

INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
May 2, 2008

PRESENT: President Philip Glotzbach, Chair; Professor Mark Huibregtse, Vice Chair; Mary Lou Bates, Deb Hall, Ann Henderson, Susan Kress, Pat Oles, Muriel Poston, Justin Sipher, Michael West; Mehmet Odekon, Sue Bender, Jonathan Brestoff, Rob Hill; Barbara Krause (Secretary).

Guest: Roy Rotheim.

ABSENT: Michael Casey, Jeff Segrave, Sue VanHook, Barbara McDonough and Mary Cogan.

President Glotzbach convened the final IPPC meeting of the year. He welcomed as a guest Professor Roy Rotheim, who has been elected as a faculty representative for a three-year term beginning next fall.

1. Approval of Minutes

Minutes from the meeting of April 18, 2008 were approved as distributed.

2. New Budget Initiatives

Vice President Mike West distributed a confidential document outlining new initiatives to be funded by the operating budget in fiscal year '09. The total recommended amount of \$412,000 was pared down from a list of requests totaling \$752,000 that was considered by the Cabinet. He noted that the list considered by Cabinet had been reduced from a list totaling over \$2 million from units across the College.

Following discussion and questions, and without objection, IPPC indicated its support for the recommended budget initiatives.

3. Citizenship Task Force

Dean Pat Oles began this discussion by noting that SGA had raised certain concerns about the earlier draft charge. He suggested that unless those issues could be resolved, it might be best to table consideration of the charge until next fall. SGA President Jon Brestoff explained that SGA's concern focuses on the breadth of the charge. In SGA's opinion, the draft charge does not focus on all of Goal III, but only on the first major initiative.

IPPC then discussed the SGA concerns and suggested various ways to accommodate those concerns. Specific amendments to the draft charge were considered. Dean Oles will revise the language and circulate a clean draft to IPPC. Given the lateness of the semester, all agreed that the revised Goal III charge would be considered approved, absent objection. Once approved, the charge

will be distributed to FEC and others for administration of the willingness-to-serve process. It is understood that the charge language might be subject to further minor revisions in the fall.

Based on the foregoing, IPPC voted to approve the proposed Citizenship Task Force charge as revised orally at the meeting.

Secretary's note: The Citizenship Task Force charge as revised and approved subsequent to the meeting (via email) is attached to these minutes as Appendix A.

4. Retiree Health Care

Vice President Mike West reported on the open meetings and faculty meeting presentations (and related questions and answers) that have taken place since the last IPPC meeting. He also noted that there will be a meeting on May 12th for retirees to discuss their particular questions.

Mr. West then noted that IPPC's Budget and Finance Subcommittee had met to discuss an issue that had surfaced regarding the 1% contribution for new employees. A concern was registered that, consistent with Skidmore's scaled approach to benefits, the contribution should be greater for employees at lower income levels. The Budget and Finance Subcommittee considered various options, including a progressive scale and implementation of a defined minimum (floor) contribution. Mr. West noted that these conversations had been difficult and complex, but that in the end, the Budget and Finance Subcommittee decided not to make any changes to its initial recommendation. Among other reasons, subcommittee members expressed concern about making changes at the last minute without sufficient time to consider the full ramifications; members also expressed concerns about making changes following the open community meetings where the original proposal had been discussed.

Following considerable discussion, IPPC voted not to change its recommendation. Both the Budget and Finance Subcommittee and the IPPC as a whole support a review of the retiree health care benefit (including the 1% contribution) within two years.

5. Strategic Action Agenda 2008-09

President Glotzbach introduced discussion of next year's Strategic Action Agenda by reviewing the current year's three themes: Environment of Excellence, Intercultural Literacy and Responsible Citizenship, and Leadership. He invited any thoughts on progress made during the current year as well as advice for next year. Comments included the following:

- Academic excellence should be a continuing theme (faculty development, research support, and teaching excellence).
- Health is a key component to academic success. The IPPC should take up the report from the Health Task Force in the fall.

- Sabbatical support for faculty is critical. Significant progress has been made, but a greater degree of formalization as well as planning for sabbaticals is desirable.
- Academic Planning (need for a structure to do this work; Academic Affairs has made some progress this year and will continue this work).
 - What is the relationship of academic planning to the College's *Strategic Plan*?
 - How do the current academic projects fit into the larger vision of Academic Affairs?
 - What is the process for developing new projects?
- Time and priorities: What will we choose *not* to do?
- The need to promote "perpetual strategic thought."
- Diversity and Intercultural Global Understanding: Although progress has been made on Goal II, we must continue the conversation. The College must consider the impact of tuition increases on diversity.
- The diversity "agenda" must be expanded to include a voice for all forms of diversity, including LBGT, lower socio-economic class, those with disabilities, etc.
- The College still has not learned to discuss diversity without reinforcing notions of various sub-groups. We must get to the point where we discuss diversity while also referring to "Skidmore students."
- The Intergroup Relations project represents an effort at dialogue and could be a strategic priority.
- It was suggested that IPPC might consider holding a retreat between fall and spring semesters to plan strategically, especially to consider the relationship of planning to budget preparation.
- Optimization: Cabinet members believe that this work needs to be done and is developing a list of questions that might be answered. Cabinet has not yet developed a recommendation as to exactly who should do the work or what process should be followed to obtain the necessary data.
- As Cabinet considers the Optimization work, it should consider the significant waiting lists for current classes, the number of foundation classes currently taught by adjuncts, and the amount of space per student allocated for studio work.
- Facilities planning is a significant priority. President Glotzbach reported that he and Vice Chair Mark Huibregtse have received a memo from the Athletics Council describing

concerns related to the boathouse and stables. That work is continuing now and will continue through the summer and into next fall. President Glotzbach indicated that he sees it as a priority to address the boathouse and stables facilities; this is, perhaps, an issue where targeted fund raising is appropriate.

- A faculty member suggested that as the administration considers athletic facilities, it also consider faculty office space.

President Glotzbach thanked all members of the IPPC for their dedication and hard work. He especially acknowledged departing members Vice Chair Mark Huibregtse, SGA President Jon Brestoff, and CEPP Chair Deb Hall.

At this time, Professor Roy Rotheim departed.

6. Election of IPPC Vice Chair

Mark Huibregtse reported that FEC and the faculty members of IPPC have nominated Roy Rotheim as Vice Chair.

Upon motion, IPPC voted unanimously to elect Roy Rotheim as Vice Chair.

7. Annual Report from the Campus Environment Committee

Sue Van Hook, Chair of the Campus Environment Committee, distributed via e-mail a copy of the group's annual report. The report is attached to these minutes as Appendix B.

Minutes prepared by Barbara Krause, Secretary. Please notify of any changes.

APPENDIX A

Responsible Citizenship Task Force Charge

May 2008

Goal III of Skidmore's *Strategic Plan* states that "We will prepare every Skidmore student to make the choices required of an informed, responsible citizen at home and in the world."¹ In concert with a national conversation about higher education and citizenship, our *Strategic Plan* necessitates thoughtful consideration of the goals of liberal learning and how Skidmore cultivates citizenship in its students. What, specifically, does it mean to prepare our students to be informed, responsible citizens? As we move forward with our *Strategic Plan*, what do we believe is necessary for our students to become civic-minded graduates? A Responsible Citizenship Task Force will consider these and other questions as it reviews our current practices and makes recommendations about how to best advance Goal III.

The overall purpose of the Responsible Citizenship Task Force is to advise the President and work with appropriate groups and individuals (e.g., department and program chairs, the Committee on Educational Policies and Planning, and other groups involved with aspects of Goal III) to refine objectives and develop initiatives that will enable us to realize the objectives of Goal III, particularly its first point, "Foster pedagogical innovation relating to responsible citizenship; support campus initiatives that teach and exemplify this value."

The Task Force will be co-chaired by the Associate Dean of Student Affairs/Director of Campus Life and the Associate Dean of the Faculty. It will be chartered for an initial period of two years beginning in September 2008. Following the Task Force's second year of operation, the Co-Chairs will consult with the Institutional Policy and Planning Committee (IPPC) and other individuals and groups as appropriate to determine whether to extend the Task Force beyond its initial two-year charter. It will coordinate its deliberations and initiatives with the IPPC and with other groups and individuals as appropriate. To support its efforts, the Task Force will have access to resources provided by the President from the President's Discretionary Fund and other sources.

The Responsible Citizenship Task Force is charged by the President in conjunction with his pledge to participate in the AAC&U Core Commitments project.² This pledge states:

We, the college and university presidents who sign this call to action, pledge to provide new leadership to reestablish education for personal and social responsibility as a central goal within American colleges and universities. In partnership with AAC&U's Core

¹ Skidmore College. 2007. *Engaged Liberal Learning: The Plan for Skidmore College, 2005-2015*.

<http://www.skidmore.edu/planning/index.htm>.

² See http://www.aacu.org/core_commitments/call_to_action.cfm

Commitments initiative, we pledge to give particular attention to the following dimensions of personal and social responsibility:

1. Striving for excellence
2. Cultivating personal and academic integrity
3. Contributing to a larger community
4. Taking seriously the perspectives of others
5. Developing competence in ethical and moral reasoning

In response to this pledge and with the intention of advancing Goal III, the Task Force will consider what it means to be an “informed, responsible citizen” and how our academic and co-curricular programs support citizenship development. In particular, the Task Force will examine civic learning in four domains:

1. Civic Learning Courses

Civic learning coursework introduces students to scholarly perspectives on citizenship. Such courses help students develop the skills and dispositions necessary to be effective participants in public life. These courses may provide philosophical or historical background for civic engagement, topical examinations of problems, or focus on developing specific skills used by engaged citizens. Such courses may appear in any discipline and particularly in interdisciplinary programs.

2. Service Learning

Service-learning coursework includes community service as an experiential learning technique to deepen student understanding of course content, to build their skills in the application of theory to practice, to increase their experiences with diversity, and to develop their interest in and commitment to social action and social problem solving. Service learning is focused on student development, but also provides volunteer and technical resources to communities and strengthens town-gown relations. The Office of Off-Campus Study and Exchanges identifies and forges relationships with programs that offer *off campus domestic and international service learning* opportunities. These unique offerings around the world typically advance intercultural understanding, academic knowledge, and public policy while students participate in service learning field experiences that are integrated with their academic studies. *Service learning internships* meet community needs while extending personal development, career awareness, and enhanced applied knowledge. These professional experiences may occur during the academic year or the summer.

3. Community-Based Research

Community-based research is scholarship, particularly collaborative research (including collaborations between faculty, students, and community partners), that is directed toward investigating and solving behavioral, social, educational, and environmental problems. In a widely read essay, Ernest Boyer called for a “scholarship of engagement...connecting the rich resources of the university to our most pressing social, civic, and ethical problems, to our children, to our schools, to our teachers, and to our cities.”³

³ Boyer, Ernest L. 2003. "The Scholarship of Engagement." Pp. 245-251 in *Introduction to Service-Learning Toolkit: Readings and Resources for Faculty*. Providence, RI: Campus Compact.

4. *Co-Curricular Programs*

Although not formally tied to the curriculum, *co-curricular programming* is a place where students often apply what they learn in the classroom, express the values and commitments central to their civic identity, and develop the core skills and dispositions of civic engagement. Through participation in student government, on faculty and all college committees, in orientation programs, residential life, student clubs and organizations, retreats, trainings, and volunteer work, students enact the role of a citizen in both the campus and local community. The skills they acquire include leadership, strategic planning, collaboration and cooperation with people of different perspectives and backgrounds, ethical decision-making, and personal efficacy and commitment – all skills that form the perfect complement to the knowledge and skills developed in civic learning courses, service learning experiences, and community based research.

Specifically, the Responsible Citizenship Task Force will accomplish the following tasks:

- Drawing on extensive conversation with faculty, students, and staff, produce a white paper to be completed by the end of Fall 2008 that:
 - Defines what we mean by an “informed, responsible citizen” – what best describes our learning outcomes for a civic-minded graduate at the institutional level as well as for individual departments and programs.
 - Summarizes current activities that exemplify the Core Commitments and Goal III dimensions.
 - Outlines steps toward assessment of the College’s progress toward Goal III.
 - Recommends next steps toward fuller realization of Goal III.
- Develop a campus-wide small grants program to advance Goal III. The Task Force would evaluate and fund projects by faculty, staff, and students that advance Goal III.
 - Project proposals will be due in the spring of 2009 for implementation in the fall of 2009.
 - Project proposals will be due in the fall of 2009 for implementation in the spring of 2010.
 - Funds of \$50,000 will be made available for use during the 2009-2010 academic year.
 - In addition, the Task Force will advise SGA about the administration of its Civic Engagement Grants Program.
- Provide oversight for civic engagement collaborations between Student Affairs and Academic Affairs.
- Provide workshops and individual consultation for faculty and departments to develop civic learning opportunities in the curriculum.
- Inform Skidmore and the local community about the work of the Task Force and related initiatives through periodic communications.

Membership

The Responsible Citizenship Task Force will be composed as follows:

- Co-Chair: Associate Dean of Student Affairs and Director of Campus Life
- Co-Chair: Associate Dean of the Faculty
- Five faculty, appointed through FEC willingness-to-serve, representing:
 - Committee on Educational Policy and Planning
 - Social Sciences
 - Natural Sciences
 - Arts
 - Humanities
- Two students: The SGA Vice President of Academic Affairs and one appointed through the SGA willingness-to-serve process
- Director of Community Service Programs
- One representative from the Office of the Dean of Special Programs, appointed by the dean
- One representative from Residential Life, appointed by the Director of Residential Life
- One representative from a local community agency, appointed by the Task Force

Approved by the Institutional Planning and Policy Committee on May 2, 2008.

APPENDIX B

Memorandum

To: IPPC
From: Campus Environment Committee
Date: May 1, 2008
RE: Annual Report to IPPC

The Campus Environment Committee met 9 times between Sept, 2007 and Apr 11, 2007. Membership for this year included: Sue Van Hook, Robert Jones, Kim Marsella, (faculty), Carol Schnitzer (Purchasing) Dan Rodecker (Facilities Services), Mike Hall (Finance and Administration), John Sanders (IT), Adele Einhorn (Advancement), Erica Fuller (Sustainability Coordinator) and student representatives from EAC, Dan Von Allmen'09 and William Coffey '10.

FOCUS THE NATION

Skidmore College committed to participate in Focus the Nation during the spring semester of 2007. Over the summer a Focus the Nation committee met several times to discuss how we wished to shape this participation. Members of this committee included, Muriel Poston, Mike West, Don Hastings, Beau Breslin, Bob Turner, Karen Kellogg, Kim Marsella, Sue Van Hook and David Karp. The committee decided the chair of Campus Environment Committee should lead a smaller subcommittee for the year. Sue Van Hook agreed to chair the working committee with Kim Marsella and Bob Turner.

The larger committee decided to spend the entire academic year sponsoring events. We held the first all-campus meeting on September 19th from 4:45 – 6 pm at JKB theater. About 25 students, faculty and staff attended. We broke into small working groups to focus efforts on sustainable food, transportation, and energy conservation and reduction. From this planning meeting came several initiatives.

The first initiative was Leave your Car At Home Week (October 8-12). Sixty-three people who registered their human-powered commutes saved 1212.5 miles and 1248.5 pounds of carbon dioxide that week. We promoted Skidmore's new arrangement with CDTA bus system by word of mouth – Skid ID, Ride for Free. SGA sponsored a 13 week film series on Monday nights at 8 pm airing Planet Earth. November brought EAC's dorm recycling competition with the winners announced in Scope (Winter issue). Twenty-five students attended Power Shift at the University of Maryland, the largest gathering of college students concerned about climate change and the future. Honors Forum sponsored the Shades of Gray panel discussion on Climate Change for two days during the last week of November. EAC students successfully lobbied US Representative Kirsten Gillibrand to sign the Climate Bill. CEC also launched the Carpool Hot Zone Map and list-serves to facilitate carpooling among employees. Facilities Services installed two portable electricity metering units for Wiecking Hall and South Quad in the first energy reduction competition between dorms. Rooms in Wiecking have individual thermostats and the results showed threefold higher energy use in this dorm compared to the others in South Quad.

January 30, Skidmore invited community members to view the FTN national webcast. There was a great turnout, but alas the bandwidth was too narrow to accommodate the demand. Sue Van Hook and Kim Marsella led a discussion instead. January 31, Skidmore participated in FTN with keynote speaker, Jeff Goodell, author of *Big Coal*, who wowed the audience with his message and interactive graphics to end our dependence on coal. The film of this event will be available on the web this summer. Leading up to Goodell's talk, there was a poster session of student and faculty climate related work in Gannett Lobby and an International Perspectives panel of students from 4 countries and two Americans recently returned from India and Vietnam. This panel was led by Rik Scarce. The next day in Murray Aiken conference rooms, particularly after the college closed at noon for snowfall, students gathered to place their vote electronically for the top 5 priorities for handling climate change. Channel 13 aired coverage of the FTN events and the voting that night. On February 1, Erica Fuller started as Skidmore's Campus Sustainability Coordinator.

College nutritionist, Elyn Zimmerman, organized a visit from John Turenne of Sustainable Food Systems. John gave a wonderful talk March 20 and led 32 staff, faculty and students the next day in a discussion about developing a sustainable food system for Skidmore. Erica Fuller and Elyn Zimmerman will lead a working group next year.

The EAC sponsored a full week of Earth Day Activities from April 16 – 22.

The William E. Weiss lecture in Economics was delivered April 23 by James K. Boyce who spoke about policy to address climate change. He was the final FTN speaker for the year. During Academic Festival Alison Barnes Environmental Art students presented posters of their outdoor art pieces across the campus.

Focus the Nation and Skidmore sustainability initiatives received lots of press coverage this academic year from Skidmore's Scope Weekly online to articles in the Post Star, Saratogian, Daily Gazette and Channel 13.

NORTH WOODS

The College held a community gathering in Murray Aiken Conference Room on Thursday, August 28 at 4:30 pm to present information about the North Woods facility and policies. Sue Van Hook gave a slide presentation highlighting the educational components of this resource. She solicited comments from over 40 community members present, who spoke about the effects of our new dog-walking policy. As a result, CEC met with Mike West and decided to modify the policy to permit dog-walking on all trails except the Meditation Path provided they are leashed and picked up after. New kiosk signs and brochures were produced in late April, 2008 to reflect these changes.

William Coffey '10 was hired for the academic year in November as a North Woods steward for 10 hours per week, supervised by Sue Van Hook. Will worked closely with Brian Wimble on signage and rerouting of the red trail near the North Woods Apartments, erecting the self-guided nature trail signposts, and moving one kiosk and providing two new kiosks. Will kept the kiosks updated with brochures and notices for events and student/faculty research. He mostly walked and maintained the trails speaking with users about the woods policies. Will and Sue Van Hook produced fall and spring newsletters for the Friends of the North Woods and each led several events.

Two summer North Woods/Sustainability stewards, Rachel Nager '09 and Brad Nesbitt '09 were

hired for summer 2008 to be supervised by Erica Fuller. They will focus on more educational programming, trail maintenance and building membership in the Friends of the North Woods. They will work half-time on stewardship and half-time on a sustainability project.

RECYCLING

CEC's recommendations to Facilities Services for two recycling intern positions last year were implemented. Alex Hanson became the Recycling Coordinator. Rob Campbell '10 worked as a recycling intern this past academic year. These students focused on implementing and maintaining the new Recycling website: www.skidmore.edu/recycling and increasing awareness.

Erica Fuller organized and coordinated Give and Go, a volunteer effort to capture items from student dorm rooms before they become trash and donate them to the local Salvation Army. The pick-up days are scheduled for May 10, 16 and 18.

PAPER REDUCTION

CEC's Proposal to IPPC (February, 2007) succeeded in fostering double-sided printing with the passage of SGA Resolution 17-09 last spring, a similar resolution adopted by the faculty at the May, 2007 meeting and new policy in IT to make double-siding a default setting on all campus printers as they are replaced. CEC was not able to focus efforts this year on recommendations 2 (reducing the volume of printed materials and mail distributions) and 3 (revisions to Postering policies). Four plasma screen monitors purchased by SGA funds were installed in Case Center for advertising campus events.

BUILDINGS

CEC chair Sue Van Hook met with Michael West concerning geothermal heating and cooling for the Zankel Music Building and beyond.

CAMPUS SAFETY

There were no issues of campus safety that involved CEC this academic year. The summer Stewards will continue to work with Campus Safety to ensure safety of visitors to the Skidmore North Woods.

CAMPUS SUSTAINABILITY

Since last year, Skidmore received a two year Education Foundation of America grant with one additional year of college support to hire a Campus Sustainability Coordinator. CEC member Kim Marsella chaired the search committee. Sue Van Hook also served on this committee with VPAA Susan Kress, VPFA Michael West, and student Dawn Harfmann. Other CEC members Carol Schnitzer, Bob Jones and John Sanders were involved in the interview process.

ENERGY

Facilities Services purchased two mobile energy meters during the summer of 2007. These were tested and used to conduct the first Energy Reduction Dorm Competition between Wiecking Hall and the South Quad.

TRANSPORTATION

CEC promoted the new CDTA bus system available for free to Skidmore community members during its “Leave Your Car At Home Week” in early October. In addition John Sanders and Bob Jones worked with Assistant GIS Director, Alex Chaucer to produce a Carpool Hot Zone map and corresponding list serves. CEC will periodically remind the community that this map is available to locate other employees for ride sharing.

RECOMMENDATIONS:

Three of the four recommendations made to IPPC in May, 2007 have been moved forward or completed in 2007-08. CEC ‘s agenda for 2008-09 will include:

1. Paper Reduction – explore ways to minimize the consumption of paper and promote its reuse and recycling through new postering and mail distribution policies, continued double siding and increasing use of the electronic media available.
2. Energy - the take home message from our Focus the Nation keynote speaker this year is to concentrate efforts on reducing our reliance on coal based electricity and fossil fuel heating and cooling. The Sustainability Coordinator in conjunction with Facilities Services will explore new ways to reduce our energy consumption.
3. Recycling – work with Sustainability Coordinator to engage more of the Skidmore community in regular recycling practices.
4. Publicity – continue to update the CEC website and link it to the new Sustainability website.
5. FEC will distribute a Willingness to Serve to replace faculty member, Sue Van Hook. IPPC or the President will need to appoint a new chair for 2008-09.

Continued membership will include:

Robert Jones, Economics
Kim Marsella, Environmental Studies
John Sanders, IT
Adele Einhorn, Advancement
Carol Schnitzer, Purchasing
Mike Hall, Finance and Budgeting
Erica Fuller, Sustainability Coordinator
Dan Rodecker, Facilities Services
Two student representatives from EAC