



Strategic Action Agenda: 2005-06

End-of-Year Progress Report – 15 May2006

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*.¹ Some of these steps were identified last year in discussions with the Institutional Planning Committee (IPC²), 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 were scheduled to 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.

This End-of-Year report incorporates the earlier Mid-Year Report; new information has been denoted by an *asterisk*, and many items have been explicitly identified as multi-year initiatives.

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¹Ongoing 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.

²This 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.

*** In progress:** [Multi-year initiative] Will continue through the 2006-07 academic year.

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.

***Achieved:** Spring on-campus visit of the evaluators led to report filed by the team (led by Joanne Creighton, President of Mount Holyoke) that was extremely positive.

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.

***In progress:** [Multi-year initiative] Assessment Task Force established and completed a successful first year, with progress made towards establishing a permanent structural model. In addition to advancing departmental assessment, five individual assessment projects were launched that have consequences for the larger institutional goals of Academic Affairs. A year-end summary of the Task Force's activities was circulated to the faculty shortly before its final faculty meeting.

➤ *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.

*** Achieved:** **F05 implementation of FYE involved 49 Scribner Seminars (including two London). Assessment of F05 FYE seminars and mentoring effort underway with support from Mellon Foundation. Assessment focus is on student satisfaction and student writing. Mellon award obtained that will support faculty development grants and workshops for mentoring and curriculum development in FYE in 06-07 and 07-08. Faculty Development workshop for F05 and F06 faculty conducted in Jan. 06; approximately 50 faculty participated. Residential Clusters are planned for F06 with SS participants living in same dorms. FYE Curriculum Development Workshop planned for May 06.**

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.

***In progress:** **[Multi-year initiative] 47 seminars identified for 2006 (10 faculty repeating); staffing for seminars has begun to affect other programs; department chairs are aware of need to plan strategically. Staffing for SS for F06 is complete with 49 seminars (with 10 faculty repeating from F05). Staffing for SS for F07 in final stages with 47 faculty members identified (only nine are repeating from F05 or F06). Staffing for FYE is beginning to effect staffing for ID programs. Department chairs will need to consider strategic academic planning in order to deploy faculty appropriately.**

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.

***In progress:** [Multi-year initiative] DOF will refer this matter to CEPP for determination of metrics for assessment of 100 level courses. Continued collection of data from FY students suggests that this is an issue for many students.

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.

***In progress:** [Multi-year initiative] The Office of Student Academic Services was established 9/05 with a staff of four—one new hire, one reassignment, one support staff with Sue Layden leading. It began working with students immediately. We have completed an initial assessment and forwarded it to CEPP for review.

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.

***In progress:** [Multi-year initiative] Technology support has been implemented to enhance shared files between DOS and ADOSA with regard to academic support. Academic support referrals occurring between DOS and ADOSA based on student need. Development and implementation of a system whereby the DOS refers special populations of students and students in need of significant academic support to SAS implemented. CEPP will evaluate partnership and accountability of DOS/ADOSA in F06/07. There are numerous ongoing meetings involving all of these offices. New DOS appointment completed; transition under way. We are working cooperatively and productively.

➤ *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.

***In progress:** [Multi-year initiative] Initial discussion of grant sign-off process has occurred. Search for new SRO underway; anticipated completion in F06. Course release task force jointly convened between FEC and DOF. New responsibilities and positions identified within ODSP to advance this goal.

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.

In progress: [Multi-year initiative] VPAA working with appropriate governance committees. Major work to occur in Summer 2006.

➤ ***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.

TBD: Issue needs to be brought back to IPPC. *At the end of the year, this continues to be an issue, but IPPC has been occupied with other pressing matters. The question of centralized event planning will be placed on the IPPC agenda for the next academic year.

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.

***In progress:** [Multi-year initiative] Report presented to the faculty by CEPP at its final faculty meeting of the year. The College anticipates that CEPP will present a motion for a revised writing across the curriculum proposal during the fall semester of 2006. Writing Task Force report to CEPP calls for the continuation of EN-105 as the primary mechanism for students to meet the EW requirement. There are significant resource implications to this proposal.

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.

Achieved: Zankel estate bequest. Additional solicitations in progress for \$16.5M.

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.

***In progress:** [Multi-year initiative] Work continues among faculty and Tang staff; good progress reported. The Luce Grant faculty seminar final report (summer 06) will help determine future structures for faculty-Tang interaction. Collaboration between FYE faculty and Tang staff this spring will help prepare FYE faculty for museum use. ODSP is in consultation with the Tang about several future residency collaborations.

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.

***Achieved:** \$3.7M raised to-date in 2005-06; \$100K pending. \$750K 1:4 match NEH challenge grant planned for fall 06, along with additional major donor solicitations in process.

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.

***In progress:** [Multi-year initiative] Recommendation made to FDC to increase student stipends for collaborative research in order to make the opportunities more desirable. Increased student stipend for Collaborative Research from \$1550 to \$2500; increased the number of students participating to 13, representing 10 departments in Summer 06 (with additional PDF funding).

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.

***In progress:** \$565K raised to-date; \$1.8M pending.

➤ *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.

In progress: [Multi-year initiative] Chief Technology Officer now attends IPPC meetings. (*This item will be removed from next year's Action Agenda.)

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.

Achieved: Relationship is well established; collaboration is on-going.

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. [See also #70, below.]

In progress: **Work initiated; completion scheduled for Fall 2006.**

- *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.

***In progress:** **[Multi-year initiative] Seven of the twelve current faculty searches were in Science and Mathematics. Four S/M searches were successfully concluded, 3 were deferred to next year because of inadequate pools or failure to obtain competitive candidates. Start-up costs have continued to increase as well as increase need for resources in academic infrastructure, e.g. laboratory and office space, Library and IT.**

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.

In progress: **Class of '64 junior chair has been assigned to Biology. Two science endowed chairs identified as targets in Campaign (as yet unfunded, some prospects have been identified).**

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.

***In progress:** **[Multi-year initiative] “Molecules that Matter” show under**

development at the Tang. This item will be a focus of summer work to determine next steps.

- 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.

***In progress:** [Multi-year initiative] In S06, SPG Admissions TF has trained tour guides, provided template for campus tour that emphasizes science; departments developed information sheets on science programs; science faculty members and students called prospective students. During April, we held an evening phon-a-thon where six current Skidmore science majors telephoned accepted candidates who indicated intent to major in science/math/computer science on their applications. The students placed calls to 124 prospective science majors from a list of 262 accepted. Of those contacted, 18 (or 15%) subsequently enrolled.

- 24. Increase financial support for sciences.**

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

Administrative Responsibility: Vice President for Advancement.

In progress: [Multi-year initiative] \$100K raised in 2005-06; \$1.1M pending.

- *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.

In progress. [Multi-year initiative]

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 VPAA.

In progress: [Multi-year initiative] We are now in the second year of a Mellon grant that involves 10 events (5 per semester) hosted by academic departments that bring faculty, alumni, and current students together on campus to discuss the career opportunities available to graduates from the department. The grant also supports publication of departmental booklets profiling alumni and careers. The Mellon Fellow currently working on this project will be on sabbatical next year; we will name a new fellow in the coming months.

- *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.

In progress: weekly discussions occurring; some joint projects under way (e.g., science lectureship).

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.

***In progress:** Management changes; goals and objectives refined.

- ☐ 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.

***In progress:** Relations between ODSP and ODOF and other parts of the relations strengthened (on their way); momentum for residencies sustained and vitalized.

- ☐ 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.

Achieved: New Director named (John Anzalone). *Many changes made to MALS program; work of the advisory committee changed and refined.

- ☐ Adapt to the new MALS-UWW Committee structure.

In progress.

- ☐ 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.

***In progress:** [Multi-year initiative]

- ☐ Implement the Oracle System within ODSP.

***In progress** Summer Programs - expected completion: end of FY07; UWW – expected completion: early FY08; MALS begins Oracle transition in FY07.

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.

***In progress:** Campaign priorities currently being refined.

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.

***In progress:** A newly established position in ODSP has been assigned responsibility for this arena. Regular communication continues between Admissions Liaison and Special Programs Office regarding upcoming programs and collaboration.

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 21st 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.

***Achieved:** Evaluation plan adopted S06, to be implemented in F06.
Conversations continue about possible role of ODSP.

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.

In progress: [Multi-year initiative] Program is being converted to management by IES to take advantage of IES's expertise and associated support structures.

- *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.

***In progress:** [Multi-year initiative] Task force assisted in developing job descriptions for two key positions (in Student Affairs and Academic Affairs) and is assisting with searches. TF members assisted with recruitment of students of color. Planning currently under way to identify initiatives for next year.

- *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 (**achieved**) and maintain that level in the future. Provide necessary programmatic support within HEOP/AOP to accommodate the additional students.

***In progress:** [Multi-year initiative] A phon-a-thon for faculty of color to contact accepted students of color was added this April to other ongoing yield initiatives by the Admissions and HEOP/AOP Offices. Five faculty contacted 101 accepted students of color. Faculty presence in Discovery Weekend was increased. Past emphasis on diversity in recruitment from Admissions staff continued.
Results: First-year class entering F06 includes 20% students of color.

Specific initiatives include

- ☐ Launching the Kettering-AOP partnership.

***Achieved;** Kettering AOP partnerships established with three Ohio schools (Cleveland, Cincinnati, Dayton); we have enrolled 3 AOP students from those schools for fall 2006 (2 from Cincinnati, 1 from Cleveland). We are making arrangements for counselors from the three schools to travel to campus for the Summer 06 HEOP/AOP graduation dinner in July, 2006. Work will continue to strengthen relationships with target schools.

- ☐ Continuing to pursue HEOP partnerships with selected high schools in the greater NYC area and AOP partnerships with schools in New Jersey.

***In progress:** [Multi-year initiative] The DOS is discussing articulation agreements with several community colleges. This change in emphasis was motivated in part by our unsuccessful application an initiative sponsored by the Jack Kent Cooke Foundation. While the proposal to the Jack Kent Cooke Foundation was denied, planning to pursue funding from other sources continues. Nevertheless, this year's goal of 40 new HEOP/AOP students was *exceeded*.

- ☐ 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.

***In progress:** First-generation status tracked in applicant pool. We will assess first generation college background representation in our applicant, accepted and enrolled cohorts for the first time.

- ☐ Reevaluating Admissions travel patterns relative to shifting demographic

trends, with emphasis on targeting growth in multicultural populations.

In progress.

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.

***Achieved: \$6.6M raised; \$13.5M in progress; \$5M planned.**

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.

***In progress: [Multi-year initiative] We have hosted colleagues from Mount Holyoke, Study Circles Resource Center, and Project Democracy to consider changes in the MSA office mission and program. Search is in process, in coordination with the search for a Director of Culture-Centered Inquiry in Academic Affairs. We are prepared to defer the search for a year, if necessary to make the right hire.**

➤ **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.

***In progress:** [Multi-year initiative] Department Chairs have met to share progress and strategies for increasing diversity of pools in searches; DOF monitored the diversity of pools for all candidates invited for on-campus interviews. Four of eight successful hires in 05-06 are members of underrepresented groups.

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.

***In progress:** [Multi-year initiative] Search for Assistant Director for Equal Employment Opportunity and Workforce Diversity completed.

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.

***In progress:** [Multi-year initiative] DOF sponsored SENCER pedagogy workshop with invited faculty leader from Hamilton College; approximately 35 faculty members attended. Following several meetings with Dean of the Faculty, Dean of Special Programs, and the Mellon Fellows, we have agreed on the use of some private funding to strengthen and coordinate these efforts in the Office of the DOS next year.

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.

***In progress:** [Multi-year initiative] Mellon Service Learning Fellow has developed a proposed Center for Civic Learning, currently under discussion. Additional community service programs developed (e.g., Katrina relief) for winter and spring break. Collaboration underway between DOF and DOSA to provide expanded support for service learning coordinator

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.

***In progress:** [Multi-year initiative) Interim VPAA will continue working with CAPT on new *Handbook* language.

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 VPAA.

In progress: Question added to this year's application asking applicants to reflect on ways in which they would contribute as citizens to the Skidmore community; as applicants are evaluated judgment of "strength of character" is included in admissions rating.

➤ *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.

***In progress:** [Multi-year initiative] F06 students will be clustered in residential housing based on SS enrollments; co-curricular programming under discussion.

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.

***In progress:** [Multi-year initiative] We are awaiting receipt of data from the most recent CORE survey, (we do this every two years). We have every reason to believe the data will show that we continue to make progress on this issue. We have recently decided to eliminate substance-free housing in favor of making all of the upper halls substance free. This decision is more a function of the move toward housing FY students by seminar, but it has generated some discussion, and lends support to this general goal.

➤ ***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.

***In progress:** VPFA is leading effort to revise Campus Master Plan. Space planning is under way. Proposed revisions to Campus Master Plan have been discussed in IPPC. Board of Trustees will

discuss plans at the May 2006 meeting.

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.

***In progress:** [Multi-year initiative] Project remains on time and within budget. Students have been assigned to the complex for F06.

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.

***In progress:** [Multi-year initiative] Agreement is in hand, with projected closing Fall 2006. Decisions of City Planning Board have presented challenges for buyer, with potential implications for the College. Negotiations remain under way. We still anticipate closing on a sale agreement F06. No Skidmore students will be housed there following summer 2006.

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.

***In progress:** [Multi-year initiative] Work remains under way. Plans have been finalized for handling dining needs of on-campus students for remainder of S06 and for Summer Programs in summer '06. We anticipate opening of newly reengineered facility in early F06.

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.

***Achieved:** Provision for revised program included in proposed "Optimization" budget.

➤ *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.

***Achieved:** New Athletic Director is in place; transition complete.

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.

Achieved.

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.

In progress: \$146K for FOSA projects; \$303K for capital and other projects.

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.

***In progress:** [Multi-year initiative] NCAA self-study complete and accepted. Discussion of strategic directions for Athletics held at February Board of Trustees' meeting. Plan for upgrading existing stadium turf and creating new artificial turf softball and field hockey fields is being implemented. Personnel plan to complete disentangling athletics and exercise science and dance and conclude gender equity related problems is being implemented (assuming approval of revised "Optimization" budget).

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.

***In progress:** [Multi-year initiative] Plan will be implemented (assuming approval of revised “Optimization” budget).

- *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.

Achieved: Report was reviewed with the appropriate Board committee; project tabled for time being.

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.

***In progress:** [Multi-year initiative] Meetings held during second semester with neighborhood association relating to plans for athletic fields (see #52, above). Date set for meeting between President’s Cabinet and City Council. Hiring of new Executive Director for the Office of the President will provide additional staffing to assist with this initiative.

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.

***Achieved:** **IPPC actively involved in development of FY07 budget. Regularized planning cycle and budget process in place. Planning for FY07 Action Agenda is under way.**

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

Administrative Responsibility: President in collaboration with the IPPC.

***In progress:** **[Multi-year initiative] Institutional Research has developed proposed matrix. Further work will be done this summer. President's Cabinet, IPPC, et al. to review in F06.**

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

Administrative Responsibility: Vice President for Finance and Administration.

In progress: **[Multi-year initiative] Initial work completed; ongoing work continues as details of *Plan* develop further.**

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: President, the Vice President for Finance and Administration, and VPAA, in collaboration with the President's Cabinet and the IPPC.

***Achieved:** Phase I of analysis completed. Task Force recommendations accepted by IPPC and the President. Revised “Optimization” budget reviewed at May Trustee budget workshop and submitted for approval by Board at regular May meeting. Planning for Phase II analysis (consideration of implications of adding an additional 100 students) to be determined by IPPC F06.

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.

***In progress:** [Multi-year initiative] Proposal developed by Human Resources, to be reviewed by President’s Cabinet over the summer.

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.

***In progress:** [Multi-year initiative] Concerted effort this year to improve strategic communications within campus community led to additional e-mail communications, community meetings, etc. Effects have not been formally evaluated, but initial indications are positive.

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.

***In progress:** [Multi-year initiative] Concerted effort this year to improve communication regarding budget issues within campus community led to increased involvement of IPPC and additional community meetings. Effects have not been formally evaluated, but initial indications are positive.

- *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.

***In progress:** We anticipating meeting financial goals. Current status: \$4M in gifts (up \$380K); 27.1% in participation (down 450 donors).

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.

***Achieved:** Campaign goal of \$100M for second year will be met.

- *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.

***Achieved:** [Multi-year initiative] Phase I and Phase II completed; Phase III awaiting approval of revised “Optimization” budget. If proposed budget is approved, we will accelerate completion of Compensation Framework plan by one year. We anticipate substantial progress, especially in regard to faculty salaries. Additional and ongoing work remains to be done with all employee groups.

➤ *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.

***In progress:** [Multi-year initiative] Land-use issue for retirement housing project resolved. Placement of new athletic fields resolved. Discussions of proposed revisions to commenced with IPPC; broader campus conversations will occur in F06. Board will review progress on Master Plan at May meeting. Completion still scheduled for Fall '06.

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.

***In progress:** [Multi-year initiative] Analysis remains in process. Several projects to be addressed (e.g., sprinklers added to Jonsson Tower) in FT07 budget.

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.

***In progress:** [Multi-year initiative] Work is part of revised Campus Master Plan. Student interns hired for summer '06 to mark trails. Usage zones included in revised Master Plan. Work will continue in FY07.

➤ *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.

***In progress:** [Multi-year initiative] Economic impact study in process and nearing completion; outreach planned to new city government (see #55, above).

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.

Achieved: SkidNet web community launched.

➤ *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.

*** In progress:** [Multi-year initiative] It is clear that initiatives on multiple fronts continue (Admissions, Advancement, Academic Affairs – e.g., grants, faculty presentations at conferences, etc.).

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.

***In progress:** [Multi-year initiative] We revised the format for lunch on Accepted Candidates Days and invited the faculty to join

families for lunch. A total of approximately 35-40 faculty participated over the four Accepted Candidates Day programs. Due to this and other factors, this year's spring admissions yield (as of May 16th) was 19.8% - compared to 18.8% in S05 and 16.8% in S04.

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.

In progress: Continuing to integrate new sports logo into athletic uniforms, signage, and mailings; finalized style guide for all campus publications; installing content management system for web and conducting usability tests; beginning conversations with bookstore.

74. Build on the 5th 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 5th 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.

***Achieved:** The well-attended Luce Conference on college museums at the Tang created a high degree of national awareness concerning the Tang's role as an innovative, national model of a "teaching museum." National press coverage for the 5th Anniversary year shows has been exceptional, with articles in the *New York Times*, *Boston Globe*, AP Wire Service, and national art magazines covering Tang exhibitions.