

INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
April 22, 2011

PRESENT: Acting President Susan Kress; Hugh Foley, Vice Chair; Mary Lou Bates, Rochelle Calhoun, Winston Grady-Willis, Mark Huibregtse, Bob Turner, Muriel Poston, Paty Rubio, Jeff Segrave, Joseph Stankovich, Michael West, Gail Cummings-Danson, Denise Smith, Joseph Stankovich, Alexandra Stark, Jonathan Zeidan, Anne Petruzzelli, and Barbara Krause (Secretary).
Guest: David Karp.

ABSENT: Michael Casey, Justin Sipher, and Adrienne Zuerner.

1. Approval of Minutes

A number of substantive amendments were offered to the Minutes of the April 8, 2011 meeting. Those Minutes will be revised and presented for approval at the next meeting.

2. Responsible Citizenship Task Force Recommendations

David Karp, Associate Dean of Student Affairs and Co-Chair of the Responsible Citizenship Task Force, attended the meeting. As reported previously, the Task Force will “sunset” at the end of the current year. Professor Karp presented the RCTF’s recommendation that the group be reconstituted as a subcommittee of IPPC (the Committee on Responsible Citizenship, or CRC), in a way that mirrors the structure of the Committee on Intercultural and Global Understanding.

Questions and comments included the following:

- Members discussed whether the work of this group would continue in perpetuity. It was suggested that there may be some differences in the nature of CIGU’s work to advance Goal II of the *Strategic Plan* and the proposed CRC’s work to advance Goal III. But in any case, if it were later determined that the work of CRC had been accomplished, the subcommittee could be dissolved at that time. A member noted that it is easier to consider sunsetting at the time a committee is created than at some later point in time.
- It was noted that the recommendation will add another administrator to the membership of IPPC.
- It was noted that this recommendation prompts a larger question about the role of IPPC and its subcommittees. How many subcommittees are needed and effective, especially when collaboration across different areas is required? What should be the work of IPPC and/or its subcommittees, and what work should become embedded elsewhere in the College’s administrative structure? It was suggested that this might be a larger conversation for a later time.

Following discussion, IPPC voted unanimously to adopt the RCTF recommendation to create a new IPPC subcommittee and to amend the IPPC Operating Code accordingly. The revisions to the Operating Code are set forth in Appendix A to these minutes.

3. Budget Planning FY 12

Capital Budget

Vice President for Finance and Administration Mike West reviewed the materials distributed earlier for the Capital Budget for FY '12. He reminded Committee members that the initial requests far exceeded the available funds and that the submissions provided to IPPC represented the highest priorities brought forward by Cabinet members. He reported that both Cabinet and the IPPC Budget and Finance Committee recommend this budget to the full IPPC. Highlights of the proposed Capital Budget include:

- Renovation of Wait Hall including life safety improvements, roof replacement, and heating improvements in the amount of \$2.1 million to be funded by over-enrollment funds.
- Start of the multi-year project to replace the chilled water loop.
- Initial limited heating, ventilation, and air improvement projects in science facilities.
- Funding for implementation of the new Student Information System (Banner).
- Regular faculty and staff replacements of desktop and similar computer equipment.

The Capital Budget including the renovation of Wait Hall approved earlier totals \$10.0 million, the balance funded by the Operating Budget \$5.3 million for facilities and equipment, and \$2.6 million for technology as proposed.

Questions and comments included the following:

- Clarification that the line to support work associated with the ADA is intended to be an annual allocation. The College's approach is to first address issues known to be a priority for current campus members and then to allocate funds generally toward ongoing ADA compliance.
- Deferred maintenance is a significant concern, in part because the College has used over-enrollment funds (which are expected to decrease in the coming years) to fund this important work. Some Trustees have expressed concern about how the College is planning for this work, although such concerns are at the more general level of ensuring that the administration is allocating roughly the appropriate amounts to balance the College's various needs.

After discussion, the IPPC endorsed the Capital Budget for FY '12. Vice President West expressed his appreciation for the work of staff members in his area – Mike Hall, Dan Rodecker, Paul Lundberg – in developing the Capital Budget.

New Initiatives

Vice President West reported that the President's Cabinet continues to support the New Initiatives budget as proposed previously. He also reported that the IPPC's Budget & Finance Committee will defer to the sense of the full Committee regarding this portion of the proposed budget.

Vice Chair Hugh Foley urged the Committee to take note of faculty concerns related to the Transition & Transformation initiative (T/T) and to defer any funding related to it for a year, during

which time he believes faculty supported can be achieved. He proposed that the Committee forward a recommendation that would take \$200,000 from the “Priority 2” section of proposed New Initiatives and allocate some of it to the most important, one-time capital needs and the rest to compensation for those at the lower end of the College’s wage scale (to address, in part, the absence of a GSA last year).

A significant conversation ensued in which the following topics were covered:

- Report from Dean of Student Affairs on the faculty forum held to discuss T/T. This included a summary of faculty concerns regarding procedure and a review of key steps in the development of T/T. It was noted that the initiative is grounded in a priority initiative identified under Goal I of the *Strategic Plan* as well as an “organic” development of the Town Hall Meetings held in 2010, later reflected in the President’s “Strategic Renewal” document. Dean Calhoun reported, among other things, that FEC had been invited in the fall to engage in development of the T/T proposal but chose not to do so, and she resisted strongly the challenges that have been asserted as to process.
- Many faculty members are supportive of the T/T initiative but believe the administration should proceed more slowly, especially with regard to the Coordinator of Experiential Learning position and the associated program. These views are held notwithstanding the grounding of T/T in the “Strategic Renewal” document.
- One option might be to think of the T/T initiative in phases, with those involving positions and work in the Student Affairs area to move forward more quickly and those related to educational policy moving forward only after further deliberation with additional faculty involvement.
- A member expressed support for looking at the larger issue suggested by Vice Chair Foley’s proposal – i.e., for looking more broadly at the allocation of scarce New Initiative dollars. She also expressed support for taking some of the money allocated to “Priority 2” New Initiatives and putting it toward an additional fraction percentage GSA increase.
- It was reported that the SGA Senate and many students have expressed considerable enthusiasm for the T/T initiative.

Members expressed varying views on whether additional money should be allocated to compensation (as opposed to various New Initiatives including T/T, new Admissions “CTM 2.0” materials, card access, and the Calendar position). Some members were prepared to support the New Initiatives budget; others expressed the desire that Cabinet revisit the proposed New Initiatives budget again in light of this conversation and earlier concerns that the New Initiatives budget did not appropriately reflect the College’s core academic mission.

Acting President Kress indicated that Cabinet would take up the New Initiative budget again and would report back at the next IPPC meeting.

4. IPPC Vice Chair for 2011-12

Pursuant to the provisions of the IPPC Operating Code and upon the recommendation of the Chair and Vice Chair, **the Committee indicated its unanimous support for Denise Smith as Vice Chair during 2011-12.**

5. IPPC Meeting Date Re-Scheduled

The final IPPC meeting of the year will take place on Thursday, May 5 (rather than Friday, May 6).

6. Appreciation for Acting President Kress, Acting VPAA Poston, and Acting DOF Rubio

Vice Chair Hugh Foley expressed his appreciation to Acting President Kress and thanked her for her guidance and leadership of the College during the past six months. Members expressed their agreement with a warm round of applause.

Acting President Kress, in turn, expressed her appreciation to Acting Dean of the Faculty Paty Rubio and Acting Vice President for Academic Affairs Muriel Poston. She suggested that it would be appropriate for Dr. Rubio to attend the final IPPC meeting of the year, given the important role she has played this semester. (Dr. Poston will continue on IPPC when she returns to her role as Dean of the Faculty.)

Please notify Barbara Krause of any changes to these minutes.

APPENDIX A IPPC OPERATING CODE AS AMENDED APRIL 22, 2011

Institutional Policy and Planning Committee (IPPC) Operating Code¹

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, one of the two Vice-Chairs of the Committee on Responsible Citizenship (one to be designated to sit on IPPC each year), 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 ², the President of SGA, and the SGA Vice President for Financial Affairs.

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.

¹ Enacted originally 20 October 2006. Revised on 24 October 2008 (reflecting changes approved on 18 April 2008), 17 April 2009, 19 November 2010, and 22 April 2011.

² 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).

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.

Communication³

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.

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

³ 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.*

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 the SGA Vice President for Financial Affairs.

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; and two students, one who is an SGA Senator and one who is appointed through the SGA willingness-to-serve process.

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, one who is an SGA Senator and one who is appointed through the SGA willingness-to-serve process. 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 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: Two members of the faculty, including an elected member of the IPPC; two members of the administrative/professional and support staffs, including the Dean of Student Affairs; and four students, including the President of SGA, the SGA Vice President for Residential Affairs, one SGA Senator, and one appointed through the SGA willingness-to-serve process. 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.

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, the SGA Vice President for Diversity Affairs, one student member appointed through the SGA willingness-to-serve process, 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. The Chair may designate a Co-Chair from among the CIGU membership; in that case, the agenda for the subcommittee will be set by both.

IPPC Committee on Responsible Citizenship (CRC)

Function: To advise the President and other College offices and bodies as appropriate to refine objectives and develop initiatives that will teach and exemplify the values of informed, responsible citizenship. In undertaking this work, the CRC will take into account a comprehensive institutional view and, in particular, will be guided by Goal III of the College's Strategic Plan. Among other things, CRC will serve as a resource to promote civic engagement collaborations between Student Affairs and Academic Affairs; and as a resource for faculty and departments to develop civic learning opportunities in the curriculum.

Membership: Associate Dean of Student Affairs, Associate Dean of the Faculty, two faculty (at least one of whom shall be tenured or in a tenure-track appointment) elected for three-year terms through a willingness-to-serve process administered by the Faculty Executive Committee, two student members appointed through the SGA willingness-to-serve process, the Director of Community Service Programs, the Student Academic Development Coordinator, the Sustainability Coordinator, and the Arthur Vining Davis Program Director (during the period of the AVD grant).

The Associate Dean of Student Affairs and the Associate Dean of the Faculty shall serve as Co-Chairs. The CRC shall elect one of the two Co-Chairs to sit as a member of IPPC for each academic year.

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.).

June-July	August-September	October	January-February	May
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.