that balances the values of preservation and flexibility of use for the College's immediate and long-term needs. Ensure effective management for appropriate educational and recreational uses by the Skidmore community and local residents. Communicate the results of this work effectively within the Skidmore community and beyond.

Administrative Responsibility: Vice President for Finance and Administration in

collaboration with President's Cabinet.

➤ *Develop and enhance relationships essential to the Skidmore community.*

**69. Cultivate and strengthen relationships across the College and between the College and the Saratoga Springs community.**

Develop a multi-year action plan to enhance key relationships across the College and with important external constituencies through improved communication and collaboration. Implement the first phase of the plan, focused on strengthening the relationship between the College and the local community. Document one important aspect of Skidmore's contribution to the region through an economic impact study.

Administrative Responsibility: Vice President for Advancement in collaboration with the President and the President's Cabinet.

**70. Improve communications with alumni – create a virtual alumni community.**

Launch On-Line Alumni Community through College web site.

Administrative Responsibility: Vice President for Advancement.

➤ *Cultivate a broader positive awareness of Skidmore within local, regional, and national populations.*

**71. Continue to develop ways to enhance broader awareness of the College – both within and beyond the American higher education community.**

Administrative Responsibility: President.

**72. Improve our spring yield in the Admissions process.**

Enhance our communication of information regarding student engagement in academic work and collaboration with faculty members at Skidmore to prospective students (especially admitted students) in the Admissions process.

Administrative Responsibility: Dean of Admissions and Financial Aid.

**73. Increase the visibility of the Skidmore name, identity, and images on campus.**

Re-launch comprehensive effort to improve the consistency of the visual symbolism on campus that relates to Skidmore's identity. This multi-year effort includes a number of specific components relating to the campus physical plant (e.g., signage), athletics, the Skidmore Shop, Admissions, and publications.

Administrative Responsibility: Vice President for Advancement in collaboration with the Cabinet.

**74. Build on the 5<sup>th</sup> Anniversary of the Tang Teaching Museum and Art Gallery to increase awareness of its distinctive mission as a teaching museum.**

Develop publicity for the Tang's 5<sup>th</sup> Anniversary Celebration. Use this opportunity to broaden and deepen the understanding of the Tang's distinctive mission within the Skidmore community and among external communities. Strengthen the regional and national reputation of the Tang and, by extension, the reputation of the College.

Administrative Responsibility: Vice President for Advancement in collaboration with Director of the Tang and the Vice President for Academic Affairs.