

# INSTITUTIONAL POLICY AND PLANNING COMMITTEE

## MEETING MINUTES

December 11, 2015

10:30 a.m.

**PRESENT:** Mary Lou W. Bates; April Bernard; Joerg Bibow; Beau Breslin; Paul Calhoun; Michael Casey; Gail Cummings-Danson; Bill Duffy; Julia Elstein '17; President Philip A. Glotzbach, Chair; Tim Harper, Vice Chair; Michelle Hubbs, James Kennelly; Kathy Kinnin; Kris Leggiero; Levi Rogers; Joseph Stankovich; Charles Tetelman '16; Debra Townsend; Michael West; and Joshua C. Woodfork.

**GUESTS:** Addison Bennett, Kelley Patton-Ostrander.

### 1. Approval of Committee Minutes

IPPC **approved** the meeting Minutes from December 4, 2015.

### 2. Middle States Self-Study

VPAA/DOF Beau Breslin detailed changes to the Middle States Self-Study Report since the last version. In addition to some minor edits, three substantives changes were noted, including:

1. On p. 32, a paragraph about MDOCS was inserted;
2. On p. 53, language inserted that was received from the Space Planning Working Group (SPWG), and removal of a bullet from the Space chapter recommending a Social Justice Center (CIGU's recommendation), and inserted back in Chapter IV;
3. On p. 56, in Chapter IV, on Diversity and Inclusion, the Steering Committee approved inserting a paragraph that notes there is no easy consensus on campus around some of these issues.

No further changes to the Report will be submitted.

Upon a motion and second, the IPPC Committee **unanimously endorsed** the Middle States Self-Study Report as presented.

Joshua Woodfork informed the Committee of the Middle States Team as follows:

Dr. Janet Morgan Riggs, Chair of Team  
President, Gettysburg College

Dr. Bryan F. Coker  
VP and Dean of Students, Goucher College

Dr. Victoria M. Ferrara  
Director of Educational Assessment, Mercy College

Dr. Mary J. Osirim  
Provost and Professor of Sociology, Bryn Mawr College

Dr. Joseph (Sam) Samuel Houser  
Team Member and Generalist  
VP for Strategic Initiatives and Chief of Staff, Franklin and Marshall College

### **3. Conditional Gift Agreement: Skidmore Horse Show Possible Gift of Land**

Michael Casey informed the Committee of a possible donation of land to be used for the annual Skidmore College Saratoga Classic Horse Show, which in past years was held on property owned by the New York Racing Association (NYRA) and Yaddo. Mr. Casey provided background materials on the horse show, noting it is the single largest fundraiser and raises funds for student scholarship awards.

Michael D. West provided additional details on the proposed donation, noting that zoning would need to be met and accepted (there could be a possibility of renting it to other horse shows), indicating an anticipated closing date at the end of February 2016, and stipulating that the property could be sold in the event that the College decides at a later time to discontinue sponsoring the Horse Show. Mr. West also noted that the Conditional Agreement will include the following provisions:

- Approval required by the Skidmore Board of Trustees,
- Approval by the Town of Stillwater of all permits, including special permits and constructions permits, to operate the Horse Show,
- Successful completion of an Environmental Study (Phase I),
- Removal of a significant manure pile in a wetlands area with no negative impact to the property,
- Confirmation of no easements or right of way agreements,
- Title confirmed and insurance available including completed survey,
- No commitments outstanding to current tenants (verbally confirmed currently),
- New appraisal to determine the value to be recognized for the amount of the gift, and
- All other conditions recommended by counsel.

No further action was needed at this time.

### **4. Budget Update for Fiscal '16**

Vice President West reviewed the process for approval of the Operating Budget for FY '17. At this meeting Vice President West reviewed the Operating Budget Results for FY '15, updated the Committee on the Operating Budget Projections for FY '16 and presented the initial Key Budget Assumptions for FY '17. The IPPC Budget and Finance Committee earlier reviewed in detail the FY '15 and FY '16 reports, as had the Budget and Finance Committee of the Trustees.

January 22nd we will be seeking initial approval of Key Budget Assumptions and Capital Budget for FY '17 from the IPPC Budget and Finance subcommittee. We will discuss these at

the January 27th Budget Workshop meeting of the Trustees. On February 19<sup>th</sup>, we will review with the full IPPC and then seek approval at the February Board of Trustees meeting. We will seek approval of the Operating Budget for FY '17 at the May Trustee meeting.

Vice President West reviewed our current ranking by the College Board on the comprehensive fee relative to all colleges and universities and within our peer group. He explained that two key factors of our budgeting process include setting our tuition rate and setting our financial aid discount rate. The proposed Key Budget Assumptions include a 3.5% increase in tuition and fees, along with an increase in financial aid of 6.3%, so the internal financial aid discount rate is assumed to increase approximately 1%. The net tuition revenue increase with these assumptions is a modest 1.9%. Vice President West reminded the IPPC of the agreement last year that going forward we would limit the increase the discount rate in future years to one percentage point increase each year for future budgeting and projection models.

Vice President West noted that our external discount rate is lower, and in many instances substantially lower, than our peers. This will potentially pose some challenges to the Admissions and Financial Aid in developing competitive offers to accepted candidates for admission to the Class of 2020.

In response to IPPC members' questions, other budget-related information was discussed. It was noted that Skidmore's continued historic significant increases in financial aid are not in the long-term believed to be sustainable, so this budget parameter needs to be carefully managed. President Glotzbach reported that we manage well our comprehensive fee and our compensation for faculty and staff, but that the financial aid discount rate is a function of decisions we make about financial aid. The College is currently projecting modest student over-enrollment for next year. We are trying to achieve around 40% of our class enrolled through early decision, and initial indications are favorable. In recent years, we have had an enrollment model where approximately 42% of the entering class would be on grant assistance, although last year that percentage was considerably less. We are budgeting again for 42% and 2,330 net fiscal enrollment.

Vice President West reviewed the other Key Budget Assumptions including: net fiscal enrollment, tuition increase, financial aid, annual giving, endowment return, spending rate, endowment gifts, endowment take out rate, endowment income with the campaign funding support, the general salary adjustment and market and equity pool increases for certain employees, services and supplies, transfers to plant, new initiatives, and new additional debt service funding to help finance the Center for Integrated Sciences.

For FY '16, we are projecting that our revenues will modestly exceed our expenditures. We also continue to project significant over enrollment net revenues. At this time we are substantially protecting our contingency line item.

With all these proposed initial key budget assumptions, we are projecting a Preliminary Budget Model that is balanced for FY '17.

President Glotzbach explained that the key budget assumption currently proposed for the New Initiative set-aside proposed for CIS funding again this year is significant because of our considerations for CIS funding. It was noted that enrollment of students for next year, and likely future years will be challenging. We are focusing on increasing our yield of accepted

applicants again this year. Vice President West noted that IPPC's budget conversations are confidential until the budget proposal is approved at the Trustee's meeting scheduled in late February. President Glotzbach expressed his gratitude to the IPPC Budget and Finance Subcommittee and President's Cabinet for members' review, input, and suggestions related to the budget. Vice President West thanked President Glotzbach, Cabinet, IPPC and Kelley Patton-Ostrander for this important budget-related work.

President Glotzbach thanked Julia Elstein '17 for her service on IPPC, and the Committee wished her well on her spring semester abroad. The Committee then welcomed Addison Bennett '16, who will replace Ms. Elstein. The President also thanked April Bernard for her service. Kelly Sheppard will join IPPC in the spring semester to fill Professor Bernard's seat, as Committee on Educational Policies and Planning (CEPP) Chair and representative, on the Committee.

The meeting adjourned at 12:00 noon.

*Please notify the President's Office of any changes to these minutes.*