

**INSTITUTIONAL POLICY AND PLANNING COMMITTEE  
MEETING MINUTES  
December 2, 2011**

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

ABSENT: Adrienne Zuerner, Justin Sipher, and Jonathan Zeidan.

**1. Approval of Minutes**

The minutes of November 4, 2011 were approved with the following amendment:

Item 4 (Optimization), third-to-last paragraph should read as follows: "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."

**2. IPPC Operating Code Revision**

**The Committee voted to revise the IPPC Operating Code**, consistent with the *Faculty Handbook* revision that was approved at the previous meeting. The revised Operating Code appears as Attachment One to these minutes.

**3. Optimization**

President Glotzbach introduced this discussion by suggesting that it would be important to decide on a process for how to bring closure to the Optimization question. He noted that the Cabinet and IPPC are currently in the process of preparing the Fiscal Year '13 budget. He also reminded members that the typical budget process is for Trustees to hold a budget workshop in January, provide preliminary approval in February, and give final approval to the budget in May. IPPC should consider its conversations in that context.

Director of Institutional Research Joe Stankovich then reviewed data from the National Center for Educational Statistics (IPEDS) on student/faculty ratio and other size variables. Skidmore's 9:1 student-faculty ratio in the fall of 2010 compared favorably with other institutions in our peer group, all of whom (with one exception) have a ratio in

the range of 8 to 10 to 1. These figures include all teaching faculty, including contingent faculty members. Skidmore has a larger population of contingent faculty than some of our peers both as a function of our curriculum and our financial resources. The data provided by Mr. Stankovich also included information on the number of full-time, first-time degree-seeking undergraduates, the number of all undergraduate degree-seeking students, and the number of bachelors degree completions.

With regard to various statistics on financial aid, Dean of Admissions and Financial Aid Mary Lou Bates reiterated that Skidmore's limited financial aid is our biggest impediment to admitting stronger, more diverse classes with a higher yield. Skidmore would need approximately \$400 million (or perhaps higher) to provide financial aid to 60% of our student body.

President Glotzbach noted that there had been a proposal at the previous meeting to increase our budgeted NFE from 2280 to 2330 (an increase of 50) and to retain another 50 NFE over enrollment "below the line" in support of the College's science facility project. He invited thoughts from IPPC members as to how to consider this proposal. Comments included the following:

- Faculty must be involved in this discussion.
- A suggestion was made to use existing structures – i.e., IPPC's Budget and Finance Subcommittee and IPPC as a whole – to develop scenarios and propose options for final consideration. In that context, IPPC members reviewed the composition of the Budget and Finance Subcommittee.
- It was suggested that various other individuals could be invited to participate in conversations with the Budget and Finance Subcommittee if the subcommittee felt that would be helpful.
- Given that student enrollment levels could affect educational policy and delivery of the curriculum, it was noted that the Committee on Educational Policies and Planning should have a role in the conversations.
- More broadly, the significance of this item suggests that IPPC and Cabinet should over-communicate with all constituencies regarding the Optimization conversation. It was noted that the budgeted NFE figure is just one question with many implications, including (1) revenue projections for the budget; (2) the costs of supporting the various enrollment options; and (3) how to allocate the revenues from the various NFE options. Several members indicated that a fourth question must be considered: namely, what initiatives will Skidmore stop doing or curtail in order to support the strategic initiatives that are identified as having priority?

There was considerable discussion about whether the framing of the current discussion implies that Skidmore already has moved to a budgeted NFE number higher than 2280. Several members urged that one option that must be fully interrogated is the possibility and implications of living within the budgeted NFE of 2280. Other comments included the following:

- The allocation of revenues must be in the context of what Skidmore hopes to accomplish to advance its educational mission.
- Some members expressed concern about a framework that would suggest that Skidmore is increasing enrollment in order to support a particular initiative. Such a framework suggests, long-term, that the only way to advance new initiatives is to increase enrollment.
- While support was expressed for the discipline of maintaining over enrollment funds below the line, some members expressed concern that such a model is not sustainable long-term because it avoids the question of what are our core educational values and what budget is required to support them.

President Glotzbach expressed his commitment to taking a hard look at how Skidmore can streamline its existing operations.

The discussion then turned to various implications of class sizes. Comments in this regard included the following:

- CEPP agreed several years ago to increase caps on certain class sizes and intended, at that time, to review the implications in several years (i.e., at this time). CEPP is prepared to undertake that review.
- In addition to looking at the overall student to faculty ratio, it is important to look at how many classes have more than 30 students. Interim Dean of the Faculty Beau Breslin welcomes this conversation but noted that the topic is complicated in many ways. For example, some faculty members prefer larger numbers of students in their classes for pedagogical reasons.
- That caution notwithstanding, there was agreement that it would be helpful to have data on the percentage of classes with enrollments of less than 20, less than 30, and less than 50. It is important to assure faculty that the administration understands how increasing enrollments could change the experience of teaching and learning in the classroom. It also was noted that class size does not fully portray all of the implications of the faculty workload. A grant has been received from the Teagle Foundation to investigate issues of faculty workload in the 21st century.

President Glotzbach summarized the conversation as follows:

1. IPPC has charged the Budget and Finance Subcommittee to look at four scenarios for budgeting NFE:
  - a. 2280.
  - b. 2380, with all of the additional 100 enrollments being budgeted above the line).
  - c. 2330, reflecting 50 additional budgeted NFE above the line and another 50 NFE below the line.
  - d. Budgeting NFE to reflect current enrollment (2430), all above the line.

It is understood that the Budget and Finance Subcommittee will invite additional individuals as it feels necessary to provide information or participate in discussions of these options.

2. Ideally, the Budget and Finance Subcommittee and IPPC would complete this work in a timeframe that would allow it to be reflected in the FY '13 budget. The Budget and Finance Subcommittee will determine whether this timeframe can be accomplished.
3. IPPC should alert various groups that these conversations are happening. Among other things, President Glotzbach will notify the faculty at the Faculty Meeting this afternoon, Josh Ness will advise CEPP, and IPPC Vice Chair Denise Smith will advise FEC Chair Barbara Black.

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

**ATTACHMENT ONE**  
**IPPC Operating Code Amendments**  
**Approved December 2, 2011**

Additions marked with underline; deletions marked with ~~striketrough~~.

**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.

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 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.

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<sup>1</sup> Enacted originally on 20 October 2006. Revised 24 October 2008, 17 April 2009, 19 November 2010, ~~and~~ 21 October 2011, and 2 December 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).

## 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.

### 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

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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.*

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 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 the 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.

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. 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 next fiscal year.