

**Institutional Policy & Planning Committee (IPPC)**  
**Annual Report, 2014-2015**

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 2014-2015 academic year IPPC met 13 times. IPPC's subcommittees met regularly to consider specific matters and bring them to the full committee. Full minutes for IPPC meetings are available on the IPPC website: <http://cms.skidmore.edu/IPPC/index.cfm>. Please refer to these minutes for greater detail of the matters summarized below. Parenthetical dates refer to the meetings when the items were discussed by the full IPPC.

**Major Items**

**1. Budget & Finance**

A. FY 2016 Operating Budget

IPPC engaged in several discussions of the FY 2016 operating budget to be submitted to the Board of Trustees, which included:

A 3.5% Comprehensive Fee increase

A 2.5 General Salary Adjustment

\$300,000 for the Compensation and Market Equity Pool

\$300,000 for the new Dental Benefit Program

\$700,000 for ongoing "New Initiatives" funded from the operating budget

\$8,225,000 transfer from the operating budget to the capital budget

B. FY 2016 Capital Budget

IPPC endorsed the FY 2016 capital budget of \$14.7 million to be submitted to the Board of Trustees.

**2. Strategic Planning** (September 5, October 3, January 30, February 13, February 27, April 3, April 27, May 1)

IPPC began its new academic year by reviewing the "Strategic Action Agenda" (SAA), which articulates the College's goals for the upcoming year. It was the last SAA under the *Strategic Plan* that began in 2005. Some of the areas of focus for the year were: expanding partnerships, increasing Admissions yield, the comprehensive campaign, continuing the implementation of the science plan, leading the process of the new strategic plan.

In the spring a number of drafts of the new *Strategic Plan* were discussed. As suggested by the Board's Strategic Planning Committee analytical work in certain key areas was initiated to inform the process. The purpose of these analytics concerns our understanding of industry trends in higher education and how Skidmore is managing its affairs in relation to them. The results were presented to the Board at its May meeting.

At the end of February it was agreed to stretch out the timeline of the strategic planning process, shifting from May 2015 to October 2015, to have the new plan ratified by the Board of Trustees at that time. Continued involvement, input, and feedback from both IPPC and the larger community during the whole process will be sought.

### **3. Admissions and Financial Aid** (December 5, April 3, May 1)

IPPC began to consider three potential models for the financial aid budget because the rate of growth for financial aid poses challenges to the College. It was agreed to pursue an intermediate path that foresees gradual increases in the financial aid budget. This year special steps were undertaken to increase yield.

In the event, this year's applicant pool almost met last year's record level while financial aid came in somewhat below expectations. The demographics of the successfully enrolled new class show some slippage below the 60/40 gender ratio which will be a focus of attention next year.

### **4. Assessment and Middle States Review** (April 17, May 1)

The Assessment Subcommittee presented its *Institutional Assessment Plan* 2014-2019 to IPPC, which is designed to determine how well we are meeting our goals, specifically the College's Goals for Student Learning and Development as well as the broader institutional goals as outlined in our Strategic Plan(s). Furthermore, the assessment plan is designed to meet the standards for accreditation by the Middle States Commission on Higher Education. The report highlights that assessment has to continue in other divisions of the College beyond Academic Affairs and Student Affairs, which is also an accreditation requirement. In particular, the faculty must take responsibility for the assessment of student learning. The IPPC Assessment Subcommittee will have a monitoring role to play regarding college-wide assessment and ensure annual implementation of the plan in general. CEPP will ensure implementation of the student learning piece in particular. IPPC unanimously endorsed the document.

The Middle States Steering Committee updated IPPC on Skidmore's efforts related to Middle States reaccreditation. Work on the self-study "integrative learning," undertaken by five working groups, is ongoing. Completion of a draft of the self-study is scheduled for the beginning of the fall semester for community vetting. The goal is to finalize the self-study by mid-December 2015. The team visit by Middle States will happen in the spring of 2016.

### **5. Center for Integrated Sciences** (October 31)

The Board of Trustees approved the design for the new Center for Integrated Science at its fall meeting.

### **6. Campus Sustainability Plan** (February 13, February 27)

Following extensive work for over a year by its seventeen members, the Campus Sustainability Subcommittee presented to IPPC a *Campus Sustainability Plan* (2015-2025), seeking its endorsement. The plan identifies five focus areas: energy, food, waste, lands/grounds, and engagement. Engagement represents a broad category regarding efforts to make sustainability a central feature of Skidmore's identity and to create a living-learning environment around sustainability. With the incorporation of feedback from discussion with President's Cabinet and IPPC, IPPC unanimously endorsed the plan.

### **7. Task Force on Divestment** (February 13, April 17)

In response to a petition to the Board of Trustees signed by approximately 500 students, President Glotzbach created a task force to consider the various complexities and implications related to divesting from fossil fuel related equities in the College's endowment portfolio. The Task Force on Divestment, which had begun its work in the previous academic year, shared its Phase I report with IPPC in January 2015, reviewing the issue of divestment and how other comparable institutions were handling it. This stocktaking exercise included a report from Colonial Consulting, LLC, our investment portfolio advisers, who suggested that divestment would significantly compromise the financial returns of our endowment. After also holding two open public forums to seek further input from the community, the Task Force shared its Final Report with IPPC in May. While the Final Report does not call for complete and immediate divestment from fossil fuel holdings in the endowment, as initially suggested in the students' petition, the Task Force recommends a gradualist approach that starts with a reallocation of approximately 4% of the endowment to fossil-free or sustainable and clean tech investment funds on a

test basis, increasing this investment over time if performance merits it. These recommendations are non-binding for the Board of Trusties.

**8. Master of Arts in Liberal Studies (MALS)** (February 13, February 27, April 17, May 11 by email) CEPP presented to IPPC its recommendation for the discontinuation of MALS based on a report of January 2015 by the CEPP subcommittee on MALS (building on earlier internal and external reviews) that the MALS program in its current form was no longer academically and financially viable. The report also recommends that the College should strongly consider the role of graduate studies in future strategic planning. It was agreed that CEPP and IPPC issue a joint motion recommending closure. CEPP and IPPC also co-sponsored a joint motion to express gratitude to the people associated with MALS. After circulating a joint motion by email IPPC passed the MALS resolution unanimously on May 11.

**9. Student Government Association (SGA) Constitution** (December 5, January 30)

Concluding a process that had begun over a year ago and that also included faculty input from IPPC faculty representatives, SGA President Bennett presented a revised SGA Constitution draft in January, which met unanimous IPPC approval.

**10. FEC Committee Restructuring** (February 27, April 3, May 1)

In the context of a multi-year FEC-led effort to enhance efficiency in the shared governance system FEC initiated a discussion regarding IPPC subcommittees. In particular, IPPC and its subcommittees discussed whether certain IPPC subcommittees might be abolished or combined or their memberships reduced. After review several subcommittees (Campus Sustainability Subcommittee, Subcommittee on Responsible Citizenship (SRC), and the Assessment Subcommittee) agreed to reduce their membership. Abolishment of the SRC will be considered, depending on the future of Project Pericles and the next *Strategic Plan*. The future role of the Committee on Intercultural and Global Understanding (CIGU) will depend on the new position of Chief Diversity Officer.

**11. The Committee on Intercultural and Global Understanding** (December 5, May 1)

In the previous year CIGU had presented to IPPC the document entitled “Campus Climate Comprehensive Report and Recommendations” which featured numerous specific recommendations. Upon IPPC’s request for streamlining and prioritization of recommendations, CIGU returned to IPPC in December with a single recommendation for the creation of a new position at Skidmore, the position of a “Chief Diversity Officer.” The recommendation calls for a fundamental change in this area as the CDO would be a Vice President serving as diversity consultant for the College; consolidating authority and accountability in this area at Cabinet level.

The Bias Response Group, a subgroup of CIGU, presented a draft report entitled “Bias Response Group Policy Change Recommendations” (Draft of April 2015) to IPPC that deals with practices and policies on campus that may have the unintended consequence of adversely targeting groups of people or representing unintentional bias. CIGU is reviewing the draft document and will bring it to IPPC for more formal action next year.

The decision to create the new position of a Chief Diversity Officer was made by the President and the President’s Cabinet after the final IPPC meeting.

**12. Review of IPPC Operating Code** (September 19, October 17, May 1)

IPPC revised its operating code to reflect changes in the titles of some of its members and changes to the composition of some of its subcommittees.

**13. Policy Discussions**

In addition to these on-going discussions, IPPC also considered a number of policies.

**A. Hazing Policy** (September 19, December 5)

Work on the new hazing policy began by the Student Affairs Subcommittee during the 2013-2014 academic year continued. Two new sections on “Retaliation” and “Confidentiality” were added to the work done during the previous academic year. Before being presented to the Board of Trustees, it was recommended that faculty be given an opportunity to comment on the new policy.

**B. Inclement Weather Policy Update** (October 3, 31)

The policy was revised after considering the comments made at a town hall meeting for staff. On days that the weather makes traveling to campus difficult but the College is open, staff could use a “floating day” between December 1 and March 31.

**C. Minimum Wage** (September 19, December 19)

After several discussions in the Budget & Finance Subcommittee and in IPPC, Skidmore decided to increase the wages paid to student workers beginning January 1. Although the College was not legally obliged to do so, Skidmore is committed to paying market wages.

**D. Sexual and Gender-Based Misconduct** (September 19, February 27, April 3)

Prompted by recent incidences and campus conversations, IPPC returned to the topic of sexual and gender-based misconduct. The College has been working on our policies for at least the last six years and will continue to do so. Two consultants have reviewed our policies and provided recommendations. Campus forums, a Webinar for alumni, and a conference call with the Board of Trustees were held in the spring. The College has a Sexual and Gender-Based Misconduct Resources and Information website: <http://www.skidmore.edu/sexualmisconduct/>

On behalf of the full IPPC, we would like to thank Monique Smith and Joshua Woodfork for their excellent work on behalf of the committee.

Respectfully submitted,

Philip A. Glotzbach, Chair  
Natalie Taylor, Vice Chair (Fall 2014)  
Joerg Bibow, Vice Chair (Spring 2015)

**IPPC Committee Membership for 2013-14**

Chair Philip A. Glotzbach, President  
Vice Chair Natalie Taylor, Government, Faculty Representative (Fall 2014)  
Vice Chair Joerg Bibow, Economics, Faculty Representative (Spring (2015)

Members by Position

Mary Lou Bates, Vice President and Dean of Admissions and Financial Aid  
Addison Bennett '16, SGA President  
Beau Breslin, Dean of the Faculty & Vice President for Academic Affairs  
Paul Calhoun, Dean of Special Programs  
W. Rochelle Calhoun, Dean of Students and Vice President for Student Affairs  
Michael Casey, Vice President for Advancement  
Bill Duffy, Chief Technology Officer

Sam Harris '15, SGA for Financial Affairs  
Karen Kellogg, Associate Dean of Faculty, Chair of SRC  
Bill Lewis, Philosophy, Chair of CEPP  
Ting Li, Management & Business, for FEC (Fall 2014)  
Mehmet Odekon, Economics, Chair of FEC (Spring 2015)  
Viviana Rangil, Modern Foreign Languages & Literatures, Co-chair of CIGU  
Monique Smith, Administrative Support for IPPC  
Joseph Stankovich, Director of Institutional Research  
Michael West, Vice President for Finance & Administration  
Joshua C. Woodfork, Executive Director, Office of the President & Coordinator, Strategic Initiatives

#### Term Positions

Joerg Bibow, Economics, Faculty Representative  
Barbara Black, English, Faculty Representative (Spring 2015)  
Timothy Harper, Management & Business, Faculty Representative (Fall 2014)  
Wendy Kercull, Special Programs, Support Staff Representative  
Kathy Kinnin, Information Technology, Admin/Prof Representative  
Dan Nathan, American Studies, Faculty Representative (Spring 2015)

#### ***IPPC Committee Membership for 2015-2016***

Chair Philip A. Glotzbach, President  
Vice Chair Tim Harper, Management & Business, Faculty Representative

#### Members by Position

Mary Lou Bates, Vice President and Dean of Admissions and Financial Aid  
April Bernard, Chair, Committee on Educational Policies and Planning (CEPP)  
Beau Breslin, Dean of the Faculty & Vice President for Academic Affairs  
Paul Calhoun, Dean of Special Programs  
Michael Casey, Vice President for Advancement  
Gail Cummings-Danson, Interim Dean of Students and Vice President for Student Affairs  
Bill Duffy, Chief Technology Officer  
Julia Elstein '17, SGA VP for Financial Affairs  
Karen Kellogg, Co-Chair of SRC and Space Planning Working Group, and Chair of Campus Sustainability  
Elzbieta Lepkowska-White, Co-Chair, Committee on Intercultural and Global Understanding (CIGU)  
Eric Morser, Co-Chair, Subcommittee on Responsible Citizenship (SRC)  
Levi Rogers, Chair, Campus Sustainability Subcommittee (CSS)  
Denise Smith, Chair, Faculty Executive Committee  
Joseph Stankovich, Director of Institutional Research  
Charles Tetelman '16, SGA President  
Debra Townsend, Interim Vice President for Communications and Marketing  
Michael West, Vice President for Finance & Administration  
Joshua C. Woodfork, Executive Director, Office of the President & Coordinator, Strategic Initiatives

#### Term Positions

Joerg Bibow, Economics, Faculty Representative  
Timothy Harper, Management & Business, Faculty Representative  
Jim Knelly, Management & Business, Faculty Representative  
Kathy Kinnin, Information Technology, Exempt Staff Member  
Kris Leggiero, Non-Exempt Staff Member