

Institutional Policy and Planning Committee (IPPC)

Operating Code¹

Function: The IPPC advises the President with regard to strategic planning, taking a comprehensive view of significant issues affecting the College. In so doing, 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).

The President chairs the IPPC; an elected member of the faculty serves as Vice-Chair. The agenda of the Committee is set by these two individuals.

The IPPC may appoint subcommittees to serve as resources for the committee with regard to any area of policy or planning as needed. The composition of such subcommittees is determined by IPPC in consultation with FEC and with other groups or individuals as appropriate.

Membership: The President (Chair); the Dean of the Faculty and Vice President for Academic Affairs; the Vice President for Finance and Administration & Treasurer; the Collyer Vice President for Advancement; the Vice President and Dean of Admissions and Financial Aid; the Dean of Students and Vice President for Student Affairs; the Vice President for Communications and Marketing; the Vice President for Strategic Planning and Institutional Diversity; the Dean of Special Programs; the Director of Institutional Research; the Chief Technology Officer; the Chair of the Campus Sustainability Subcommittee (CSS); the Co-Chair of the Committee on Intercultural and Global Understanding (CIGU); the Co-Chair of the Subcommittee on Responsible Citizenship (SRC); the Co-Chair of the Subcommittee on Institutional Effectiveness (SIE); three faculty members elected for three-year terms, one of whom serves as Vice-Chair; the Chair of the Faculty Executive Committee (FEC); the Chair of the Committee on Educational Policies and Planning (CEPP); one member from the Exempt staff; one member from the Non-Exempt staff²; the President of the Student Government Association (SGA); and the SGA Vice President for Financial Affairs.

Operating Procedures:

Agenda Setting

The agenda of the Committee is set by the President and the Vice-Chair. The agenda will normally include reports and updates, SGA issues and concerns, and ongoing and new business. Agendas and supporting documents will be distributed by email prior to each meeting, with lead time sufficient to permit committee members to review these documents carefully.

Minutes

¹ Enacted originally on 20 October 2006. Revised: 24 October 2008, 17 April 2009, 19 November 2010, 21 October 2011, 2 December 2011, 16 December 2011, 6 April 2012, 4 May 2012, 16 November 2012, 14 December 2012, 17 October 2014, 1 May 2015, 25 September 2015, and 4 May 2018.

² The exempt and non-exempt staff members are appointed by the President from lists of those willing to serve (the willingness forms are distributed by the Office of the President).

Minutes of IPPC meetings will be recorded by the Executive Director of the Office of the President and Coordinator of Strategic Initiatives, and distributed to the committee prior to the next meeting, at which they are approved. Once approved, the minutes will be posted with password protection to the web. On occasion, the committee may elect to discuss sensitive issues in confidence (with the degree of confidentiality as deemed appropriate by the committee); the minutes will reference such discussions but not fully record their substance.

Annual Planning Cycle

See the attachment.

Communication³

The committee will communicate regularly with the college community through a variety of modes, as appropriate: email, out-reports at Faculty Meetings, community meetings or forums, etc. The President will meet as needed with the SGA Executive Committee, the IPPC Vice-Chair, or the Chair of FEC. In particular, IPPC will inform the community in a timely fashion regarding budget development, e.g., through presentations by the Vice President for Finance and Administration and Treasurer at faculty and community meetings. At the end of each academic year, the committee will prepare an annual report to be shared with the campus community and posted on the Web.

Consideration of Issues

Normally, issues brought to IPPC will be considered by the relevant subcommittee prior to being discussed by the entire committee; however, this guideline can be superseded if circumstances warrant. Furthermore, the main constituent groups of IPPC (administration, faculty, exempt and non-exempt staff, and students) may bring issues directly to the floor of IPPC.

Selection of Vice-Chair

Toward the end of the academic year, the Chair and the Vice-Chair of IPPC will consult with the committee (in particular, with the faculty membership) and with the FEC, and then nominate a Vice-Chair for the following year. The Vice-Chair is approved by the full committee.

New Members

New members of IPPC, who will join the committee in September, will receive copies of this operating code, the preceding year's annual report, the minutes of the preceding year's meetings, and any important documents produced in the preceding year which will be discussed again in the current year.

³ The operating code of the IPC (IPPC's predecessor) contains the following stipulations regarding communication: 1) *Each constituency represented on IPC should receive regular reports (one each semester, if appropriate) on the issues before the committee, recognizing that some such issues need to be discussed and recorded in confidence until they are resolved. Ordinarily the President or one of the elected faculty members will report to the faculty, the President will report to his or her staff, the SGA President will report to the SGA Executive Committee and to Student Senate, and the President will report to the trustees.* 2) *The members of IPC normally attend the May meeting of the Long-Range Planning Committee of the Board of Trustees.*

Standing Subcommittees of IPPC:

IPPC Subcommittee on Budget and Finance

Function: To review and discuss the operating and capital budgetary and financial plans of the College, in particular: (i) the annual budget parameters and their impact on the long-range budgetary forecast of the College, (ii) significant capital projects under consideration or implementation, (iii) the ongoing implementation of the Total Comprehensive Compensation Framework, (iv) significant new program initiatives, and (v) any other matters with a material financial impact on the College. To report on these matters to the IPPC at appropriate times during the budget and planning cycles.

Membership: The Vice President for Finance and Administration & Treasurer (Chair), the faculty member serving as Vice Chair of IPPC, a faculty representative from the IPPC, a member of the President's Cabinet, the exempt staff member from IPPC, the non-exempt staff member from IPPC, and the SGA Vice President for Financial Affairs.

IPPC Subcommittee on Admissions & Financial Aid

Disbanded by IPPC September 6, 2013. Replaced by Enrollment Management Group, with related items distributed to the Numbers Group or the Athletic Council (note that this group is no longer a Subcommittee of IPPC).

~~Function: To recommend and review admissions policies and goals; to plan with the administration the student aid policies of the College and to consider problems relative to the implementation of those policies; to serve as a resource for CEPP and other committees on admissions and student aid matters.~~

~~Membership: The Dean of Admissions and Financial Aid; the Director of Student Aid and Family Finance; member of the DOF staff; member of the DOSA staff; two faculty, one of whom serves on IPPC (appointed by the co-chairs of IPPC and serving 1-3 years, depending on the IPPC membership term) and one faculty member appointed by FEC to serve a 3-year term; and two students, one who is an SGA Senator and one who is appointed through the SGA willingness to serve process.~~

Campus Sustainability Subcommittee (CSS)

Function: To research, review, recommend, and help support the implementation of sustainability policies and procedures in such areas as waste and recycling, academics, transportation, green building, food systems, climate and energy, landscape and ecosystem management, community, diversity and equity, and communication and assessment. This includes assisting in the coordination of sustainability strategic planning and its assessment and updates. The subcommittee may create working groups to assist with this process.

Secondarily, to coordinate strategic event planning and collaborative efforts between departments around these topics.

Membership:

- One member-of the faculty, chosen from the faculty at large and elected through a process administered by the Faculty Executive Committee (FEC).
- Director of Sustainability Programs and Assessment, who serves as Chair and sits on IPPC
- Sustainability Coordinator for Student Programming
- Director of Facilities Services (or designee)
- Director of Sustainability for Academic Affairs
- Director of Purchasing Services (or designee)
- Representative from Student Affairs, appointed by the Dean of Students and Vice President for Student Affairs
- Representative from Admissions and Financial Aid, appointed by the Vice President and Dean of Admissions and Financial Aid
- Representative from Advancement, appointed by the Vice President for Advancement
- Two student members, including a representative of the Environmental Action Club, and a representative from the Sustainability Commission appointed through the Student Government Association Willingness to Serve process in consultation with the Director of Sustainability Programs and Assessment.

IPPC Subcommittee on Student Affairs

Function: To provide a forum for consideration of issues of special concern to students that do not clearly fall under the sole jurisdiction of the administration, the faculty, or the SGA, and to make recommendations on such issues to the IPPC. To advise the Dean of Students and Vice President for Student Affairs on matters of policy and to assist the Dean of Students and Vice President for Student Affairs in assuring a productive working relationship with the faculty, students, and other administrative units of the College; and to gather nominations and make recommendations to the IPPC for the annual President's Awards.

Membership: Two members of the faculty, including an elected member of the IPPC; two members of the exempt and non-exempt staffs, including the Dean of Students and Vice President for Student Affairs; and three students, including the President of SGA, the SGA Vice President for Student Life, one SGA Senator. The Dean of Students and Vice President for Student Affairs and the President of SGA will serve as Co-Chairs of the subcommittee. The unspecified members of the subcommittee will be appointed by the President (in consultation with the FEC in the case of the faculty members). Faculty and staff members will normally serve three-year terms.

IPPC Committee on Intercultural and Global Understanding (CIGU)

Function: The Committee on Intercultural and Global Understanding (CIGU) is a subcommittee of the IPPC that provides recommendations and advice to the President, Chief

Diversity Officer, and the IPPC on policies, practices, and protocols regarding diversity and inclusion, intercultural and global understanding, intercultural literacy, issues of campus climate, and other related matters. In addition, CIGU actively collaborates with various constituents and departments on campus to inform and educate the community and to encourage and support activities that further the College's diversity, inclusion, and equity goals.

In undertaking this work, CIGU is guided by a variety of College documents, such as Goal III: Well-Being of the College's *Strategic Plan*, recommendations from the College's Middle States Review of 2016, President Glotzbach's 2007 essay titled *Intercultural Literacy*, and the committee's own reports.

CIGU takes an institution-wide approach to its work, bridging the various divisions that are charged with or interested in the work of diversity, inclusion, and equity on a local, domestic, and/or global level. CIGU also serves as a resource for the College officials charged with coordinating and implementing the College's strategic efforts in these areas – namely, the Chief Diversity Officer, the Associate Dean of the Faculty, the Director of the Office of Student Diversity Programs, and the Assistant Director for EEO and Workforce Diversity.

CIGU ensures that any College-wide policy matters related to its charge are referred to the IPPC for consideration. However, CIGU may create working groups or introduce campus initiatives and programs on its own accord or in cooperation with other areas of the College as appropriate. CIGU reports to the IPPC regularly and may invite members of the IPPC or other relevant guests to attend meetings as appropriate.

Because of the significant overlap in membership of CIGU and the College's Bias Response Group, the BRG will function as a subcommittee of CIGU. The membership of the Bias Response Group and methods of appointment are set forth in the Bias Response Protocol (<http://www.skidmore.edu/bias/biasprotocol.php>). The President, in consultation with the Chair of CIGU, will appoint the Bias Response Group chair. CIGU will then be responsible for overseeing the work of the Bias Response Group and recommending changes as appropriate to the IPPC.

Membership:

- Chief Diversity Officer, Co-Chair
- Two faculty members (at least one a teaching faculty member) elected for three-year terms through a process administered by the Faculty Executive Committee. One of the faculty members serves as Co-Chair and sits on IPPC
- Director of the Office of Student Diversity Programs
- Assistant Director for EEO and Workforce Diversity
- Associate Dean of the Faculty for Personnel, Development, and Diversity or designee
- Student Government Association Vice President for Inclusion and Outreach
- One student member appointed through the Student Government Association willingness-to-serve process
- Director of the Office of Opportunity Program or her/his designee
- Director of Off-Campus Study and Exchanges or her/his designee
- One representative from the Office of Admissions appointed by the Vice President and

Dean of Admissions and Financial Aid

- One non-exempt staff member elected for a three-year term by a willingness-to serve process administered by the Office of the President
- Chair of the Bias Response Group

IPPC Subcommittee on Responsible Citizenship (SRC)

Function: To advise the President and other College offices and bodies as appropriate to refine objectives and develop initiatives that will teach and exemplify the values of informed, responsible citizenship. In undertaking this work, the SRC will take into account a comprehensive institutional view and, in particular, will be guided by Goal III of the College's *Strategic Plan*. Among other things, SRC will serve as a resource to promote civic engagement collaborations between Student Affairs and Academic Affairs; and as a resource for faculty and departments to develop civic learning opportunities in the curriculum.

Membership: The Faculty Director for Community Engagement (Co-Chair), one faculty member elected for a three-year term through a process administered by the Faculty Executive Committee, two student members including the SGA Vice President for Academic Affairs, and a member of Benef-Action appointed through the SGA willingness-to-serve process, the Director of Community Service Programs (Co-Chair), the Student Academic Development Coordinator, and a representative from the Sustainability Office.

The Faculty Director for Civic Engagement will sit as a member of IPPC.

IPPC Subcommittee on Institutional Effectiveness (SIE)

Function: To advise the President and other members of the IPPC on matters related to institutional effectiveness. The Subcommittee on Institutional Effectiveness (SIE) also will advise the President, and members of the IPPC on assessment of institutional goals as appropriate to each area of the College as they bear on student learning and development and on the fulfillment of standards for accreditation. In fulfilling this function, the SIE will work to ensure that assessment plans are in place, are executed, and are consequential in all areas of the College. The SIE will act as a resource to both the IPPC and all bodies in the College engaged in strategic planning and data-informed decision-making.

Membership:

- Institutional Effectiveness Specialist, Co-Chair, who sits on IPPC
- Faculty Director of Assessment Coordinator, Co-Chair
- Dean of the Faculty/VPAA or Associate Dean of the Faculty
- Director of Institutional Research
- Chief Diversity Officer or appropriate designee
- Representative of Admissions and Financial Aid in a leadership position
- Representative of Advancement in a leadership position
- Representative of Communications and Marketing in a leadership position
- Representative of Finance and Administration in a leadership position

- Representative of Special Programs in a leadership position
- Representative of Student Affairs in a leadership position
- One student, appointed for a one-year term through an SGA willingness-to-serve process

Attachment: Annual Planning Cycle

Date: 22 September 2006

Subject: Annual Implementation-Planning Cycle

The IPPC has approved the following structure for an annual Implementation-Planning cycle that will allow us to move forward to achieve the goals of the *Strategic Plan* in conjunction with our annual budget cycle. The outcome of this work will be an annual Action Agenda that will identify strategic priorities that will receive administrative priority for a given Fiscal Year (F.Y.).

June-July	Aug-Sept	October	Jan-Feb	May
President's Cabinet develops draft Action Agenda for new F.Y.	President confers with IPPC before finalizing Action Agenda for new F.Y.	Beginning of budget planning for next fiscal year (President's Cabinet and IPPC).	Preliminary budget review by Board.	Board approval of budget for next fiscal year. Administrative review of Action Agenda for current F.Y. with report to IPPC and Board. IPPC (and other groups as appropriate) advise the President on priorities for next fiscal year.