



Institutional Planning, Community, and Celebration Strategic Action Agenda 2015-2016

This year's Strategic Action Agenda (SAA) bridges our current *Strategic Plan, Engaged Liberal Learning: The Plan for Skidmore College, 2005-2015*, and our next *Plan, Creating Pathways to Excellence*, which will cover the years 2015-2025. As we have said on many occasions, the Goals of our current *Plan* are ongoing and will remain part of the College's continued agenda. The next *Strategic Plan* is projected to be ratified by the Board of Trustees in February 2016. The academic year 2015-16 is a year of institutional planning, with our focus on continuing Middle States reaccreditation, the review of the General Education curriculum, and our Comprehensive Campaign, *Creating Our Future: The Campaign for Skidmore*. This academic year, we also honor milestone anniversaries regarding institutions that have helped to shape the College's distinctive character: *Salmagundi* (50th), the Friends of the Presidents (50th), the Frances Young Tang Teaching Museum and Art Gallery (15th), the Skidmore Cares Holiday Open House (10th), and the Arthur Zankel Music Center (5th). Let us build on these celebratory events to focus on the many positive aspects of our community as we continue the work of strengthening the College in those areas where we see the need for change.

The items below represent the major strategic priorities of the administrative divisions of the College for the current year. Note: Unless otherwise indicated, the expected date of completion for the following projects is June 1, 2016.

Academic Affairs

- 1. Successfully complete Middle States Reaccreditation process and achieve full reaccreditation.**
- 2. Support the General Education redesign process.**
Provide support to the ongoing process of review and reform of the General Education Curriculum.
- 3. Scribner Library: Align Library collections and services with curricular goals of fostering creativity and integrative learning.**
Explore creation of an *ad hoc* or permanent faculty advisory committee for the Library to review collections and services and identify opportunities for improving this alignment.
- 4. Frances Young Tang Teaching Museum and Art Gallery: Building on prior programs dealing with domestic and international voices of difference – gender, race, political position, class, etc. – the Tang will continue to make these considerations front and center in its programming.**

Administrative Responsibility: Dean of the Faculty/Vice President for Academic Affairs

Admissions and Financial Aid

- 5. Reevaluate resource allocation for financial aid, including work-study.**
- 6. Reevaluate current admissions requirements for standardized testing in support of increasing access.**
- 7. Continue to broaden and deepen the diversity of our student population.**

Administrative Responsibility: Vice President and Dean of Admissions and Financial Aid

Advancement

- 8. Complete third year of the comprehensive campaign.**
 - a. Secure \$25-35M in new commitments, \$25M in total gifts, and \$7M+ for the Skidmore Fund; increase total for Center for Integrated Sciences (CIS) by \$10-15M and secure naming gift;
 - b. Increase prospect visits by 20%;
 - c. Implement plan to reach \$125-140M in commitments by public Campaign celebration in November 2016;
 - d. Complete key Campaign communications.
- 9. Implement “Grad+One” program to increase engagement of young alumni, focusing on senior year through first year after graduation.**

Administrative Responsibility: Vice President for Advancement

Communications and Marketing

- 10. Complete the reorganization of the division to emphasize marketing and digital public relations.**

Use the most up-to date resources to help raise the profile of Skidmore, attract the most desirable students, and increase the engagement of alumni, parents, and donors.
- 11. Expand capacity in marketing, web communications, digital, and social media.**
- 12. Begin a comprehensive update of the Skidmore website to improve design, content and navigability.**

Administrative Responsibility: Interim Vice President for Communications and Marketing

Finance & Administration

- 13. Maintain the fiscal discipline of balanced and fully funded budgets.**

Manage Operating Budgets, Capital Budgets, New Major Construction Projects, and New Initiatives.
- 14. Continue to fund our “Total Compensation Framework Plan” for market-based compensation.**

15. Develop a long-term cost-containment program tied to projections of key budget parameters.

Balance the Operating Budget while holding increases in the comprehensive fee so that our fee is not greater than the median of our peer group. Maintain the comprehensive compensation program for faculty and staff, and limit the growth for the internal financial aid discount rate to one percentage point annually.

16. Expand training for managers and professional development opportunities for staff.

17. Support the newly formed pilot Staff Advisory Group.

Administrative Responsibility: Vice President for Finance and Administration

President's Office

18. Complete development and ratification of the next *Strategic Plan*.

Lead process of developing the next *Strategic Plan*. Secure endorsement from the community and approval by the Board of Trustees.

19. Secure lead gift for planned Center for Integrated Sciences (CIS).

20. Integrate two new Vice President positions (Strategic Planning and Institutional Diversity; Communications and Marketing) into the Cabinet and the Skidmore community and appoint a new Dean of Students and Vice President for Student Affairs.

The Vice President for Strategic Planning and Institutional Diversity has been named. Conduct and complete national searches for the Dean of Students and Vice President for Student Affairs and the Vice President for Communications and Marketing.

21. Complete response to the Task Force on Divestment and follow-up initiatives.

Work with the Board of Trustees to complete review of recommendations from the Task Force on Divestment; report results of Board deliberations to the community.

Administrative Responsibility: President

Special Programs

22. Increase the financial contribution of Summer at Skidmore by \$100,000 through a combination of the following initiatives:

- a. Attract new conference business;
- b. Increase enrollments in selected summer arts institutes; and/or
- c. Raise more funding from individuals and institutional grants.

23. Identify more creative ways to engage faculty members, students, and alumni in Summer at Skidmore.

Faculty:

- a. Teach in summer sessions;
- b. Join faculty of arts institutes;

- c. Participate in faculty/staff of conferences such as CampAbilities, EntrePrep, NYExcell, or the Center for Talented Youth (CTY).
- Students (or alumni):
- a. Provide summer jobs within the Office of the Dean of Special Programs staff, arts institutes, conferences; and/or
 - b. Increase enrollment in arts institutes.

Administrative Responsibility: Dean of Special Programs

Strategic Planning and Institutional Diversity

24. Support and align institutional planning, including the strategic planning process, through completion of the new *Strategic Plan* and subsequent implementation.

25. Focus on Institutional Diversity initiatives including:

- a. Receive and process input from a broad range of constituencies across the College (students, staff, faculty members, alumni, and the larger Saratoga Springs community).
- b. Work with Institutional Research, Human Resources, and other offices to understand demographic data on various College populations.
- c. Work with campus and divisional leaders to constitute a Diversity Leadership Coalition representing all campus organizational units.

Administrative Responsibility: Vice President for Strategic Planning and Institutional Diversity

Student Affairs

26. Fill remaining vacancies within the Student Affairs organizational chart.

27. Evaluate the relationship between the positions of Director of the Office of Student Diversity programs and the Deputy Title IX Coordinator.

28. Move Phase One of the Athletic Facility Plan to design phase.

This project includes the following facilities:

- a. Expanded cardio/weight room for campus;
- b. Varsity weight room, with increased/updated locker room space; and
- c. Indoor tennis facility.

Administrative Responsibility: Interim Dean of Students and Vice President for Student Affairs