

***Engaged Liberal Learning:***  
**The First Five Years**

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## ***Engaged Liberal Learning: The First Five Years***

In May 2005, following extensive discussion within the campus community, and with input from and endorsement by the Institutional Policy Committee,<sup>1</sup> the Faculty, the Student Government Association (SGA) Senate, other on-campus groups, and the Board of Trustees, the College adopted *Engaged Liberal Learning: The Plan for Skidmore College 2005-2015* (the *Strategic Plan*). This report reviews the College's collective successes in implementing the *Strategic Plan* during its first five years; it also reviews initiatives that are underway and those areas where work has not yet begun.

Over the past five years, the College has made conscious decisions about how to begin the work outlined in the *Plan's* priority initiatives. Annual Strategic Action Agendas outline in detail the work undertaken each year, and those reports are available on the web site of the Office of the President (Strategic Planning). As President Glotzbach has noted, it is the work of many individuals across the campus that has allowed us to make real progress toward furthering the four major goals set forth in the *Strategic Plan*.

### **A. Goal I: Student Engagement and Academic Excellence**

Goal I of the Strategic Plan states as follows:

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

With its commitment to enhancing the academic rigor of our students' educational experience, Goal I is at the heart of Skidmore's ultimate objective: to inspire, challenge, and support the highest level of excellence for all our students – as evidenced by their achievements in realizing the values of engaged liberal learning while at Skidmore and expressing them throughout their lives.

#### **A.1. Notable accomplishments related to Goal I**

We have made tremendous strides in the past five years to advance Goal I. With respect to the specific priority initiatives articulated in the *Strategic Plan*:

- *Enhance institutional structure to support academic excellence:*
  - Clarified and refined the structure of Academic Affairs (Vice President of Academic Affairs, Dean of the Faculty, and Dean of Special Programs).
  - Clarified the mission of the Office of Special Programs (including the difficult but appropriate decision to end the University Without Walls program) and implemented a major restructuring of the Office of Special Programs to support that mission.
  - Enhanced our capacity for academic assessment (appointment of a Faculty Assessment Coordinator, a part-time Assessment Facilitator, and adoption by the Faculty of "Goals for Student Learning and Development").
  - Developed a more sophisticated yield analysis for admitted students to help us better predict the academic qualities of students whom we wish to recruit and retain.
  - Significant success in "Creative Thought, Bold Promise" campaign to support academic excellence (funding for Arthur Zankel Music Center, Frances Young

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<sup>1</sup> The Institutional Policy Committee (IPC) was the predecessor group of the current Institutional Policy and Planning Committee (IPPC).

Tang Teaching Museum and Art Gallery, endowed professorships, student scholarships, and collaborative faculty-student research).

- *Increase student engagement in the first year:*
  - First-Year Experience (FYE) implemented as a rigorous intellectual experience with robust faculty advising and peer mentoring components. Developed significant creative connections to New-Student Orientation and the Office of Special Programs (e.g., McCormack Residency).
- *Increase support for research and creative activity across the faculty career:*
  - Hired Director of Sponsored Research and increased number of external grants to support faculty work.
  - Secured significant institutional external grants (the following serve as examples, not an exhaustive list):
    - \$750,000 from the Andrew W. Mellon Foundation (Mellon) to support faculty and curricular rejuvenation (including planning for impending faculty retirements).
    - \$1.7 million from Mellon to support interdisciplinary liberal arts teaching and learning (Tang).
    - Approximately \$665,000 from the National Science Foundation to support acquisition of an electron microscope.
    - \$440,000 from Davis United World College to support the College Scholars Program (supports diversity initiatives).
    - Recipient, along with five peer institutions, of \$100,000 planning grant from Mellon to establish New York Six Liberal Arts Consortium.
  - Made modest progress on enhancing faculty sabbatical support.
  - Report issued by Faculty Center Study Group, recommending network of “faculty interest groups” to support culture of faculty development.
- *Strengthen system of shared governance and capacity for developing leadership throughout the College:*
  - Established Institutional Planning and Policy Committee as the College-wide governance committee that advises the President on matters related to all-College policy and planning matters.
  - Collaborative programming with Academic Affairs and department chairs, program directors, and chairs of governance committees.
- *Enhance intellectual life for faculty, staff, and others who comprise the extended Skidmore family:*
  - Zankel Music Center building open for classes and events beginning January 2010; hired Director of Technical Operations and are conducting national search for Manager of Concerts and Events.
  - Implemented Writing Across the Curriculum.
  - Made progress on integration of Tang Museum with College curriculum.
  - Zankel Chair in Management and Business instituted twice yearly research colloquium for faculty and students.
  - Enhanced faculty-student collaborative research projects.
  - Hired Director to establish Arts Administration program.
  - Accepted for membership into the Consortium for High Achievement and Success (CHAS).
- *Strengthen information resources across the College:*
  - Integrated technology into work of the College.

- Chief Information Officer dual report to Academic Affairs and Finance and Administration; CIO sits on IPPC.
  - Implemented new student information system.
  - Internet2 operational.
  - Enhanced College web site and related support services; implemented Content Management System to distribute responsibility for content updates while retaining centralized structure and uniform appearance to web site.
  - Enhanced Help Desk services, instituted academic informational teaching center, installed video conferencing capabilities, enhanced internet service and access in residence halls.
  - Participate in National Institute for Technology in Liberal Education (NITLE), with significant resources devoted to teaching and research; created and support GIS Center for Interdisciplinary Research.
  - Sustained role of Information Resources Council (IRC) to consult and communicate with campus about technology issues.
- *Strengthen the natural sciences to increase the number of science majors and enhance the scientific literacy of all Skidmore students:*
- President's white paper on "Scientific Literacy" issued.
  - Draft Science Vision statement issued.
  - Hired 3 new tenure-line faculty members in the sciences.
  - Strengthened Admissions efforts to attract more and stronger science students (enhanced web and other information for prospective students and high school counselors, dedicated tours for applicants interested in science, established Skidmore Scholars in Science and Mathematics [S3M] scholarships, funded in part by a National Science Foundation grant).
  - Increased the number of science majors from 12% to 18%.
  - Established the Distinguished Scientist Lecture Series. Incremental enhancements to science facilities (lab improvements and equipment).
- *Increase our effectiveness in helping our graduates plan and prepare for their post-Skidmore lives:*
- Secured "Living the Liberal Arts" grant from Mellon and created programming for students, involving faculty and alumni, to explore career and personal paths after majoring in various disciplines.
  - Created structure to support students seeking national, competitive scholarships (e.g., Truman, Goldwater, Rhodes).
- *Take better advantage of the resources and capacity for innovation in the Office of the Dean of Special Program to support the relevant initiatives identified in Goal I (and others as appropriate):*
- Enhanced collaborations between ODSP and various departments (Carnegie Hall Premieres, McCormack Visiting Artist-Scholar Residency, Greenberg Middle East Scholar-in-Residence Program, Jacob Perlow Lecture Series, FYE collaboration, etc.).
  - ODSP increased modest Skidmore student enrollments in summer term.

## A.2. Goal I initiatives underway

- *Enhance institutional structure supporting academic excellence:*
  - With assessment structure in place and adoption of the Goals for Student Learning and Assessment, articulate what evidence will be needed to assess those goals.
  - Continue to pursue cross-divisional initiatives to support academic achievement, retention, and engagement of all student populations.
  - Continue academic planning process to best leverage our academic resources (review methods of delivering various types of programs – e.g., Scribner Seminars, writing program, and lab courses; review departmental majors, including number of courses required, what courses count toward majors and potential overlaps among departments, issues related to departments with low and high numbers of student majors; review faculty workload (including course release program, replacements for faculty sabbaticals, etc.)
  
- *Increase student engagement in the first year:*
  - Enhance attention to strong teaching and effective pedagogies in all introductory courses.
  - Enhance collaborative programming between FYE and Office of Student Affairs (e.g, strengthen residential learning component of FYE).
  - Completing Teagle sophomore initiative.
  
- *Increase support for research and creative activity across the faculty career:*
  - Improve coordination of faculty development opportunities across Academic Affairs.
  - Mellon New York Six Liberal Arts Consortium, under leadership of Skidmore's Vice President for Academic Affairs, to explore collaborative efforts to support faculty development across the career.
  - Creative Campus Innovations Grant Program finalist, under leadership of Dean of Special Programs (awards by Association of Performing Arts Presenters to be determined August 2010)
  
- *Strengthen system of shared governance and capacity for developing leadership throughout the College:*
  - Review of faculty time commitment in shared governance undertaken in 2005-06; further study by FEC in progress.
  - Continue to enhance understanding of roles and functioning of various College governance committees.
  
- *Enhance intellectual life for faculty, staff, and others who comprise the extended Skidmore family:*
  - Exploring programs for students to enhance transition from Skidmore to post-Skidmore lives.
  - Secure funding to sustain collaborative faculty-student research program.
  - Support for new faculty through New Faculty Learning Community program.
  
- *Strengthen the natural sciences to increase the number of science majors and enhance the science literacy of all Skidmore students:*
  - Finalize Science Vision statement and plan to enhance sciences at Skidmore.
  
- *Increase our effectiveness in helping our graduates plan and prepare for their post-Skidmore lives:*

- Expanding collaborations among departments, Career Services office, and Alumni Affairs to support student exploration of career options.
  - Engage alumni, parents, Trustees, and friends more effectively in career mentoring.
- *Take better advantage of the resources and capacity for innovation in the Office of the Dean of Special Program to support the relevant initiatives identified in Goal I (and others as appropriate):*
- Teagle Grant to support pre-College programs in process.

### **A.3. Goal I initiatives not yet begun or deferred**

- *Increase support for research and creative activity across the faculty career:*
- Increase support for full-year faculty sabbatical leaves.
- *Enhance intellectual life for faculty, staff, and others who comprise the extended Skidmore family:*
- Develop College-wide coordination of events calendaring and support.
  - Reach decision on future use of Filene Hall.
- *Strengthen information resources across the College:*
- Develop integrated database to support lifelong connections with alumni.
- *Strengthen the natural sciences to increase the number of science majors and enhance the science literacy of all Skidmore students:*
- Planning for possible addition to Dana Science Center identified in Campus Plan.
  - Strengthen interdisciplinary science programs as a distinctive focus.
  - Develop curricular resources and enhance programming to raise students' level of scientific literacy and awareness of connections between science and public policy.
- *Increase our effectiveness in helping our graduates plan and prepare for their post-Skidmore lives:*
- Enfold consideration of students' post-Skidmore lives into mentoring from first year forward.
  - Develop significant new resources to support paid internship opportunities for all students.

## **B. Goal II: Intercultural and Global Understanding**

Goal II of the Strategic Plan states as follows:

*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.*

Goal II recognizes the importance of immersing all Skidmore students in a world where it is critical to understand global perspectives and develop capacities to work with and across cultures. The *Plan* recognizes that our first step toward this broad goal must relate to access – i.e., attracting a body of students, faculty, and staff who are diverse in the broadest sense of the word. Importantly, beyond numbers of individuals, Goal II ultimately speaks to issues of understanding and achievement in a multicultural, global world.

### **B.1. Notable accomplishments related to Goal II**

Among the successful priority initiatives that have advanced Goal II during the first half of the *Strategic Plan* are the following:

- *Increase global awareness across the community in order to sensitize all Skidmore students to a complex, diverse, and interdependent world:*
  - President's white paper on "Intercultural Literacy" issued.
  - Formalized structure within governance system to advise President on specific initiatives to support Goal II (Committee on Intercultural and Global Understanding [CIGU] as a subcommittee of IPPC).
    - Presidential Discretionary Funds "RFP" process to support and make visible diversity-related programming.
    - Bias Response Protocol issued; Bias Response Team is constituted and meets regularly to review concerns and educate the community on bias matters.
  - 56% of Skidmore students (Class of '09) studying abroad at least one semester. (*Strategic Plan* states a goal of 60%.)
  - Short-term faculty-led study abroad programs established to create additional opportunities for students to travel abroad.
  
- *Renew conversation about diversity broadly on campus; establish clear educational objectives relating to Goal II and develop shared expertise to achieve them:*
  - See accomplishments noted above, especially regarding work of CIGU, RFP initiative, and Bias Response Protocol.
  - Supported establishment of Intergroup Relations Dialogue (IGR) curriculum, including workshops to train faculty and staff in methodology.
  - Appointed Director of Intercultural Studies (faculty position), Assistant Director of EEO and Workforce Diversity (staff), and Director of Student Diversity Programs; charged that group with leadership and operational responsibility to guide implementation of Goal II. (Where appropriate, Cabinet members also have responsibilities in this area.)
  
- *Enhance the diversity of our student populations while providing the resources necessary to support all of our students in meeting our educational objectives:*
  - Increased from 25 to 40 the number of students in the Opportunity Programs.
  - Secured grant to partially support Skidmore Scholars in Science and Mathematics program (preference for those in groups traditionally underrepresented in science and math; applicants must demonstrate financial need as well as academic strength).
  
- *To increase diversity, enhance collaboration between ODSP and Admissions, Opportunity Programs, and departments; increase % of students of color:*
  - Increased % of students of color in entering class from 17% (fall 2005) to 20% (fall 2009) (with 23% in fall 2007).
  - Targeted new high schools and Community Based Organizations to recruit from diverse populations; established Skidmore chapter of Albany-based "Sponsor-A-Scholar" program.
  - Teagle grant coordination between summer Pre-College program and Admissions.
  - Increased financial aid budget from approximately \$16 million (June 2003) to \$32 million (July 2009); effort resulted in enhanced excellence of entering classes, including diversity as a component of that excellence.
  - Maximized United World College efforts to attract international students with financial need and receive financial support for them.

- Enhanced programming from the Office of Student Diversity Programs, including collaborative efforts internal to and beyond Student Affairs.
  - Structural support for work of Director of Intercultural Studies, Assistant Director for EEO and Workforce Diversity, and Director of Student Diversity Programs (joined, where appropriate, by Cabinet members in the relevant areas).
- *Enhance the diversity of our faculty and other employee populations and enhance their skills that relate to achieving Goal II:*
- “Diversity in Hiring” statement issued by President.
  - Inclusive Hiring workshops for faculty.
  - Launched CASE Liberal Arts Diversity Initiative (recruit individuals in underrepresented groups to the field of Advancement).
  - Utilized College resources to make certain “opportunity hires” to enhance faculty diversity in underrepresented fields.

### **B.2. Goal II initiatives underway**

- *Increase global awareness across the community in order to sensitize all Skidmore students to a complex, diverse, and interdependent world:*
- Global Skidmore web site developed; requires ongoing updating and enhancement.
- *Renew conversation about diversity broadly on campus; establish clear educational objectives relating to Goal II and develop shared expertise to achieve them.*
- CIGU working with Faculty Assessment Coordinator to define learning outcomes related to intercultural literacy.
- *To increase diversity, enhance collaboration between ODSP and Admissions, Opportunity Programs, and departments; increase % of students of color:*
- Integrate IGR academic program into work of Student Affairs.
  - Administered CHAS campus climate survey fall 2009; analysis of results underway.
  - Improve retention and achievement among traditionally under-represented groups – retention study completed, instituted new structures to address concerns, analysis and further follow-up pending.
- *Enhance the diversity of our faculty and other employee populations and enhance their skills that relate to achieving Goal II:*
- Some progress on programs for faculty and other staff to enhance skills (IGR training programs related to academic program; IGR pilot program for staff).

### **B.3. Goal II initiatives not yet begun or deferred**

- *Increase global awareness across the community in order to sensitize all Skidmore students to a complex, diverse, and interdependent world:*
- Support faculty members and programs whose research or work has international or global focus.
  - Reduce obstacles for students in certain disciplines to study abroad (e.g., natural sciences).
  - Increase institutional capacity to take advantage of experiences of students returning from abroad (including London Program).
  - Develop plan to evaluate study-abroad programs; develop advising tools and communications to support new structure.
  - Solidify Skidmore in China program.



- *Renew conversation about diversity broadly on campus; establish clear educational objectives relating to Goal II and develop shared expertise to achieve them.*
  - Assess Cultural Diversity/Non-Western Culture course criteria.
- *Enhance the diversity of our faculty and other employee populations and enhance their skills that relate to achieving Goal II:*
  - Use Fulbright and other international grants to bring accomplished international scholars to campus.

### C. **Goal III: Informed, Responsible Citizenship**

Goal III of the Strategic Plan states as follows:

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

The key language of Goal III – the commitment to educating students who will become informed, responsible citizens – is taken directly from the College’s Mission Statement. It embraces not only the notion of responsible behavior on campus, but also the belief that effective participation in civic discourse requires capabilities that are at the heart of a liberal education. Goal III also encompasses notions of living well that include both personal wellness and satisfaction and stewardship of the natural world in which we live.

#### C.1. **Notable accomplishments related to Goal III**

- *Foster pedagogical innovation relating to responsible citizenship; support campus initiatives that teach and exemplify this value:*
  - Responsible Citizenship Task Force constituted and draft report issued. Task Force, with support of Presidential Discretionary Funds, also utilized “RFP” process to broaden development of initiatives across campus.
  - Added questions on citizenship and involvement to Skidmore’s supplemental Admissions application and assessed predictive value of co-curricular ratings on citizenship and involvement at Skidmore.
- *Enhance residential learning:*
  - First-year housing assignments related to FYE seminar enrollment.
  - Ongoing evaluation of Alcohol and Other Drug policies and effectiveness; enhanced capacity in Health Promotions allowing us to learn more about our students’ behavior and effective interventions.
  - Enhanced efforts to promote social integrity, civic virtues, and personal responsibility.
  - Bi-annual gatherings of Cabinet and SGA Senate members to enhance mentoring of students in College governance.
- *Enhance campus residential environment, with special attention to common spaces:*
  - Completed sale of Moore Hall and opened North Woods Apartments on campus.
  - Completed renovation of Murray-Akins Dining Hall to enhance quality and options related to campus dining.
  - Campus Plan reflects goals of *Strategic Plan*.
- *Increase support for athletics, fitness, and wellness:*

- Successful transition of Department of Athletics from Academic Affairs to Student Affairs.
  - Established strong leadership in Department of Athletics, including director and staff; all head coaches now full-time; developed handbook for student-athletes.
  - Improved athletic facilities (dedicated fields for women's field hockey and softball; resurfacing of soccer/lacrosse surface).
  - Full compliance with Title IX.
  - Secured financial gifts to support AOD programming.
  - Enhanced wellness efforts in Dining Hall (Emily's Garden, use of local produce, community garden).
- *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:*
- Hired Sustainability Coordinator; implemented comprehensive efforts across campus to promote "Sustainable Skidmore" that include energy conservation, paper and other waste reduction efforts, recycling, etc.
  - Successful implementation of major community initiatives through the Advancement Office (e.g., SaratogaArtsFest, Skidmore Cares, Saratoga Reads!) and Office of Finance & Administration (e.g., project with local bank to support local small start-up businesses and initiative with regional mass transportation provider to enhance service); established Office of Community Relations and created Community Resources Guide.
  - Increased support for student volunteers in Saratoga Springs and surrounding area.
  - Encourage service by faculty members, administrators, and other employees on boards of local non-profit organizations.
  - Enhanced Special Programs outreach (Mature Learners Program, residencies, community education programs).

### **C.2. Goal III initiatives underway**

- *Foster pedagogical innovation relating to responsible citizenship; support campus initiatives that teach and exemplify this value:*
- Initial work being done to engage faculty in discussion about values of service learning, collaborative research, and project-based learning.
- *Enhance campus residential environment, with special attention to common spaces:*
- Planning underway for Scribner Village replacement. Ability to include health and wellness space is challenged by budgetary constraints.
- *Increase support for athletics, fitness, and wellness:*
- Implementing Health Task Force recommendations.

### **C.3. Goal III initiatives not yet begun or deferred**

- *Foster pedagogical innovation relating to responsible citizenship; support campus initiatives that teach and exemplify this value:*
- Have not yet defined expectations (or support or reward) for faculty involvement in research, teaching, or project sponsorship promoting responsible citizenship.
  - Tabled indefinitely exploration of possible partnership to establish a retirement facility affiliated with Skidmore.
- *Enhance residential learning:*

- Ensure co-curricular and residential programs promote collaboration between faculty and Student Affairs.
  - Increase number of Student Affairs professional staff in residence halls.
- *Enhance campus residential environment, with special attention to common spaces:*
- Develop new common spaces where students can gather informally (individually or in groups) to socialize and study.
  - Increase late-night studying options on campus; ensure students are able to study in residence halls.

#### **D. Goal IV: Independence and Resources**

Goal IV of the *Strategic Plan* states as follows:

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

Goal IV recognizes the financial limitations that have challenged Skidmore historically and seeks to alter that course by increasing substantially the resources available to pursue our institutional aspirations. Goal IV further articulates the importance of developing and supporting the College's human resources and managing all of our resources – time as well as financial – as efficiently as possible.

##### **D.1. Notable accomplishments related to Goal IV**

- *Continue to develop institutional capacity for effective planning and proactive internal communication:*
- Regularized development of annual Strategic Action Agendas and tracking matrix.
  - Budget planning reflects discussion of strategic priorities.
  - Completed first two phases of study related to optimal size of student body (decision to remain, for time being, at 2280 NFE).
  - Hired Executive Director of Communications – significant enhancements to College web site and coordination of local, regional, and (to lesser extent) national media coverage.
  - Campus Town Hall Meetings (Fall 2009) contributed to multi-year strategic planning and enhanced collective capacity for strategic literacy.
  - Intentional efforts, especially Fall 2008 and continuing through times of economic and budgetary disruption, to be transparent about economic situation.
  - With five partner institutions and support from the Mellon Foundation, established New York Six Liberal Arts Consortium; mission is to facilitate collaboration in ways that advance institutional missions and serve the public good and, by sharing expertise and resources, to reduce operating and capital costs.
- *Develop and enhance our key financial resources and our capacity to manage them:*
- Comprehensive “Creative Thought, Bold Promise” campaign on track for successful completion in May 2010.
  - Various financial targets revised due to economic disruption beginning in Fall 2008. Endowment as of December 2009 at approximately \$270 million; investment returns for FY '09 favorable in comparison to peers with lower risk profile.
- *Achieve and maintain competitive compensation for Skidmore faculty, staff, and administrators; enhance our ability to support their professional development:*

- Conducted market studies to support Total Compensation Framework planning.
  - Focused initial efforts on faculty salaries and achieved goal of 95% of median of peer institutions; made progress on non-faculty salaries. Subsequent economic disruptions and decision to provide no General Salary Adjustment in FY '10 and FY '11 may result in some regression relative to peers.
  - Addressed retiree health care benefits issue (FASB liability) with minor impact only to prescription plan. Retiree health benefits remain robust.
- *Develop and enhance our capacity to manage our physical resources:*
- Completed Campus Plan 2007.
  - Issued Major Capital Facilities Planning Process, including creation of Space Planning Working Group.
  - Developed stewardship plan for the North Woods (management plan, North Woods stewards program, Friends of the North Woods, etc.)
  - Case Center-Ladd Hall Task Force report issued. Case Council established.
- *Develop and enhance relationships essential to the Skidmore community:*
- See above under C.1.
  - Held series of Town-Gown meetings hosted by Skidmore.
  - Developing virtual alumni communities and social networking opportunities.
- *Develop and enhance the “equity” in the Skidmore name:*
- “Creative Thought Matters” has emerged as a successful “brand” that resonates positively with prospective students and alumni.
  - Focus *Scope* articles on issues directly related to strategic plan topics.
- *Cultivate a broader positive awareness of Skidmore within local, regional, and national populations:*
- See above under D.1 first initiative (references to Executive Director of Communications and enhancements to web site), plus reference above in A.1 to implementation of content management system.
  - President to participate in regular radio programming on WAMC, commenting on issues related to higher education.
  - High profile of Professor Sandy Baum on matters related to higher education cost and affordability has benefited Skidmore.
  - Established Council of 100 as leadership training group within the alumni community.

## **D.2. Goal IV initiatives underway**

- *Continue to develop institutional capacity for effective planning and proactive internal communication:*
- Developing multi-year planning for strategic initiatives during second half of *Strategic Plan*.
  - Complete determination of expected outcomes of Strategic Plan.
  - Analyze short-, medium-, and long-term financial implications of *Strategic Plan*.
- *Develop and enhance our key financial resources and our capacity to manage them:*
- Continuing to enhance multi-year budget planning. Goals indicated in *Strategic Plan*:
    - Keep annual increases to comprehensive fee within 2% of rate of inflation.
    - Maintain financial aid discount rate at 28-30% or lower.
  - Endowment targets indicated in *Strategic Plan*:

- Average growth rate of at least 8% per year.
  - Endowment avail rate of 5% or less per year.
  - Endowment at \$240 million by FY '10 and \$300 million by FY '15.
  - Evaluating strategic use of financial aid to continue gains made in diversity and consistent with other strategic priorities.
- *Achieve and maintain competitive compensation for Skidmore faculty, staff, and administrators; enhance our ability to support their professional development:*
- Completed initial study to review faculty time commitment in shared governance; further study by FEC in progress.
- *Develop and enhance our capacity to manage our physical resources:*
- Working to address facilities needs campus wide, but especially with regard to academic space, Student Affairs (Scribner Village replacement, residence hall renovations, and athletics facilities), and Admissions.
  - Architects engaged for pre-design (concept) work for Scribner Village replacement.
  - Ongoing consideration of Case-Ladd Task Force recommendations.
- *Develop and enhance relationships essential to the Skidmore community:*
- Improve participation rate of alumni – promote lifelong membership in extended Skidmore community.
  - Integrate UWW alumni into larger alumni body.
- *Develop and enhance the “equity” in the Skidmore name:*
- Considering additional ways to build upon “Creative Thought Matters” – e.g., “Creative Thought at Work” as a program to help students with post-Skidmore transition.
  - Continue to build upon and improve various web portals (Global Skidmore, Sciences at Skidmore, etc.).
- *Cultivate a broader positive awareness of Skidmore within local, regional, and national populations:*
- Developing social networking options for alumni.

### **D.3. Goal IV initiatives not yet begun or deferred**

- *Continue to develop institutional capacity for effective planning and proactive internal communication:*
- Strategic analysis of optimal size of student body – due to economic disruption beginning Fall 2008, tabled for now the question of whether to actively work toward achieving 2280 NFE (down from current of approximately 2380).
  - Develop plan to implement systematic evaluation of operations across the College.
- *Achieve and maintain competitive compensation for Skidmore faculty, staff, and administrators; enhance our ability to support their professional development:*
- Ensure that criteria and standards for faculty reappointment, promotion, and tenure reflect expectations as teacher-scholar-citizens, especially with regard to mentoring, supervising independent student projects, and forging closer relationships with Student Affairs.
  - Enhance professional growth and job satisfaction for faculty, staff, and administrators; develop approach to encourage staff participation in degree program especially in conjunction with closure of UWW.
- *Develop and enhance our capacity to manage our physical resources:*

- Complete and implement 10-year plan for renewal of campus facilities.
- Address deferred maintenance.  
Financial analysis of Campus Plan.

### **Conclusion**

At the time of the writing of this report, the President, in consultation with the Cabinet and IPPC, is reviewing the feedback received during on- and off-campus Town Hall Meetings held in the fall of 2009 and early spring 2010. The overall purpose of these meetings, as articulated by President Glotzbach, “was to engage the larger Skidmore community in reflecting upon what we could do going forward to enhance the already considerable value – across all the many dimensions of that term – of a Skidmore degree for all of our graduates.”

President Glotzbach will report back to the community later in the spring of 2010 with a document that will frame the process and specify the strategic themes that will guide the College’s strategic choices during the second half of the *Strategic Plan*. Given that the College faces more constrained resources at the current time than when the *Plan* was adopted initially, the ways in which (and perhaps the extent to which) various priority initiatives are implemented may be affected. The four major goals of the *Strategic Plan*, however, will continue to guide the work of the College.