

Defending Democracy

Strategic Action Agenda 2017-2018

Year 2

Without support from suitably educated citizens, no democracy can remain stable.

- Martha Nussbaum, *Not for Profit: Why Democracy Needs the Humanities*.

We are now in the second year of implementing our new *Strategic Plan: Creating Pathways to Excellence*. This “Strategic Action Agenda” (SAA)

I. Integrative Learning and Education—To Develop Students’ Capacities to Create, Imagine, and Change the World, and to Enhance the Work of the Faculty as Teacher–Scholars: *We will invest in pedagogical and scholarly programs and educational strategies that develop the capacities of students and faculty members to achieve, model, and demonstrate excellence as scholarly, creative, and integrative learners. In doing so we are committed to developing and implementing new and creative pedagogies and curricula that will support our transition to a technology-rich college.*

1. Continue the progress towards construction of the Center for Integrated Sciences (CIS).

Complete construction document phase with separate cost estimates for the North Wing, East Wing, and Old and New Dana Renovations. [Year 1]

Completed.

Begin permitting process. [Year 1]

In process – CIS North Wing permitting to be completed early in 2017-18.

Complete plan for interim space arrangements, in conjunction with campus-wide space utilization study (done by external consultant). [Year 1]

Work ongoing. On schedule.

Complete CIS North Wing permitting process. [Year 2]

Complete CIS funding plan and issue debt. [Year 2]

Secure Board approval for CIS North Wing; begin construction phase. [Year 2]

Using support from Arthur Vining Davis Foundations grant, pilot program for the Schupf Idea Lab. [Years 1 & 2]

Successfully launched the AVD/IdeaLab pilot. Introduced ten new courses that break the traditional mold of delivery and content. Maker-in-residence to be on campus in Spring 2018.

2. Continue fundraising to achieve target identified in CIS funding plan (\$15M).

Develop and launch new CIS fundraising initiative, secure \$5-10M in commitments. [Year 1]

\$5 million raised to date.

Secure \$5-10M in commitments – complete CIS funding plan. [Year 2]

Achieved \$40M cumulative total by 5/31/17.

Continue to seek naming gift. [Years 1 & 2]

3. Complete process of General Education Curriculum review. Committee on Educational Policy and Planning (CEPP) is the leadership group for this project. [Year 1]

Completed the development of the General Education proposal, brought it for a vote of the faculty, approved with 2/3 majority (Spring 2017).

Begin implementation of new General Education Curriculum. [Year 2]

4. Develop enhanced partnerships between Academic Affairs and Student Affairs.

Map divisional goals of Student Affairs with *Strategic Plan* and Academic Mission. [Year 1]

In Process. Student Affairs has created a “WHY STATEMENT” and mapped it against the current Student Affairs mission statement. Upon review, there is a need to revamp the current mission statement to align it with both the new statement and the strategic and academic mission. This was a topic of the divisional retreat Summer 2017.

The CLTL to partner with the Retiree Initiative Planning Group to explore options for utilizing retirees as mentors for faculty and staff. [Year 1]

Model under development.

The CLTL to offer course development stipends to increase course offerings on social justice issues. [Year 1]

Course development stipends created and distributed.

The CLTL will change its mission statement, redesign its web page, and offer increased programming on diversity and inclusion. [Year 2]

7. Continue to use Office of the Dean of Special Programs (ODSP) scholar/artist residencies and summer institutes to create integrative experiences for undergraduate students, partnering with academic departments, the Center for Leadership, Teaching, and Learning (CLTL), and other programs.

Implement ODSP/CLTL proposal for combined semester-long residency for a current faculty member and a guest artist/scholar. [Year 1]

Completed and funds allocated. First-year funding identified via New Initiative one-time money or Presidential Discretionary Funds. Four proposals received from faculty for 2017-2018 residency. One chosen as of 4/28/17.

Offer more creative summer learning opportunities for undergraduate students through on-campus jobs in ODSP, providing living and working arrangements that are economically feasible. [Years 1 & 2]

Developed target numbers and program. [Year 1] Identified costs and source(s) of funding. Summer 2016 there were 121 Summer jobs provided for Skidmore students, of which 16 were subsidized. In Summer 2017, provided 138 jobs for Skidmore students.

Implement program; track results. [Year 2]

and Engagement, and enhancement of shared resources and collaboration.

The Office of Student Conduct

16. Develop and implement an additional admissions application platform (The Coalition Application.) [Year 1]

We have installed and will launch a new alternative application platform, the Coalition Application, for students to use, beginning in the 2017-18 application cycle.

25. Chief Diversity Officer to advance and strengthen College's efforts related to equity and inclusion.

Meet with individuals and groups of all constituencies: students, staff, faculty, alumni, parents, and Saratoga Springs community members. [Years 1 & 2]

Ongoing.

Continue advancing the recommendations of the Committee on Intercultural and Global Understanding (CIGU), Middle States recommendations, and other groups and committees, and previous reports. The recommendations include the following items: Strengthen our curricular offerings; Create a Social Justice Center; Continue focus on the recruitment, retention, and quality of the experience of students, staff, faculty, and alumni of color and other underrepresented populations; and Assess current diversity training efforts for students, staff and faculty. [Years 1 & 2]

We made great strides on bringing forth a call for a Black Studies program [see 5, above], identifying a social justice space in Case Center

[see 10, above], various programs and efforts around re 360.55 611.62 Tm0 g0 G[(T)-8(h)11(

26. The President's Office to initiate and sponsor a 3-part community dialog series relating to the *Strategic Plan: The Nature of Dialog Itself; Institutional Values Relating to the College's Investment Portfolio; and Diversity and Inclusion.* [Year 1]

Sponsored a Community Dialogue Series with keynotes: Fred Lawrence [Free Speech], David Oxtoby [the Deferred Action on Childhood Arrivals Act (DACA) and Divestment], and Scott Page [The Diversity Bonus].

Continue the Office of the President series

30. Decide on “smoke-free campus” policy; develop and implement plans.

[Years 1 & 2]

IPPC Student Affairs Subcommittee collected information from schools that have gone smoke free and completed research on smoking policies at the top 50 liberal arts colleges.

Campus Life and Engagement will work with the Student Government Association to enforce the current policy, provide new signage, and engage the community in conversation about going smoke free.

President’s Cabinet to decide whether to pursue policy of making the campus smoke-free. Develop plan and return to IPPC. [Year 2]

If we move to make the campus smoke-free, convene working group (or already established body) of faculty, staff, and students to address implementation (signage, enforcement, and other community-related issues). [Year 2]

31. ODSP to strengthen local community partnerships, including with arts organizations, schools, and social service organizations through collaborative outreach.

Determine best ways to deploy available resources to support local arts organizations; use support as a lever to create internships or job opportunities for our undergraduate students. [Year 1]

Initiated new Community Arts Grant program and disbursed \$42,500 to 8 arts organizations. Several organizations will use the funds for stipends to Skidmore student interns or to produce events with Skidmore student participation.

Track results of internship/job creation. Each grant recipient will provide a report by the end of 2017 detailing use of funds.

Increase community awareness of ODSP programming. [Years 1 & 2]

Developed plan.

Summer 2016: 13,170 guests attended Summer events. Summer 2017: Several high-profile events were scheduled which drew larger audiences than Summer 2016. Marketing efforts increased, thanks to funding from Stewarts/Dake family. Built new and strengthened community partnerships with Stewart’s Shops and Saratoga Performing Arts Center (SPAC). With SPAC, joi193.52 792 res76605c8enter

students as Resident Assistants for the program (newly created positions), and two Skidmore students interned with the SITI Company and Suzuki Company of Toga, Japan in presenting the Transformation

35. Commit to completing the STARS (Sustainability Tracking, Assessment, and Rating System) report. [Year 1]

Completed. Silver rating achieved.

36. In collaboration with the IPPC, issue an annual review of investment decisions relating to the Task Force on Divestment recommendations and Board of Trustees Response. [Year 1 & 2]

Report issued orally to IPPC on 5/5/17. Included in the written report to the community post Board-Meeting.

37. Establish a structure throughout the divisions of the College to enhance institutional effectiveness through regular planning and assessment.

The Assessment Subcommittee of the Institutional Policy and Planning

Operating Budget Assumptions for FY18 that meets these goals. The balanced Operating Budget for FY18 was approved at the May Board meeting.

President's Cabinet prepared and the Institutional Policy and Planning Committee and Trustees in February reviewed and approved the Capital Budget for FY18 that meets these goals.

Complete development of CIS funding plan. [Year 2]

Continue to balance the operating budget while holding increases in the comprehensive fee so that our fee is not greater than the median of our peer group. [Years 1 & 2]

President's Cabinet prepared and the Institutional Policy and Planning Committee and the Board reviewed in February and approved in May the Key Budget Assumptions for the FY18 Operating Budget that meet these goals.

Maintain and fund the Total Compensation Framework Plan for faculty and staff. [Years 1 & 2]

President's Cabinet prepared and the Institutional Policy and Planning Committee and the Board reviewed in February and approved in May the Key Budget Assumptions and the Fiscal Year 2018 Operating Budget that meet these goals.

For new Major Construction Projects and New Initiatives, continue the discipline of including a provision for an additional endowment fund to support the increased operational costs resulting from the project. [Years 1 & 2]

Completed. Work ongoing for future projects.

Review endowment spending rate, given projected muted investment performance in the intermediate term. [Year 1]

Completed. During Fiscal Year 2017, the Investment committee recommended and the Budget, Finance and Infrastructure and the Board approved a modification to the College core endowment spending formula, whereby quarterly results are now used to enhance the weighted average calculation. Additionally, since the College experienced a budget surplus in Fiscal Year 2017, it was not necessary to take a special supplemental endowment draw to fund certain campaign expenses.

42. Manage Summer programs to generate more revenue and make a positive financial contribution to the College.

Attract new conference business, increase enrollments in selected Summer arts institutes, raise more funding from individuals and institutional grants, create new programs, and continue to assess the viability of existing programs. [Years 1 & 2]

Developed plan. Summer 2016 Financial Contribution: \$307,900. Summer 2017 Estimated contribution: \$398,936. New Conference 2017: Transformation through Training: A Symposium on the Suzuki Method of Actor Training. New conference 2017: Camp Reece and Reece School. New conferences 2018: Berkshire Chorale, Mostly Modern Music Festival.

Continue to implement and track [Year 2]

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

Focus on quality of work, retention, work/life balance. [Years 1 & 2]
Human Resources continues in this effort.

Continue to support the Staff Advisory Group. [Years 1 & 2]
Human Resources continues in this effort.

44. Engage a space planning consultant to undertake a study of space utilization

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Complete the first stages of a redesign of the Skidmore’s public-facing website in a way that reflects the *Strategic Plan* but also improves the user experiences with better content and navigation and mobility. [Year 1] Expected completion January 2018. [Year 2]

Development of new website is under way, in collaboration with external consultants Ology. We have held multiple on-campus meetings to solicit input from the campus community and to inform the community of progress.

Design and development of the skidmore.edu site continues with many key milestones reached over the Summer. Plans to use the new design with affinity sites (e.g., Creating Our Future campaign) are in place and under way as well.

Efforts to ensure adequate user testing, creative focus groups, and all relevant campus and stakeholder input have pushed expected completion to February or March, 2018.

Establish and lead a robust “intranet” or portal, that moves thousands of internal

46. Begin the multi-year process of assuring that all aspects of the Skidmore identity are compelling and consistent.

With the guidance of external consultants, develop a compelling graphic standards system that assures consistency across all platforms – website(s), print materials, wayfinding, wordmarks, logos, and other elements that represent the College’s identity. [Years 1 & 2]

The new graphic system is now well underway for cross-campus platforms in concert with Ologie. Proposed standards will be presented to the campus in Fall 2017. Funding to be identified.

Graphic standards have been established for giving and recruitment communications and are being implemented. Proposed campus-wide brand and design standards are anticipated to be presented late Fall 2017 or early Spring 2018 in alignment with new website and Office leadership.

47. Build upon the collaboration among Commu

50. Increase alumni participation in fundraising.

Increase alumni donors by 10%. [Year 1]

Did not meet goal; 6,294 donors; 2% increase.

Increase alumni donors by 10%. [Year 2]

Increase Legacy Society Members by 50. [Year 1]

Did not meet goal; 29 new Legacy Society Members.

Increase Legacy Society Members by 50. [Year 2]

Increase Presidents Society Members by 10%. [Year 1]

Did not meet goal; 1,129 Presidents Society donors FY '17 (4% increase).

Increase Presidents Society Members by 10%. [Year 2]

51. Complete hire of new Collyer Vice President for Advancement.

Completed. Search Committee was named, search consultants developed