Skidmore College

On February 25, 2019, President Philip A. Glotzbach announced his retirement from Skidmore College, effective June 30, 2020, after a successful 17-year tenure. Skidmore College is initiating a search for its eighth President.

Skidmore’s next President must be a passionate leader with a clear vision for the College, able to articulate and advocate for the importance of a liberal arts education in today’s competitive and rapidly evolving world; deepen campus and community relationships with a proven commitment to diversity, equity, and inclusion; and inspire cabinet members, faculty, alumni, and other constituents to build on and support Skidmore’s distinctive elements and to address with urgency areas that need to be strengthened.

Following the anticipated successful close of Creating Our Future: The Campaign for Skidmore, the College’s current $200M comprehensive campaign, the immediate tasks at hand will include: implementing the new general education curriculum centered around integrated learning; increasing access and inclusion; overseeing the completion of the Center for Integrated Sciences; strengthening community; and investing in sustainability to ensure that Skidmore remains a leader in providing the experiences and education necessary for today’s graduates to thrive both professionally and personally. A significant challenge will be to balance the need to ensure continued financial stability with the need to invest resources in a very intentional manner to enhance the program and reputation of the College.

The ideal candidate will be passionate about blending the traditional approach to liberal arts education with broader educational and social issues, the arts, hands-on learning experiences, and pre-professional studies. The next leader will need to be an engaging change manager who seeks input from a wide variety of constituencies and who grasps the unique history and distinctive aspects of Skidmore College. For example, Skidmore has long been known for an interdisciplinary approach to the curriculum. In the early 1990s, the hallmark Liberal Studies program earned the attention and admiration of higher educational institutions broadly. In developing this dynamic alternative to distribution requirements, the College was at the vanguard for its commitment to thinking across the disciplines.
Skidmore’s alignment with interdisciplinarity reaches back to its founder’s belief in educating the “mind and hand.” The John B. Moore Documentary Studies Collaborative is just one example of a distinctive interdisciplinary hub at Skidmore. The Frances Young Tang Teaching Museum and Art Gallery—as a place for dialogue and interchange—is the heart of Skidmore’s shared enterprise. Here, mathematicians curate exhibits on pattern; physicists, on the sky; and a literary scholar, biologist, and environmental scientist collaborate on sugar. Faculty offer courses that cluster around consequential questions; the College’s enviable student-to-faculty ratio of eight-to-one allows for ample opportunity for collaboration and mentorship. Skidmore’s Center for Leadership, Teaching, and Learning supports the College’s illustrious faculty in pursuing their work as known experts in their respective fields, and the College is rightly the home of the international quarterly *Salmagundi*. Given that exchange is a core academic value at Skidmore, a key and distinctive design element of the new Center for Integrated Sciences is the creation of spaces where all disciplines are welcome to gather for colloquy.

It is often said that there is no typical Skidmore student, but that students combine majors and minors in creative and unusual ways, such as a double major in Computer Sciences and Dance who is also pursuing a minor in Creative Writing or a student-athlete and artist studying biological science and public policy. Skidmore faculty encourage students to pursue that which they love, to discover new fields, care about their work, and collaborate with the faculty and with one another in the spirited interchange of ideas that aims to model creative thoughtfulness.

Skidmore was the first American institution of higher education to offer a minor in Intergroup Relations. The recent curricular revision, centered around integrative learning, is designed to educate nimble and well-trained thinkers who engage with their communities. Skidmore is proud of its long-standing reputation for excellence in the humanities and the arts; the College intends to honor that signature institutional character as it continues to support the social sciences and to deepen its commitment to the STEM disciplines. In this way, Skidmore will remain the exhilarating crossroads where unexpected encounters occur and transformation is possible, and the commons where productive exchange and informed action occur as necessary and valued parts of daily life.

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Overview

The Skidmore Mission

At Skidmore, Creative Thought Matters in every way. The College’s curriculum reflects this value by balancing a commitment to the liberal arts with an emphasis on interdisciplinarity along with preparation for professions, civic leadership, and lifelong learning. A highly selective, nationally ranked liberal arts college, Skidmore currently enrolls approximately 2,600 undergraduate students in roughly 40 degree programs, including programs in both traditional liberal arts and pre-professional disciplines. The College seeks to prepare graduates to continue their quest for knowledge and make the choices required of informed, responsible citizens. Skidmore faculty and staff create a challenging yet supportive environment that cultivates students’ intellectual and personal excellence, encouraging them to expand their expectations of themselves while enriching their academic understanding. Underpinning the entire enterprise are faculty members’ scholarly and creative interests, which inform their teaching and contribute, in the largest sense, to the advancement of learning. Creativity is at Skidmore’s core, empowering the community to combine various ideas and look at the world from a wide range of perspectives.
In 1903, the Young Women’s Industrial Club, Skidmore’s predecessor institution, was founded by Lucy Skidmore Scribner. The Club grew quickly, and in response to its success, the Regents of the State of New York granted the School, newly renamed the Skidmore School of Arts, a provisional charter in 1911. Although the charter permitted the School to offer only secondary-level courses, the ambitious first President, Charles Keyes, began to introduce collegiate-level instruction into the curriculum. The School slowly phased out its secondary-level courses and by the early 1920s was poised to offer its students baccalaureate degrees. In 1922, President Keyes won over the Board of Regents, and the Skidmore School of Arts became Skidmore College, a four-year-degree-granting institution. The College became co-educational and began enrolling men in 1971. Today, the Middle States Commission on Higher Education accredits the College; Skidmore will next undergo re-accreditation in the 2025-2026 academic year.

Since President Keyes, Skidmore has had just six other Presidents, and each has left his or her distinctive mark on the campus. Today, Skidmore is known around the globe for its unique and valuable approach to education. Skidmore is recognized as a top 50 liberal arts college by US News and World Report; a top 10 school for dance by College Magazine; a top business management program by the College Resource Network; and a Best Value Liberal Arts College by Kiplinger’s Personal Finance.

Dr. Philip A. Glotzbach became the current and seventh President of Skidmore in 2003. A philosopher, academic administrator, and spokesperson on issues of higher education, he joined the College following 11 years at the University of Redlands and 15 years on the faculty of Denison University. During President Glotzbach’s tenure, the College has added academic programs, instituted an innovative and comprehensive first-year experience, increased both the academic strength and diversity of
the student body, substantially enhanced the College’s commitment to financial aid, and opened a number of impressive new facilities that have increased the vitality of the College’s living/learning environment. In addition, Skidmore has made significant strides in sustainability, including considerable investments in geothermal heating and cooling and solar energy.

Working closely with the College’s Institutional Policy and Planning Committee, President Glotzbach also led the charge for the campus’s most recent strategic plan, Creating Pathways to Excellence: The Plan For Skidmore College 2015-2025. The Plan emphasizes developing students’ capacities to create, imagine, and change the world; enhancing the work of faculty as teacher-scholars; ensuring access for all Skidmore students to an extraordinary educational experience; strengthening the inclusiveness, health, and well-being of the community; and continuing to build a sustainable institutional foundation for excellence.

Diversity and Inclusion

Skidmore College is committed to fostering a diverse and inclusive campus environment in which members develop their abilities to live in a complex and interconnected world. The community respects individual identities based on varying sociocultural characteristics, such as race, ethnicity, gender identity and expression, sexual orientation, national origin, first language, religious and spiritual tradition, age, ability, socioeconomic status, and learning style. In line with its broader educational mission, Skidmore places significant value on mutual respect and openness to ideas, embracing cultural and intellectual diversity and encouraging all individuals to share the responsibility for creating a welcoming, safe, and inclusive environment. Furthermore, the College recognizes that the community is most inclusive when all members participate to their full capacity in the spirited, and sometimes challenging, conversations that are at the center of the College’s educational mission.

In the classroom, an open, ongoing, and interdisciplinary examination of culture empowers ideas and actions that promote and protect difference and inclusion. Skidmore also integrates co-curricular activities with traditional academics to create a holistic experience of diversity, both as an intellectual ideal and as a daily practice. Students may join numerous clubs and organizations and participate in a full calendar of events that celebrate difference. Students are encouraged to become informed, responsible citizens through programs, community engagement, and leadership activities that promote interaction among individuals from a variety of backgrounds.
Located in Saratoga Springs, NY, the Skidmore campus sits adjacent to the Adirondack Mountains, just a half-hour drive from the tri-city area of Albany, Schenectady, and Troy, and a three-hour drive from New York City, Boston, and Montreal. The much-heralded city of Saratoga Springs itself hosts an abundance of cultural, educational, and entertainment offerings. *Travel & Leisure* calls Saratoga Springs one of “America’s best college towns,” and the **Saratoga Race Course, Beekman Street Arts District**, and **Saratoga Spa State Park** are just a few of many highlights this city of approximately 30,000 residents has to offer. Meanwhile, surrounding areas provide an alternative to the hubbub of the city, with environments ranging from suburban to rural to woodsy, accommodating a variety of lifestyles.

Just a short walk from downtown Saratoga Springs, Skidmore’s 1,000-acre campus blends idyllic natural beauty with modern and **sustainable building investments**; in fact, renewable resources supply 40 percent of power needs. With geothermal heating and cooling in 29 buildings, a solar field, and a **Community Garden**, being green is an active, ongoing commitment at Skidmore. The nationally recognized **Tang Teaching Museum**, which opened in 2000, is a valuable resource on campus. As a teaching museum, Tang not only hosts about a dozen exhibitions for public viewing annually, but it also has become a significant nexus of the interdisciplinary undergraduate liberal arts education offered at the College, providing a crossroads space on campus for interdisciplinary activities to take place.

Further supplementing integrative learning is the **Scribner Library**, which has undergone recent modernization and kept pace with the evolution of information technology. The Library provides opportunities for students to make connections; cultivate breadth and depth of knowledge; connect theory to practice; acquire transferable intellectual and practical skills; and develop self-awareness. The campus is also home to the 54,000-square-foot **Zankel Music Center**, which opened in 2010 and boasts a 600-seat acoustically tuned concert hall and a recording studio. The venue welcomes almost 25,000 guests each year.

Currently, much energy centers on the construction of the **Center for Integrated Sciences**, which broke ground in the Spring of 2018. This planned state-of-the-art transformational learning space will bolster integrative learning. The Center will serve as a hub to cultivate unique interdisciplinary connections among the sciences, arts, humanities, and social sciences through the general education curriculum, as well as in the delivery of majors, minors, and programs, and in opportunities for collaborative research and creative work across disciplines.
The Academic Program

When a community runs on creative thought, it must support all the different ways creativity and learning take place. With an average class size of just 16 and with 94 percent of classes having fewer than 30 enrollees, all students are challenged to participate actively in the classroom and creatively explore their learning styles within a personalized learning environment. At Skidmore, educational experiences are highly interdisciplinary and extend beyond the classroom, incorporating service-learning, study abroad, and a unique capstone project. Skidmore’s curriculum allows students to focus on traditional liberal arts fields as well as pre-professional studies.

Integrative Learning

Skidmore College has always been committed to integrative learning as a means to prepare students to be socially responsible citizens and prepared professionals in a complex world characterized by diversity and continual change. At the core of the student academic experience, integrative learning happens across disciplinary boundaries, through connected curricular and co-curricular experiences, and across the border between campus and the world beyond. Students choose from 43 majors and a variety of minors. In the class of 2018, 19 percent of students graduated with a double major, and 44 percent graduated with a minor.

Off-campus study and service-learning are integral parts of Skidmore’s approach. The College has run such programs since the 1970s and offers quality academic opportunities combined with integrated cultural experiences in a variety of locations, from Paris, France to Christchurch, New Zealand. Students have access to more than 120 additional programs in 45 countries, as well as domestic exchange programs.

The First-Year Experience in London offers 36 students in the incoming class an opportunity to spend their first semester abroad. An example of creative problem solving, the London program was developed initially as a remedy for over-enrollment in an entering class, but it has grown into a valuable, permanent addition to programming. In addition to allowing students to enjoy the historical and cultural riches of England’s capital, the First-Year Experience in London enables them to begin working toward their Skidmore degrees in a unique fashion that builds strong connections and friendships among the participants.

Nearly 60 percent of Skidmore students take advantage of the opportunity to study abroad. The College strives to ensure that such opportunities are afforded to all students, not just those with financial means. Several initiatives, such as SEE-Beyond, demonstrate Skidmore’s commitment to
finding funds to support students who otherwise would not be able to take advantage of these opportunities.

Additionally, 50 percent of students engage annually in community service activities, and 70 percent of students do so at least once during their time at Skidmore. Service-learning coursework engages students via experiential learning techniques that deepen their understanding of course content, build their skills in the application of theory to practice, increase their experiences with diversity, and develop their interest in and commitment to social action and social problem-solving. Although focused on student development, service-learning also provides volunteer and technical resources to communities, both local and global, and strengthens relationships between Skidmore and these communities.

Faculty

At the heart of the enterprise are the College’s dedicated and caring faculty members. The nearly 300 full-time and just under 100 part-time members of the Skidmore faculty are experts in their fields who are committed to bringing their passion for research, scholarship, and creative works into the classroom, translating the richness of their disciplinary and professional experiences into meaningful learning experiences that inspire students. Skidmore faculty have earned national and international recognition including Guggenheim, MacArthur, Pulitzer, and Emmy awards; and significant fellowships and grants from the American Chemical Society, American Council of Learned Societies, American Philosophical Society, CDC/NIOSH, FEMA, Fulbright, Getty, GKV Foundation, GRAMMY Museum Foundation, James S. McDonnell Foundation, Mellon, MIT Election Data and Science Lab, NASA, NEA, New England Foundation for the Arts, NEH, NIH, NSF, NYSCA, and the Smithsonian Astrophysical Observatory. With a low student-to-faculty ratio of eight-to-one, faculty members embrace an intimate classroom environment where students are full participants in discussion and exploration, and approximately 500 students annually engage in research with a faculty mentor. Skidmore’s faculty represents many of the top graduate schools in the nation and the world, and 17 percent are people of color. Over 87 percent of Skidmore’s tenured and tenure-track faculty members hold a Ph.D. or the terminal degree in their field, and the annual teaching load is five courses or the equivalent.
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Staff

More than 700 dedicated and talented full- and part-time administrative and support staff members bolster Skidmore’s academic programs and co-curricular programs. They also support faculty and students generally by keeping individuals well fed, the campus beautiful, and the community secure. Enjoying a history of excellent labor relations and a harmonious campus environment, staff members are diverse, both demographically and professionally, and their contributions enable students to have the fullest Skidmore experience possible. They also participate in the College’s shared governance through representation on committees. Skidmore leadership has long striven to make the campus a positive and equitable work environment, and the College offers a wide range of additional benefits to employees, including on-site child care, free and green transportation, tuition benefits, and professional development support.

Summer Programming

While many colleges see the summer as the “off season,” Skidmore’s campus continues to bustle with activity. Offering both credit and noncredit programs, the College allows summer student residents and local community members alike to use the summer months to participate in a variety of on-campus opportunities. In partnership with the New York State Writers Institute and the University of Albany, Skidmore hosts the New York State Summer Writers Institute each year. Young students have the opportunity to participate in the New York State Summer Young Writers Institute, sports camps and day camps, and the Pre-College Courses program, which offers classes in both the liberal and studio arts.

Furthermore, Skidmore students participate in a variety of activities, including summer classes, arts institutes and workshops, internships, collaborative research, and summer jobs. Other visitors to Skidmore can participate in a variety of courses over the three summer sessions. From concerts to exhibitions, the Tang Teaching Museum and Zankel Music Center provide a rich assortment of arts programming to complement the summer experience at Skidmore.
Current Student Body

Skidmore admits between 25 and 30 percent of the more than 11,000 highly competitive students who apply annually. Each year’s incoming class is on average 690 students, creating a total student body of 2,613 highly creative individuals. Committed to achieving a balanced and heterogeneous campus, the College proactively recruits students who represent a cross-section of groups and societies within the United States and around the world. By defining community broadly, the College fosters intra- and cross-cultural communication, understanding, and good faith, as it values equally the unique talents and approaches of each student and the meaningful bonds students form around shared interests. As a result of these efforts, the diversity of the student body is seen in the following ways:

Transition to Campus

To support the success of all students, Skidmore hosts a comprehensive First-Year Experience (FYE) program designed to grant all students full access to the transformative power of liberal education, regardless of their socioeconomic backgrounds. The hallmark of the FYE is the Scribner Seminar, a small, intense class in which students work closely with a faculty member advisor. The faculty member serves as the academic advisor to members of the Seminar until those students declare and are assigned advisors in their majors. Approximately 45 of these courses are offered each year, presented by about one-third of the faculty. The seminar subjects are determined by each faculty member and cover a wide range of diverse, interdisciplinary topics, often outside of the faculty member’s academic field, but in an area of interest. Each Seminar is designed to stimulate intellectual curiosity, challenge preconceived notions, and provide a solid foundation for continued study at Skidmore.

First-year students also participate in Summer Reading, which immerses all Seminar students in provocative debate about a shared text that has been carefully chosen to invite multiple perspectives and cross-disciplinary analysis. The FYE also includes the Peer Mentor program, which links each first-year student to an older student who assists in the social and academic transition to college life.

- Ethnicity: Domestic students of color account for 24 percent of Skidmore’s student body, up from approximately 13 percent in 2003.
- Nationality: Twelve percent of students have come to Skidmore from outside the U.S.
- U.S. Geographic Diversity: Students come to Skidmore from 42 states and one territory.
- Socioeconomic Status: Fifteen percent of the student body are first-generation students, and 15 percent are Pell-eligible.
- Gender: Sixty percent of Skidmore students are female; 40 percent are male.
Student Shared Governance

Outside of the FYE program, which eases the transition to college, the co-curricular and residential programs at Skidmore consider students to be adults ready to take responsibility for their learning, the quality of their social environment, and their daily lives. On a campus that believes firmly in shared governance, it is no surprise that Skidmore is home to a robust Student Government Association (SGA). Representatives from across class years make up the 40-person student senate, which is led by the Executive Committee. Executive Committee officers include the SGA President, the Executive Vice President, the Senior Class President, and Vice Presidents overseeing academic affairs, financial affairs, student life, club affairs, and inclusion and outreach.

Honor Code

Established at the request of the student body in 1921, the Skidmore College Honor Code defines the guiding principles of honesty, respect, and integrity that should inform all choices and behaviors in Skidmore academic and social communities. Students, rather than College administrators, manage their commitment to and enforcement of the code.

Athletics and Clubs

Skidmore students have plenty of opportunities to have fun and to invest in their overall well-being and well-roundedness. Students can participate in over 130 clubs, including many club sports and outdoor clubs, ranging from Club Basketball to Circus Club. The SGA oversees club activities, including the chartering of new clubs at the request of interested students.

Between 18 and 20 percent of the student body competes on 19 NCAA Division III varsity athletic teams. Skidmore is a founding member of the Liberty League and a member of both the New England Hockey Conference and the Intercollegiate Horse Show Association. In total, Skidmore has produced 203 NCAA All-Americans and earned nine national championships and 83 conference championships.

The athletics department is committed to pursuing academic and athletic excellence and subscribes to the NCAA Division III philosophy and concept of the student-athlete. The department provides the College’s diverse population with opportunities to maximize academic, athletic, and life-skill potential through core values such as teamwork, leadership, discipline, lifelong fitness, and service to others. The College recognizes that future investments in athletic facilities and programs will help strengthen its ability to attract the best possible student-athletes and will also enhance the sense of community and engagement across campus. One of the College’s priorities for future capital projects is to modernize and improve athletic facilities. This includes funding a new fitness center, improving tennis facilities, and developing a hockey rink.
The Arts

Many students are drawn to Skidmore because of the strength of the arts. An abundance of immersive opportunities for artists, scholars, and audiences allow the visual and performing arts to permeate the Skidmore campus. The arts enrich and infuse the academic enterprise at Skidmore by providing a lens for interdisciplinary learning that is unique among liberal arts colleges and is reflected in innovative academic programs such as the Arts Administration Program, the Media and Film Studies Program, and the Entrepreneurial Artist Initiative.

Residential Life

Benefiting from all that the campus has to offer, 90 percent of students live on campus. Skidmore’s residence halls are among the best in the country, ranking in the top 10, according to the Princeton Review. Eight traditional residence halls house primarily first-year and sophomore students in single, double, and triple rooms. Each hall provides lounge areas, kitchenette facilities, study rooms, laundry, exercise equipment, and vending services. The College also offers apartment housing to returning students in three-, four-, and five-person units. Each unit comes fully furnished and has an appropriately equipped kitchen, common space, and shared bathroom facilities. While students living in the apartments are not required to be on a meal plan, Skidmore’s dining services are well regarded and ranked highly in “Best Campus Food” lists. Skidmore recently became a non-smoking campus, and to encourage physical well-being, all students have access to athletic facilities, in addition to dorm exercise equipment. The College provides counseling services, as appropriate, to respond to student needs.
Career Preparation

The Skidmore of today invests heavily in students’ career preparation and their ability to succeed professionally in an ever more competitive and global economy. During their time at Skidmore, nearly 70 percent of students will participate in at least one internship. Skidmore’s Career Development Center assists students with securing such internships, as well as shadowing or other job placement opportunities. The College’s alumni community is a source of guidance and work opportunities. The College is committed to enabling all students, regardless of financial capacity, to take advantage of internships, collaborative research, and other experiences that build skills and résumés. Funds are made available to students who would otherwise have to pass on such options in order to work to defray expenses and assist their families. The Center’s staff offer one-on-one counseling sessions to help students with everything from creating a vision for their professional futures to editing a résumé or cover letter. Of course, coursework itself prepares students to be effective, contributing, and adaptable individuals in their future workplaces.

The College cultivates and maintains relationships with a variety of employers, ensuring that they know the value of hiring Skidmore graduates who will bring their creative talents to their workplaces. For example, in March 2019, nearly 100 members of the senior class traveled to New York City as part of Skidmore Recruitment Day to meet representatives from approximately 25 companies. These companies represented a variety of industries, including consulting, finance, sales, health, fashion, media, and the nonprofit sector. Recruitment Day is just one example of the many ways the College facilitates connections between graduating students and employers offering exciting and rewarding entry-level positions. By creating these connections and preparing students for career success, 80 percent of Skidmore’s newest alumni secure employment within the first six months after graduation, while 15 percent go on to attend graduate school.

Alumni

For a living alumni body of just under 32,000, Skidmore graduates have an outsized impact in their professional and personal worlds. Living in all 50 states and 97 countries, the Skidmore alumni body boasts three NCAA Postgraduate Scholars and more than 40 Fulbright Scholars. Skidmore alumni also have a valuable influence on their alma mater. In the fiscal year 2018, 4,414 volunteers contributed nearly 40,000 hours of service to the College. These alumni served as regional volunteers helping to organize over 100 events around the globe, as Class Agents to raise money to support the Skidmore Fund, as admissions volunteers to complete nearly 500 interviews, and as alumni advisors for the Career Development Center.
Fiscal Affairs

Outlook and Financial Picture

Skidmore enjoys a strong financial picture, as supported by its recent Grade A rating from Forbes and an A-1 stable rating from Moody’s. The College currently manages an endowment of approximately $375M, which allows for financial stability through turbulent economic times, and it operates with an annual budget of about $220M, including financial aid. The College is proud of its history of annually balanced budgets. This reflects the strong fiscal discipline within the Skidmore’s culture, which will serve the College well into the future. As with most colleges and universities, the major source of revenue is tuition and required fees, which for the 2018–19 academic year were $54,270. Approximately half of students pay this rate, while the other 50 percent receive Skidmore grant packages that meet demonstrated need. Annually, the College offers roughly $50M in financial aid, close to 25 percent of the operating budget, which allows the average post-college student debt to remain below the national average. Skidmore uses resources judiciously and strategically and is proud to compete with wealthier peer institutions. Looking forward, the College will confront challenges similar to those facing other institutions, specifically, the long-term sustainability of the tuition model, increased student debt load, and the need for more significant financial aid.

Advancement

Skidmore’s financial outlook is sound, and the College values providing access through financial aid to the best professors and richest academic resources, which necessitates an effective advancement program. Skidmore’s advancement team consists of three core functions: fundraising; alumni relations and College events; and operations and prospect development. The department includes 58 professional and support staff members and operates with a $6.4M budget. Annually, the College secures between $20-$25 million in philanthropic support and engages 30,000+ alumni in a variety of social, volunteer, and service activities.

Launched internally in 2013 and publicly in late 2017, the current Creating Our Future: The Campaign for Skidmore aims to raise $200M by May 2020. As of April 2019, donors have already contributed $181M. Six key goals define the campaign, including: funding the Center for Integrated Sciences ($50M); scholarships and financial aid ($50M); the Skidmore Annual Fund ($50M); the Tang Teaching Museum ($20M); athletics, health, and wellness ($10M); and career development programs and student internships ($10M). Each of these goals reflects the principles of creativity, opportunity, and independence. The goals emphasize increased student, faculty, and staff diversity, accessibility, and affordability; a stronger financial foundation; a higher level of scientific literacy; better preparation for entering the professional world; a ground-breaking, creativity-infused curriculum emphasizing integrative learning; a more welcoming introduction to campus for prospective students; improved athletic and extracurricular opportunities; deeper connections among all members of the Skidmore community; and a continued rise in Skidmore’s reputation. Skidmore’s previous fundraising campaign, Creative Thought. Bold Promise, concluded successfully in 2010 by raising $216.5M, exceeding the initial $200M goal.
Governance and Leadership

The Board

The Skidmore College Board of Trustees embodies a tradition of trust and open communications with both Skidmore’s President and the community at large. Enjoying consistently high levels of philanthropic participation and support, the Board has authorized seats for 40 voting members, 36 of whom the Trustees themselves elect upon the recommendation of the Trusteeship Committee. The other four members are elected in conjunction with the Skidmore College Alumni Association. Candidates for trusteeship usually come from among the alumni, parents, and friends of Skidmore who have demonstrated their commitment to the College’s goals through expressed interest in and support of the institution and its programs. Reflecting the strong tradition of positive “town-and-gown” relations between the College and the community, local residents regularly serve on the Board of Trustees. The President of the College and the President of the Alumni Association are ex-officio members, and each board member serves a four-year term, except for Young Alumni Trustees, who serve two-year terms. Officers are elected each year with new terms beginning in June. The full Board typically meets in October, February, and May each year. Specific committees may meet throughout the year as necessary. The Board meets its responsibilities through the actions and recommendations of the standing committees, which include the Executive, Academic Affairs, Trusteeship, and Audit committees. Other committees cover investment, budget and finance, infrastructure, advancement and communications, strategic planning, and student life and admissions.

The Cabinet

The President works closely with a dedicated cabinet. Members of this group, who report directly to the President, are the heads of nine key divisional areas. The areas include Academic Affairs, Admissions and Student Aid, Advancement, Communications and Marketing, Facilities Management, Finance and Administration, Strategic Planning, Institutional Diversity, and Student Affairs. While many members of the senior team have arrived at Skidmore within the past three years, institutional knowledge is preserved through the perspective of longer-serving members.

Governance Committees

Skidmore College is committed to the principle of shared governance. Three committees comprise this system: Faculty Governance, as overseen by the Faculty Executive Committee (FEC), All-College Governance, overseen by the Institutional Policy and Planning Committee (IPPC); and Student Governance, overseen by the Student Government Association (SGA). Coordination of these three groups occurs via the IPPC, which is chaired by the President and includes in its membership representatives of both the FEC and SGA.

By the numbers

- Student-faculty ratio: 8:1
- Retention: 95%
- Graduate rate: 83% (4 yr); 86% (6 yr)
- Alumni numbers: 31,779
- 90% live on campus
- 56% study abroad
- Zero Greek institutions
- 1971 – college went co-ed

Popular majors:
- Management and Business, English, Economics, Biology, Studio Art, Sociology, Environmental Studies and Science, Political Science, Theater

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Opportunities and Challenges

Skidmore College has experienced over a decade and a half of success and growth under the excellent leadership of President Philip A. Glotzbach. Under his guidance since 2003, the College completed one campaign and will close a second $200M+ comprehensive fundraising campaign in 2020. Additionally, the College admitted increasingly diverse and well-qualified classes of students and underwent extensive facilities improvement, including breaking ground on the new Center for Integrated Sciences. These achievements pave the way for a new President to seize a set of opportunities that will allow her/him/them to champion and fine-tune what is “distinctly Skidmore.” With creative, inspirational leadership and enthusiasm for the College’s mission, the next President will embrace the following opportunities and challenges:

Collaboratively develop, articulate, and implement a bold vision for the College’s future: It is essential that the next President prepare Skidmore College to meet the changes and challenges facing higher education with a bold yet responsible vision. While the current Strategic Plan runs through 2025, Skidmore’s commitment to transparency and thorough yearly evaluation of progress on the Plan allow ample opportunity for course corrections, new emphases, and further revision. With the College facing a crowded marketplace for prospective students, the President will determine and articulate Skidmore’s most distinctive and noteworthy features, highlighting them through investment and support. The President will initiate the next comprehensive strategic planning process shortly into her/his/their tenure to identify an emerging set of priorities for the College that stays true to its liberal arts values. Perhaps most important, she/he/they will enlist the help of a dedicated and cohesive leadership team, encouraging and developing the team’s talents to ensure steady progress toward these new goals, while working closely with the Board.

Steward and grow the College’s financial resources to ensure a secure future: With the noteworthy development and forward momentum Skidmore has experienced in recent years, positive feelings among alumni, parents, and friends of the College have strengthened. This is reflected in the success of the current campaign, which has made great strides toward funding strategic goals, building the endowment, and increasing alumni philanthropic participation. The next President must continue this momentum, energizing and renewing relationships with alumni to continue building goodwill and increasing philanthropic participation. Leveraging the College’s strong donor base, the president will continue to garner transformational support to prepare the College for future financial challenges and opportunities. Yet, in the face of these growing challenges, which include the continued need for increased financial aid, likely future resistance to additional annual tuition increases, competition from low- and no-cost public institutions, and a low percentage of students who are able to pay full tuition, the next President will face financial pressures that fundraising alone cannot address. She/he/they will find creative ways to address these challenges through cost management, allocation of resources, and revenue diversification, allowing for less dependence on tuition, broader flexibility in providing meaningful aid to well-qualified students, and the ability to increase investment in critical campus infrastructure, including athletic facilities and academic spaces.

Champion the recruitment, inclusion, support, and retention of individuals from underrepresented backgrounds: Skidmore is proud to be a campus that is home to an ever-diversifying student body and strives to see this heterogeneity mirrored among its faculty and staff. Thanks to the values and efforts of the College and its leadership, the incoming President will lead the most diverse campus in the College’s...
history. The next President will reaffirm Skidmore’s commitments to diversity, equity, and inclusion and will draw strength and creativity from the resources and varied perspectives such a community provides. Though the College has been successful in recruiting talented faculty of color, too often, it has struggled to retain these faculty. Similarly, while the number of students of color has increased, concerns about campus climate and students’ experiences at Skidmore persist. Thus, the next President will serve as a visionary around issues of diversity and inclusion, leading the College to better welcome and integrate all members into the community.

Engage with local, national, and international audiences to raise Skidmore’s profile and grow awareness of the value and unique aspects of a Skidmore education: In addition to implementing a vision that invests in, and emphasizes, Skidmore’s greatest assets, the next President must convey, with conviction, to a broad base of current and prospective constituents the unique value of a Skidmore education. While Skidmore enjoys a sterling reputation, its small size, along with intense competition from often better-resourced peer institutions, has sometimes limited its visibility with a wider audience. Engaging actively on the national and international stage, investing in signature programs, and broadcasting to a diverse range of audiences will be crucial for increasing Skidmore’s name recognition and reach.

Bolster and broaden Skidmore’s already distinguished academic program: The next President will continue to invest in, and support, Skidmore’s dynamic, interdisciplinary, and wide-ranging curriculum that blends the traditional liberal arts with pre-professional preparation. Working closely with the chief academic affairs officer, faculty, and other campus leaders, she/he/they will ensure that the curriculum remains both responsive to students’ evolving interests and true to the College’s most closely held academic values. To achieve this, the President will emphasize recruiting and retaining outstanding and diverse faculty, staff, and students, and will actively engage with them around curricular needs, interests, and innovation, further distinguishing the College from its peers.

Maintain and enhance a community where all voices are heard: Several members of the senior cabinet have joined the Skidmore community within the past three years. The next President will strengthen and develop the team, supporting members’ ability to carry out their duties and encouraging cabinet members to work collaboratively with all community members. Communications based on trust and transparency will create consensus-driven approaches to addressing the College’s most pressing needs. Furthermore, the President will actively engage directly and frequently with students who represent a diverse cross-section of this constituency to ensure that a range of student voices are taken into account in all decision-making processes.

Continue to improve the College’s campus infrastructure and facilities: Skidmore’s campus is currently undergoing a period of deep investment in infrastructure and facilities, but areas of deferred maintenance remain. The next President will be charged with stewarding the completion of the Center for Integrated Sciences, which is the College’s largest building project in history. The President will also update the College’s facilities master plan to address the next set of improvement priorities, including the College’s athletic facilities and the need to invest in the technology necessary to further student learning. She/he/they will also establish a plan to address deferred maintenance in a timely fashion.

Deepen and establish relationships with Saratoga Springs and the surrounding communities of the Capital Region: Skidmore enjoys a positive and long-standing relationship with its neighbors. In addition to providing cultural and educational offerings to local residents, the College has a significant positive economic impact on the city and the region. In turn, Saratoga Springs and environs attract students, faculty, and staff to the College. With both communities having so much to offer, possibilities for continued connectivity abound. The next President will welcome and engage members of the community to continue participating in the open culture and educational offerings the campus hosts and will encourage students to become involved citizens through community service, internships, and more.
Qualifications & Personal Characteristics

Skidmore College seeks a President whose professional experiences and personal values align with the Skidmore ethos that *Creative Thought Matters*. The ideal candidate will feel at home in an environment that encourages interdisciplinary study and the pursuit of broad interests in all students; embraces respectful and intellectually rigorous debate around the most significant challenges faced by humanity today; and cultivates a participatory, heterogeneous community across constituencies. Additionally, the eighth President of Skidmore College will possess many of the following qualifications and personal characteristics:

- The highest level of personal and professional integrity;
- An ability to collaboratively conceive and implement a vision for the College and inspire enthusiastic support across campus constituencies;
- Track record of advocacy for, and participation in, national and international conversations around the value of the liberal arts and an understanding of the importance of an interdisciplinary approach to liberal education;
- Notable intellectual heft;
- Experience and demonstrated success in raising funds from a variety of sources, including, but not limited to, individual donors, corporations, and foundations;
- Demonstrated deep commitment to, and a track record of, advancing initiatives in support of diversity, equity, and inclusion, and the ability to hear different perspectives, be challenged, and invite meaningful dialogue around pressing issues;
- Ability to grasp, appreciate, and seek to enhance the distinctive aspects of an institution;
- Eagerness to engage directly with students and faculty members;
- Understanding of and ability to advocate for the role of fitness and athletics in the undergraduate liberal arts college experience;
- Ability to manage and develop a collaborative, effective, and efficient team;
- Respect for, and demonstrated commitment to, shared governance;
- Aptitude for recruiting and retaining outstanding staff and faculty;
- Commitment to transparent, clear, and respectful communication, including deep listening;
- Strong decision-making capability, with the ability to think boldly and creatively and a commitment to consider the needs of current and future students as decisions are reached;
- Proven facility for enhancing and deepening meaningful positive relationships between an institution and its local community;
- Ability to appreciate the alumni body and the importance of its continued support of the College;
- Commitment to balancing current needs with the long-term sustainability of an institution;
- Desire and ability to balance external engagement with active involvement and accessibility on campus;
- Financial acumen and a track record in effectively managing significant budgets;
- Interest in promoting sustainability and environmental responsibility; and,
- A friendly, personable, and approachable demeanor.
Applications and Nominations

Screening of applications will begin immediately and will continue until the position is filled. The preferred start date is July 2020. For best consideration, please send all nominations, inquiries, and applications, electronically and in confidence, to:

Shelly Storbeck, Managing Partner
Steve Leo, Partner
Ethan Dubow, Principal
Anne Koellhoffer, Senior Associate
Storbeck / Pimentel & Associates, LP

SkidmorePresident@storbecksearch.com

For more information, please visit Skidmore College’s website: https://www.skidmore.edu.

Skidmore College is committed to being an inclusive campus community and an equal-opportunity employer. The College therefore prohibits discrimination against any individual or group of its students, prospective students, employees or candidates for employment on the basis of race, color, creed, religion, gender, age, national or ethnic origin, physical or mental disability, military or veteran status, marital status, sex, sexual orientation, gender identity or expression, genetic information, predisposition or carrier status, domestic violence victim status, familial status, dating violence, and stalking or any other category protected by applicable federal, state, or local laws. Domestic violence, dating violence, stalking, need not be based on an individual’s protected status to be a violation of this policy.
Creative Thought Matters