

5. Begin a collaborative **Campus Master Planning process** that will involve our entire community in guided discussions of near- and long-term future capital projects that will shape and define the Skidmore campus for the coming decade and more.

It is evident that these five goals focus on both the present and future needs of the College, and that each is a deeply collaborative effort. **Goal number one** is our all-encompassing effort to chart our course through this year of the pandemic, while continuing our teaching mission to our students and sustaining the College for the future. This is an extraordinary team effort and any institution would understandably limit its year's expectations simply to completing this project.

But we also maintain our commitment to **goal number two**, the Racial Justice Initiative, as an equally essential goal for the year, and equally a sustaining and defining effort for Skidmore's present and future as goal number one. Both the pandemic and America's ongoing challenges of antiracism and racial justice are in effect health crises, and we seek to address both as we continue to focus on our community as a place where everyone can thrive, feel at home, and both challenge and be challenged by our peers.

Goal number three is almost absurdly ambitious: to complete the most far-reaching capital campaign in the history of the College while navigating a global pandemic and striving for meaningful institutional progress on the formidable areas of racial justice. Yet we have insisted since the summer that we will not allow the present crisis to take our eyes off of the future. The long-term sustainability and strength of Skidmore College must always be a goal, even in the midst of present challenges that dwarf any period heretofore in American higher education. Consequently, we continue to work to secure ongoing support for the College in the key campaign areas of scholarships and financial aid, the Center for Integrated Sciences, the Skidmore Fund, Athletics, Health, and Wellness, the Tang Teaching Museum, and Career Development and Transformative Experiences. Our goal for this year's Skidmore Fund is also ambitious, and these efforts will go hand-in-hand with our goal of recruiting and appointing a skilled and committed new VP for Advancement to continue Skidmore's trajectory into the future.

Goal number four is consonant with goal number three, in its focus on securing the long-term financial health of the College. As detailed in the [Strategic Action Agenda for 2019-20](#), our financial models show unsustainable deficits over the next five years. The [Future Financial Sustainability](#) website was launched [in May 2020](#) by President Glotzbach to help our entire community understand the financial challenges that Skidmore currently faces. In order for the College to continue to grow in the achievement of its key goals and to offer the extraordinary college experience as well as the opportunity and access for this education to an ever-increasingly diverse student body, Skidmore must implement a plan to address the College's structural budget deficit. The student/faculty and student/staff ratios need to come into alignment with our peer and aspirant schools, and we must continue to work together to reduce health care benefit costs and manage the student employment program. This goal will require a collaborative process with faculty, staff and administrative leadership that will be data-driven and in unity with our key strategic priorities.

Finally, **goal number five** gives us an opportunity to collaborate and critically assess the many capital/building projects that have been proposed, planned and framed in recent years, with an eye toward freshly evaluating those projects and seeing how they fit into the emerging priorities