

SKIDMORE
C O L L E G E

SKIDMORE COLLEGE



DEAN OF THE FACULTY
AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

Position Specification

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Skidmore College invites nominations and applications for the position of Dean of the Faculty and Vice President for Academic Affairs.



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 – and its more recent expression, “Creative Thought Matters” – 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 29th 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. Consistent with its highly rated Management and Business Department, *Forbes* recently named Skidmore as one of “America’s Most Entrepreneurial Colleges”, ranking it seventh overall. In addition, Skidmore was recently ranked 7th 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.

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 Lucy Scribner Library's 2012 renovation added 250 seats, including 12 new study carrels and 13 new group study rooms. Additionally, the department of Information Technology was relocated to the Library, along with the College Writing Center, the newly created John B. Moore Documentary Studies Collaborative (MDOCS) Documentary Studies lab, and the Center for Leadership, Teaching, and Learning. The College also has invested in its athletic facilities and has recently completed a new Athletic Facilities Master Plan.



Downtown Saratoga Springs, NY

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, an historically significant 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. Over the last ten years, the area has seen the development of a highly successful technology sector. 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.

Skidmore is equally committed to the principle of inclusive excellence – the belief that a key ingredient for a quality liberal education is to realize a diverse, inclusive, and welcoming community of teachers, scholars, students, and staff. Throughout the college, but especially in Academic Affairs, we have focused attention and resources on the recruitment and retention of individuals from varied underrepresented backgrounds. The Academic Affairs division has also made it a priority to highlight programming that explores issues related to cultural competency, difference, and mutual respect.

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, 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, DHS, and the Andy Warhol Foundation. Significant increases in federal funding to support faculty research speaks to the increasingly visible role and accomplishments Skidmore has taken in the sciences. Though the faculty are accomplished scholars and artists, their emphasis is on teaching, on translating the richness of their disciplinary and professional experiences into meaningful learning and inspiring their students. Currently 317 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 majors in 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 articulation degree programs in business, 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. In summer, Skidmore is host to many outside conferences and events. 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.

Lucy Scribner Library cultivates rich local primary and secondary collections and puts a world of resources into the hands of our students and faculty through a statewide consortium, interlibrary loan, open access publishing, and other resource sharing initiatives.

The Frances Young Tang Teaching Museum and Gallery invites curiosity and collaborative learning through active engagement with ideas, artworks, and exhibitions. Programming tailored to foster formative connections between contemporary art and students of all ages is central. Critical to this end are direct experiential opportunities for Skidmore students to participate in integral aspects of museum practice. The Tang Museum collects works of art, which by their preservation and display, provide opportunity for further study. A vigorous publication program serves as a learning tool and will join regular traveling exhibitions as important means of outreach.

PRESIDENT



*Dr. Philip A. Glotzbach,
President of Skidmore College*

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 the implementation of a new and energizing strategic plan, [Creating Pathways to Excellence: The Plan for Skidmore College, 2015-2025](#), focused on completing the building of the Center for Integrated Sciences and more fully integrating the curriculum, among other strategic objectives.

STRATEGIC PRIORITIES



Proposed design for the new Center for Integrated Sciences (CIS)

The College has made important strategic progress and is looking for an academic leader who can further advance initiatives in a broad array of programs – from the sciences, to the arts, to the humanities – while maintaining the unique interdisciplinary character that makes Skidmore special.

In the near future, the College plans to embark on the construction of

the \$125 million dollar Center for Integrated Sciences (CIS) project, which involves a combination of new construction and renovation over a 5-year period. The project signifies the College’s commitment to a balanced curriculum and reflects the importance of STEM fields in a liberal education. Today, nearly one third of Skidmore’s graduates earn at least one major in a scientific discipline. The CIS also reflects Skidmore’s commitment to creative thought and interdisciplinary inquiry, as it includes informal learning spaces and an IdeaLab, in addition to spaces for teaching and research in the sciences. The College continues to fundraise for this project.

Over the last six years the College has dramatically increased the diversity of its faculty and staff. The College has successfully hired more than 90 tenure line faculty members in that period (out of a total of 216 tenure lines), half of whom are faculty of color. The recruitment and retention of faculty and staff from underrepresented groups remains a top institutional priority.

Following years of tireless work by many stakeholders, a new and exciting general education curriculum proposal was approved by the faculty in late April, 2017 – the first such revision in 20 years. Integrating work in different areas across a student’s career, increasing rigor within cultural diversity requirements, and mandating a capstone experience for graduating seniors are among the proposal’s major foci. The next DoF/VPAA will work with the College to implement the changes in order to create a more innovative and balanced curriculum for Skidmore’s future.

FINANCES

During President Glotzbach’s fourteen years at Skidmore, the College has enjoyed improved diversity and academic preparation of entering classes, 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. 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. The endowment is fundamental to the College’s ability to plan for the long term and to manage the ups and downs of the economy. It provides a steady and significant source of income to support our most critical operations, and is one of the reasons we continue to earn a solid A1 bond rating from Moody’s Investors Service.

GOVERNANCE



*W. Scott McGraw,
Chair of the Board of Trustees*

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 four 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. As shared governance is extremely important at Skidmore, decisions requiring a vote of the faculty are considered at the monthly Faculty Meeting, which are typically well-attended and rich with robust conversation.

Fiscal Year 2015/16 Endowment Report: [Skidmore's Endowment Report PDF](#).

ADVANCEMENT

The Office of Advancement staff engage and solicit support from the College’s core constituencies: alumni, parents, friends, foundations, the local and regional community, corporations, and government organizations, and work to manage and strengthen the College’s brand and reputation. The team consists of three core

functions within the advancement office – advancement services, alumni relations and college events, and development, and includes 58 professional and support staff members and nearly 1,000 volunteers. Annually, the College secures between \$20-\$25 million in philanthropic support and engages 30,000+ alumni in a myriad of social, volunteer and service activities. Alumni giving participation rate averages 22%. The total operating budget is approximately \$7.5million.

In 2013, Skidmore launched the campaign, *Creating Our Future: The Campaign for Skidmore*, which will go public in November 2017 and has a goal of raising \$200 million. Every goal of the *Creating Our Future* campaign is dedicated to the principles of creativity, opportunity and independence. The goals include greater 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 integrated learning, a more welcoming introduction to campus for prospective students, improved athletic and extracurricular opportunities, stronger connections among all members of the Skidmore community, and a continued rise in Skidmore’s reputation.

Funding priorities that will support these goals are the creation of a groundbreaking Center for Integrated Sciences, increased endowment support for financial aid, expanded student internships and collaborative research, and support for new programs at the Tang Museum.

The vision is that Skidmore will be acknowledged as one of the finest liberal arts colleges in the country with a commitment to integrating creative energy into everything they do. Skidmore is a place where talented students tap into their imaginations to become remarkable scholars and groundbreaking entrepreneurs. Graduates are sought for their talent and their substance, and Skidmore will be equated with excellence and innovation.

Skidmore’s previous fundraising campaign, *Creative Thought Bold Promise*, concluded successfully in 2010 by raising \$216.5 million (having exceeded the goal of \$200 million).

DEAN OF THE FACULTY AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

The Dean of the Faculty and Vice President for Academic Affairs is the second-ranking administrator at Skidmore, assuming senior administrative responsibilities when necessary in the President’s absence. In addition to close collaboration with fellow members of the President’s Cabinet, the Dean of the Faculty and Vice President for Academic Affairs serves as the President’s primary academic advisor, providing strategic vision and overall leadership for all academic endeavors. The DoF/VPAA works closely with the individuals indicated below and serves on a number of governance committees as either a voting or *ex officio* member. The Academic Affairs division includes the following positions and areas of responsibility for the Dean of the Faculty and Vice President of Academic Affairs:

Department Chairs and Program Directors (47 in total: 27 chairs and 20 directors) report directly to the DoF/VPAA.

The Associate Deans include the Associate Dean of the Faculty for faculty affairs, who oversees diversity initiatives, faculty development opportunities, and all non-tenure line faculty, and the Associate Dean of the Faculty for student academic affairs, who oversees all student-related offices and issues, including the Registrar, the Office of Academic Advising, the Office of Off-Campus Study and Exchanges, the First-Year Experience, and so on.

The Dean of Special Programs provides operational leadership and oversight for a distinctive array of institutes, seminars, residencies, and programs, and outside conferences and events. These include degree-granting, credit and non-credit, community and continuing education programs for youths, pre-collegiate, collegiate, adult and professional learners initiated, developed, and managed by Special Programs

The College Librarian is responsible for the Lucy Scribner Library, a 125,000-square-foot facility located at the center of the Skidmore campus. The Library is dedicated to the scholarly activities of the community, and provides the resources and services necessary to support Skidmore College’s educational mission. Library personnel uphold and encourage inclusive excellence, creativity, and integrity throughout the learning process. Responsibilities for the College Librarian include the development, preservation, and accessibility of both physical and virtual holdings, as well as outreach and instruction to promote information literacy across campus constituents. The library team includes 10 library faculty, 15 staff members, and upwards of 30 student workers each semester. Though the following units do not report directly the College Librarian, the library building also houses Information Technology including the IT Help Desk, Geographic Information Systems (GIS) lab, Academic Technologies, and the Media Services. Additionally, the College Writing Center and the MDOCS Documentary Studies Lab are located within its walls.



Lucy Scribner Library

The Director of Institutional Research conducts assessment-related research for both internal and external audiences and reporting organizations.

Sponsored Research Office assists faculty in finding appropriate funding mechanisms, both external grant and fellowship opportunities as well as internal funding opportunities by assisting in proposal development, providing relevant templates, and handling the logistics of the proposal submission process. The Office also supports externally funded scholarship on the post-award side by negotiating research agreements with sponsors, securing approvals for material transfer agreements, and handling intellectual property-related issues. The Office provides real-time project compliance oversight and oversees Institutional Review Board and Institutional Animal Care programs and protocol reviews.

The Dayton Director of the Tang Teaching Museum and Art Gallery is responsible for this signature campus building and program that provides an environment for interdisciplinary discussion and learning through the visual arts. The Tang features contemporary art, as well as interdisciplinary exhibits in the natural and social sciences, performing arts, and humanities – helping students of all ages learn to respond critically to the visual world around them.

The Faculty Assessment Coordinator provides leadership to the Assessment Steering Committee, which oversees assessment of student learning at Skidmore. By unanimous vote in 2009, the faculty endorsed the Skidmore College Goals for Student Learning and Development. These goals, which emerge from the collective sense of a Skidmore education as a transformative experience, reflect the expectation that students will acquire both knowledge and capacities that enable them to initiate and embrace change and apply their learning lifelong in new contexts. The goals lay the groundwork for the College’s continued inquiry into the evidence of that learning.

The Chief Technology Officer reports to the Vice President for Finance & Administration with a dotted-line report to the DoF/VPAA and is responsible for the development and support of all administrative and teaching/learning technology on the Skidmore campus.

THE LEADERSHIP ROLE

The Dean of the Faculty and Vice President for Academic Affairs will ensure continued adherence to Skidmore’s high standards of excellence, while providing vision and creative leadership to address the following areas:

Advocate for liberal education: The DoF/VPAA must possess a deep understanding of the national conversation currently taking place about the value of a liberal arts education and must be an articulate advocate for those values to audiences on campus and beyond. The individual must demonstrate an appreciation of those values as she or he leads the Skidmore faculty in the ways set forth below.

Structure: The DoF/VPAA will facilitate collaboration across all units within Academic Affairs and among all divisions outside of Academic Affairs. Further, she or he will lead efforts to ensure creative integration among residential programs and Special Programs, as well as with the Tang Museum, the library, and instructional technology. Priorities will include coordinating with various offices to ensure the completion of the new Center for Integrated Sciences and providing needed support as faculty from 9 departments move into the new building, refining and clarifying processes and procedures, as well as supporting leadership development throughout the Academic Affairs division. The DoF/VPAA will help develop leadership within the faculty and academic staff to meet the requirements of Skidmore’s shared governance system. Faculty members are actively engaged in governance responsibilities through a number of key committees, many of which also have student and staff representatives, such as the Committee on Appointment, Promotion, and Tenure (CAPT), the Committee on Educational Policy and Planning (CEPP), the Institutional Policy and Planning Committee (IPPC), and the Faculty Executive Committee (FEC).

Implementation of Strategic Goals: Skidmore is in the process of implementing its new and energizing 10-year strategic plan, [Creating Pathways to Excellence: The Plan for Skidmore College, 2015-2025](#), focused on completing the building of the Center for Integrated Sciences and more fully integrating the curriculum, among other strategic objectives. These areas relate directly to hiring and to program development and implementation within Academic Affairs. The DoF/VPAA will lead the Skidmore community in establishing priorities and accomplishing these important goals. In addition, the DoF/VPAA will oversee assessment efforts to ensure the College’s ongoing satisfaction of Middle States accreditation standards. Skidmore’s strategic goals include a strong commitment to both the recruitment and retention of faculty of color and international faculty.



Sixfold Symmetry exhibition at the Francis M. Young Teaching Museum and Art Gallery

Supporting Academic Programs and Creating Opportunities: As Skidmore’s diverse academic programs develop and expand, there is a need to examine continuously the capacity of the faculty to meet the demands of those programs, as well as the distribution of resources across departments and divisions. This includes ensuring effective budget management, providing for the hiring and support of new colleagues, and reviewing the promotion and compensation system. The DoF/VPAA will identify areas of synergy and resource development throughout the College. The continued development of technology for teaching and research, more national collaboration and visibility for the Tang Museum, and

creative development of international programs through efforts such as increasing study-abroad opportunities and building collaborative relations with other schools are among the areas to be addressed.

Building Community: Skidmore College values community and actively seeks to be a place that is inclusive, welcoming, respectful and committed to the shared values of educating undergraduate students. Our commitment to community requires cooperation across administrative departments and offices. The Office of Academic Affairs represents the core of the institution. The DoF/VPAA will be visible throughout campus and accessible to all audiences. The Office of Academic Affairs will model the College’s expectations and standards for open communication and collaboration, leading efforts that result in providing the best educational opportunities and services possible for Skidmore students.

RESPONSIBILITIES AND DUTIES

The next Dean of the Faculty and Vice President for Academic Affairs:

- Serves as a Board-appointed Officer of the College and reports to the President as the Chief Academic Officer; serves as a member of the President’s Cabinet, and is the primary representative for the President in his absence;

- Functions as the President’s primary academic advisor and advises the President on strategic choices relating to the long-term plans of the College;
- Serves as the College’s senior officer in all academic matters – is centrally responsible for leadership in planning, implementing, and assessing all academic programs, providing leadership, expertise, and coordination of curricular, academic committee development, and faculty development. Articulates roles, responsibilities, goals, and expectations with academic leaders to meet milestones and measure progress;
- Is able to appreciate all areas of the Skidmore curriculum and to work effectively with faculty members in all disciplines;
- In consultation with others, determines and articulates the short and long-term vision and plan to guide Academic Affairs;
- Provides support for research within a teacher/scholar model:
- Is responsible for overseeing the recruitment, hiring, performance, and retention of a diverse, high quality faculty whose members excel in teaching, scholarship, and service;
- Provides administrative leadership and management for Academic Affairs, Special Programs, Institutional Research, First-Year Experience, Off-Campus Study and Exchanges, Registrar, Sponsored Research, Academic Advising, the Center for Leadership, Teaching, and Learning, and the Tang Teaching Museum and Art Gallery;
- In consultation with the Vice President for Finance & Administration, develops and is responsible for administering the academic budget of approximately \$60 million.
- Works collaboratively with the other members of the College’s senior administrative team;
- Serves as the administrative liaison to the Academic Affairs Committee of the Board of Trustees;
- Works with senior leadership and appropriate College and Board Committees to develop, recommend, and implement academic policies and procedures;
- Serves as the primary liaison to the Vice President for Advancement in outlining and articulating key fundraising goals to support the academic enterprise;
- Understands and participates in national conversations relating to the value of liberal education; and
- Interacts with professional counterparts at similar colleges to benchmark and ensure the implementation of best practices at Skidmore.

QUALIFICATIONS & CHARACTERISTICS

The next Dean of the Faculty and Vice President for Academic Affairs will possess the following professional and personal characteristics:

Exemplifies the model of excellence for a Skidmore faculty member as teacher-scholar-citizen and so is positioned to lead the College as Chief Academic Officer in developing and sustaining the exceptional faculty and curriculum that are central to Skidmore’s mission.

- Distinguished record of teaching; achievement in scholarship, creative, or professional work; and accomplished service so as to understand the core elements of the work of the faculty and academic professionals, uphold the College's high academic standards, and merit faculty appointment at the rank of Professor at Skidmore.
- Broad and deep understanding of curriculum, interdisciplinarity, and the range of disciplines represented among Skidmore's academic offerings.
- Demonstrated commitment to student development and academic achievement as defined broadly in the Mission of the College, especially in relation to historically under-served student populations. Commitment to the values of liberal education, in general, and to their particular realization at Skidmore.
- Passionate commitment to the values and goals of liberal education and the ability to articulate them effectively and persuasively both inside and outside the academy. Appreciation of the essential role of creative thought across all human activity.
- Ability to embrace and champion the particular expression of liberal education at Skidmore: traditional, interdisciplinary, pre-professional and professional programs; new initiatives in the sciences; historical strength in the visual and performing arts; and other unique features such as the Tang Teaching Museum and Art Gallery.
- Capacity to become an enthusiastic exponent of the values and goals of Skidmore's current Strategic Plan – especially, student engagement and academic achievement, diversity and intercultural literacy, and responsible citizenship.

DEMONSTRATED ADMINISTRATIVE ABILITIES.

- Accomplishments as a creative, forward-looking academic leader fostering innovation and generating institutional change.
- Proven record of fostering collaboration throughout an institution.
- Proven record of institutional management, with robust skills in communication, personnel management, and budgeting. Experience in managing administrative offices and developing systems and procedures to ensure responsiveness, effectiveness, and efficiency of operations.
- Evidence of ability to supervise and support academic administrators in their work with departments, chairs and program directors, and individual faculty members to ensure appropriate distribution of resources and personnel to support the academic programs of the College.
- Demonstrated experience in hiring, developing, reviewing, and supporting faculty members throughout their careers.
- Demonstrated experience in fostering diversity and inclusion within an academic institution.
- Demonstrated experience in developing leadership within an academic community.

- Deep understanding and appreciation of shared governance, with evidence of the ability to work effectively within a governance system.

CONNECTION TO THE BROADER WORLD OF HIGHER EDUCATION AND BEYOND.

- Play an active role with professional counterparts nationally, regionally, and within the liberal arts consortium, New York 6
- Understanding of the issues and challenges facing higher education nationally – especially as they pertain to liberal arts colleges.
- Demonstrated ability to participate actively in such national conversations, bring insight on those issues to the College, and engage the faculty and other constituencies.
- Ability to articulate the critical role of science at a leading national liberal arts institution.

PERSONAL QUALITIES.

- Intellectually curious and open to the ideas of others, conceptually rigorous, with facility in cross-cultural communication.
- Collegial and able to form strong working relationships, committed to the success of others and to the institution.
- Able to make and implement difficult administrative decisions.
- The highest integrity and uncompromising standards of excellence.
- Possessing a sense of humor.

THE AGENDA

Prominent challenges and opportunities for our next DoF/VPAA include the following:

Value of liberal education: The DoF/VPAA will continue to enhance the value of a Skidmore education to our students and improve our ability to articulate that value to internal and external audiences. This will include the opportunity to provide leadership in the implementation of the recently approved new General Education program.

Creative Thought Matters: The DoF/VPAA will promote the College’s assertion that “Creative Thought Matters” in every field of human endeavor. This commitment reflects not only Skidmore’s heritage in the arts—where creativity has long been celebrated—but also the College’s fundamental realization that every great human achievement in any field required an act of imagination.



Science Initiative: The DoF/VPAA will be an articulate spokesperson for the importance of the physical and life sciences and mathematics in a liberal arts education; she or he also will lead the College’s development of the academic program to continue to implement and improve upon Skidmore’s *Science Vision* (including scientific literacy across the curriculum) and the College’s efforts to design and construct new science facilities. Leadership of this initiative will require vision, creative energy, and the capacity effectively to engage the faculty in discussions about pedagogy, curriculum, facilities, and administrative structures of support.

Strengthening Diversity and Inclusion: Skidmore College has a well-deserved reputation for building diverse student populations, including significant numbers of students of color and an increasing presence of international students. However, achieving the levels of diversity and inclusion we aspire to within the staff, faculty, and student body perpetually calls for new energy, commitment, and ideas. This challenge is a very high priority for many college stakeholders including the college leadership. The College has recently committed to the creation of Black Studies, which is currently working its way through the shared governance system.

The Key Resource: Skidmore’s faculty and staff benefit from and contribute to an outstanding workplace culture of empowerment, teamwork, and mutual appreciation. The viewpoint of faculty, staff, and students is expressed through active and engaged participation in shared governance. As the College and its workforce grow and evolve, it will be important to sustain this commitment to a healthy, positive work environment.

Leadership in Changing Times: Skidmore has enjoyed considerable success over the past decade in raising its academic profile and rankings. However, with constrained resources and increased competition, established strategies may not serve the College as well in the future, and work has begun to explore new approaches. The DoF/VPAA will play an important role in helping to develop creative solutions to challenges facing Skidmore in order to further strengthen its educational program.

A Positive and Distinctive Culture: All elements of the institution speak of three highly-valued dimensions: a sustained and community-wide tradition of focus on the student; a positive climate for learning and living, reflecting a commitment to shared governance and collaboration; and strong support for engaged scholarship and research. The College's DoF/VPAA will need to exemplify such healthy values if this positive climate is to be sustained.

Continuing Growth and Positioning as a College of Choice: The DoF/VPAA will be central to marketing efforts to ensure that the College is widely considered a "School of Choice" for serious undergraduates. Currently, the College's enrollment trend is positive and is expected to continue in this direction. The DoF/VPAA must ensure the growth and strengthening of the student body.

Communication: The College's relative size and diversity of programs have always been strengths, both internally and externally. In addressing new issues as well as old, it is important for the DoF/VPAA to continue to play an active, engaged, and transparent role with the faculty, staff, and students within the College. The DoF/VPAA will need to represent the entire College effectively, while working cooperatively with the other Administrators.

Strengthening Relationships: Skidmore College is a caring community of faculty, students, staff, and administrators, living and working together in an atmosphere of respect and common purpose. It is expected that the DoF/VPAA will provide a style of leadership that recognizes the central importance of continuing to build campus community. Effective communication by the DoF/VPAA is a key to ensuring that the College's commitment to community is realized. Inherent in this effort is the need for the DoF/VPAA to share information broadly, facilitate communication among different constituencies, and ensure effective and timely decision making and action. This requires excellent writing, speaking, and listening skills, as well as a commitment to as much transparency in decision-making as possible.

Faculty Development: Skidmore's innovative and dedicated faculty is one of its central strengths. Areas identified for further strengthening include support of scholarship and pedagogy, and the advising and mentoring of students. Both senior and junior faculty members bring to the College energy, innovation, and positive perspectives. This resource of the College will need to be supported effectively in light of changing expectations for the nature of faculty work. The DoF/VPAA will play a key role in providing guidance and in identifying resources for the further development of faculty, both individually and as a community.

Quality and Assessment: Skidmore College has a distinctive set of policies, programs, and services for which the institution has earned a well-deserved reputation. Like other institutions, Skidmore College needs to satisfy both

internal and external expectations for strengthened assessment of programs. The College has a strong record of effective assessments and institutional research, both in implementing effective assessments and in making good use of data in decision-making processes. In July, 2016, Skidmore was reaccruited by the Middle States Commission on Higher Education and is committed to sustaining its success in this context. The DoF/VPAA will play a central role in these ongoing efforts.


Organizational Management: The DoF/VPAA will inherit a strong and talented staff and the opportunity to strengthen organizational structures that will better serve the College. To ensure open communication among departments and efficiencies with paperwork, the DoF/VPAA will identify models of how to use technology and other management tools to facilitate the work of this busy office and its support of the faculty.

Community Engagement: Over the past several years, Skidmore's outreach has led to unprecedented partnerships and collaborations with the Saratoga Springs community and wider region. The DoF/VPAA will be expected to work with the President and campus community in building upon and further deepening these ties.

Work/Life Balance: As expectations for faculty and staff increase across all of higher education, the DoF/VPAA must be a champion of the importance of work-life balance. The College has implemented a number of policies aimed at realizing that balance; the next DoF/VPAA must build on those policies and create new ones that aid our employees and their families.

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:



storbeck / pimentel

executive search consultants

Steve Leo, Partner
Matthew Bunting, Managing Associate
Storbeck/Pimentel & Associates, LP
SkidmoreDOFVPAA@storbecksearch.com



For more information about Skidmore College and its programs, please visit: 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.