

**INSTITUTIONAL POLICY AND PLANNING COMMITTEE  
MEETING MINUTES  
October 21, 2011**

PRESENT: Denise Smith, Vice Chair; Susan Kress, Michael Casey, Michael West, Rochelle Calhoun, Beau Breslin, Paul Calhoun, Joshua Ness, Michael Ennis McMillan, Cori Filson, Mark Huibregtse, Joe Stankovich, Adrienne Zuerner, Gail Cummings-Danson, Erica Bastress-Dukehart, Ethan Flum, and Barbara Krause (Secretary).

ABSENT: President Philip Glotzbach, Chair; Mary Lou Bates, Justin Sipher, Anne Petruzzelli, Jonathan Zeidan.

**1. Approval of Minutes**

The minutes of October 7, 2011 were approved with the following amendments:

Item 2, *General Update* – The reference to the committee chaired by Grace Burton is amended to read “Committee on Academic Freedom and Rights.

Item 2, *Shared Governance, IPPC/FEC Separation* – The first paragraph, penultimate sentence is amended to read: "Such amendment would require approval from FEC, IPPC, and the Student Government Association...."

Item 2, *Shared Governance, IPPC/FEC Separation* – The final paragraph of this section is revised to read as follows: "Vice President Kress then asked IPPC to consider a resolution to approve Faculty Handbook revisions to Part Three I. B.1. clarifying the separation of IPPC and FEC. **IPPC voted, with one abstention, to approve the resolution.**" (Approved resolution appears as Attachment 1 to these minutes.) Vice President Kress noted that the resolution also was being considered by FEC that day...."

*Shared Governance – Secretary's Note* – The Secretary's Note is revised to clarify that the resolution withdrawn from the Faculty Meeting agenda was the resolution to adopt the *Faculty Handbook*.

**2. Draft Response to CIGU Correspondence**

Vice Chair Denise Smith, chairing the meeting in the absence of President Glotzbach, referred members to the draft response to the correspondence from the Committee on Intercultural and Global Understanding (CIGU) dated May 18, 2011. She noted that the correspondence had been discussed at the IPPC meeting on September 23, 2011. The draft response from President Glotzbach was distributed with the meeting materials, and President Glotzbach invites comment on it.

In response to a question as to why IPPC would consider the draft response in President Glotzbach's absence, Vice Chair Smith indicated that President Glotzbach wants to provide a timely response to the concerns and that his difficult travel schedule requires him to be out of town. Vice Chair Smith conveyed the President's confidence that comments and questions from IPPC could be shared accurately with him. It was noted, in particular, that the President wants to provide a response in advance of the November 4 Faculty Meeting.

In addition to some minor editing suggestions, comments and questions included the following:

- On page 2, in the paragraph referring to diversity within the faculty and the student body, it was suggested that the diversity figures for non-faculty employees also be included.
- Under item 3, it was suggested that the document clarify which programs are ongoing efforts. CIGU believes it important to note that many programs are reliant upon the ongoing efforts of individuals, whereas institutional support will be critical to the long-term success. CIGU also would like to see a timeline for the programs.
- With respect to item 3, it was noted that the draft response welcomes elaboration from CIGU as to which programs it would like to see institutionalized. Ms. Filson indicated that CIGU has not yet discussed the matter this year, but that items considered last year were support for NCORE and the "RFP" grant process administered previously by the Intercultural and Global Understanding Task Force (supported financially by the Presidential Discretionary Fund).
- Item 3, bullet three – the reference should be the "ADA Advisory Committee."
- Item 3, bullet four – in response to CIGU's request for a timeline, it was noted that the program of events for faculty development will be a monthly effort. However, not every effort will be directed at the same audience each month. Interim Dean of the Faculty Beau Breslin and CIGU Co-chair Cori Filson will discuss this further off-line.
- Item 3, bullets nine and ten – it was noted that the references to "support" are not clear as to whether it was financial support or other support. It was suggested that the bullets might be combined to read that the College provided support for the Black Faculty-Staff Group, which hosted a Community-of-Color dinner.
- Item 5 – the concern regarding faculty lines is not just about recruiting and retaining faculty of color, but also about losing faculty members with expertise in diversity-related fields.
- Given the many references to the 2011-12 Strategic Action Agenda in this document, it was suggested that the response might make clear when the *Strategic Action Agenda* will be released; alternatively, the *Strategic Action Agenda* might be released at the same time as the CIGU response.

One IPPC member expressed concern that the document does not demonstrate critical self-reflection about what the College is not doing well. She suggested that language on

pages one and two is too general and that the College will not be able to make progress on areas where it needs to improve unless it willing to name the issues. CIGU Co-chair Michael Ennis-McMillan expressed his appreciation for the comment and indicated that he believes it is still difficult for the community to discuss issues related to diversity and inclusion. It was noted that although events of last year crystallized certain issues, many of the concerns related to diversity and inclusion have been around for some time.

The member who raised the concerns indicated her desire to see presidential leadership on how the College will address these long-standing issues. CIGU Co-chair Ennis-McMillan noted that CIGU does feel urgency around these issues and that its members have hoped that the community would take a greater share of the responsibility. He suggested that the limited response to item 5, as currently drafted, is revealing – it is a major concern of CIGU and the response is limited.

Interim Dean Breslin responded that he shares the sense of urgency and noted that various steps have been undertaken this year. For example, he has called upon departments with new tenure-track line proposals to think broadly about those positions. Although this does not directly address the request to develop faculty lines dedicated to specific areas of expertise, it is a step.

Vice Chair Smith concluded the discussion by inviting any member who wished to share further comments to send them to Barbara Krause as soon as possible. She reminded members of the President's desire to issue the response prior to the Faculty Meeting on November 4, at which CIGU's concerns will be addressed.

### **3. Budget Overview and Update**

Vice President for Finance and Administration Mike West provided an overview of the College's budget planning and a review of some of the more significant issues the College is facing. His presentation reviewed sources of budget revenues (including the College's heavy dependence on tuition revenue), major expense categories (compensation and student aid being the most significant), the peer comprehensive fee comparison group, the peer faculty salary comparison group, and the peer endowment comparison group. Among other things, Mr. West noted the following:

- Skidmore is positioned better today than several years ago in the list of peer comprehensive fees; however, there is considerable compression within this group.
- While the College had made progress several years ago with respect to faculty salaries (our goal is to be at the median of our peer group), the College has slipped in the past couple of years.
- Mr. West expressed great concern that economic concerns for parents (in particular, reduced home values which limit parental loan capacity) will be problematic for Skidmore parents.

- Mr. West provided a brief explanation of the College's endowment spending formula and reviewed the College's endowment performance history.
- The major budget assumptions that affect development of the operating budget include enrollment, comprehensive fee, financial aid (discount rate), annual giving, endowment, compensation (GSA and market equity), services and supplies, transfers to the capital budget, and new initiatives.
- A significant concern is that the FY12 budget was based on a projected rate of inflation of 2%. As of late September, the annual rate of inflation is 3.9%, which creates additional pressure to enhance the College's compensation pool.
- As of this point in the fiscal year, operating revenues (with the possible exception of investment income) are generally in good shape. Operating expenses, which are more solidly within the College's control, have done well.
- In terms of the College's long-term financial health, class enrollment is a key consideration.

Vice President West then opened the floor to questions and comments. IPPC members noted the following:

- Vice President Kress noted the connection between this financial presentation and Item 5 in the CIGU statement. She noted that the new initiative budget has been constrained and that creating new faculty lines is very difficult. She reiterated, therefore, the sense that it is important for all departments and programs to rethink current lines and current ways of doing things.
- The Board is expected to have a preliminary discussion of the budget assumptions in October. In particular, the Budget and Finance Committee will discuss the implications of the higher rate of inflation.
- The College's position on peer faculty salaries may be weakened even further based on two factors: Skidmore's Early Retirement Incentive Program (which resulted in retirements of many higher paid faculty members at the end of their careers), and the College's GSA, which may have been lower than some of our peers last year.
- Slow market performance, especially if it results in a lower endowment figure as of December 31, 2011, would have a negative effect on the base planning for next year's budget.
- In addition to supporting employees through a reasonable general salary adjustment, Human Resources also notes that it is important to appropriately respect and value the time employees spend on major initiatives and to ensure reasonable opportunities for development and training. It also was noted that the College's reduction in personnel several years ago still has not fully translated into a reduced expectation for services.
- In October, the Board's Budget & Finance Committee will consider "early release" budget requests for renovations to Howe-Rounds (life-safety improvements) and the Library/IT project (Board requested acceleration to take advantage of favorable bidding opportunities).

Finally, Mr. West stated that the handouts he distributed were considered in the public domain at this point, but he noted that Trustees will be discussing them next week. He indicated that requests he might make regarding confidentiality of documents almost always relates to timing. In general, Mr. West introduces budget materials in the following order: discussion with the President and Cabinet, review by IPPC Budget and Finance Committee, review by IPPC, review by Board of Trustees Budget and Finance Committee, and review by the Board of Trustees. He noted that it is not always possible to maintain that schedule, but he attempts to do so to the extent possible.

#### **4. IPPC Structure And Functioning**

##### *IPPC/FEC Separation*

Vice Chair Smith noted, as an informational item, that the resolution that was approved by IPPC at the last meeting (supporting an amendment to revise the *Faculty Handbook*) was introduced last time with the expectation that FEC supported the resolution. It was learned after the IPPC meeting that FEC had concerns about the resolution as it related to the question of FEC's participation in "agenda setting" for IPPC. Vice Chair Smith then read major portions of e-mail correspondence from FEC Chair Barbara Black explaining FEC's concern. That statement appears in Attachment 1 to these minutes. Questions and comments included the following:

- A question was raised as to whether the "agenda setting" language refers to IPPC's sharing with FEC its agenda for the year, or to FEC's influence on the agenda for IPPC's bi-weekly meetings.
- A question also was raised as to what constitutes "consultation." Does that mean, for example, ensuring that FEC members have a mechanism for submitting IPPC agenda items, sharing a draft agenda with FEC, or something else?
- A question was raised as to how bi-weekly agenda setting currently happens. It was noted that typically the Chair and Vice Chair meet, with the IPPC Secretary present to support these discussions and implement what is decided. It was noted that the Chair of FEC has not ever participated in a formal way in the agenda setting, though until the recent separation of the committees, it was assumed by some that the vice chair of IPPC was also seated on FEC, in accordance with stipulations in the *Faculty Handbook*.
- Several members expressed concern about the practicality of having FEC participate in agenda setting for IPPC meetings if FEC is not represented on IPPC. A suggestion has been made that the Chair of FEC might sit on IPPC. President Glotzbach has expressed support for considering that possibility, and several IPPC members expressed support for this approach. It was noted that even in that case, it still would be important to clarify what is intended by the terms "agenda" and "consultation."
- It was suggested that the *Faculty Handbook* might eliminate the sentence referring to consultation and simply indicate that the Chair and Vice Chair of IPPC set the agenda.

- No one was aware of situations in which FEC was not able to get issues on an IPPC agenda (especially given the prior connection between FEC and IPPC – see third bullet above) – but it was noted that there is no formal process for doing so.
- Regarding the possibility that the FEC Chair might sit as a member of IPPC, it was noted that all IPPC members sit on the committee in various roles. It is important, therefore, for all members to be explicit as to when they speak in a role for what purpose.

#### *IPPC Operating Code/CIGU Function Clarification*

CIGU Co-chairs Michael Ennis-McMillan and Cori Filson requested that IPPC consider proposed revisions to the IPPC Operating Code. The proposed revisions (see Attachment 2) are intended to reflect the language of the original CIGU charge that IPPC considered and approved in 2008. Due to an oversight, the language proposed for inclusion at this time was not included in the IPPC Operating Code revision back in 2008.

Members expressed support for making this clarification. It was noted, however, that the references to introducing campus initiatives and creating working groups could cause concern. It was suggested that consulting broadly and fully would be important should CIGU choose to engage in such activities.

**IPPC voted unanimously to approve the Operating Code revisions as set forth in Attachment 2 to these minutes.**

#### *Status of the Responsible Citizenship Task Force/Committee on Responsible Citizenship*

Vice Chair Smith asked Dean of Student Affairs Rochelle Calhoun to confer with FEC Chair Barbara Black to identify any remaining issues and to determine next steps for clarifying the status of this group. (See IPPC minutes of October 7, 2011.)

### **5. Update from Student Affairs Subcommittee**

Dean of Student Affairs Rochelle Calhoun noted that the topic of surveillance cameras on campus, especially cameras in parking lots, has been brought to the Student Affairs Subcommittee. SAS does not feel this is an issue within its authority and is deciding where to refer the question.

Dean Calhoun also noted that students have expressed a desire for greater training and preparation to serve on all-College committees. They also hope for greater understanding of their roles and the expectation that they will participate fully.

Finally, Dean Calhoun reported that the ADA Advisory Committee (which is advisory to the President) will be forming subcommittees to address issues relating to facilities, media/IT, policy, programs, and campus education.

## **6. SGA Report**

SGA Vice President for Finance and Administration Ethan Flum reported that items being considered by SGA include the “Occupy Skidmore” and “Occupy Saratoga Springs” movements (what should be SGA's role?) and the Center for Career Development. He also noted that the Library renovation project is very popular but that students would appreciate knowing earlier when substantial work will be done in buildings such as the Library.

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

**ATTACHMENT 1**

**STATEMENT EXPLAINING POSITION OF THE  
FACULTY EXECUTIVE COMMITTEE REGARDING  
THE ROLE OF FEC IN IPPC AGENDA SETTING**

Excerpts from an e-mail message sent by FEC Chair Barbara Black, read with Professor Black's permission by IPPC Vice Chair Denise Smith at the IPPC meeting on October 21, 2011:

FEC recommends not striking "FEC" from the agenda-setting sentence in the Faculty Handbook *at this time*—not until there has been further deliberation. For there must have been good reason for this sentence. And never once when I (Denise and I?) was (were) "in the room" for discussions regarding the dissolution of the FEC 9-FEC 6 arrangement was it the intention of anyone involved in those discussions that this dissolution would affect this particular matter. Additionally, it would be odd (in light of our tripartite shared governance structure at Skidmore) to leave President's Cabinet and SGA in the sentence but strike FEC. We ended the FEC 9-FEC 6 arrangement because it was not working, not because we wished the two committees to stop communicating.

It is FEC's hope that it can prove to be a collegial partner to IPPC and is eager to find a new, or better, way going forward. We feel that communication was not as effective between the two committees last year. Is striking FEC from the agenda-setting sentence in the Faculty Handbook, therefore, a premature striking? It seems wise to be cautious when making amendments, for it is often hard to get something back once it has been taken out of the Handbook. It also seems wise to alter this sentence once we have taken the time this year to think about how best these committees can work together. Given that we may try something new—e.g. the idea of the FEC chair sitting on IPPC has been raised—it seems best to leave this sentence as is for now....

Finally, it seems helpful for FEC and select members from IPPC to meet about this sentence, which could be part of a larger discussion about strengthening collaboration between IPPC and FEC.

## ATTACHMENT 2

### IPPC OPERATING CODE AMENDMENTS

Amendments to the IPPC Operating Code approved on October 21, 2011. Deletions marked with ~~strike through~~; additions marked with underline.

#### **Institutional Policy and Planning Committee (IPPC) Operating Code<sup>1</sup>**

**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>2</sup>, the President of SGA, and the SGA Vice President for Financial Affairs.

#### **Operating Procedures:**

Agenda Setting

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<sup>1</sup> Enacted originally on 20 October 2006. Revised 24 October 2008, 17 April 2009, ~~and~~ 19 November 2010, and 21 October 2011.

<sup>2</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).

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>3</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.

#### 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

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<sup>3</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.*

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 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: The Committee on Intercultural and Global Understanding (CIGU) is a subcommittee of IPPC that advises 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*, which states:

We will challenge every Skidmore student to develop the intercultural understanding and global awareness necessary to thrive in the complex and increasingly interconnected world of the 21<sup>st</sup> Century.

~~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.

CIGU will ensure that any College-wide policy matters related to its charge are referred to the IPPC for consideration. CIGU, however, may introduce appropriate campus initiatives on its own accord, creating working groups or involving other offices as appropriate. CIGU shall report to the President regularly (at least once each semester) and may invite the President to attend meetings as appropriate.

Because of the significant overlap in membership of CIGU and the Bias Response Group, CIGU shall serve as the parent committee for the College's Bias Response Group. The membership of the Bias Response Group and methods of appointment are set forth in the Bias Response Protocol (<http://cms.skidmore.edu/bias/biasprotocol.cfm>). The President, in consultation with the Chair of CIGU, will continue to appoint the Bias Response Group coordinator. CIGU will then be responsible for overseeing the work of the Bias Response Group and recommending changes as appropriate to the President.

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.

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