

*Emerging Into the Future*  
**Strategic Action Agenda 2021-2022**

This year's Strategic Action Agenda (SAA) is in many ways a continuation of [last year's SAA](#), partly because of the continued challenges posed by the COVID-19 pandemic—which continues to impact virtually every aspect of the College's operations and planning—and partly because 4 of the 5 goals articulated in the 2020-2021 SAA have continued into the current year as ongoing major priorities. Campus Master Planning, the Racial Justice Initiative, and Financial Sustainability, along with COVID-19 management, are all areas where we made excellent progress and achievement last year, and they continue to be areas of institutional priority this year. In addition, the area of sexual and gender-based misconduct and Title IX policies and procedures has arisen as an area of major attention on college campuses nationwide, and Skidmore is no exception. This year presents an opportunity for us to review and where necessary revise those policies and practices, as part of our broader effort to support student health and well-being and to foster a campus of inclusivity, support, and trust.

These five goals continue to emerge from and support our ongoing ten-year *Strategic Plan, Creating Pathways to Excellence, 2015-2025*. As I wrote in the SAA for last year, we continue to see how vibrant and applicable the *Strategic Plan* continues to be for Skidmore. The *Plan*, the result of a full community effort to determine the guiding strategic goals for Skidmore, remains a relevant and inspiring map for our present and future efforts. The four major categories of the *Plan* remain impressively relevant: **integrative learning, access, sustainability, well-being**—these are areas where Skidmore continues to seek achievement and improvement, and all our major programs and projects are well described in these goals. The *Strategic Plan* was thoroughly reviewed and commented upon in the fall of 2020, resulting in the [2015-2020 Strategic Plan Midpoint Review document](#), which brings into relief the substantial progress we have made on the *Strategic Plan*, showing multiple accomplishments and pointing towards more to come. In the same spirit of fidelity to our institutional *Strategic Plan*, and also responding attentively to current needs and priorities of the institution, this year's SAA has been crafted.

Much like last year's SAA, this SAA emerges from a time of extraordinary pressure on the institution due to the COVID-19 pandemic. This requires once again a laser-sharp focus on five clear priorities for the College, each of which is connected to and impacted by our COVID response and at the same time clearly supports the pillars of our *Strategic Plan*. It is my hope and intention to eng ~



