

INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
May 4, 2018

PRESENT: Cerri A. Banks; Mary Lou Bates; Grace Burton; Paul Calhoun; Bill Duffy; Greg Gerbi; Philip A. Glotzbach, Chair; Tim Harper; Lisa Hobbs; Kris Leggiero; Martin Mbugua; Crystal Moore; Eric Morser; Levi Rogers; Michael D. West; and Joshua C. Woodfork.

NOT PRESENT: Marta Brunner; Sean Campbell; Kira Geary '18; Hèdi Jaouad; James Kennelly, Vice Chair; Joseph Stankovich; and Nicki Werner '18.

GUESTS: Kelley Patton-Ostrander

President Glotzbach noted that, as this is a study day, our student representatives have elected not to be present so as to focus on final class assignments.

1. Approval of Meeting Minutes April 27, 2018

IPPC approved the minutes from the April 27, 2018 meeting.

2. TED Talk: None

Since there was no TED Talk assigned for this meeting, Joshua Woodfork, Vice President for Strategic Planning and Institutional Diversity, suggested that homework over the summer would be to think about how we want to continue to share this space and engage all voices.

3. Protection of Minors Policy

Joshua reported edits that were made to this policy after the last IPPC meeting are shown in the document using "track changes." Specifically, page six under, "3rd party use," has been edited based on conferral with Dean of Special Programs Paul Calhoun and legal counsel. Based on concerns regarding implementation and communication, the working group and President's Cabinet have agreed that implementation will be postponed to January 1, 2019, to allow for rollout in the Fall semester.

The policy was endorsed by the committee by unanimous vote.

4. Assessment Subcommittee Update

Crystal Moore, Interim Vice President of Academic Affairs and Dean of Faculty, reviewed documents that were provided to the committee at last meeting and briefly discussed. Crystal explained background on the rationale for these proposed changes. The restructuring of the IPPC Assessment Subcommittee addresses the recommendations called for in the Middle States review, as well as President's Cabinet's intention to continue strengthening the College's strategic planning processes, data gathering, and evidence-based decision-making.

5. IPPC Operating Code Updates

Joshua noted that the last update to the IPPC Operating Code was September 25, 2015. He provided the recommended changes (in track-changes), and noted that the two main changes

requested come from the Committee on Intercultural and Global Understanding (CIGU) and the Assessment Subcommittee (AS), which is requesting a shift to becoming the Subcommittee on Institutional Effectiveness (SIE). It was suggested that the document be revised to delete, “willingness to serve” on page three; on pages four, five, and six, some of the titles need to be changed, such as the Sustainability Coordinator for Student Programing.

The committee unanimously approved the changes to the IPPC Operating Code, with suggested edits forthcoming.

6. Admissions and Financial Aid Update

Mary Lou Bates, Vice President and Dean of Admissions and Financial Aid, reported that we are just past the May 1st enrollment deadline and are still looking for 50 additional students to make the class. Last year at this time they were looking for 25 students, but the enrollment target last year was 660 first-year students, and this year the class target is 690 students for the Class of 2022.

She noted that it will take until the end of the month to complete this process, and they are projecting that 48% of class will require financial aid. The committee discussed the challenge associated with the increase in demand for financial aid, and the competition with schools offering merit aid.

7. Operating Budget FY ‘19

Michael West, Vice President for Finance and Administration & Treasurer, reported that the IPPC Budget & Finance subcommittee met yesterday, May 3rd. He thanked them for their good work this past year, and remarked that it was the best subcommittee during his time at Skidmore and career. Their questions and concerns were reviewed, as the semester ends with today’s last IPPC meeting. Mike informed IPPC that our work together on the Operating Budget has been good and that we now need to provide a preliminary update on President’s Cabinet’s efforts on New Initiatives, Enrollment, and Financial Aid developments relative to next year’s incoming class, along with other matters.

Mike further reported that President’s Cabinet has been working to prioritize New Initiatives requests, with discussions still in process. The work will now be influenced significantly by Enrollment and Financial Aid pressures related to the incoming class. The amount available for New Initiatives is relatively small, at \$200,000 to \$300,000 (after taking out the portion needed to reduce the *Campaign* support by a Special Withdrawal from Endowment), and the need to provide ongoing budgetary support for programs currently only temporarily funded, as well as programs to which commitments have been made, is great, excluding excellent proposals for new ideas. This effort will resume when we know more about enrollment and financial aid for the incoming class.

We did know that increasing budgeted New Fiscal Enrollment “above the line” by 20 students, and holding student aid increases for the Operating Budget FY ‘19 to increase CIS funding carried risk; the level of risk was considered to be moderate. Unfortunately, looking back, those risks were larger than we had hoped. We should also note we have been very aware of these

risks, that our financial aid budget—as reported many times previously—is the most constrained among our peers, and it is the most significant factor in our acceptance rate. The level of aid is among the largest single challenge for our excellent leadership and staff in Admissions and Financial Aid. Mike emphasized that what appears to have occurred, in our view, largely reflects market pressures and issues, noting that the College has excellent leadership and staff in this area. Mike conveyed that Mary Lou and her team have his highest respect.

Another pressure the College faced last year, and earlier in this year, is that we continue to experience significant actual increases in health insurance costs (self-insured) in the projected range of of \$600,000 (annualized). This recent information is still being reviewed, and it is not clear if these are one-time events or trends, but we need to note that these increases could indeed represent trends.

Fortunately, and importantly, we have planned and prepared for some short-term protection against these risks. Current year over-enrollment net revenue is approximately \$3.8 million, our budgeted contingency for FY '19 is \$1.0 million, our debt service for CIS which is not required until FY '21 (and then only partially; it must be fully funded for FY '22) is \$1.8 million, and our policy and practice is that unrestricted bequests are first used, if needed, to balance the Operating Budget. Cabinet will need to review these parameters; during the Cabinet Retreat this Summer and next Fall it will work on longer term plans. Given this late breaking and developing situation, and the short-term protection provided and in place for the risks, we are striving not to change the Key Budget Assumptions for FY '19 that were previously approved by President's Cabinet, President Glotzbach, IPPC, and the Board of Trustees.

More information will follow shortly when the financial aid needs of our incoming class are understood more precisely. As noted, we are striving at this late date to minimize any budgetary changes, balancing current needs with long-term needs. The very good news is that we are still projecting FY '18 as balanced, with significant over-enrollment revenues as reported earlier, holding those funds as a one-time resource for FY '19.

8. Policy on College Policies

President Glotzbach reported that this [Policy on College Policies](#) document was provided to the committee for their information and awareness. The policy was developed and endorsed by IPPC in 2012-2013. Recently, some efforts may have benefitted from understanding the process for proposing college-wide policy changes. Phil encouraged the committee to read the policy and collectively keep it at the forefront of our attention as we navigate future proposals. We will revisit this policy at the start of the next academic year.

9. Academic Affairs Office Space Policy

Crystal Moore presented the policy, and noted that the working group, from the Space Planning Working Group (SPWG) and the Dean of Faculty's Office, is not asking the IPPC to approve it. But she is bringing the policy back to the committee's attention for their information. She confirmed that the working group incorporated comments made by the IPPC during its last review and discussion. Crystal asked that members of the committee send her any comments and/or suggestions they might have for the SPWG's consideration.

10. Call for Agenda Items & Strategic Action Agenda (SAA)

Phil called attention to the current 2016-2018 Strategic Action Agenda (SAA), which was distributed for review and information. He asked the committee to pass along any items they would like considered for inclusion in the next SAA. Already noted, was the issue of merit aid.

For future agenda items, the following items were identified for the fall: policy on the use of email; campus speakers/free speech; smoke-free campus policy implementation; and review of the College's peer and aspirant group.

11. Other Business

No other business was brought forward.

12. 2018-2019 Committee Membership, Vice Chair & Gratitude

Phil thanked Jim Kennelly for his excellent service as vice chair this year and noted the following committee members and staff support rotating off as of this meeting: Hèdi Jaouad, Kira Geary '18, Susan Koppi, Kris Leggiero, and Nicki Werner '18. He also recognized Paul Calhoun and Mike West who are retiring from the College. Finally, he expressed his thanks to the entire committee for their service this academic year and for their thoughtful discussion and engaged participation.

Meeting adjourned at 12:00 noon.

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