

The Kirkland Endowment supports and reflects the educational principles that defined Kirkland College — creativity, academic challenge, and independent spirit. It supports the needs and interests of women at Hamilton College by providing opportunities for them to:

- Achieve their academic potential
- Pursue their individuality
- Develop political and social consciousness

The Committee for Kirkland College recommends the following 9 actions for the purposes of increasing the prominence and awareness of the Kirkland Endowment; maintaining – while strengthening – the structure and governance of the Endowment; and, recognizing the contributions of those individuals who have managed the Endowment since its inception.

Increase the Impact and Awareness of the Kirkland Endowment

Over time, the aim is to ensure that the Kirkland Endowment achieves a level of prominence that is comparable to the Levitt Center for Public Policy and other programs of significance.

1. Change the name of the Kirkland Endowment to the Kirkland College Endowment (with the concomitant name change to the Kirkland College Endowment Advisory Committee).

a. Benefit/Rationale:

- i. Changing the name to the “Kirkland College Endowment” will ensure that this fund will be forever associated with the institution that was Kirkland College, and not mistakenly assumed to be a part of the legacy of Samuel Kirkland, founder of Hamilton College.

2. Utilize more fully Endowment Unrestricted funds for programs and scholarships that perpetuate the meaning of Kirkland College and are bold and significant enough to be impactful. Spending more money on fewer programs has more impact than the same amount spent on many programs. Moreover, ideally, the KEAC and others organize programs under the name of the Kirkland Endowment.

a. Establish categories and related spending goals for Endowment expenditures that ensure the full and most meaningful utilization of the funds; each grant should fall within the broader philosophical principles outlined above, i.e., supporting the needs and interests of women at Hamilton College by providing opportunities for them to: achieve their academic potential, pursue their individuality and/or develop political and social consciousness

- i. Kirkland College Scholars (50%): Provide scholarship funds to women who exemplify the ideals of Kirkland College – self-starter, independent thinker, creative, demonstrated ability to live with purpose and impact.

- ii. Kirkland College Fellows (25%): Provide scholarship funding (in the form of grants and prizes) to support student interns and other student-faculty research and collaboration.
 - iii. Campus programming (25%) Provide funding for on-campus events that perpetuate the Kirkland conversation in all of its diverse messages, supporting broad-ranging discourse and encouraging the development of political and social consciousness.
 - b. Benefits/Rationale
 - i. Enable understanding of how Kirkland College contributed to Hamilton College: There is a woeful lack of knowledge about Kirkland and what it contributed to the current Hamilton experience. Utilizing Kirkland Endowment funds to support women who exemplify Kirkland ideals and in programs that support innovation in education and the active interaction between faculty members and students will help to sustain the meaning of Kirkland College on campus.
 - ii. Perpetuate what Kirkland College signified: Through campus programming and events focused on educational innovation, continue and deepen the ideals and concepts of a Kirkland College education.
 - iii. Encourage students to take responsibility for their education: By providing the opportunity for funding, students learn how to present their ideas and plans clearly and thoughtfully.
 - iv. Full utilization of funding: The annual monies from the Kirkland Endowment have not always been fully utilized, resulting in “carried forward balances”. This does not enable the full impact of the Endowment each year.
 - v. Kirkland College Scholars and Fellows would eventually stand in the place of Kirkland alumnae, allowing for Kirkland influence in the oversight of the Kirkland Endowment in perpetuity.
- 3. Incorporate the management of related funds with the Kirkland Endowment.
 - a. Add management of the Chuck Root Endowment Fund to the responsibilities of the KEAC.
 - b. Benefit/Rationale
 - i. The Chuck Root Endowment Fund was established for the same purposes as the Kirkland Endowment – to support the needs and interests of women on campus. By combining the oversight of their expenditures under the KEAC, there will be a better coordinated approach to monies supporting programs that benefit women at Hamilton College.
- 4. Ensure that all students and faculty members are aware of the Kirkland Endowment, how they can access monetary support, and how the monies are deployed.
 - a. Institute more regular communications with the campus – using multiple media - about the Kirkland Endowment.
 - b. Benefits/Rationale

- i. Enable increased understanding of how Kirkland College contributed to Hamilton College.
 - ii. Broaden the pool of individuals who consider applying for Kirkland Endowment funds.
 - iii. Enable a more complete utilization of funds available from the Endowment.
- 5. Ensure that Kirkland alumnae are aware of how the Kirkland Endowment is used.
 - a. Institute regular and ongoing communication about Kirkland Endowment programs to Kirkland alumnae.
 - b. Benefits/Rationale
 - i. Opportunity for Kirkland alumnae to have a linkage to what was Kirkland and to deepen the existing Kirkland “community”.
 - ii. Opportunity for increased fund-raising for the Kirkland Endowment and other Kirkland-related programs, such as the Babbitt prize and the Chuck Root Endowment Fund.
- 6. Receive support from the Hamilton administration to enable parity with other major committees and programs.
 - a. Administrative support for the Kirkland Endowment; web-space; other forms of promotion
 - b. Benefits/Rationale
 - i. Encourage engagement of students and faculty with the KEAC
 - ii. Ensure the appropriate level of support to accomplish the other recommendations outlined in this document

Maintain, but Strengthen the Structure and Governance of the KEAC

- 7. Expand student and faculty involvement.
 - a. Expand beyond the current composition (3 alumnae, 1 faculty member, 1-2 students) to a composition of 3 alumnae, 3 faculty members, and 3 students. Each of these 9 members has one vote in decisions. In addition to these voting members, the Dean of the Faculty and a representative from the Communications & Development Office serve in an ex-officio capacity.
 - i. Each voting member serves 3 years, with 1 faculty member, 1 student and 1 alumna transitioning off each year.
 - ii. One faculty member chairs the KEAC during his/her third year.
 - iii. Hamilton’s faculty elects one faculty member to join the KEAC each year, as part of the yearly faculty-wide committee elections.
 - iv. Hamilton’s student body selects one student to join the KEAC each year.
 - v. The Committee for Kirkland College prepares a slate of alumnae each year and the Alumni Council selects one alumna to serve. Eventually, Kirkland Scholars and Fellows would fulfill the role performed by Kirkland alumnae, allowing for Kirkland influence in the oversight of the Kirkland Endowment in perpetuity.

- vi. The involvement of the Dean of the Faculty ensures the KEAC is familiar with other, related programs and activities on campus.
 - vii. The C&D representative provides administrative support to the KEAC.
 - viii. Men and women are eligible to serve on the KEAC.
 - ix. Members of the KEAC should become familiar with the history of Kirkland College. We suggest that new members receive a copy of Sam Babbitt's book.
- b. Benefits/Rationale:
- i. Active involvement of students: One of the hallmarks of a Kirkland College education was active student involvement in the governance of the College. When Kirkland College was founded, students were instrumental in establishing the rules of the community. Kirkland students were encouraged to think independently and to have a sense of responsibility for their own lives. Students, faculty members and administration had equal involvement in the Kirkland Assembly, which was the ongoing governing body of the College.
 - ii. Broaden awareness of the Kirkland Endowment on campus.
 - iii. Engagement of additional faculty members: As time goes on, there will be fewer Kirkland professors available to serve on the KEAC. By engaging other faculty members, there will be some level of continuity, a "passing down" of the Kirkland College tradition.
 - iv. Introduction of new participants on a regular basis is good practice to provide new ideas and perspectives to the governance of the Endowment.
 - v. A small number of people have dedicated an enormous amount of time to the Kirkland Endowment. The work associated with the Endowment should not be the burden of only a few individuals.
8. Establish rules for review and approval of Endowment Unrestricted Funds
- a. Recommended rules
 - i. Meetings: Hold regularly scheduled meetings – e.g. one in-person on campus and three conference calls each year. The on-campus meeting might coincide with commencement (to attend the champagne & strawberries event) and serve as the time to plan for the coming year. Questions to be addressed at this year-end planning session could include: What worked or didn't work? What needs to be done to improve communication about the Endowment? How should tasks be assigned among KEAC members?
 - ii. Approvals: Be clear about the approvals required for expenditures. For instance, any expenditure over \$2,500 requires at least 5 members of the committee to agree. And, any expenditure over \$200 requires at least 3 members – representing one of each constituency – to agree.

- iii. Reporting: Provide detailed information to the KEAC members about the applications made to the Endowment.
 - 1. At the end of each semester, provide a detailed accounting of the expenditures, by category, and for the mid-year report, a forecast for the full academic year.
 - 2. After the year-end, prepare an “annual report” that highlights successes and challenges; how well the plan was met; and, what might be done differently in the coming year.
 - 3. Perform more strategic review of the KEAC and the Endowment every 5 years.
 - iv. All expenditures which have been approved by the KEAC as outlined above shall be submitted to the Office of the Dean of the Faculty for disbursement. However, the funds of the Endowment will remain separate from other programs and the general operating funds of Hamilton College.
- b. Benefits/Rationale
- i. By meeting in-person or through conference calls, the KEAC has an opportunity to discuss the applications, to ask questions, and to debate the decisions made.
 - ii. Increased transparency and information about how the Kirkland Endowment is used. In addition to being a best practice in funds management, this enables the increased communication with the campus and with Kirkland alumnae.
 - iii. Having the approved expenditures flow through the Office of the Dean of the Faculty for disbursement provides the following benefits:
 - 1. informs that office of activities, thereby avoiding duplication of effort,
 - 2. provides significant administrative support to the KEAC, as disbursement and other reports will be generated from that office,
 - 3. makes consistent with other major committees and programs, the manner in which funds are administered and disbursed,
 - 4. carries forward and ensures compliance with the letter and spirit of the Merger Agreement, which provided that the Endowment Committee was to propose expenditures to the Hamilton Board of Trustees: *“There shall be an Advisory Committee for the Kirkland Endowment which shall adopt policies and procedures to assure that the spending restrictions set forth...are observed and shall from time to time recommend any and all specific uses to be made of funds comprising the Kirkland Endowment to the Board of Trustees of Hamilton;”* and *“If the Board of Trustees of Hamilton finds that a use recommended by the Advisory*

Committee for part or all of the Kirkland Endowment is not in the best interests of Hamilton, such use shall not be made; in such case, the Advisory Committee may recommend another use or uses.”

Recognize the extraordinary dedication of Nancy Rabinowitz, Carole Bellini-Sharp, and Esther Kanipe (and any others) in managing the KEAC

9. Celebrate the positive impact the Kirkland Endowment has had on the Hamilton community (e.g. HAVOC initial funding) and honor the work that Nancy Rabinowitz, Carole Bellini-Sharp, Esther Kanipe, and others have done in ensuring that the Kirkland Endowment continued to have meaning during the 30+ years since Kirkland College existed.