

**INSTITUTIONAL POLICY AND PLANNING COMMITTEE  
MEETING MINUTES  
December 4, 2009**

PRESENT: President Philip Glotzbach, Chair; Professor Adrienne Zuerner, Vice Chair; Mary Lou Bates, Rochelle Calhoun, Michael Casey, Winston Grady-Willis, Ann Henderson, Susan Kress, Kim Marsella, Erica Bastress-Dukehart, Muriel Poston, Jeff Segrave, Justin Sipher, Michael West, Mary Cogan, Raina Bretan, James Welsh, Hugh Foley, Anne Petruzzelli, and Barbara Krause (Secretary).

ABSENT: Tim Harper.

**1. Approval of Minutes**

Minutes of the November 20, 2009 meeting were approved with minor corrections.

**2. Employee Growth 2000-2009**

IPPC continued a conversation of material distributed previously that provides statistics on the growth in College employees (FTEs) from 2000 to 2009. President Glotzbach reviewed a presentation that he will make at the Faculty Meeting later in the day on December 4th. The presentation provided important context for understanding what the numbers mean. Among the important points were the following:

- There has been growth in the employee count at Skidmore; that growth has been planned and is in response to strategic initiatives.
- Numbers can have different purposes. The purpose of the numbers reported in the Employee Growth Chart is to report budgetary figures (FTEs), not to report “head count.” For example, if a department in 2000 had four faculty members, and in 2009, two faculty members in that department were on sabbatical leave and two replacements were hired to cover their workload, this Employee Growth Chart would indicate a growth of two FTEs because of the two additional salaries. In a real sense, however, there would be no growth in the department.
- For each area or division of the College, there are important nuances and clarifications related to the reported numbers. President Glotzbach reviewed that information for each division.
- A final, revised chart updates the employee growth figures to show the number of positions that have been eliminated between March 31, 2009 and December 1, 2009. A total of 23.6 FTEs (representing approximately \$1 million in compensation and benefits) has been eliminated from the budget as a part of recent cost-cutting measures. That reduction of 23.6 FTEs does not include employees who have applied for the Early Retirement Incentive Program or any expected reductions in force.

President Glotzbach invited feedback on his presentation. Comments included the following:

- The context for these numbers is critically important.
- It was clarified that the figures have been adjusted to reflect certain structural changes that have occurred over the reporting period (e.g., transfers of a position from one division to another).
- When comparing employee staffing over this particular ten-year period, it is important to note that there have been tremendous changes that have affected all work places (e.g., changes in technology, increased federal reporting requirements, etc.).
- Faculty members of IPPC expressed their sense that the information is important and that it is worth the time to make this presentation to the faculty at the Faculty Meeting. It provides important context for the reductions in force that will come early in 2010.
- It was noted that there could be requests for comparisons between Skidmore and our peer institutions. It was noted that such comparisons can be difficult because of different organizational structures, different institutional commitments to outsourcing, etc.

It was noted that a recent media report about the College's anticipated reduction in force has heightened anxiety among at least some employees. It appears that there also are some misperceptions – e.g., that layoffs have already happened, that we are planning additional reductions after this round, etc. IPPC members recognize that employee morale is likely to be low when peoples' job status is uncertain. President Glotzbach ended by noting that delaying implementation of the RIF until early 2010 will mean that there will be fewer reductions (due, among other things, to the ERIP), but it also means that the campus has experienced more anxiety over a longer period of time.

### **3. Town Hall Meeting – “Raw Data” Report**

The report of “raw data” from the campus Town Hall Meetings was distributed in advance of the meeting. President Glotzbach suggested that IPPC discuss next steps, including a timeline and possible charge to the subgroup that will work on synthesizing the material.

President Glotzbach reminded IPPC that the vision, values, and four major goals of the *Strategic Plan* will remain as previously articulated. He hopes that this process will help to identify major threads and themes that will suggest an appropriate focus over the next 4-5 years, building on synergies across units as well as capturing specific ideas. It also was noted that the report may reveal perceptions across campus that might not be accurate but could point to areas where improved communication is important.

President Glotzbach and Professor Zuerner will prepare a draft charge to the group. It was agreed that Barbara Krause will join the group and will coordinate an organizational meeting

prior to the winter break. As previously articulated, the synthesis group will provide a preliminary report by the end of January. The report will be the focus of discussion at the IPPC meeting on February 5 and will then go to the community and the Board of Trustees for further discussion. Following that additional input, the synthesis group will reconvene and will produce a final report by early May.

**4. Confirmation of December 18 Meeting**

It was confirmed that IPPC will meet at its regular time on Friday, December 18, 2009.

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