

# INSTITUTIONAL POLICY AND PLANNING COMMITTEE

## MEETING MINUTES

May 1, 2015

10:30 a.m.

**PRESENT:** President Philip A. Glotzbach, Chair; Joerg Bibow, Vice Chair; Mary Lou W. Bates; Addison Bennett '16; Barbara Black; Beau Breslin; Paul Calhoun; Rochelle Calhoun; Bill Duffy; Julia Elstein '17; Sarah Goodwin; Samuel Harris '15; Karen Kellogg; Wendy Kercull; Kathy Kinnin; William Lewis; Mehmet Odekon; Dan Nathan; Charles Tetelman '16; Michael West; and Joshua C. Woodfork.

**ABSENT:** Michael Casey; and Joseph Stankovich.

### 1. Minutes from April 17, 2015

IPPC approved the meeting Minutes from April 17, 2015.

#### President's Report

President Glotzbach welcomed Charles Tetelman '16 and Julia Elstein '17 who joined the meeting as the SGA President-elect and the SGA Vice President for Financial Affairs-elect, respectively. President Glotzbach thanked Professor Barbara Black and Dan Nathan for their service this Spring 2015 semester. He also expressed thanks to Professor Joerg Bibow for serving as Vice Chair for the semester and Professor Natalie Taylor who served as Vice Chair in the fall. Professor Tim Harper will be next year's Vice Chair, and Professor James Kennelly will serve a three-year term as a faculty member representative. President Glotzbach thanked Wendy Kercull for her service as staff member representative over the last three years.

Professor Barbara Black noted Jon Krakauer's book *Missoula: Rape and the Justice System in a College Town* (Doubleday: April 21, 2015) is now out. She commented that it might be worthwhile reading for us and mentioned the connection between alcohol and sexual assault.

### 2. Institutional Assessment Plan

Vice President for Academic Affairs Beau Breslin and Faculty Assessment Coordinator Professor Sarah Goodwin explained that they implemented IPPC's suggested changes from their visit last meeting and are seeking IPPC endorsement of this *Institutional Assessment Plan*, as institutional assessment is within the committee's purview. Vice President for Finance & Administration Michael West raised a concern on page two of the document regarding clarification of what "monitoring" means as the Assessment Subcommittee falls under IPPC. Vice President Breslin explained that the goal is to give some authority to assessment college-wide and noted the parallel with the role of other IPPC subcommittees.

In seeking endorsement of the this plan, President Glotzbach explained that there would be non-substantive changes to the document over the next few months, including inserting the name of the next *Strategic Plan*, and minor editing. IPPC unanimously endorsed the document. IPPC

thanked Professor Goodwin and Associate Director of Institutional Research for Assessment Lisa Christenson in crafting this *Institutional Assessment Plan*.

### **3. Admissions and Financial Aid Update**

Vice President and Dean of Admissions and Financial Aid Mary Lou Bates informed the committee that today (May 1) is the day that enrollment deposits are due. This year, we are aiming for a smaller class target and a smaller financial aid budget, after last year's significant financial aid overage. We are 31 deposits short of our target, but we are confident that we will meet our target and stay within our financial aid budget, as we are tracking on target with some over-enrollment. At this point, we are not sure about either domestic diversity numbers or international students. We know that the smaller financial aid budget and fewer financial aid packages means we are going to lose ground on the gender balance. We are currently tracking at 63% women and 37% men. We honor all May 1<sup>st</sup> postmarked deposits, but we end the acceptance of electronic deposits today. Last year, 47% of the entering first-year students received institutional financial aid, and this year our target is 38%. IPPC acknowledged that the overall numbers signal positive news, including staying within our financial aid budget and fully enrolling the class. Admissions and Financial Aid did some work to affect yield this year (including faculty outreach, working with Communications, and targeted outreach), and we will see if this work has an impact. Professor Black raised the concern that we fall below a 60/40 women to men gender ratio with class demographics. Vice President Bates agreed that this is place where we focus attention and where we will continue to direct attention in the future.

### **4. CIGU Recommendation: Chief Diversity Officer (CDO)**

President Glotzbach briefly recounted the steps that led to this discussion. On May 2, 2014, the Committee on Intercultural and Global Understanding (CIGU), as a subcommittee of IPPC, presented a document entitled "Campus Climate Comprehensive Report and Recommendations," which included five themes related to diversity and inclusion at Skidmore, along with twenty-six specific recommendations. IPPC, asked CIGU to prioritize its recommendations, identifying top priorities, and to return to IPPC during the Fall 2014 semester. In response, CIGU drafted a November 25, 2014 memo and lengthy appendix to President Glotzbach that followed-up on the May 2014 meeting and proposed one recommendation to IPPC: the creation of a Cabinet-level (reporting directly to the President) Chief Diversity Officer (CDO) at Skidmore College. The memo and CDO recommendation were reviewed at IPPC's December 5, 2014 meeting. At that time, President Glotzbach explained that the recommendation would continue to be discussed with the President's Cabinet, and because of financial implications, related to personnel and budget, considered among the College's New Initiatives.

President Glotzbach provided an April 28, 2015 memo to IPPC and CIGU related to CIGU's recommendation and explicated that the President's Cabinet considered CIGU's recommendation during the Spring semester. He explained that the Cabinet is aligned with CIGU in agreeing that there are still a number of issues we need to address on this campus with regard to diversity and inclusion, noting that we are all pretty clear about what those issues are. President Glotzbach suggested that the Cabinet favors a CDO, so that the College may move in

this direction in our not too distant future. However, he noted that the Cabinet did not suggest that this role begin immediately, as the design of the CDO could represent a substantial budget commitment, which was not included in the 2016 budget. President Glotzbach recognized that his response was likely not the response CIGU desired but that this discussion would continue. He said there was very strong sentiment in the Cabinet to increase our institutional and leadership capacity in this area, but that we just did not see a pathway as to how we would do it at this moment. He thanked CIGU for the work they have done and pointed out that the materials provided will inform the strategic planning process.

Questions related to CIGU's proposal included the following: Professor Black asked if the Associate Dean of the Faculty for Diversity and Faculty Affairs was sufficient to lead the charge or if this person not holding a Cabinet-level position the concern? Professor Rangil explained that the CDO would work with all the areas across the College not only Academic Affairs. Professor Black also asked: if the title Chief Diversity Officer signaled a corporate approach versus the titles deans or directors? President Glotzbach answered that Vice President Michael West is the Vice President for Finance & Administration, but also considered the Chief Financial Officer, and that the CDO would be a Vice President, serving as diversity consultant for the College. This move shifts from the distributed responsibility of the current diversity quad, but how exactly it would work remains an open question.

Other questions included the following: Professor Bill Lewis asked, as we enter a time with tighter budgetary constraints, is this shift a shift to one executive-level person rather than a few people more on the ground doing diversity initiatives? Vice President W. Rochelle Calhoun explained that we now have distributed responsibilities with people in the roles who are one or two steps removed from Cabinet-level posts and that CIGU is suggesting a fundamental change in authority and accountability with area instead of institutional responsibility. Professor Black asked, with the continuing high tuition cost if we could afford a CDO or Director of Civic Engagement? President Glotzbach answered that our work on the strategic planning process should influence how we think about the answer to these questions.

Professor Joerg Bibow asked: what is the role of the Liberal Arts Diversity Officers (LADO) organization in this decision and whether Skidmore could indeed participate? President Glotzbach expressed that our admission to this organization is not guaranteed, but that it is likely. Professor Bibow referenced the prior CIGU recommendation discussion and asked if we would consolidate savings elsewhere or if we are just adding positions? Professor Rangil noted that CIGU is an IPPC subcommittee and has been working to collect reports around diversity and inclusion in an effort to improve campus climate and reduce bias incidents. The charge was to consolidate the many recommendations and the subcommittee decided to only recommend the CDO, signaling a need for more focused leadership. She explained that CIGU is a subcommittee and therefore it does not create strategic plans or delve into financial implications, which she sees fall under the purview of the College or President's Cabinet.

Professor Daniel Nathan asked when we last added the number of Cabinet members? Vice President Breslin noted that when the Vice President of Academic Affairs and Dean of the Faculty split President's Cabinet grew in number. President Glotzbach expressed that the question of diversity leadership is an important institutional one, and that he will continue to

keep this at the forefront of his thinking. He offered to meet or have any Cabinet members meet with CIGU and again thanked its members for their work.

## **5. Bias Response Group Draft Report**

In presenting a draft report, “Bias Response Group Policy Change Recommendations Draft, April 2015.” Vice President Calhoun reported that the Bias Response Group (BRG) is a subgroup of CIGU. Over the last two years, the BRG held open community meetings. During these meetings, community members identified practices or policies on campus that had the unintended consequences of adversely targeting groups of people or representing unintentional bias. The BRG worked with the groups responsible for the policies and practices and considered changes. Vice President Calhoun noted two places where items have changed, including a protocol to report bias in the classroom and our policy on preferred names. Although the BRG has a recommendation, it expects additional conversation during the fall semester related to first-year students and the way they are assigned work-study. SGA President Addison Bennett noted that some students select to work in the dining hall because of the wage. Vice President Calhoun explained that it is the perception of how work is assigned that is under review, meaning mandatory versus selected assignments. President Glotzbach recognized the data-driven decision-making that reflected the various surveys. Vice President Calhoun reminded the committee that GIGU is reviewing the draft document and will bring it to IPPC for more formal action next year.

## **6. IPPC Subcommittees: FEC Committee Restructuring**

Following up on our April 3, 2015 meeting, Executive Director Joshua Woodfork reminded the committee that in an effort toward efficiency within the shared governance system the Faculty Executive Committee (FEC) asked IPPC subcommittees three questions:

1. Can we abolish your IPPC subcommittee?
2. Can we combine your IPPC subcommittee to reduce redundancy?
3. Can we reduce your IPPC subcommittee membership?

Most of IPPC subcommittees responded at the prior meeting, but two asked for more discussion time. Associate Dean of the Faculty Karen Kellogg stated that the Campus Sustainability Subcommittee (CSS) should not be abolished because of the work centered around the new *Campus Sustainability Plan*. The committee proposes membership reductions from 17 to 11 members, including reducing 3 faculty positions to 1.

SGA Vice President for Financial Affairs Sam Harris asked that the language related to SGA be moved from the Sustainability “Committee” to the Sustainability “Commission.”

The Subcommittee for Responsible Citizenship (SRC) views next year as a transition year, depending on the development of the next *Strategic Plan* and the College’s joining Project Pericles. The group has agreed to reduce its membership from 9 to 7 members, faculty seats are the same, though two deans will shift to one faculty representative and then the Director of Civic Engagement, who will serve in supporting our Project Pericles association. Professor Odekon stated that we are moving in the right direction by carefully considering the need for each subcommittee and its membership.

## **7. IPPC Operating Code**

Executive Director Woodfork explained that with changing membership in IPPC subcommittees, which affects who serves on IPPC, some of these changes might need to go to FEC or to the SGA. IPPC last reviewed the Operating Code October 17, 2014 and understood that more changes would come at the end of the academic year. Tracked changes in the Operating Code were reviewed, including the Faculty Director for Civic Engagement who will now sit on IPPC representing the SRC. We changed the language surrounding staff to ‘non-exempt’ and ‘exempt’. It was pointed out that there may need to be additional revisions to the Operating Code in early fall, recognizing changes that occurred over the summer. IPPC unanimously voted to update the Operating Code.

## **8. Budget for FY '15 and FY '16, and Faculty AAUP Data**

Vice President for Finance and Administration Michael West distributed the full budget packet that will be provided to the Board of Trustees who will shortly review the budget. Vice President West expressed his appreciation of the Admissions data reported earlier in the meeting, which he reminded the group will carry over four years relative to the entering class. Vice President West walked the committee through the materials. He explained that our estimate for FY '15, revised from our February estimate, includes excess revenues over expenditures of \$1.7 million and over-enrollment revenues \$2 million, coupled with the change in estimate of SEIU pension settlement favorable \$1.1 million. All these factors signal a strong financial year. We are making no changes in our key budget assumptions estimating for FY '16 a balanced budget of \$146.9 million in revenues/expenditures. We are also estimating that over-enrollment and summer melt will be favorable.

“[Note: The Operating Budget for FY '16 was revised subsequent to this IPPC meeting to \$148.1 million in revenues and \$147.5 million in expenses to reflect favorable results largely in financial aid noted earlier and additional New Initiatives brought forward subsequent to this report, but in advance of the May Trustee meeting.]”

In the last two weeks, we just received the AAUP faculty salary information. On a salary basis, Skidmore is ranked 9<sup>th</sup> full professor (9<sup>th</sup> previous year ranking), 6<sup>th</sup> associate professor (6<sup>th</sup> previous year ranking) and, 10<sup>th</sup> assistant professor (14<sup>th</sup> previous year ranking). We are pleased with the improvement in our assistant professor ranking. On a compensation basis, we are 11<sup>th</sup> full professor (12<sup>th</sup> prior year), 5<sup>th</sup> associate professor (7<sup>th</sup> prior year), and 9<sup>th</sup> assistant professor (11<sup>th</sup> prior year). This survey does not include retiree health benefits, which represent a substantial additional expense to the College.

Vice President West reviewed the forecasts for FY '17 - FY '20. The model based on the key budget assumptions shows challenges in the future, but he expects that we will be able to balance the budget in the out years with hard work and choices. We are optimistic that the FY '16 Operating Budget will receive the approval of the Board of Trustees. In our tuition and fee increase, we line up very similar to our peers. The median increase in our peer group is 3.5% which places us at 12<sup>th</sup>, with our goal to be at 9<sup>th</sup>, placing us more favorably than we thought we would be. Vice President West thanked his staff and the IPPC Subcommittee on Budget and

Finance. President Glotzbach reminded the committee that the 3.5% comprehensive fee increase may not be sustainable in the future, especially as it increases demands for financial aid. We will have a challenge to both constrain and reduce projected costs to keep us on track to stay within our budget. President Glotzbach expressed his thanks to Vice President West, the subcommittee, and staff.

## **9. Next Strategic Plan Update and Trustee Analytics**

As reported at IPPC's April 3, 2015 meeting in at the Board of Trustees February meeting, the Board asked the administration to put together administrative working groups related to six areas:

1. Industry Trends
2. Deep Analysis of Yield
3. Fundraising
4. Expenses and Costs Analysis, including trends over the last ten years and risks moving forward
5. Connectivity and Technology
6. Partnerships

The charge for these groups was: to review existing data, to determine what have learned, to understand what this means, and to decide what more we need to know. Four trustees from the Board's Strategic Planning Committee came to campus Thursday, April 23, and Friday, April 24 to review the progress of these six working groups and to provide feedback.

In relation to industry trends, these trustees want to understand what is occurring in higher education, what is happening at Skidmore in these areas, and what are we doing to address these changes. The overall drivers were related to the "value proposition" as it relates to Skidmore, specifically looking at enrollment management and fundraising. Healthy discussions occurred. These trustees are seeing the work of IPPC's subcommittee on strategic planning last year and the various steps we took – white papers, survey, planning event, and exercises – as stage one: the community input process, during which we learned how our community members articulated their priorities goals regarding the next 5-10 years. The second stage is accumulating data relating to our goals and areas of interest. The third stage is one of convergence where we put together the community input, the data, and our next *Strategic Plan* draft.

Coordinator of Strategic Initiatives, Executive Director Woodfork explained that the next steps are to synthesize the stage-two data and present it to the Board in May, to receive feedback, and then to use what we have learned in the first two stages to shape the next iteration of the draft *Plan*. In the fall, we will need to share the draft more widely and seek further input from the extended community. Executive Director Woodfork thanked the Cabinet members and their staffs who helped compile and present all the information for these analytics discussions. President Glotzbach affirmed that we will need to present a draft for community input. He noted that this it will be important to connect our draft to the Middle States self-study for reaccreditation and for the general education curricular review. We expect to return to this committee in the fall with further update.

## **10. Strategic Action Agenda '15-'16: Institutional Planning**

At this point in the academic year, we call for agenda items that might be included on our annual strategic action agendas. Our first item will be to finish the next *Strategic Plan*. Second, coming to a more final conclusion to this question of a CDO is something we will commit to doing. SGA President Bennett suggested continuing work on ensuring that Skidmore is a safe and healthy campus, particularly related to sexual and gender-based misconduct. SGA will return to its efforts in the “It’s Happening Here” campaign. Associate Dean Kellogg suggested that IPPC review building hours and safety, such as the Art Building, Theater, and Case Center, which are all continuously open spaces. Although we have sequestered particular equipment and we have some swipe locks, we should still review this policy.

Vice President West noted the need to continue making space allocations and resolving issues relating to needs for space, particularly those associated with CIS, Admissions, and other area needs. SGA Vice President Harris suggested increased efforts to outreach to alumni. Vice President-elect Julia Elstein suggested that we do more outreach for reunions. Dean of Special Programs Paul Calhoun suggested a review of Zankel’s mission, especially related to its 5<sup>th</sup> year anniversary, balancing the needs of the Music Department, the College as a whole, and the external community. Following the MALS decision, Professor Lewis proposed a review of the place of graduate education at the College. Executive Director Woodfork highlighted the need to return to the question of diversity and inclusion and leadership; discussions around admissions and financial aid policies related to financial aid and merit money, and testing policies; pilot staff advisory group and ways to integrate staff in terms of a culture of respect and avenues of professional development; under institutional planning, we will see attention to the strategic planning process, reaccreditation, and general education curriculum review, and the area of communications and marketing, as well as reporting back the Task Force on Divestment recommendations after they are reviewed by the Board.

President Glotzbach noted the completion of many agenda items this year. He expressed his appreciation of our Vice Chairs and thanked the committee for all its work. President Glotzbach recognized Professor Odekon for his selection as the student speaker, congratulated graduating senior Sam Harris, and noted our two honorary degree recipients, Penny Chisholm '69 and Julian Bond.

The meeting adjourned at 11:49 a.m. This is the final meeting for IPPC during the 2014-2015 academic year.

### **Addendum:**

On May 7, 2015 IPPC circulated a joint motion with a Resolution regarding MALS that is shared with us by CEPP. The joint resolution to the Faculty would be considered at the final faculty meeting of the semester, May 13, 2015.

On May 11, 2015 IPPC passed the MALS resolution unanimously with a vote of 19-0, with all but 1 member of IPPC voting. The motion also passed with CEPP and therefore will be presented at the Faculty Meeting as a joint motion. The motion is attached here as an Appendix. *Please notify the President’s Office of any changes to these minutes.*

## **Appendix**

### **FACULTY MEETING May 13, 2015**

#### **IPPC-CEPP: Resolution of Appreciation Skidmore Master of Arts in Liberal Studies Program**

##### **Resolution**

Whereas, since its inception in June 1991, the Skidmore Master of Arts in Liberal Studies Program has provided access to graduate studies for many working adults, modeling an inclusive, diverse, creative, flexible, liberal arts-based education for non-traditional students, and has fostered unique interdisciplinary collaborations and innovative learning opportunities for Faculty and students, thus furthering the mission of the College by promoting the transformative power of liberal learning;

Whereas, those persons who have served as directors, administrators, program assistants, advisors, instructors, and students in the program have made distinct contributions to the vitality, diversity, and intellectual life of the College over the last twenty four years;

Be it resolved that the Skidmore Faculty wishes to record its appreciation for this noble educational endeavor and its thanks for your participation in this innovative academic program.

##### **Directors:**

Lawrence Ries, 1992-1999  
Daniel Coleman 2002-2005

David Glaser, 1999-2002  
Erica Bastress-Dukehart 2005-2006

John Anzalone 2006-2009

Michael Mudrovic 2009-2013

Jacqueline Scoones 2013-present

##### **Associate Director:**

Sandra Welter 1995- present

##### **Assistant to the Director:**

Laurie Stanley 1992-2009

##### **Program Assistants:**

Michelle Paquette 1999-2009

Sue King 1995- 1999

Ellen Eldredge 2009 - present