

**INSTITUTIONAL POLICY AND PLANNING COMMITTEE  
MEETING MINUTES  
October 24, 2008**

PRESENT: President Philip Glotzbach, Chair, Professor Sue Bender, Vice Chair; Mary Lou Bates, Rochelle Calhoun, Michael Casey, Winston Grady-Willis, Ann Henderson, Susan Kress, Dan Nathan, Muriel Poston, Jeff Segrave, Justin Sipher, Michael West, Mark Huibregtse, Barbara McDonough, Jackie Shydrowski, Mary Cogan; Barbara Krause (Secretary).

ABSENT: Mary Lou Bates, Kim Marsella.

GUEST: John Brueggemann.

**1. Approval of Minutes**

Minutes from the meeting of October 10, 2008 were approved with the following amendments to section 4 (current economic condition):

- First paragraph, second sentence should read: “Among the areas of College operations likely to be affected are retention of current students, recruiting of new students, fundraising, and the amount of income generated through investments, primarily the endowment.”
- Same section, 7<sup>th</sup> bullet, first sentence should read: “Vice President West reiterated the message from President Glotzbach—namely, that although the situation is serious, President Glotzbach is committed to maintaining Skidmore’s forward momentum.”
- Same section, 11<sup>th</sup> bullet, first sentence should read: “For the past several years, the College has been funding approximately \$7.5 million per year on regular Capital Budget items from the Operating Budget. In the last four years, the College has also funded residence hall renovations, with much of that funding coming from over-enrollment revenue.”

**2. Update to IPPC Operating Code**

The IPPC voted to approve amendments to its Operating Code reflecting the addition of the Committee on Intercultural and Global Understanding as part of the IPPC structure. The approved revisions are indicated in the document attached as Appendix A.

### **3. Clarification of Strategic Action Agenda**

President Glotzbach advised IPPC members of two Strategic Action Agenda items that appeared in the October 10<sup>th</sup> SAA document that had been revised from the earlier version distributed in September. The two Strategic Action items were number two (UWW) and number eleven (College Calendar). The correct text appeared in the October 10<sup>th</sup> version, but the text was not highlighted in green.

### **4. Faculty Participation in Shared Governance Committees**

At IPPC's invitation, Professor John Brueggemann, Chair of the Faculty Executive Committee, updated IPPC on work that FEC is doing related to concerns about faculty service and, in particular, faculty participation on governance committees. He reported that FEC routinely has difficulty identifying faculty members to serve on committees, including centrally important committees like IPPC, CAPT, and CAFR. He also reported that some faculty members have reported that the experience they have in their committee work is not positive. Professor Brueggemann then reviewed a number of hypotheses that FEC is researching and described FEC's timeline for considering the problem. IPPC members provided feedback on the work that IPPC is undertaking and President Glotzbach thanked FEC for their good work.

### **5. Facilities Planning Processes**

President Glotzbach thanked IPPC for considering the proposed Facilities Planning document that had been discussed at the October 10<sup>th</sup> meeting. IPPC confirmed its agreement that the Space Planning Working Group should be constituted initially as a task force to see how the structure works and that accommodations should be made for faculty participation over the summer (when faculty are not normally on campus). Jackie Shydowski expressed her opinion that it is not necessary to include a student representative on the Space Planning Working Group.

There was a suggestion that it will be important to ensure that the "local perspective" is heard on facilities and space-planning matters. President Glotzbach confirmed that there will be ample opportunity for faculty and staff involvement, especially in discussions that relate to their specific spaces. It was also noted that an important function of the Space Planning Working Group will be to understand the domino effect of proposed space changes.

### **6. Current Economic Condition and Strategic Literacy**

President Glotzbach began the conversation by reminding IPPC that two community meetings had been held during the past week. Mary Cogan reported that she had heard

very positive feedback from staff members who appreciated the message of maintaining momentum but also understood the difficult choices that lie ahead.

President Glotzbach then invited IPPC members, especially non-Cabinet members, to participate in an early exercise designed to identify our highest priorities. He noted that next year's budget will be very difficult, and as a way to start the conversation, he invited IPPC members to consider the following question: What are the areas in which we have made great progress or achieved great momentum? A second question, which will be considered at a later meeting, is the following: If we could preserve just one item, which would it be? If we could preserve two items, what would they be? IPPC members identified the following as areas of significant progress and/or areas where significant resources have been committed:

- Maintain current policy in funding employee (and retiree) health insurance coverage
- Maintain the "quality" of student body
  - Academic preparedness/diversity
  - Selectivity
  - Financial aid
- Aid for short-term/long-term study abroad
- Faculty (and staff) salaries
- Progress in deferred maintenance [largely dependent on "below-the-line" over-enrollment funds]
- Athletics
  - Facilities
  - Program
  - Staffing
  - Employee health/wellness
- Sustainability
- Upgrade campus physical spaces
- Student health/wellness
- Technology
- Academic program
  - FYE (including residencies, Special Programs collaboration)
  - Science (planning)
  - Positions
    - Numbers
    - Diversity
  - Start-up costs for new faculty
  - Travel
- Library capital investments
- Tang
- Advancement
  - Personnel
  - Programs (e.g., FOSA, Reunion)
- Zankel Center

**7. IPPC Meeting on November 7**

Due to the Friends of the President event in New York City on November 6<sup>th</sup>, the IPPC meeting scheduled for November 7<sup>th</sup> will be canceled.

**8. Holiday Break Extension**

It was reported that the College will be closed on January 2, 2009. That date falls on a Friday, and the administration has decided to extend the holiday break for that additional day.

*Minutes prepared by Barbara Krause. Please notify of any changes.*

**APPENDIX A**  
**AMENDMENTS TO IPPC OPERATING CODE**  
**(Revised text underscored)**  
**OCTOBER 24, 2008**

*NOTE: In addition to the substantive changes indicated with underscoring, this version also reflects IPPC's suggestion that the section on the Campus Environment Committee should follow the section on the Subcommittee on Student Affairs (rather than vice versa).*

**Institutional Policy and Planning Committee (IPPC)**  
**Operating Code (24 October 2008)**

Comment [BLK1]:

**Function:** The IPPC advises the President with regard to strategic planning, taking a comprehensive view of significant issues affecting the College. In so doing, it serves as the central deliberative body for all-college governance. More specifically, IPPC advises the President on all policy areas, with primary responsibility for those areas beyond the purview of faculty governance (such as budget and financial planning, benefits, environmental issues, admissions and financial aid, student affairs, and advancement).

The President chairs the IPPC; an elected member of the faculty serves as Vice-Chair. The agenda of the Committee is set by these two individuals in consultation with the President's Staff, FEC, and SGA.

The IPPC may appoint subcommittees to serve as resources for the committee with regard to any area of policy or planning as needed. The composition of such subcommittees is determined by IPPC in consultation with FEC and with other groups or individuals as appropriate.

**Membership:** The President (Chair), the Vice President for Academic Affairs, the Dean of the Faculty, the Vice President for Finance and Administration, the Vice President for Advancement, the Dean of Admissions and Financial Aid, the Dean of Student Affairs, the Dean of Special Programs, the Director of Institutional Research, the Chief Technology Officer, the Chair of the Campus Environment Committee, the Chair of the Committee on Intercultural and Global Understanding, three faculty members elected for three year terms, one of whom serves as Vice-Chair and all of whom sit on the FEC, the chair of CEPP, one representative from the administrative/professional staff, one representative from the support staff<sup>1</sup>, the President of SGA, and one additional student selected by SGA.

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<sup>1</sup> The a/p and support staff members are appointed by the President from lists of those willing to serve (the willingness forms are distributed by the Office of the President).

## **Operating Procedures:**

### Agenda Setting

The agenda of the Committee is set by the President and the Vice-Chair in consultation with the President's Staff, FEC, and SGA. The agenda will normally include reports and updates, SGA issues and concerns, and ongoing and new business. Agendas and supporting documents will be distributed by email prior to each meeting, with lead time sufficient to permit committee members to review these documents carefully.

### Minutes

Minutes of IPPC meetings will be recorded by the Executive Director of the Office of the President and Coordinator of Strategic Planning, and distributed to the committee prior to the next meeting, at which they are approved. Once approved, the minutes will be posted with password protection to the web. On occasion, the committee may elect to discuss sensitive issues in confidence (with the degree of confidentiality as deemed appropriate by the committee); the minutes will reference such discussions but not fully record their substance.

### Annual Planning Cycle

See the attachment.

### Communication<sup>2</sup>

The committee will communicate regularly with the college community through a variety of modes, as appropriate: email, out-reports at Faculty Meetings, community meetings or forums, etc. The President will meet as needed with the SGA Executive Committee, the IPPC Vice-Chair, or the Chair of FEC. In particular, IPPC will inform the community in a timely fashion regarding budget development, e.g., through presentations by the Vice President for Finance and Administration and Treasurer at faculty and community meetings. At the end of each academic year, the committee will prepare an annual report to be shared with the campus community and posted on the Web.

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<sup>2</sup> The operating code of the IPC (IPPC's predecessor) contains the following stipulations regarding communication: 1) *Each constituency represented on IPC should receive regular reports (one each semester, if appropriate) on the issues before the committee, recognizing that some such issues need to be discussed and recorded in confidence until they are resolved. Ordinarily the President or one of the elected faculty members will report to the faculty, the President will report to his or her staff, the SGA President will report to the SGA Executive Committee and to Student Senate, and the President will report to the trustees.* 2) *The members of IPC normally attend the May meeting of the Long-Range Planning Committee of the Board of Trustees.*

#### Consideration of Issues

Normally, issues brought to IPPC will be considered by the relevant subcommittee prior to being discussed by the entire committee; however, this guideline can be superseded if circumstances warrant. Furthermore, the main constituent groups of IPPC (administration, faculty, administrative/professional and support staff, and students) may bring issues directly to the floor of IPPC.

#### Selection of Vice-Chair

Toward the end of the academic year, the Chair and the Vice-Chair of IPPC will consult with the committee (in particular, with the faculty membership) and with the FEC, and then nominate a Vice-Chair for the following year. The Vice-Chair is approved by the full committee.

#### New Members

New members of IPPC, who will join the committee in September, will receive copies of this operating code, the preceding year's annual report, the minutes of the preceding year's meetings, and any important documents produced in the preceding year which will be discussed again in the current year.

#### **Standing Subcommittees of IPPC:**

##### IPPC Subcommittee on Budget and Finance

Function: To review and discuss the operating and capital budgetary and financial plans of the College, in particular: (i) the annual budget parameters and their impact on the long-range budgetary forecast of the College, (ii) significant capital projects under consideration or implementation, (iii) the ongoing implementation of the Total Comprehensive Compensation Framework, (iv) significant new program initiatives, and (v) any other matters with a material financial impact on the College. To report on these matters to the IPPC at appropriate times during the budget and planning cycles.

Membership: The Vice President for Finance and Administration & Treasurer (Chair), the faculty member serving as vice chair of IPPC, a faculty representative from the IPPC, a member of the President's Cabinet, the administrative/professional representative from IPPC, the support staff representative from IPPC, and a student representative from IPPC.

##### IPPC Subcommittee on Admissions & Financial Aid

Function: To recommend and review admissions policies and goals; to plan with the administration the student aid policies of the College and to consider problems relative to the implementation of those policies; to serve as a resource for CEPP and other committees on admissions and student aid matters.

Membership: The Dean of Admissions and Financial Aid; the Director of Student Aid and Family Finance; member of the DOF staff; member of the DOSA staff; two faculty, one of whom serves on IPPC (appointed by the co-chairs of IPPC and serving 1-3 years, depending on the IPPC membership term) and one faculty member appointed by FEC to serve a 3 year term; two students appointed by SGA (one who is a member of Honors Forum), each serving 1 year terms.

#### IPPC Subcommittee on Student Affairs

Function: To provide a forum for consideration of issues of special concern to students that do not clearly fall under the sole jurisdiction of the administration, the faculty, or the SGA, and to make recommendations on such issues to the IPPC. To advise the Dean of Student Affairs on matters of policy and to assist the Dean of Student Affairs in assuring a productive working relationship with the faculty, students, and other administrative units of the College; and to gather nominations and make recommendations to the IPPC for the annual President's Awards.

Membership: Three members of the faculty, including an elected member of the IPPC; three members of the administrative/professional and support staffs, including the Dean of Student Affairs, and four students, including the President of SGA; the SGA VP for Residential Affairs, and two appointed by SGA; the Dean of Student Affairs and the President of SGA will serve as co-chairs of the subcommittee. The unspecified members of the subcommittee will be appointed by the President (in consultation with the FEC in the case of the faculty members). Faculty and a/p/support staff members will normally serve three-year terms.

#### Campus Environment Committee

Function: To review and recommend environmental policies and procedures in such areas as land management, construction, waste management, purchasing, recycling, energy use, and water and air quality.

Membership: Three members of the faculty, at least one of them from the natural sciences; two members of the administrative/professional and support staffs representing the departments of Purchasing Services and Facilities Services; an administrator from Financial Planning and Budgeting; and two student members, appointed by SGA and typically representing environmental organizations. The Chair (who sits on IPPC) and other members will be appointed by the President,

in consultation with the FEC in the case of the faculty; a/p/support staff and faculty members will normally serve staggered three-year terms.

IPPC Committee on Intercultural and Global Understanding (CIGU)

Function: To advise the President and other College offices and bodies as appropriate regarding issues related to intercultural and global understanding. In undertaking this work, CIGU will take into account a comprehensive institutional view and, in particular, will be guided by Goal II of the College's *Strategic Plan*. More specifically, CIGU will advise on policy issues, practices, and procedures relating to diversity, intercultural and global understanding, intercultural literacy, issues of campus climate, and other related matters. The CIGU also will serve as a resource for the College officials charged with coordinating and implementing the College's strategic efforts in these areas – namely, the Director of Intercultural Studies, the Director of the Office of Student Diversity Programs, and the Assistant Director for EEO and Workforce Diversity.

Membership: Director of Intercultural Studies, Director of the Office of Student Diversity Programs, Assistant Director for EEO and Workforce Diversity, two faculty members elected for three-year terms through a willingness-to-serve process administered by the Faculty Executive Committee, two students appointed for one-year terms by the Student Government Association, one support staff member elected for a three-year term by a willingness-to serve process administered by the Office of the President, one representative from the Office of Admissions appointed by the Dean of Admissions and Financial Aid, one representative from the Office of Off-Campus Study and Exchanges appointed by the director of that office, one representative at-large from the Office of Student Affairs appointed by the Dean of Student Affairs, Director of the Office of Opportunity Programs or her/his designee, one representative from the Office of Advancement appointed by the Vice President for Advancement, one representative from the President's Cabinet appointed by the President, and the Executive Director of the Office of the President.

The Chair of the CIGU will be elected by its members from among the faculty representatives and shall sit as a member of the IPPC.

Attachment: Annual Planning Cycle

**Date:** 22 September 2006

**Subject:** Annual Implementation-Planning Cycle

The IPPC has approved the following structure for an annual Implementation-Planning cycle that will allow us to move forward to achieve the goals of the *Strategic Plan* in conjunction with our annual budget cycle. The outcome of this work will be an annual Action Agenda that will identify strategic priorities that will receive administrative priority for a given Fiscal Year (F.Y.).

<b>June-July</b>	<b>August-September</b>	<b>October</b>	<b>January-February</b>	<b>May</b>
President's Cabinet develops draft Action Agenda for new F.Y.	President confers with IPPC before finalizing Action Agenda for new F.Y.	Beginning of budget planning for next fiscal year (President's Cabinet and IPPC).	Preliminary budget review by Board.	Board approval of budget for next fiscal year.  Administrative review of Action Agenda for current F.Y. with report to IPPC and Board.  IPPC (and other groups as appropriate) advise the President on priorities for next fiscal year.