

INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
November 16, 2012

PRESENT: President Philip A. Glotzbach, Chair; Erica Bastress-Dukehart, Vice Chair; Barbara Black, Paul Calhoun, Rochelle Calhoun, Michael Casey, Gail Cummings-Danson, Donald Duff, Bill Duffy, David Karp, Wendy Kercull, Jackie Murray, Denise Smith, Joe Stankovich, Natalie Taylor, Matt Walsh, and Mike West; Barbara Krause (Secretary).

ABSENT: Michael Arnush, Mary Lou Bates, Beau Breslin, and Riley Neugebauer.

GUESTS: Sarah Goodwin (Item 2) and Karen Kellogg (Items 3, 4, and 5).

1. Approval of Minutes

Minutes of the November 2, 2012 meeting were approved with one correction to the attendance.

2. Assessment Steering Committee to IPPC Assessment Subcommittee

Faculty Assessment Coordinator and Professor of English Sarah Goodwin joined IPPC to continue the discussion of whether the Assessment Steering Committee should be reconstituted as a subcommittee of IPPC. (See IPPC minutes from November 2, 2012.) The discussion focused on a number of concerns reported by Barbara Black on behalf of the Faculty Executive Committee (FEC). President Glotzbach clarified that the discussion by FEC, together with IPPC's consideration of FEC's concerns, constitutes the consultative process; it was agreed that IPPC would not need to go back to FEC in order to make a decision about the proposed Assessment Subcommittee.

The following is a summary of FEC's concerns and responses to them:

1. *FEC's concern that the proposed IPPC Assessment Subcommittee is too large to be effective:*
 - Current Assessment Steering Committee (ASC) is essentially the same size and was able to find a meeting time.
 - Assessment Subcommittee (AS) would likely meet 2-3 times per year in "retreat" format, with smaller working groups engaging in work with a particular focus throughout the year.
2. *FEC queries whether the AS should include someone from Finance:*
 - Underlying concern is that the AS should have a representative who is knowledgeable about and can speak to institutional allocation of resources. That role can be fulfilled by the Cabinet liaison.
3. *FEC asks, because the Dean of the Faculty/Vice President for Academic Affairs (DOF/VPAA) is the chief assessment officer, whether the AS should advise the DOF/VPAA (rather than the President):*

- For accreditation purposes, every unit must be responsible for using assessment data – our current structure does not yet reflect that, so reference to the President is important.
 - IPPC members favored adding a reference to the DOF/VPAA to address this concern.
4. *FEC's concern that, in attempting to reflect faculty membership from the various disciplinary divisions, the proposed structure will be difficult to administer in light of the annually rotating CEPP member:*
 - A wording change was proposed to provide a preference for faculty representation from different divisions, without requiring it.
 5. *FEC's suggestion (although a lesser concern) that the charge more clearly articulate what commitment is required so that those expressing a willingness to serve will better know what to expect:*
 - Until this group becomes more clearly established, a broader, more flexible “function” is preferred.

Concern also was expressed about the student time that will be required by an SGA IPPC representative to serve on the AS. SGA President Matt Walsh expressed the view that this commitment is currently expected and is not a problem.

Subject to the changes referenced above, **IPPC voted to approve establishment of the IPPC Assessment Subcommittee as set forth in Attachment 1 to these minutes (revisions to IPPC Operating Code).**

3. Update on Science Planning

Associate Dean of the Faculty Karen Kellogg reported that the Board of Trustees will hold a special meeting on November 28, 2012, to continue its consideration of science planning. The purpose of the meeting is to ensure that Trustees have a thorough understanding of the transformational programmatic aspects of this initiative, that they understand various facilities planning options, and that they begin a conversation about a funding plan. No decisions are expected at this meeting, but the meeting will prepare Trustees for an expected decision at the February meeting.

4. Space Planning Working Group

IPPC continued its conversation from the previous meeting of the proposal to establish the Space Planning Working Group (SPWG) as an ongoing entity. (See IPPC minutes from November 2, 2012). President Glotzbach clarified two points at the beginning: First, the SPWG is not being proposed as an IPPC subcommittee, but rather as an ongoing administrative working group; and second, that the group's work would *not* include assignment of space during the summer. Following those preliminary points, various concerns and responses were discussed, including the following:

1. *The introductory text appears out of date.*
 - The introductory text was provided to IPPC for its initial discussion; it will not be included in the actual document describing the SPWG.

2. *The document indicates that the SPWG will meet “regularly” – what is the expected time commitment?*
 - Edits were suggested to clarify that the group will meet as needed, relative to the project(s) under discussion.
 - The group is intended to serve as a resource to administrators, and those administrators will be responsible for much of the ongoing work.
 - A significant amount of space planning work takes place during the summer months; the SPWG will need to meet and carry out its responsibilities, even if faculty and student members are not available.

3. *Will the IPPC faculty representative serve a three-year term?*
 - No, this appointment will be made in coordination with the IPPC subcommittee assignments at the beginning of each year.
 - Concern was expressed at the faculty time commitment that will be required by these assignments. The concern was acknowledged, and it was agreed that the membership could be re-visited and adjusted in the future, if the time commitment is problematic.

4. *What is the role of faculty and students on the SPWG?*
 - Members of the SPWG will develop familiarity with space planning matters but not necessarily become experts.
 - Space projects that involve major strategic use implications or involve a significant commitment of institutional resources will continue to be in the purview of the Cabinet and IPPC.
 - An important role for faculty and student members, in particular, will be to advise the SPWG on process – e.g., to identify groups and individuals who should be consulted about various space proposals.

5. *Are there other committee structures where members of one committee (e.g., IPPC) automatically sit on another committee?*
 - Members did not identify any specific similar situations, but there was not a sense that this concern should be an impediment to moving forward.

6. *Should the group be called a “committee” rather than a “working group”?*
 - “Committee” could suggest that the group is part of the campus shared governance structure; it is not shared governance but an administrative working group.
 - “Working group” does not necessarily imply that it is temporary.
 - The group’s responsibilities will include consultation with department chairs and program directors who would be affected by space planning decisions.
 - President Glotzbach indicated his preference to use the title “working group.”

7. *Will this group “recommend” or “decide”?*
 - Edit will reflect that the role is to “recommend.”

The Space Planning Working Group document, revised consistent with IPPC’s discussion, appears as Attachment 2 to these minutes. IPPC endorsed the document as revised.

6. Report from the Subcommittee on Responsible Citizenship

Associate Dean of Student Affairs David Karp, Co-Chair of IPPC's Subcommittee on Responsible Citizenship (SRC), reviewed the SRC's agenda for the Fall of 2012. The work falls into three main categories: (1) defining civic engagement, (2) promoting civic engagement, and (3) miscellaneous collaborations and activities to advance the work of civic engagement.

In response to a question, Associate Dean Karp indicated that significant assessment data already has been gathered that supports the positive impact of civic engagement on student learning. It was suggested that this assessment data might be presented to IPPC in the spring.

7. Other Business

Other agenda items were deferred due to time constraints. The next IPPC meeting will be held on December 14, 2012.

Please notify Barbara Krause of any changes to these minutes.

ATTACHMENT 1

**IPPC OPERATING CODE AMENDMENTS TO
ESTABLISH THE IPPC ASSESSMENT SUBCOMMITTEE
Approved by IPPC November 16, 2012
(Additions marked with underline; deletions marked with ~~striketrough~~)**

**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.

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; one of the two Vice-Chairs of the Subcommittee 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; the chair of CEPP; one representative from the administrative/professional staff; one representative from the support staff²; the President of SGA; and the SGA Vice President for Financial Affairs.

¹ Enacted originally on 20 October 2006. Revised 24 October 2008, 17 April 2009, 19 November 2010, 21 October 2011, 2 December 2011, 16 December 2011, 6 April 2012, ~~and~~ 4 May 2012, and 16 November 2012.

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).

Operating Procedures:

Agenda Setting

The agenda of the Committee is set by the President and the Vice-Chair. 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.

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.

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.*

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 Sustainability Subcommittee

Function: To research, review, recommend, and help support the implementation of sustainability policies and procedures in such areas as waste and recycling, academics, transportation, green building, food systems, climate and energy, landscape and ecosystem management, community, diversity and equity, and communication and assessment. This includes assisting in the coordination of sustainability strategic planning and its assessment and updates. The subcommittee may create working groups to assist with this process. Secondarily, to coordinate strategic event planning and collaborative efforts between departments around these topics.

Membership:

- Three members of the faculty, at least one of them from the natural sciences. The three faculty members will be chosen from the faculty at large and elected through a Willingness to Serve process administered by the Faculty Executive Committee (FEC). The three faculty members, in consultation with the Dean of the Faculty and Vice President for Academic Affairs, will designate a Co-chair from amongst themselves.
- The Sustainability Coordinator, who serves as Co-Chair and sits on IPPC.
- The Associate Dean for Infrastructure, Sustainability and Civic Engagement.
- Nine members of the administrative/professional and support staffs including:
 - Director of Facilities Services (or designee)
 - Director of Purchasing Services (or designee)
 - Representative from Information Technology, appointed by the Chief Technology Officer
 - Representative from Student Affairs, appointed by the Dean of Student Affairs
 - Representative from Admissions and Financial Aid, appointed by the Dean of Admissions and Financial Aid
 - Representative from Advancement, appointed by the Vice President for Advancement
 - Representative from Financial Planning and Budgeting, appointed by the Director of Financial Planning and Budgeting.
 - An at-large representative from Academic Affairs, appointed by the Dean of the Faculty and Vice President for Academic Affairs following a Willingness to Serve process administered by that office.
 - An at-large representative from Finance and Administration, appointed by the Vice President for Finance and Administration following a Willingness to Serve process administered by that office.
- Three student members, including the Sustainability Senator from the Student Government Association (or his or her designee), a representative of the Environmental Action Club, and one open student position appointed through the Student Government Association Willingness to Serve process in consultation with the Sustainability Coordinator.

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 provides recommendations and advice to the President and the IPPC on policies, practices, and protocols regarding diversity and inclusion, intercultural and global understanding, intercultural literacy, issues of campus climate, and other related matters. In addition, CIGU actively collaborates with various constituents and departments on campus to inform and educate the community and to encourage and support activities that further the College's diversity and inclusion goals.

In undertaking this work, CIGU is guided by a variety of College documents, such as Goal II of the College's *Strategic Plan*, recommendations from the College's Middle States Review of 2006, and President Glotzbach's 2007 essay titled *Intercultural Literacy*.

CIGU takes an institution-wide approach to its work, bridging the various divisions that are charged with or interested in the work of diversity and inclusion on a global and/or domestic level. CIGU also serves 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 ensures that any College-wide policy matters related to its charge are referred to the IPPC for consideration. However, CIGU may create working groups or introduce campus initiatives and programs on its own accord or in cooperation with other areas of the College as appropriate. CIGU reports to the IPPC regularly and may invite members of the IPPC or other relevant guests to attend meetings as appropriate.

Because of the significant overlap in membership of CIGU and the College's Bias Response

Group, the BRG will function as a subcommittee of CIGU. 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 appoint the Bias Response Group chair. CIGU will then be responsible for overseeing the work of the Bias Response Group and recommending changes as appropriate to the IPPC.

Membership:

- Director of Intercultural Studies
- Director of the Office of Student Diversity Programs
- Assistant Director for EEO and Workforce Diversity
- Associate Dean of the Faculty for Personnel, Development and Diversity
- Two faculty members (at least one a teaching faculty member) elected for three-year terms through a willingness-to-serve process administered by the Faculty Executive Committee
- Student Government Association Vice President for Diversity
- One student member appointed through the Student Government Association willingness-to-serve process
- Director of the Office of Opportunity Programs or her/his designee
- Director of Off-Campus Study and Exchanges or her/his designee
- One representative from the Office of Admissions appointed by the Dean of Admissions and Financial Aid
- One support staff member elected for a three-year term by a willingness-to serve process administered by the Office of the President
- Chair of the Bias Response Group

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 Subcommittee on Responsible Citizenship (SRC)

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 SRC 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, SRC 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 SRC shall elect one of the two Co-Chairs to sit as a member of IPPC for each academic year.

IPPC Assessment Subcommittee

Function: To advise the President, the Dean of the Faculty and Vice President for Academic Affairs, and other members of the IPPC on matters related to the assessment of student learning and development. The Assessment Subcommittee (AS) also will advise the President, the Dean of the Faculty and Vice President for Academic Affairs, and other members of the IPPC on assessment of institutional goals as appropriate to each area of the College as they bear on student learning and development and on the fulfillment of standards for accreditation. In fulfilling this function, the AS will work to ensure that assessment plans are in place, are executed, and are consequential in all areas of the College. Collaborating closely with the Office of Institutional Research, the AS will act as a resource to both the IPPC and other bodies in the College engaged in strategic planning and data-informed decision-making.

Membership:

- Faculty Assessment Coordinator, Co-Chair
- A Cabinet liaison, Co-Chair, serving also as liaison to IPPC
- Director of Institutional Research
- Assessment Facilitator
- Associate Dean of the Faculty for Advising and Policy
- An Associate Dean of Student Affairs
- Chief Diversity Officer or appropriate designee
- Director of the Career Development Center
- Director of Alumni Affairs
- Director of Summer Academic Programs and Residencies
- A faculty member of CEPP, serving as liaison, appointed by CEPP for a one-year term
- Two additional faculty members, preferably from disciplinary areas not represented by the Faculty Assessment Coordinator or the CEPP member, to be appointed by the President in consultation with Faculty Executive Committee and the co-chairs, through a willingness-to-serve process administered by the FEC, serving staggered three-year terms
- Two students, one of whom is the SGA VP for Academic Affairs and one appointed for a one-year term through an SGA willingness-to-serve process

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	Aug-Sept	October	Jan-Feb	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.

ATTACHMENT 2

**SPACE PLANNING WORKING GROUP
AMENDMENTS APPROVED BY IPPC 16 NOVEMBER 2012*
(Additions marked with underline; deletions marked with ~~strikethrough~~)**

**Appendix A
Space Planning Working Group**

Function: The Space Planning Working Group (SPWG) serves as an important resource for space and facilities planning on campus. The SPWG conducts its work with the understanding that all campus buildings and spaces belong to the College. Specific responsibilities of the SPWG include the following:

- Meet ~~regularly~~ as needed and maintain a working knowledge of the College's space and facilities inventory and issues, relative to the project(s) under consideration.
- Serve as a resource to the Associate Dean of the Faculty for Infrastructure, Sustainability, and Civic Engagement (ADOFI) and the Director of Financial Planning and Budgeting regarding routine space requests and related matters, and regarding the on-campus site selection of capital projects as provided for in the College's Major Capital Planning Process.
- Under the guidance of the SPWG's co-chairs, consider proactively spaces that will become vacant and make recommendations (to the SPWG co-chairs or to Cabinet, as appropriate) for the orderly succession of occupants in such spaces.
- Consult with and seek advice from, as appropriate, department chairs, faculty, students, administrators, or other individuals who would be affected by space planning decisions.
- Make ~~decisions~~ recommendations regarding significant space requests and act as an arbitrator for space conflicts.
- Upon request, review, research, and provide recommendations to a Cabinet Officer or President's Cabinet regarding space requests that involve reallocation of existing space or construction of new space either within or between academic or administrative divisions.
- When so designated by Cabinet, serve in lieu of *ad hoc* project groups with respect to the development of preliminary program and/or needs analyses.
- Upon request, receive reports from *ad hoc* project groups that have been authorized by a Cabinet Officer or the Cabinet to develop a preliminary program and/or needs analysis for a proposed major capital project; provide advice regarding such reports.
- As appropriate, recommend items for inclusion in the annual Capital Budget process.

The SPWG will consider the following criteria in providing recommendations regarding a space request:

- Priorities associated with Skidmore's *Strategic Plan*, Campus Plan, academic or other divisional plans, and college mission.

* "Appendix A" referenced in this document is Appendix A to the Major Capital Project Planning Process (memo from President Glotzbach to Cabinet dated 14 October 2008; discussed and endorsed by IPPC on 10/10/08 and 10/24/08).

- The “Organizing Concepts” articulated in the Major Capital Project Planning Process and the Planning Matrix.
- Program needs of the potential users.
- Consultation with appropriate campus-wide constituencies.
- Type of space and function of space requested.
- The impact of any spatial renovations or new construction on the campus public spaces *including aesthetic, communications, and signage considerations.*
- Potential funding sources for construction and operation.

Membership of the SPWG:

- Associate Dean of the Faculty for Infrastructure, Sustainability, and Civic Engagement (Co-Chair)
- Director of Financial Planning and Budgeting (Co-Chair)
- An Associate Dean of Student Affairs
- Registrar or designee
- Director of Facilities Services or designee
- Chief Technology Officer or designee
- One faculty member, drawn from the elected faculty on IPPC
- One student, drawn from the student members of IPPC

As indicated above, the SPWG will consult with and seek advice from others as appropriate.

Space Request Process:

A Space Request form (see Appendix B to the Capital Project Planning Process) is the method by which administrative or academic offices ask for space. It is required whenever an administrative or academic office wishes to add to, exchange, or substantially renovate a space (see Category A and B levels in the Major Capital Project Planning Process). All requests must have the signature of the Department head and the associated Dean or Vice President for the Department and must be submitted through the responsible Cabinet Officer.

The Cabinet will review and prioritize each space recommendation forwarded by the responsible Cabinet Officer and determine if it is to be sent to the SPWG for review, research, and recommendation with respect to program and needs analysis as outlined in the Major Capitol Planning Process. The Cabinet may choose to delegate the Space Request to an *ad hoc* working group based on size and complexity of the proposed space request.

The requesting administrative or academic office will receive the following feedback throughout the Space Request process:

- Indication that the analysis has been completed, which will either confirm the amount and type of space requested or provide modifications for consideration and further review.
- The SPWG will forward any space recommendation to the referring Cabinet Officer for further action as appropriate.