

**INSTITUTIONAL POLICY AND PLANNING COMMITTEE  
MEETING MINUTES  
March 25, 2011**

PRESENT: Hugh Foley, Vice Chair; Rochelle Calhoun, Michael Casey, Winston Grady-Willis, Mark Huibregtse, Bob Turner, Muriel Poston, Paty Rubio, Jeff Segrave, Justin Sipher, Michael West, Adrienne Zuerner, Anne Petruzzelli, Denise Smith, Joseph Stankovich, Alexandra Stark, and Jonathan Zeidan and Barbara Krause (Secretary).

ABSENT: Acting President Susan Kress; Mary Lou Bates, and Gail Cummings-Danson.

**1. Approval of Minutes**

Minutes of the March 4, 2011 meeting were approved with one minor correction.

**2. Transition and Transformation**

Dean Rochelle Calhoun introduced this discussion by identifying three goals of the Transition and Transformation initiative:

1. *Intentional*: The initiative should help students to think intentionally about their four years at the College and what follows.
2. *Accessible*: All students will benefit from high impact experiences (HIE's), but the students who enter with disadvantage (especially socioeconomic disadvantage) are least likely to access HIE's and most likely to benefit from them.
3. *Unavoidable*: HIE's should be unavoidable. The cross-divisional nature of this initiative is critical.

Dean Calhoun then noted that of the three positions one (the coordinator of experiential learning) is intended to be a faculty member. The other two (associate director for pre-professional programs and the associate director for outreach) will be staff. She reviewed the human and budgetary resources proposed to support this initiative, noting that the funds to provide HIE's are intended to be externally funded.

Questions and comments from IPPC members included the following:

- The goal ultimately is to endow the funds for this initiative. Vice president for Advancement Michael Casey noted that we would need approximately \$10 million to endow the program and generate approximately \$500,000 per year. Reaching that level of endowment would require some ramp-up time, but he does see opportunities to fundraise for this initiative.
- CEPP has been very involved in developing the proposal. CEPP Chair Bob Turner noted that this was not a "top-down" administrative initiative; rather, the initiative responds to

concerns expressed by students, parents, alumni, and even prospective students. This is not just an effort to enhance the Career Services Office and not an effort to require faculty members to serve as guidance counselors. Rather, it is a cross-divisional effort to identify more summer research opportunities and other internships.

- In addition to conferring with CEPP and FEC, the working group has benefited from the strong contributions of Professor Corey Freeman-Gallant. A faculty forum will be held on April 15, co-sponsored by CEPP and FEC, to seek further input.
- A faculty member suggested that shifting support for internships from individual departments to a centralized administrative structure could be positive if it allows more students to access internships. On the other hand, a more bureaucratic structure could potentially present barriers for students attempting to enroll in internships.
- Professor Turner noted that some departments do a wonderful job promoting internships that enhance students' educational experiences and their career opportunities. In other departments, however, there is a sense that faculty wishing to offer internships continue to reinvent the wheel. This initiative, among other things, would preserve departmental focus while also offering the benefits of centralized support. Professor Turner suggested thinking about the initiative as an "export model" – i.e., about exporting best practices from one department to others. Dean Calhoun emphasized that this initiative is not intended to take over what is happening in the departments, but to better support those efforts.
- It was suggested that the Transition and Transformation initiative should set clear goals for assessment and that, if those goals are not met, the dollars supporting this initiative should be reallocated. Dean Calhoun noted that accountability is important and that the draft document will be further amended to reflect that commitment.
- It is important to ask not only what students learn, but how they learned it and how they apply it and articulate it for themselves, future employers, graduate schools, etc.
- While expressing support for this initiative in general, several members emphasized that there is a question of where scarce resources will be allocated. Several members suggested that new initiative dollars should be invested first in faculty lines (which would allow faculty members to offer more HIE's on campus) rather than in the Transition and Transformation initiative. Another member clarified that she simply wanted to ensure that both initiatives were on the table at the same time.
- It was emphasized again that Transition and Transformation is not only about the number of students who can participate in HIE's, but about access for those students who require funding in order to take advantage of an internship opportunity. 85% of the students who received SGA internship grants last summer required financial support in order to take advantage of the opportunity.

Vice Chair Foley then asked about next steps in the process. Dean Calhoun stated that the

working group would receive feedback from IPPC and other groups and revise the draft document accordingly. She also noted that the resource allocation issue is an institutional decision, not one for the Transition and Transformation working group. Vice President Casey noted again that Cabinet as well as IPPC have seen the lists of proposed new initiatives and that the weighing and decision-making related to new initiatives is difficult.

Another member noted that the Transition and Transformation initiative advances three primary goals of the *Strategic Plan* – namely, Academic Engagement and Excellence, Intercultural and Global Understanding, and Responsible Citizenship. This member further noted that although the discussion of faculty lines is important, decisions cannot be made in that regard until the faculty have a very frank discussion regarding curricular initiatives including science, intercultural literacy, etc.

Dean Calhoun noted that the Transition and Transformation proposal will return to IPPC in two ways: first, as part of the FY '12 new initiative discussion, and then for further substantive discussion when the document has been revised.

### **3. Update on Process for Developing and Approving All College Policies**

Barbara Krause reported that, in connection with the ongoing work on the Standards of Business Conduct Policy, that working group had sought input from FEC regarding the appropriate process. She reported that FEC Chair Reg Lilly believes that this policy, which is being developed as an all-College policy under the direction of IPPC, should be discussed at a Faculty Meeting to get the “sense of the faculty,” but that FEC did not believe the policy required formal faculty approval.

Acting Vice President for Academic Affairs Muriel Poston reported that Professor Lilly had offered the same opinion with respect to the Intellectual Property Policy, which was endorsed by IPPC at the last meeting. Dr. Poston then posed the question of where that policy should “live”.

One member suggested that institutionally, we should clarify where policies reside, whether the *Employee Handbook* is intended to include all College policies, and whether the *Employee Handbook* applies to all employees (including faculty). Ultimately the question is how employees of the College should be informed of the College’s expectations regarding their work. It also was noted that historically, Skidmore faculty members expect that their obligations will set forth in the *Faculty Handbook*.

With respect to the Standards of Business Conduct Policy, next steps include seeking substantive feedback from IPPC (anticipated to be on the agenda for the next meeting), and then, with IPPC's support, seeking the “sense of the faculty” at a Faculty Meeting. The leadership of Academic Affairs would like to share the draft policy with Academic Staff and seek their input.

A member suggested that the administration propose a process for developing all-College policies so that process questions would not need to be revisited with each proposed policy. That suggestion was taken under advisement.

#### **4. Political Expression/Campus Use Policy**

Barbara Krause reported that the working group was fully constituted as of late January and has begun its work. An open community meeting was held last week to seek feedback on the College's current policies. The working group will continue to be diligent, especially in light of IPPC's earlier comment that it would be helpful to have any changes to the current policy in place before local elections take place in the fall. Ms. Krause expressed some concern about whether the working group would be able to complete its work before the end of the semester, especially if it is the case that the "sense of the faculty" should be sought regarding those policies.

#### **5. Proposal to Separate IPPC Faculty Members from FEC**

Vice Chair Foley noted that a proposal has been made to the faculty to reduce the number of faculty members on FEC from 6 to 5 and to eliminate any formal connection between FEC and IPPC. He noted that historically, the faculty members on IPPC also served on FEC. The dual meeting requirements have made it difficult to recruit faculty members to serve on IPPC. It is now the sense of FEC and current IPPC faculty members that it will be sufficient to formalize the obligation of IPPC's Vice Chair as having responsibility to engage in routine conversations with FEC to inform them of matters being considered by IPPC. Professor Mark Huibregtse noted that, philosophically, there was a significant debate at the time IPPC was established – namely, whether IPPC faculty members were representatives of the faculty to IPPC or IPPC members independently. He noted that this proposal would clarify that question.

Vice President for Finance and Administration Mike West noted that there have been many times when a formal connection between FEC and IPPC has been helpful. Another member also suggested that IPPC members might remain on the FEC e-mail list. Vice Chair Foley indicated that such a provision was not part of the current proposal.

A question was raised as to whether, if the split takes place, the elected faculty members on IPPC will be invited to the Committee of Committee meetings. Vice Chair Foley reported that this would be the case.

#### **6. Other Business**

Vice President West reported that the gift of land previously announced as being from anonymous donors has now been made public, and that the donors are Margaret and Michael Roohan. The College will issue a press release in the near future.

*Please notify Barbara Krause of any changes to these minutes.*