Institutional Policy and Planning Committee (IPPC)
Annual Report, 2010-2011

July 18, 2011

The IPPC met 15 times during the 2010-11 academic year. In addition, the various subcommittees of IPPC met regularly to address their specific agendas and prepare items for consideration by the full committee. The year was marked by transitions: President Glotzbach was on sabbatical for six months (ably replaced by Vice President Kress) and Ann Henderson (Registrar & Director of Institutional Research and a long-standing member of IPPC and many other committees) retired mid-year. The year was also filled with complex issues—some of which will require the continued attention of IPPC. For details about the issues reported below, you can access complete minutes of the year’s meetings (thanks to Barbara Krause and Michael Casey) at the IPPC website: http://cms.skiudmore.edu/IPPC/index.cfm.

Major Items Addressed in 2010-11

Financial Issues
Discussion of financial issues is a major part of the work of IPPC (and its Subcommittee on Budget and Finance). Michael West, Vice President for Finance & Administration, oversees such issues and typically leads the discussions. Highlights from the year include:

FY 2012 Operating Budget: IPPC endorsed the FY 2012 operating budget to be submitted to the Board of Trustees, which included:

• A 2.9% tuition increase
• A 2% General Salary Adjustment
• A slate of new initiatives totaling $1,439,500, including salaries for 10.10 new positions

Each component received careful consideration and discussion. For example, everyone was concerned about the implications of steadily increasing tuition costs, as seen below in a graph illustrating the impact of steady 2%, 3%, and 4% tuition increases (with the comprehensive fee likely reaching $100,000 within two decades). However, the greatest controversy arose regarding the new initiatives, especially those identified as Priority II (and among those the Transition and Transformation initiative, seen below, was quite controversial). [12/3/10, 12/17/10, 2/18/11, 4/8/11, 4/22/11, 5/5/11]
FY 2012 Capital Budget: IPPC endorsed the FY 2012 capital budget to be submitted to the Board of Trustees. However, as was made obvious in the detail provided in the capital budget, the College continues to defer projects that will eventually need to be completed. [4/8/11, 4/22/11]

Scribner Village Replacement: Dean Calhoun and Vice President West kept IPPC apprised of changes in the design of the Scribner Village replacement. IPPC was fully supportive throughout the process, which culminated in the issuance and funding of a bond to support the project (in combination with generous gifts from the Sussman family and an anonymous donor). [9/10/10, 9/24/10, 12/17/10, 2/4/11]

Other Issues
Optimization: As the term is used here (and elsewhere in campus documents), “optimization” has to do with determining the optimal size of the student body relative to college resources. Before departing on sabbatical, President Glotzbach entrusted Acting President Kress with initiating discussions and gathering data regarding optimization. Acting President Kress and Cabinet explored the question of whether the range of potential Net Fiscal Enrollment (NFE) head counts that the College would reasonably consider was sufficiently broad as to constitute a real strategic decision point. Cabinet members provided data from each area regarding current capacity, staffing, and facilities needs. Cabinet reached the conclusion that the current NFE of 2450 was definitely taxing existing resources. IPPC agreed with Acting President Kress’s position that a decision to increase the NFE by some modest number did not amount to a major strategic decision. Thus, it became clear that optimization discussions should focus less on student body size and more on ways that the college could best address its educational mission. Many related discussions and decisions about strategic priorities and resources (e.g., should budgeting be based on a NFE of 2280—as is currently the case—or should it be changed?; what level of financial aid—the discount rate—would be optimal for attracting prospective students to the college?; how many faculty
would be needed to deliver the curriculum to those students—and how should they be distributed over departments and programs?) are ongoing. [9/10/10, 10/22/10, 12/17/10, 5/5/11]

**Faculty Parental Leave Policy:** Acting Dean Rubio presented a revised Faculty Parental Leave policy, acknowledging the key role played by Kathy Carter, the retiring Assistant Director of Human Resources for Benefits and Labor Relations. The revised policy should result in fewer disruptions to the student’s classroom experience, while bringing the college into closer alignment with our peer institutions. IPPC voted to approve the revised policy, pending funding that was also ultimately approved. [12/3/10, 12/17/10]

**Transition and Transformation:** Last year, IPPC reviewed President Glotzbach’s Strategic Renewal document (http://cms.skidmore.edu/planning/upload/Strategic-Renewal-5-17-10.pdf), which, referencing a priority initiative set forth in the College’s Strategic Plan, included a section about Transition and Transformation. However, it was not until Spring 2011 that IPPC heard a substantive report about this initiative. IPPC also learned in the spring that, based upon a draft report from the working group, resources would be requested for this initiative in the FY 2012 budget and a presentation would be made to the Board of Trustees. Some of the recommendations resulting from that group were controversial (e.g., what role should faculty play in preparing students for life after graduation?). However, the process by which the ad hoc committee was constituted was definitely controversial, because FEC was not consulted in the establishment of the group as required by the Faculty Handbook (p. 213). As the academic year ended, efforts were made to resolve the controversy. [2/4/11, 2/18/11, 3/4/11, 3/25/11]

**Space Planning Working Group:** The Space Planning Working Group did important work throughout the year (e.g., decisions about space related to the Filene renovations). Future renovations would likely benefit from input from such a group, so IPPC agreed to extend the group for another year, with discussions next year about establishing a permanent group. [9/24/10, 5/5/11]

**Separation of FEC and IPPC:** In the last faculty governance reorganization, faculty representatives on IPPC were also members of FEC. However, in the intervening years, the connections between FEC and IPPC were often minimal. For a variety of reasons, this year the faculty approved a change in which members of IPPC would no longer be members of FEC. However, the two groups will remain apprised of one another’s work through routine communication between the Chair of FEC and the Vice Chair of IPPC. [3/25/11]

**Subcommittee on Responsible Citizenship:** The Responsible Citizenship Task Force recommended that a subcommittee of IPPC (Committee on Responsible Citizenship) be established. IPPC voted to accept the recommendation to establish a new subcommittee. It was later noted that the Faculty Handbook requires consultation with FEC in order to constitute a new all-College subcommittee.
Given the late date of the recommendation, formal establishment of the subcommittee would likely occur in Fall 2011. [4/22/11]

**All-College Policies:** This year, IPPC dealt with a number of different all-college policies (see below). Work remains to be done on the processes involved, but IPPC began to consider a process for implementing such policies, as well as determining a repository for the policies once approved. [3/25/11]

**ADA Advisory Group:** Dean Calhoun reported to IPPC about a group formed to study the college’s compliance with the Americans with Disabilities Act (ADA). The group would continue working on the issues for a limited time, but (given the long-term implications of the ADA) will likely need to become a permanent committee in the future. [12/17/10]

**Sexual Misconduct Policy:** Dean Calhoun reported on the efforts of the Sexual Assault Task Force, which resulted in a revised Sexual Misconduct Policy. IPPC discussed the revisions, with the work of the Task Force continuing. [9/10/10, 10/8/10]

**Intellectual Property Policy:** Acting Vice President Poston, joined by Director of Sponsored Research William Tomlinson, reported on the new Intellectual Property Policy and Invention Disclosure Form (produced by the Intellectual Policy Working Group). IPPC endorsed the policy, which needs to be discussed with other campus constituencies. [3/4/11]

**Standards of Business Conduct Policy:** Barbara Krause reported on the work of the Standards of Business Conduct Policy Working Group. Their work resulted in four separate policies (Standards of Business Conduct, Conflict of Interest, Conflict of Commitment, and Whistleblower). IPPC endorsed the policy, which needs to be discussed with other campus constituencies. [11/5/10, 4/8/11]

**Political Expression/Campus Use Policy:** Prompted by events in the Fall election cycle (e.g., requests for political events on campus, campus-wide emails that could be considered political), Cabinet decided that it would be appropriate to review the college’s policies. IPPC endorsed the review of the policies and established a working group, led by Barbara Krause, to conduct the review and report to IPPC in Fall 2011. [11/5/10, 11/19/10, 3/25/11]

**Reports**

**Admissions/Enrollment:** In the fall, IPPC was formally advised that the Class of 2014 is the largest class (770, later officially revised to 768) in the history of the college. In the spring, it became clear that interest in the college remained high, with the Class of 2015 likely to be 616—without a need to draw from the Wait List. [9/10/10, 5/5/11]

**Campaign Report:** Vice President Casey reported on the successful *Creative Thought Bold Promise* campaign, which raised $216.5 million. [10/8/10]

**C.T.M. 2.0:** Vice President Casey reported that his office was working with Admissions on updating Admissions materials. The Edwards Group, which developed the original “Creative Thought Matters” slogan, is working on the updated materials. [10/8/10]
**NSSE Report**: Ann Henderson reported on the most recent National Survey of Student Engagement (2010). As is often the case, the report contained a mixture of promising data and discouraging data in comparing the college to its peers. Details of this complex survey can be found at the web pages for the Registrar and Institutional Research: [http://cms.skidmore.edu/ir/secure/nsse.cfm](http://cms.skidmore.edu/ir/secure/nsse.cfm) [11/5/10]

**Middle States Periodic Review**: Sarah Goodwin provided a draft of the Middle States Periodic Review Report (PRR), which IPPC then discussed. The Periodic Review materials may be viewed on the College’s Assessment web site: [http://cms.skidmore.edu/assessment/](http://cms.skidmore.edu/assessment/) [12/3/10]

**Board of Trustees Meetings**: IPPC plays a role in preparing some materials for Board of Trustees meetings and then receives reports about the meetings. FEC observes the meetings and compiles notes, which provide greater detail about the meetings. [10/22/10, 2/4/11, 3/4/11]

**Communication from CIGU**
On May 18, 2011, after IPPC had held its final meeting of the year, Winton Grady-Willis and Cori Filson, co-chairs of the Committee on Intercultural and Global Understanding (CIGU) forwarded to Cabinet and to IPPC “a statement of observations, concerns and recommendations collectively authored by the membership of CIGU.” The document, without the list of specific recommendations, was forwarded to the everyone-list several days later. IPPC will take up the recommendations during 2011-12.

**IPPC Vice-Chair for 2011-12**: Denise Smith will be the Vice-Chair of IPPC for 2011-12. [4/22/11]

On behalf of the full IPPC, the co-chairs are pleased to extend thanks to Barbara Krause for her expert staffing of the committee this year.

Respectfully submitted,

Philip A. Glotzbach, Chair (until 10/31/2010 and after 4/30/2011)
Susan Kress, Chair (11/1/2010 to 4/30/2011)
Hugh Foley, Vice-chair
IPPC Membership 2010-2011

Chair  Philip Glotzbach, President (until 10/31/2010 and after 4/30/2011)
       Susan Kress, Acting President (11/1/2010 to 4/30/2011)

Vice-chair  Hugh Foley, Psychology

Members by Position
Mary Lou Bates, Dean of Admissions and Financial Aid
W. Rochelle Calhoun, Dean of Student Affairs
Michael Casey, Vice President for Advancement
Gail Cummings-Danson, Director of Athletics, administrative/professional representative
Winston Grady-Willis, American Studies, Director for Intercultural Studies, and Chair, Committee on Intercultural and Global Understanding
Ann Henderson, Registrar & Director of Institutional Research (Fall)
Susan Kress, Vice President for Academic Affairs (until 10/31/2010 and after 4/30/2011), Acting President (11/1/2010 to 4/30/2011)
Mark Huibregtse, Mathematics and Computer Science, and Chair, Campus Environment Committee
Robert Turner, Government, and Chair, Committee on Educational Policies and Planning
Anne Petruzzelli, Purchasing, support staff representative
Muriel Poston, Dean of the Faculty (until 10/31/2010 and after 4/30/2011), Acting Vice President for Academic Affairs (11/1/2010 to 4/30/2011)
Paty Rubio, Acting Dean of Faculty (11/1/2010 to 4/30/2011)
Jeffrey Segrave, Dean of Special Programs
Justin Sipher, Chief Technology Officer
Denise Smith, Exercise Science, faculty representative
Joseph Stankovich, Director of Institutional Research (Spring)
Alexandra Stark ’11, SGA President
Michael West, Vice President for Finance & Administration
Jonathan Zeidan ’12, SGA Vice President for Financial Affairs
Adrienne Zuerner, Foreign Languages and Literatures, faculty representative

IPPC Membership 2011-12

Chair  Philip Glotzbach, President

Vice-chair  Denise Smith, Health and Exercise Sciences

Members by Position
Erica Bastress-Dukehart, History, faculty representative
Mary Lou Bates, Dean of Admissions and Financial Aid
Beau Breslin, Interim Dean of the Faculty
Paul Calhoun, Interim Dean of Special Programs
W. Rochelle Calhoun, Dean of Student Affairs
Michael Casey, Vice President for Advancement
Gail Cummings-Danson, Director of Athletics, administrative/professional representative
Michael Ennis-McMillan, Anthropology, and Chair, Committee on Intercultural and Global Understanding (Cori Filson, Director of Off-Campus Study and Exchanges and Co-chair, CIGU, Fall 2011)
Ethan Flum ’13, SGA Vice president for Financial Affairs
Mark Huibregtse, Mathematics and Computer Science, and Chair, Campus Environment Committee
Susan Kress, Vice President for Academic Affairs
Joshua Ness, Biology, and Chair of CEPP
Anne Petruzzelli, Purchasing, support staff representative
Justin Sipher, Chief Technology Officer
Joseph Stankovich, Director of Institutional Research
Peter Von Allmen, Economics, Faculty Representative (Spring 2012)
Michael West, Vice President for Finance & Administration
Jonathan Zeidan ’12, SGA President
Adrienne Zuerner, Foreign Languages and Literatures, faculty representative (Fall 2011)