



## **Assistant Dean of Students and Assistant Vice President for Student Affairs**

### **Position Specification**

Skidmore College invites applications and nominations for a dynamic Assistant Dean of Students and Assistant Vice President for Student Affairs (Assistant Dean of Students and AVP). As a senior leader in the Division of Student Affairs, the inaugural Assistant Dean of Students and AVP will work with the Dean of Students and Vice President for Student Affairs to ensure that Skidmore is at the forefront of educating and supporting an increasingly diverse, entrepreneurial, and international student body.

### **SKIDMORE COLLEGE: AN OVERVIEW**

Skidmore is a highly selective, nationally ranked liberal arts college, currently enrolling approximately 2,500 students in roughly 40 degree programs, including programs in both traditional liberal arts and pre-professional disciplines. The College's principal mission is the education of predominantly full-time undergraduates, a diverse population of talented students who are eager to engage in the learning process. Skidmore's 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 they learn. In keeping with the College's founding principle of linking theoretical with applied learning, the Skidmore curriculum balances a commitment to the liberal arts with preparation for professions, careers, and community leadership.

Skidmore is ranked 38th nationally among prestigious liberal arts colleges by *U.S. News & World Report*, with highlights including its Number 12 ranking in the category of strong commitment to undergraduate teaching and its overall ranking as 29<sup>th</sup> by high school guidance counselors. The College has also received a wide variety of accolades from media sources including College Choice, which places Skidmore at 30th among national liberal arts colleges. Skidmore has also been named a high-value college in Kiplinger's "Best Value in Liberal Arts", Princeton Review's "Colleges That Pay You Back", and Money Magazine's "Schools Where a Liberal Arts Degree Can Pay Off Big", in 2015. Forbes recently named Skidmore as one of "America's Most Entrepreneurial Colleges", ranking it seventh overall. In addition, Skidmore was recently ranked 7<sup>th</sup> among the top 20 baccalaureate institutions for the number of students studying abroad for a semester (data was compiled by the Institute for International Education), and it is also ranked regularly among the top colleges for the quality of its student residences, its dining quality, and its attractive campus.

The history of Skidmore reflects a tradition of dynamic leadership, high aspiration, and corresponding achievement. Founded in 1903 by Lucy Skidmore Scribner as the Young Women's Industrial Club of Saratoga to provide a practical education for women that would also be infused

with the liberal arts, the school rapidly developed into a thriving enterprise: it was chartered in 1911 by the New York Board of Regents as the Skidmore School of Arts and then in 1922 as Skidmore College. In 1971, Skidmore became one of the first women's colleges to make a successful conversion to coeducation and became the first school in New York State to provide nonresidential baccalaureate degree programs for adult learners through its University Without Walls, a program that was sustained until 2011.

Skidmore's campus is located in what was, at the turn of the twentieth century, a beautiful park of summer homes in Saratoga Springs, New York. The College's campus encompasses more than 750 acres of wooded land a short walk from downtown. While contemporary in architectural style, the campus buildings honor their environment and reflect Skidmore's Victorian heritage in numerous aesthetic details. Among the College's more recent construction projects are the new Arthur Zankel Music Center, which opened in 2010 and has received two awards from the American Institute of Architects; and the Frances Young Tang '62 Teaching Museum and Art Gallery, which opened in 2000. The College also has committed significant resources to student housing; the completion of the Northwoods Apartments in 2006 and replacement of the Scribner Village apartment complex, with Sussman Village completed in 2013, enhance the College's outstanding residential facilities, allowing approximately 90% of Skidmore students to live on campus. These residences, as well as several other newly constructed and renovated buildings, reflect the College's commitment to sustainability by utilizing geothermal heating and cooling systems.

The College is closely aligned with the city in which it is located. Saratoga Springs is the recipient of numerous national awards for its quality of life and vibrant downtown and was named one of the best college towns in the nation (No. 12 on a list of the top 22) based on the area's attractions by *Travel + Leisure* magazine in December 2013. A ten minute walk from Skidmore puts you in the heart of galleries, clubs, boutiques, and restaurants. The city is also known for its famed mineral waters, a Revolutionary War battlefield, and the nation's oldest thoroughbred racetrack. Among many other cultural venues at Skidmore and around the region, the Saratoga Performing Arts Center serves as the summer home to the New York City Ballet and the Philadelphia Orchestra and as a venue for top rock and jazz musicians. Set in the foothills of the Adirondack Mountains, Saratoga Springs is 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 Adirondacks, Berkshires, and Green Mountains are in easy driving distance.

### **Institutional Philosophy**

Skidmore is deeply committed to the first principle of liberal education—the importance of educating the mind to liberate the soul. The goal of any good college like Skidmore is to educate students who will contribute meaningfully to the world and who understand the importance of intellectual humility, responsible citizenship, and altruism.

Creative thought matters: every life, every career, every profession, is made more profound with creative ability at its core. At Skidmore, the theme of creativity carries throughout and across all disciplines. The goal is to encourage creativity in every area of the Skidmore curriculum, where it matters just as much in science or mathematics or government or management as it does in theatre or dance or the visual arts.

## **Academic Program**

Featured in *Newsweek* (2010) as one of “America’s 25 new elite ‘Ivies’”, the College enjoys tremendous momentum. Indeed, the Skidmore curriculum provides a creative intellectual foundation for every student to live a life of professional success, civic responsibility, and personal fulfillment. Specifically, the College is firmly committed to providing its students with a superior grounding in the arts, humanities, physical and life sciences, and social sciences, along with the opportunity to pursue career-specific fields such as business, education, exercise science, and social work. The cross-disciplinary, highly sophisticated environment of the College, coupled with skilled faculty guidance, results in a transformational educational experience that promotes a lifelong commitment to learning. Students pursue connections among an unusually wide range of disciplinary and interdisciplinary perspectives, embarking on their careers well prepared to take full advantage of the challenges and opportunities they will encounter in the complex modern world.

The members of the Skidmore faculty are well known for the quality of education, research, and experience they bring to the classroom. Skidmore faculty have earned national and international recognition including Guggenheim, MacArthur, Pulitzer, and Emmy awards, and major fellowships and grants from Fulbright, Getty, NEH, NIH, NSF, and the Andy Warhol Foundation. Though they are accomplished scholars and artists, their emphasis is always on teaching, on translating the richness of their experiences into meaningful learning and inspiring their students. Approximately 304 full-time faculty members afford an 8:1 student-faculty ratio on campus. Skidmore’s faculty represents many of the top graduate schools in the nation and the world. Over 87 percent of Skidmore’s tenured and tenure-track faculty members hold the Ph.D. or the terminal degree in their field. The annual teaching load is five courses.

With more than 40 majors and approximately 40 minors, the flexibility of Skidmore’s curriculum allows students to major and minor in multiple fields, pursue an interdepartmental major combining two disciplines, design self-determined majors, and include extensive off-campus learning opportunities as part of their degree programs. Students are encouraged to test their interests and develop their skills through credit- and non-credit bearing internships across the curriculum. The Office of Off-Campus Study and Exchanges organizes a wide range of opportunities abroad for students and faculty members in many regions of the world, and approximately 60% of students study abroad during their Skidmore career. Students also may take advantage of various joint programs in business administration, engineering, and health and allied health.

Skidmore students engage in a multitude of co-curricular activities, including a competitive NCAA Division III intercollegiate athletics program. There are approximately 130 student clubs and organizations. The Skidmore campus is active year round, and many of the public events are particularly popular in the summer, including the nationally recognized New York State Summer Writers Institute, the Skidmore Jazz Institute, the Storytellers’ Institute, and residencies of major dance companies. The College’s Summer Programs draw diverse participants and audiences throughout the season and add significantly to the cultural and arts offerings of the region. Beyond the campus, the quarterly journal of the humanities and social sciences *Salmagundi* represents Skidmore within the arena of influential public debate and the arts.

## President



Dr. Philip A. Glotzbach became the seventh President of Skidmore in 2003. A philosopher, academic administrator, and spokesperson on issues of higher education, he joined the College following eleven years at the University of Redlands in southern California. President Glotzbach is an articulate spokesperson on the issue of science literacy within a liberal arts education and is leading the charge at Skidmore for exciting new initiatives in science education. He also has lectured on effective academic administration and the deep connection between liberal education and responsible citizenship.

During President Glotzbach's tenure, the College has added new academic programs, instituted a new first-year experience, greatly increased both the academic strength and diversity of the student body, significantly 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 major strides in sustainability, including significant investments in geothermal heating and cooling and solar energy. Throughout this time, President Glotzbach has placed major emphasis on building and sustaining a campus educational community based on respect and a commitment to excellence. This work has been guided by Engaged Liberal Learning: The Plan for Skidmore 2005-15. President Glotzbach is now leading a new strategic planning process, *Creating Pathways to Excellence: The Plan for Skidmore College, 2015-2025*, that will set the direction for Skidmore.

## Finances

During President Glotzbach's fourteen years at Skidmore, the College has enjoyed improved quality of students, increasing student enrollments, rising donor support, steadily increasing net assets, and balanced operating budgets. Investment in the College's physical plant and infrastructure has exceeded \$200 million. In the near future, the College will break ground on a new science building, projected to cost approximately \$100 million. The building will be Skidmore's largest capital project since the College moved campuses (representing Skidmore's commitment to the STEM fields and the importance of science in a liberal education). The College has made significant investments in its academic programs and particularly faculty, and currently enjoys a favorable student-faculty ratio of 8:1. The College's endowment market value is approximately \$350 million with an annual operating budget of approximately \$160 million.

## Governance

Skidmore College is governed by its 35-member Board of Trustees. In addition to the President of the College, designated members include the President of the Alumni Association and other alumni representatives. Skidmore is committed to the principle of shared governance. The rights and responsibilities of the faculty, along with descriptions of the role of faculty, student, and all-College governance, are set forth in the *Faculty Handbook* and *Student Handbook*.

The central deliberative body for all-College governance is the Institutional Policy and Planning Committee (IPPC), a group chaired by the President, with a faculty member as vice-chair. Membership includes cabinet members, faculty, staff, and students. The IPPC advises the President with regard to strategic planning and policy matters, taking into account a comprehensive view of significant issues affecting the College. Decisions requiring a vote of the faculty are considered at

the monthly Faculty Meeting. In an effort to increase communication and transparency, the College recognized a pilot staff advisory group in September 2015.

## THE DIVISION OF STUDENT AFFAIRS

### **Vision Statement: Achievement and Success for All Students**

An interest in students' co-curricular lives—as expressed in the division of the Dean of Student Affairs—is a symbol of Skidmore College's commitment to the fullest possible development of the student. The intentional connection to and collaboration with Academic Affairs recognizes that living circumstances and the college environment directly affects the learning potential of any student. Therefore, the offices of the Dean of Student Affairs collectively work to enhance the climate for student learning, engagement and success.

### **Mission Statement**

In support of the College's Mission, "to educate a diverse population of talented students," the Dean of Student Affairs division works collaboratively with all College departments to create an integrated educational experience in the context of living and learning in a welcoming, engaged, inclusive, and socially responsible community. While challenging and supporting the whole student, specific attention is paid to intellectual, emotional, physical, spiritual and social growth and development.

A key member of the Division's leadership team, the Assistant Dean of Students and AVP will play a vital role within Student Affairs to help define a culture and sense of community on campus that promotes students' intellectual growth, identity exploration, reflective leadership, and responsible citizenship. Student affairs programs and resources are a fundamental element of the student experience at Skidmore. The offices and services within the Office of Student Affairs include:

- [Athletics](#)
- [Bias Response Group](#)
- [Campus Life](#)
- [Career Development Center](#)
- [Counseling Center](#)
- [Health Promotions](#)
- [Health Services](#)
- [Residential Life](#)
- [Advisory Council on Sexual and Gender-Based Misconduct](#)
- [Student Academic Services](#)
- [Student Handbook](#)

Please visit the above links above to get more detail on the various departments within Student Affairs.

## **ASSISTANT DEAN OF STUDENTS AND ASSISTANT VICE PRESIDENT FOR STUDENT AFFAIRS: ROLE AND RESPONSIBILITIES**

The Assistant Dean of Students and AVP is a passionate advocate for students, a visionary leader, a strategic thinker, a collaborator, an educator, and an administrator with demonstrated experience in building and sustaining inclusive communities and who shares in the leadership of the Division of Student Affairs. As chief of staff for the Division of Student Affairs, this person directly supervises a staff of 3 Associate Deans and indirectly supervises approximately 40 staff members, while overseeing an operating budget of approximately \$400,000. Reporting to the Dean of Students and Vice President for Student Affairs, [Cerri Banks](#), the Assistant Dean of Students and AVP plays a key role in setting the strategic direction for the office. The Assistant Dean of Students and AVP has specific oversight of Campus Life and Engagement, Health and Wellness, and Residential Life, and fosters synergies among departments and programs. Additional responsibilities include leading the college-wide case management process and crisis response team; supporting the Skidmore College Emergency Medical Service, overseeing the student conduct and judicial process; and the Division's Deputy Title IX Coordinator. Other specific functions include:

- Represent and advocate for the needs, interests, and concerns of students. Develop programs, services, and resources that effectively meet the needs of students. Serve as a liaison between students and various constituencies of the College;
- Articulate salient goals, objectives, outcomes, and benchmarks aimed at creating a student experience that is aligned with the mission of the college;
- Form partnerships and collaborative relationships with Academic Affairs and other programs and departments to enhance student services and programs, ultimately enhancing student learning;
- Effectively manage budgets and ensure the appropriate allocation of resources, aligning the budget with the mission;
- Develop appropriate assessment tools to measure effectiveness of programs and prepare annual reports;
- As a senior member of the Office of Student Affairs, provide strategic, visionary leadership in furthering the mission of the office. Serve as the professional development officer for the division, coordinating staff meetings, retreats, and other opportunities for office members. Lead and support programmatic initiatives within the office. Represent Student Affairs on college committees, projects, and initiatives;
- Collaborate with community members – within and outside of the office – to address student issues, needs, and concerns. Provide leadership in the coordination of crisis response and case management processes. Assess and establish effective protocols, structures, and systems to effectively manage these processes; and
- Provide oversight to the student conduct and judicial processes;

The Assistant Dean of Students and AVP will lead all of these efforts in collaboration with multiple departments and individuals across campus. These will include Student Affairs colleagues and members of the faculty as well as the Directors for Academic Programs, Campus Security, Facilities Services, and Dining Services.

### **Desired Qualifications and Characteristics**

Skidmore College seeks an experienced, strategic and collaborative student affairs leader to partner with the Dean of Students and Vice President for Student Affairs in leading a dynamic office. The ideal candidate will hold a minimum of a master's degree, with a doctoral degree preferred, and will demonstrate the following:

- A strong professional background in student affairs with knowledge of student development, best practices, policies, and legal issues;
- A passion for providing support and opportunities for students, a deep commitment to the mission of the College, and a compelling vision for student success;
- The ability to collaboratively lead strategic planning initiatives as well as efforts to build new programs and/or refine and improve existing programs;
- A demonstrated ability to inspire, supervise, mentor, and support staff;
- Experience in the effective management and allocation of resources;
- The ability to inspire trust, create relationships across all sectors of the institution, cultivate a sense of community and shared vision, and lead multi-unit work groups to address complex campus issues;
- A working knowledge of the various areas under the purview of the Assistant Dean of Students and AVP;
- A commitment to diversity and social justice with an understanding of how to advance a culture that is welcoming and inclusive;
- Past experience and/or knowledge of small, residential liberal arts colleges;
- Proven crisis management capabilities and an ability to manage through crisis with equanimity and sensitivity;
- A high degree of accessibility and openness to students, and commitment to participating fully in the life of the campus community;
- Exceptional interpersonal and communication skills, and demonstrated capacity to communicate broadly across campus constituencies;
- A principled but flexible approach to developing and implementing policies and procedures; and,

- Unquestionable integrity, a sense of humor, flexible, agile, and energetic.

### **Challenges and Opportunities**

Skidmore College recognizes the need to support an increasingly diverse student body whose needs call for an ever-expanding body of expertise, understanding, and best practices. To meet these needs, the Assistant Dean of Students and AVP will lead a variety of efforts within the Office of Student Affairs to ensure that Skidmore maintains a high level of excellence in co-curricular programs and student services consistent with Skidmore's residential liberal arts mission. Major priorities will include:

- **Strategic planning and implementation.** The Assistant Dean of Students and AVP will play a key role in strategic planning for the Division of Student Affairs. As the College considers changes to its Residential Life program, a strategic plan that illuminates the centrality of the residential experience in the context of a liberal arts education is imperative. This will include an assessment of spaces and programs to ensure a program that meaningfully complements the learning that occurs in the classroom, extending it into the residence halls. The Assistant Dean of Students and AVP will work closely with the appropriate stakeholders to develop a compelling vision for residential life.
- **Orienting programs to meet the changing needs of students.** As student needs evolve, the Assistant Dean of Students and AVP will develop innovative strategies, research best practices, and adopt those that best match the culture of Skidmore. Working with students, faculty, staff, and other constituencies, the Assistant Dean of Students and AVP will assess and develop staffing and programs that help students navigate the increasing complexity of the contemporary college experience.

### **NOMINEES AND APPLICATIONS**

The search process is currently underway and will continue until the position is filled. Nominations, inquiries, and expressions of interest should be forwarded, in confidence, to:

**Steve Leo, Partner**  
**Matthew Bunting, Managing Associate**  
**Storbeck/Pimentel & Associates, LP**  
[SkidmoreSA@storbecksearch.com](mailto:SkidmoreSA@storbecksearch.com)

*For more information about Skidmore College and its programs, please  
visit: [www.skidmore.edu](http://www.skidmore.edu)*

*Skidmore College is committed to being an inclusive campus community and, as an Equal Opportunity Employer, does not discriminate in its hiring or employment practices on the race, color, creed, religion, gender, age, national or ethnic origin, physical or mental disability, military or veteran status, marital status, sex, sexual orientation, genetic information, predisposition or carrier status, domestic violence victim status, familial status or any other characteristic protected by applicable federal, state, or local laws.*