

Institutional Policy & Planning Committee (IPPC) Annual Report, 2018-2019

The Institutional Policy & Planning Committee advises the President with regard to strategic planning, taking a comprehensive view of significant matters facing the College. In doing so, 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). During the 2018-19 academic year, IPPC met 14 times. IPPC's subcommittees met to consider specific matters and brought them to the full committee. Full minutes for IPPC meetings are available at the following link: <https://www.skidmore.edu/ippc/minutes/index.php>. Please refer to these minutes for greater detail regarding the matters summarized below.

Major Items:

1. Employee Healthcare Benefits

Employee healthcare benefits dominated IPPC business during the Spring semester. The IPPC attempted to meet the challenge of addressing an array of health care issues (design, plans, and costs) as well as facilitating community understanding, input, and involvement.

Further, Vice President for Finance and Administration & Treasurer Donna Ng, Chief Human Resources Officer Brett Last, and Assistant Director for Benefits Administration, Compliance and Wellness Laura Goodwin, provided the budget context, expertise in several realms including finance, human resources, and benefits and compensation, a wealth of information including external and internal reports, and future market and industry outlooks.

The IPPC deemed this topic so critical it designated the item to the IPPC Subcommittee on Budget and Finance to focus on the healthcare employee benefit. The Subcommittee met several times during the semester. To increase employee perspective, it included two staff members added from the community who were not already serving on the IPPC Subcommittee on Budget and Finance. It created a two-prong process where all healthcare matters would now go before two representative bodies, the Subcommittee and the IPPC.

Highlights of IPPC's activities included extended IPPC meetings to ensure extensive discussions regarding employee healthcare, multiple open fora, and presentations at both Faculty and Community meetings.

2. Center for Integrated Science (CIS)

The major elements of the CIS which came before IPPC including the following:

A. Acceleration Plan – Process, Costs, Funding

B. CIS Open Forum

C. Swing Space Proposal; Input/Feedback Process; Final Decision

The CIS project was approached from a new perspective in academic year 2018-2019. The length and cost of the project changed dramatically under a new acceleration plan. Creative and innovative funding mechanisms were identified to facilitate the acceleration plan. The acceleration plan also required new ways to accommodate faculty and staff who would be displaced during construction. Discussions around alternative ways of accommodation resulted in a tense conversation around swing space options as well as the nature of these options, with sustainability matters foremost in the mind of various stakeholders. The eventual solution, while not optimal from the position of any stakeholder, did address key sustainability concerns, while permitting the continuance of the acceleration plan as well as the necessary accommodation of displaced faculty and staff throughout the planned construction of the CIS project.

3. Budget and Finance

VP Ng provided reports to the IPPC on many occasions throughout the 2018-2019 academic year. Themes included the following:

A. Budget Levers – Salary, Wages, Benefits & Healthcare

B. Depreciation Conversation

C. FY 2020 Budget News:

- GSA increase of 2.25%
- Health insurance, 10% projected increase
- \$10.7M transfers to capital fund to pay for capital projects, with some funding for depreciation
- Capital projects budget \$9M, includes acceleration plan for CIS (\$1M per year for 5 years)
- 6% reduction in Services & Supplies budgets
- Full debt service funding for the Center for Integrated Sciences (CIS), \$2.3M
- \$1M contingency; for FY19, to date, still 600k remaining.

D. Longer-Term Budget Outlook

- Future deficits are projected to be in the \$2-3 million range
- Only under assumption of achieving key parameter of 2% (target) growth in Net Tuition Revenue (NTR). Otherwise deficits will be significantly higher.

4. Net Tuition Revenue, Enrollment & Financial Aid

Net Tuition Revenue, enrollment (making the first-year class), and financial aid permeated the IPPC's discussions throughout the academic year. The NTR discussion was central to the items listed above. In the context of these discussions, President Glotzbach reminded IPPC members that everyone has a stake in working toward Skidmore's attaining its admissions and retention goals.

IPPC engaged in many discussions regarding these matters in the context of shared governance. The discussions included reviewing assigned readings selected by IPPC members and careful consideration of institutional-level conference presentations, one from the Dean of the Faculty and Vice President for Academic Affairs Michael Orr.

5. Presidential Transition

Vice President for Strategic Planning and Institutional Diversity Joshua Woodfork provided the IPPC regular updates regarding the Presidential transition immediately following President Glotzbach's announcement of his pending departure at the end of the 2019-20 academic year (6/30/20).

6. Campus Sustainability

Director of Sustainability for Academic Affairs James Kennelly, and Levi Rogers Chair of the Campus Sustainability Subcommittee presented the *2017-2018 Campus Sustainability Annual Report*. Conversation focused around the need for sustainability to become more ingrained and central to Skidmore's mission, strategies, and operations. Ongoing meetings involving members of President's Cabinet, Jim Kennelly, and Levi Rogers were recognized as progress toward this goal. VP Ng committed to supporting this goal throughout her division.

7. Protection of Minors Policy

Associate Dean of the Faculty for Diversity and Faculty Affairs Crystal Moore, Director of Academic Safety Loretta Greenholtz, and Senior Director of Business Services Christine Kaczmarek brought back to IPPC the Protection of Minors Policy. This update included revisions to policy language, a draft webpage, and video. IPPC members offered feedback regarding how best to implement and communicate the policy.

8. Smoking Policy Implementation

Dean of Students and Vice President for Student Affairs Cerri Banks provided updates regarding the implementation of the smoking policy. Generally, implementation was effective and smooth. Unrelated to the implementation of the smoking policy, a few constituents had questions related to the process preceding the policy's implementation.

9. Human Resources Update

Chief Human Resource Officer Last presented information regarding the Human Resource Partner Model and the Position Questionnaire process. His goal is to inform the IPPC as these matters become more prominent on campus.

10. Strategic Action Agenda 2019-2020

The IPPC reviewed and made edits to the Skidmore College "Strategic Action Agenda" for 2018-2020. The IPPC suggested revisions and provided feedback and comments regarding specific elements.

11. The Committee on Intercultural and Global Understanding (CIGU)

Social Justice/Multicultural Center/Space

CIGU, in partnership with other campus bodies, is moving forward with the conversion of the former student game room in the Case Center, even earlier the Faculty and Staff dining space, to a Social Justice/Multicultural Center/Space (official name to be determined). Future work includes obtaining blueprints and cost estimates, beginning construction, and identifying donors for certain facets of the space. VP Woodfork, Dean Banks, and Associate Dean of Students Mariel Martin are working on staffing the space and defining its mission.

12. HEDS Diversity and Equity Campus Climate Survey

Skidmore achieved high response rates for the 2018-2019 HEDS Diversity and Equity Campus Climate Survey under the leadership of VP Woodfork, CIGU, and the Offices of Institutional Effectiveness and Institutional Research. Skidmore's participation rates drew the envy of our peer institutions who also participated in the survey. The College will receive survey results in the fall.

13. *In It 3* Program

VP Woodfork provided the IPPC regular updates regarding the October *In It 3* Program. He strongly encouraged IPPC members to lead the effort in securing the participation of other members of the campus community.

14. North Broadway Entrance

VP Ng presented welcome news in the form of a gift with the aim of revitalizing Skidmore's North Broadway entrance. The PowerPoint presentation may be found at the following link: https://www.skidmore.edu/dof-vpaa/meetings/faculty/2018-2019/agenda/NorthBroadway_FacultyMtg5.15.19.pdf

15. Brand Guidelines & Branding Efforts

VP for Communications and Marketing Martin Mbugua provided the IPPC information regarding branding guidelines as well as the Office of Communications and Marketing's goal of establishing a standard brand (image and text) for Skidmore College.

16. Policy Discussions & Other Matters

A. Discussion of IPPC Roles and Responsibilities

Members of IPPC discussed their responsibilities on the committee, level of accountability to various constituencies, and the degree to which IPPC members directly represent the groups from which they were elected or appointed to IPPC early in the academic year. Committee members were reminded that agenda items can be proposed by any member of the committee. This issue arose when meetings were cancelled in Fall 2018 due to a lack of agenda items. Committee members were reminded to submit proposed agenda items in a timely fashion to the appropriate persons. IPPC Faculty representatives provided the Chair and Vice-Chair a list of ways in which committee members might provide more significant and effective

input, as well as more strongly influence various decision-making processes. One outcome of these discussions was the scheduling of two extended sessions for IPPC in the second semester, which permitted more in-depth discussion of key policy issues.

B. Policy on Political Activity, Standards of Business Conduct, and Travel & Entertainment Policies

The IPPC noted that these policies were distributed to the campus community and posted on the College website.

C. Diversity and Inclusion at Skidmore College Statement

The IPPC affirmed Skidmore's "Diversity and Inclusion at Skidmore College" statement on September 7, 2018.

D. Reviewed Policy on College Policies (September 7, 2018)

E. Free Expression Protocols

F. Task Force on Divestment Update

G. Endowment/Socially Responsible Investment Update

H. Special Programs Update

Respectfully submitted,

Philip A. Glotzbach, Chair

Timothy L. Harper, Vice Chair

IPPC Committee Membership for 2018-2019

Chair

Philip A. Glotzbach, President

Vice Chair

Timothy Harper, Department of Management and Business, Faculty Member

Members by Position

- Michael T. Orr, Dean of the Faculty & Vice President for Academic Affairs
- Donna Ng, Vice President for Finance and Administration & Treasurer
- Sean Campbell, Collyer Vice President for Advancement
- Mary Lou Bates, Vice President and Dean of Admissions & Financial Aid
- Cerri A. Banks, Dean of Students and Vice President for Student Affairs
- Martin Mbugua, Vice President for Communications and Marketing
- Joseph Stankovich, Director of Institutional Research
- Bill Duffy, Chief Technology Officer
- Katie Hauser, Chair, Faculty Executive Committee (FEC)
- Marta Brunner, Co-Chair, Committee on Educational Policies and Planning (CEPP)
- Jennifer Mueller, Co-Chair, Committee on Intercultural and Global Understanding (CIGU)
- Michelle Hubbs, Co-Chair, Subcommittee on Responsible Citizenship (SRC)
- Levi Rogers, Chair, Campus Sustainability Subcommittee (CSS)
- Amy Tweedy, Co-Chair, Subcommittee on Institutional Effectiveness (SIE)
- Max Fleischman '19, SGA President
- Clare Smith '20, SGA Vice President for Financial Affairs, Fall 2018
- Abdul Shokur '21, SGA Vice President for Financial Affairs, Spring 2019
- Joshua C. Woodfork, Vice President for Strategic Planning and Institutional Diversity
- Lisa Hobbs, Off-Campus Study & Exchanges Program, Exempt Staff Member
- Grace Burton, Department of World Languages and Literatures, Faculty Member
- Greg Gerbi, Department of Physics, Faculty Member
- Carolyn Lundy, Physics Department and Neuroscience Program, Non-Exempt Staff Member

IPPC Committee Membership for 2019-2020

Chair

Philip A. Glotzbach, President

Vice Chair

Grace Burton, Department of World Languages and Literature, Faculty Member

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- Mary Lou Bates, Vice President and Dean of Admissions & Financial Aid
- Cerri A. Banks, Dean of Students and Vice President for Student Affairs
- Martin Mbugua, Vice President for Communications and Marketing
- Joseph Stankovich, Director of Institutional Research
- Dwane Sterling, Chief Technology Officer
- Kendrah Murphy, Chair, Faculty Executive Committee (FEC)
- Stephen Ives, Co-Chair, Committee on Educational Policies and Planning (CEPP)
- Jennifer Mueller, Co-Chair, Committee on Intercultural and Global Understanding (CIGU)
- Michelle Hubbs, Co-Chair, Subcommittee on Responsible Citizenship (SRC)
- Levi Rogers, Chair, Campus Sustainability Subcommittee (CSS)
- Amy Tweedy, Co-Chair, Subcommittee on Institutional Effectiveness (SIE)
- David Robakidze '20, Student Government Association (SGA) President
- Abby Ciccarone '22, SGA Vice President for Financial Affairs
- Joshua C. Woodfork, Vice President for Strategic Planning and Institutional Diversity
- Greg Gerbi, Department of Physics, Faculty Member
- Carolyn Lundy, Physics Department and Neuroscience Program, Non-Exempt Staff Member
- Joerg Bibow, Department of Economics, Faculty Member
- TBD, Exempt Staff Member