

INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
April 17, 2009

PRESENT: President Philip Glotzbach, Chair, Professor Sue Bender, Vice Chair; Ann Henderson, Michael Casey, Winston Grady-Willis, Susan Kress, Dan Nathan, Muriel Poston, Jeff Segrave, Jackie Shydłowski, Michael West, Mark Huibregtse, Phyllis Roth, Erica Fuller, Mary Cogan, Barbara McDonough.

ABSENT: Rochelle Calhoun, Mary Lou Bates, Alex Stark, Justin Sipher, and Barbara Krause (Secretary).

1. Approval of Minutes

Minutes from the meeting of April 3, 2009 were approved with a minor amendment.

2. IPPC Membership Update

Vice Chair Sue Bender updated the group on the changes coming for faculty representation to IPPC. Phyllis Roth and Mark Huibregtse will be stepping down and a “willingness to serve” call has been issued. President Glotzbach will consult with both FEC and IPPC on the new appointee. Professor Adrienne Zuerner has been elected to serve a three-year term. Another faculty member (election pending) will complete a two-year term created by a resignation last year, and a faculty member will be appointed for the fall of 2009 to replace Susan Bender, who will be on sabbatical leave. Jackie Shydłowski reported that Raina Bretan ’10 will serve as SGA President (and sit on IPPC) next year; James Welsh ’10 also will serve on IPPC, pending the change in IPPC’s Operating Code.

3. Change in IPPC Operating Code

Jackie Shydłowski presented proposed changes to the ways in which SGA appoints its representatives to IPPC, including the rationale to support those changes. Moved by Ms. Shydłowski and seconded by Dean Poston. The motion was approved unanimously. (See Appendix A for approved changes to the Operating Code.) Mark Huibregtse agreed to apprise FEC of the change.

Secretary’s Note: FEC subsequently reported that it supports the proposed amendment to IPPC’s student membership as set forth in the Operating Code. This change will require an amendment to Part Three of the Faculty Handbook. FEC did not consider the proposed IPPC subcommittee membership changes, as those provisions are outside of FEC’s purview.

4. Budget Update

Vice President Michael West presented an update on planning relative to the budget in FY '10 and beyond. He first reviewed key budget assumptions with the group, distributing a sheet outlining these assumptions through FY '14. He highlighted the proposed change in the avail rate on the College's endowment in the out years (from 5% in FY '10 to 4.5% in FY '13). He pointed out the proposed reduction in the Services and Supplies budget by 3%. He noted that although the current proposal calls for revenues generated by over-enrollment to be used for budget relief for the next several years, the *budgeted* NFE headcount would remain at 2280 until such time as the community re-visits the "Optimization" question. . Finally, he discussed the proposed 0% general salary adjustment in the FY '10 budget and related matters. Mr. West distributed a draft of the capital budget for FY '10 as well as a listing of the faculty salary survey for our peer institutions from AAUP.

There was considerable conversation about the potential impact of these changes on the student and faculty experience and questions raised as to how we would monitor the impact of the changes. The committee interrogated what other options were being explored to yield savings of this magnitude, particularly with respect to faculty workload, from committee service to class size. There also was conversation about how we might use the current economic challenge to achieve positive change. The final portion of the discussion focused on how to engage the community more broadly in understanding and responding to these challenges, recognizing that some difficult decisions will need to be made and not everyone will be pleased with those decisions. A key will be early and clear communication of those decisions.

Minutes prepared by Michael Casey. Please notify of any changes.

APPENDIX A

**Amendments as approved by IPPC on April 17, 2009
(additions underlined; deletions marked with strikethrough):**

**Institutional Policy and Planning Committee (IPPC)
Operating Code (17 April 2009 ~~15 October 2008~~)**

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 in consultation with the President's Staff, FEC, and SGA.

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 Vice President for Academic Affairs, the Dean of the Faculty, the Vice President for Finance and Administration, the Vice President for Advancement, the Dean of Admissions and Financial Aid, the Dean of Student Affairs, the Dean of Special Programs, the Director of Institutional Research, the Chief Technology Officer, the Chair of the Campus Environment Committee, the Chair of the Committee on Intercultural and Global Understanding, three faculty members elected for three year terms, one of whom serves as Vice-Chair and all of whom sit on the FEC, the chair of CEPP, one representative from the administrative/professional staff, one representative from the support staff¹, the President of SGA, and ~~one additional student selected by SGA~~ 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 in consultation with the President's Staff, FEC, and SGA. The agenda will normally

¹ The a/p and support 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).

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

Minutes of IPPC meetings will be recorded by the Executive Director of the Office of the President and Coordinator of Strategic Planning, 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.

Communication²

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

² 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.*

can be superseded if circumstances warrant. Furthermore, the main constituent groups of IPPC (administration, faculty, administrative/professional and support 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.

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 administrative/professional representative from IPPC, the support staff representative from IPPC, and a ~~student representative from IPPC~~ the SGA Vice President for Financial Affairs.

IPPC Subcommittee on Admissions & Financial Aid

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 by SGA (one who is a member of Honors Forum), each serving 1 year terms through the SGA willingness-to-serve process.

Campus Environment Committee

Function: To review and recommend environmental policies and procedures in such areas as land management, construction, waste management, purchasing, recycling, energy use, and water and air quality.

Membership: Three members of the faculty, at least one of them from the natural sciences; two members of the administrative/professional and support staffs representing the departments of Purchasing Services and Facilities Services; an administrator from Financial Planning and Budgeting; and two student members, one who is an SGA Senator and one who is appointed by through the SGA willingness-to-serve process and typically representing environmental organizations. The Chair (who sits on IPPC) and other members will be appointed by the President, in consultation with the FEC in the case of the faculty; a/p/support staff and faculty members will normally serve staggered three-year terms.

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 Student Affairs on matters of policy and to assist the Dean of 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: Three members of the faculty, including an elected member of the IPPC; three members of the administrative/professional and support staffs, including the Dean of Student Affairs; and ~~four~~ five students, including the President of SGA; the SGA Vice President for Residential Affairs, two SGA Senators, and two one appointed by through the SGA willingness-to-serve process.; ~~+ The Dean of 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 a/p/support staff members will normally serve three-year terms.

IPPC Committee on Intercultural and Global Understanding (CIGU)

Function: To advise the President and other College offices and bodies as appropriate regarding issues related to intercultural and global understanding. In undertaking this work, CIGU will take into account a comprehensive institutional view and, in particular, will be guided by Goal II of the College's *Strategic Plan*. More specifically, CIGU will advise on policy issues, practices, and procedures relating to diversity, intercultural and global understanding, intercultural literacy, issues of campus climate, and other related matters. The CIGU also will serve as a resource for the College officials charged with coordinating and implementing the College's strategic efforts in these areas – namely, the Director of Intercultural Studies, the Director of the Office of Student Diversity Programs, and the Assistant Director for EEO and Workforce Diversity.

Membership: Director of Intercultural Studies, Director of the Office of Student Diversity Programs, Assistant Director for EEO and Workforce Diversity, two faculty members elected for three-year terms through a willingness-to-serve process administered by the Faculty Executive Committee, ~~two students appointed for one year terms by the Student Government Association the SGA Vice President for Diversity Affairs, one student member appointed through the SGA willingness-to-serve process~~, one support staff member elected for a three-year term by a willingness-to serve process administered by the Office of the President, one representative from the Office of Admissions appointed by the Dean of Admissions and Financial Aid, one representative from the Office of Off-Campus Study and Exchanges appointed by the director of that office, one representative at-large from the Office of Student Affairs appointed by the Dean of Student Affairs, Director of the Office of Opportunity Programs or her/his designee, one representative from the Office of Advancement appointed by the Vice President for Advancement, one representative from the President's Cabinet appointed by the President, and the Executive Director of the Office of the President.

The Chair of the CIGU will be elected by its members from among the faculty representatives and shall sit as a member of the IPPC.

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	August-September	October	January-February	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.