INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
November 4, 2011

PRESENT: President Phil Glotzbach, Chair; Denise Smith, Vice Chair; Susan Kress, Michael West, Mary Lou Bates, Rochelle Calhoun, Beau Breslin, Paul Calhoun, Joshua Ness, Mark Huibregtse, Joe Stankovich, Adrienne Zuerner, Anne Petruzzelli, Gail Cummings-Danson, Erica Bastress-Dukehart, Jonathan Zeidan, Ethan Flum, and Barbara Krause (Secretary).

ABSENT: Michael Casey, Cori Filson, and Justin Sipher.

1. Approval of Minutes

The minutes of October 21, 2011 were approved with minor amendments.

2. SGA Report

SGA President Jono Zeidan began his report by expressing appreciation for the opportunity afforded to SGA members to attend the Trustee meetings. SGA Senate members believe this is an important learning experience. His report to the Trustee Student Affairs Subcommittee included reports on successes and challenges to date.

Mr. Zeidan reported next on Moorebid Ball. The venue was changed this year to the recreation and dance gymnasia due to access issues and crowd control problems last year at Case Center. This year's venue, however, presented significant challenges in terms of congestion, and the event was closed down early. Vice President for Finance and Administration Michael West noted that the Facilities staff was required to do significant cleanup. There will be further conversations between the administration and students to consider this event.

In other matters, new Career Development Director Deb Loffredo will be invited to attend an SGA Senate meeting; that group also has invited Dining Services to speak to the group and will invite President Glotzbach to speak about the Strategic Action Agenda. SGA Vice President for Business and Finance Ethan Flum also reported that the ad hoc committee on sustainability will work with the IPPC Campus Environment Committee on sustainability issues.

3. Report on Board of Trustees Meetings

President Glotzbach reported that the Board of Trustees concluded a successful set of meetings the previous week. Matters considered included preliminary review of the FY13 budget parameters, early release capital budget approval for the Howe/Rounds residence hall and Library/IT projects, a discussion in the Strategic Planning Committee on the process of implementing strategic change, a lunch program (to which IPPC members were invited) to explore long-term trends and possible implications for the College, presentations to the Academic Affairs Committee on five-year planning and assessment work, updates to the Student

Affairs Committee on the College's sexual misconduct policy and enrollment challenges, and discussion at the Special Programs Committee on operating processes for Zankel and Ladd Hall, update on MALS, and a review of the Special Programs Mission Statement.

- With respect to the Special Programs Committee discussion of MALS and the possibility of a 4+1 option, an IPPC member expressed potential concern if such a program would require additional resources. It was noted that the program, if developed, would be expected to generate revenue. Various factors, including the potential impact on Residential Life, still need to be reviewed.

Vice President for Finance and Administration Mike West reported that the Infrastructure Committee of the Board heard a report on an agreement between the College and the Saratoga Springs YMCA to support the College's tennis program. The College is pleased with this arrangement.

Finally, President Glotzbach noted that the Trustees will hold a retreat off-campus in February 2012.

4. <u>Optimization</u>

President Glotzbach opened this conversation by providing a brief overview of discussions thus far. He noted that for purposes of strategic planning broadly conceived, a swing +/- of 50 students (NFE) would not constitute a strategic choice. The question of whether to move some number of NFE above the line for purposes of budgeting, however, does represent a strategic choice.

Director of Institutional Research Joe Stankovich presented a spreadsheet that sets forth historic enrollment figures from Fall 2006 through Fall 2011, as well as enrollment projections for Fall 2012 through Fall 2015. Key parameters for purposes of this document include retention figures and the size the first-year class. Ideally, the size of the first-year class would not have wide fluctuations but would be smoothed over time to ease budgetary projections and to provide reasonable predictability for high school guidance counselors advising high school students on their college options.

President Glotzbach noted that the spreadsheet reflects the College's current intention to gradually reduce the NFE to the budgeted 2280. The College has maintained the discipline of keeping over-enrollment revenue "below the line."

Additional information provided for this discussion included the following:

- Capacity of residence halls – when all of the Scribner Village replacement housing is online, the College will have flexibility in its housing stock to accommodate as many as 2400 students enrolled (assuming off-campus housing rates at 10 to 15%).

- Admissions works each year to admit a first-year class within a stated range. Factors influencing this number include projections for yield and summer melt, both of which have fluctuated in recent years in ways that have been difficult to predict.

- The financial aid discount rate is a key factor. Need-based aid has been the single most important factor in allowing Admissions to attain its goals for academic excellence, including diversity.

- Skidmore's financial aid, with a small handful of exceptions, is entirely need based. For Skidmore students who receive financial aid, the average total indebtedness at the time of graduation is approximately $18-$19,000.

- Within our peer group, only two schools (Vassar and Hamilton) are need blind and able to meet full need.

- Skidmore's merit aid is limited and is focused on attracting students with particular interests (music and science). President Glotzbach noted that Skidmore's merit aid program is not a primary strategy that is required to enroll our entering classes.

- It was noted that a decision to move 50 NFE "above the line" could generate approximately $1.6 million per year. That figure could allow the college to make important advances in support of strategic objectives, such as compensation, science, the size of the tenured and tenure-track faculty, academic space, etc.

- In response to requests for faculty numbers, it was noted that the student-faculty ratio has stayed more or less the same over the past several years. In order to maintain that ratio, however, additional contingent faculty members have been hired. Further information regarding faculty resources will be provided at a future meeting.

- It was noted that although the College has been disciplined about maintaining over enrollment revenue "below the line," over enrollment money has been used to fund important projects. A member asked how the College would fund such projects if the budgeted NFE were decreased. President Glotzbach noted that many of the projects funded with one-time over enrollment funds have addressed life safety issues in the College's housing stock, all of which will have been completed at the end of next year. Other facilities needs (e.g., science and athletics) will require fundraising.

President Glotzbach noted that it is important to consider long-term how the College would develop its budgets if the NFE is decreased. One member expressed her opinion that it would be a strategic error to decrease the College's budgeted NFE. In her opinion, the College has built capacity to operate at approximately 2400 NFE, and she believes that the College has ambitions that require the revenue based on that figure.

It was noted that a decision to move 50 NFE "above the line" could generate approximately $1.6 million per year. That figure could allow the College to make important advances in support of strategic objectives, such as compensation, science, the size of the tenured and tenure-track faculty, academic space, etc.

It was noted that increasing the number of students affects the College's endowment per student in a negative way. President Glotzbach noted that preliminary discussions regarding the

next campaign indicate that fund raising will be required for endowment, capital projects, and financial aid.

President Glotzbach stated that this conversation is the first stage of a longer discussion that will relate to development of the FY13 budget. He noted that the College is currently on a path to reduce enrollment to the budgeted NFE of 2280. He posed the questions: should we continue on this path? If not, where should we stop? He also asked process questions: what should the process be to decide this figure? Could IPPC make this decision? IPPC will return to this discussion at a future meeting.

5. FEC/IPPC Separation

Vice President for Academic Affairs Susan Kress reported that the Faculty Executive Committee (FEC) approved a proposed change to the *Faculty Handbook* at its meeting this morning. The result of this action will be to include this revised language in the proposed *Faculty Handbook* that will be presented for approval later today at the Faculty Meeting. Vice President Kress distributed the resolution that would revise the *Faculty Handbook* language describing IPPC. Vice President Kress noted that the resolution must be approved by IPPC and the SGA.

IPPC voted unanimously to approve the resolution amending the *Faculty Handbook* as set forth in Attachment 1 to these minutes. This vote will require a “housekeeping" amendment to the IPPC Operating Code at the next meeting in order to effectuate this change, if the faculty adopts the *Faculty Handbook* as revised.

It was noted that there may be a proposal from FEC to have the FEC Chair sit as a member of IPPC. IPPC members were friendly to this possibility.

Please notify Barbara Krause of any changes to these minutes.

ATTACHMENT 1

RESOLUTION

BE IT RESOLVED, that the function and membership of the Committee on Institutional Policy and Planning (IPPC) in the *Faculty Handbook*, Part THREE I. B. 1. be revised as follows:

Old language is marked with ~~strikethrough~~ and new language is underlined.

THE INSTITUTIONAL POLICY AND PLANNING COMMITTEE (IPPC) — Elected

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.

The Chair of the FEC and the faculty Vice-Chair of the IPPC shall meet regularly throughout the academic year so that each committee can be apprised of the other committee's work.

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 FEC~~; the Chair of CEPP; one representative from the administrative/professional staff; one representative from the support staff; the President of SGA; and the SGA Vice President for Financial Affairs.

Rationale: **The faculty passed a motion on 4-1-11 to revise the membership and function of the Faculty Executive Committee (FEC) so as to separate FEC from IPPC (see the new description of FEC below). The membership and function of the IPPC needs to be revised to clarify that IPPC and FEC are now separate committees and to be consistent with the new description of the FEC.**

Process: "Revisions to Part Three should be agreed upon by IPPC, SGA, and FEC. Once such agreement is obtained, the revision is adopted." (*Faculty Handbook*, Part One, Article XXI, D. PROCEDURES FOR HANDBOOK AMENDMENTS)

Description of Faculty Executive Committee (approved by the faculty 4-1-11).

Old language is marked with ~~strikethrough~~ and new language is <u>underlined</u>.

FACULTY EXECUTIVE COMMITTEE (FEC) — Elected

Function: To act as the primary conduit of information and ideas into and out of the Faculty concerning all-College issues and policies; to oversee faculty governance and faculty participation in all-College governance; and to act as Faculty Observers of the Board of Trustees.

FEC fosters communication within the Faculty, via both reports to the Faculty Meeting and organization of other faculty discussion meetings and forums, about all-College issues and policies. FEC, together with IPPC and SGA, is responsible for the proper constitution of all-College committees and subcommittees.

FEC is responsible for coordinating faculty committee work and for furthering democratic representation and committee efficiency. FEC is responsible for ensuring the proper constitution of faculty committees: it solicits nominations for, conducts elections for, and makes appointments to faculty and all-College committees; it provides advice and oversight of procedures regarding faculty appointments to search committees for senior administrative positions; and it maintains a list of all faculty members on all committees. In addition, FEC reviews operating codes of all faculty committees and maintains files of annual committee reports, and FEC is responsible for ensuring that the text of the Faculty Handbook appears and remains precisely as approved by the Faculty.

FEC convenes the Committee of Committees (comprising faculty members of FEC, IPPC, CAPT, CAFR, CEPP, Curriculum Committee, FDC, and any current ad hoc committees whose presence FEC believes would be helpful to the Committee) at least twice a year to assess the interactions among member committees and between them and the Administration, and to discuss ongoing issues and any problems in committee operations. FEC is then required to inform the Faculty at large of the issues raised by the Committee of Committees.

Finally, FEC observes the on-campus meetings of the Board of Trustees, at the invitation of the Board, and reports its observations in writing to the Faculty. (In addition, CAPT, CAFR, and the Chair of CEPP meet annually with the Academic Affairs Committee of the Board of Trustees.)

<u>The Chair of the FEC and the faculty Vice-Chair of the IPPC shall meet regularly throughout the academic year so that each committee can be apprised of the other committee's work.</u>

Membership: ~~Six~~ <u>Five</u> members of the Faculty elected to serve three-year terms. ~~together with the three elected faculty members of the IPPC~~