

**INSTITUTIONAL POLICY AND PLANNING COMMITTEE**  
**MEETING MINUTES**  
**September 18, 2009**

PRESENT: President Philip Glotzbach, Chair; Professor Adrienne Zuerner, Vice Chair; Rochelle Calhoun, Winston Grady-Willis, Ann Henderson, Susan Kress, Kim Marsella, Erica Bastress-Dukehart, Muriel Poston, Justin Sipher, Mary Cogan, Tim Harper, Raina Bretan, James Welsh, Hugh Foley, Anne Petruzelli, Barbara Krause (Secretary).

ABSENT: Mary Lou Bates, Michael Casey, Jeff Segrave, and Michael West.

**1. Welcome and Introductions**

President Glotzbach welcomed members to the first regular IPPC meeting of the year.

**2. Approval of Minutes**

Minutes of the July 30, 2009 special meeting were approved as distributed.

**3. President's communication of September 9, 2009 (ERIP and RIF)**

President Glotzbach invited members to share any feedback they had heard in response to his message of September 9, 2009. That message, among other things, announced the Early Retirement Incentive Program (ERIP) and confirmed that the College is now planning for a Reduction in Force (RIF), expected to be implemented in the spring of 2010. Both of these actions were the subject of discussion at the special IPPC meeting held on July 30<sup>th</sup>.

Members reported that they had not heard a lot of feedback. This may be a result of the conscious effort to "over communicate" last year: as a result of that transparency, announcements of the ERIP and RIF, while difficult to absorb, were not unexpected.

Various members noted the importance this year of attending to community morale during a time that will bring anxiety and uncertainty for many. President Glotzbach reminded IPPC members of the important leadership role they play, particularly in terms of listening to what other community members are saying and communicating information, at appropriate times, with other members of the community.

**4. Strategic Action Agenda 2009-10**

President Glotzbach introduced a draft of the Strategic Action Agenda for 2009-10 (SAA). He noted that we are in the fifth year of the *Strategic Plan*, and the preamble to this year's SAA is intended to lay out our current situation and provide a framework for moving forward. With that introduction, he asked Vice Chair Adrienne Zuerner to lead the discussion.

Comments from IPPC members and related discussion included the following:

- The SAA indicates a very busy year. It is important to understand how successful we have been so far in implementing the *Strategic Plan*.
- As in prior years, the SAA will be posted on the President's Office web site. Community members also will be asked to read it in preparation for Town Hall Meetings (see below). There was agreement that the document provides important context that members of the community need to understand.
- The preamble includes a more explicit discussion of "competition" for students than the community has heard in the past. Although somewhat jarring at one level, it is important for community members (especially members of the faculty) to understand this dynamic.
- In response to a question regarding sustainability issues, it was noted that two SAA items (39 and 43 in the current draft) address sustainability initiatives.
- It is important for all areas of the College to leverage resources. Especially given the planned RIF, all units of the College will need to work together collaboratively.
- There was considerable discussion about a section of the current draft that explores various unchallenged beliefs ("dogmas").
- In response to a suggestion that all members of the community will be asked to do more with less, it was noted that while this is true, we also need to make decisions about what work and services will go away. We will need to ask: what will we *not* do and still maintain the integrity of the educational experience (academic and co-curricular) for our students?

The committee discussed advantages and disadvantages of retaining the preamble as an introduction to the SAA or creating it as a stand-alone document. IPPC members expressed support for retaining the preamble as part of the SAA. President Glotzbach thanked members for the feedback and indicated that he will revise the document with these comments in mind.

## **5. Town Hall Meetings**

The committee next discussed a proposal for Town Hall Meetings to be conducted on campus this fall. President Glotzbach explained that one series of meetings will be held off campus, where alumni, parents, and other friends of the College will be invited to explore critical issues facing Skidmore. A complementary series of meetings will be held on campus. The campus meetings will be focused more intentionally within the framework of the *Strategic Plan*: halfway through the *Plan*, with resources significantly more constrained than when the *Plan* was developed, where should the College focus its time, energy, and financial resources in the coming years? What should we do more of? What should we do less of, or not at all?

Comments of IPPC members included the following:

- If there is to be discussion of how to protect our "core," we must first have an understanding of what is intended by that term.

- The model of receiving internal and external input is a good one. Do we need to find a way to receive feedback from individuals who are not insiders to the College (i.e., from those who do not have a natural inclination to view Skidmore in a favorable light)?
- There was support for campus conversations that involve all members of the College, not just faculty and higher-level administrators – but a related concern, as well. Members expressed encouragement that the campus meetings be structured in a way that allows all voices to be heard.

President Glotzbach thanked IPPC members for their comments and for their support of the Town Hall Meeting concept. Members were invited to send any specific suggestions about the framework, structure, or process to Barbara Krause as soon as possible. President Glotzbach noted that the campus Town Hall Meetings would be announced within the coming couple of weeks. IPPC members expressed their willingness to serve as moderators and as part of an ad hoc group to create a report of the process.

#### **6. IPPC agenda for 2009-10**

Topics to be discussed by IPPC this year include the following:

- Town Hall Meetings
- CIGU report and recommendations from 2008-09 (Bias Response Protocol, CIGU assessment document, campus climate, defining “student of color,” and concerns of international faculty)
- Postering/chalking guidelines (to be brought forward by the Student Affairs Subcommittee in the Spring of 2010)
- Budget
- E-mail policies (privacy expectation; guidelines and process for reviewing content)
- College calendar (event management)
- Review of alcohol and other drug (AOD) use on campus, including possible review of AOD policies (to be worked through the Student Affairs Subcommittee)
- Campus Environment Committee initiatives (including “Skidmore Climate Commitment” and Northwoods Stewardship Policy)
- UWW “teach out” and implications for Skidmore employees who wish to work toward degree (CEPP is discussing)

#### **7. Savings Suggestions report**

A report of savings achieved as a result of last year’s “Savings Suggestion Initiative” was distributed with the meeting materials. Minor corrections were noted and the final version of this report is attached to these minutes. IPPC members expressed support for repeating the initiative again this year, either as a stand-alone exercise or in conjunction with the Town Hall Meeting exercise.

*Minutes prepared by Barbara Krause. Please notify of any changes.*

**SAVINGS SUGGESTIONS REPORT**  
**AUGUST 31, 2009**  
**(Revised September 28, 2009)**

The following actions have been taken in response to (or consistent with) ideas submitted through the Savings Suggestions Initiative conducted during late fall and early spring of 2008-09:

1. Continued and enhanced energy conservation efforts (e.g., modification of building temperatures, energy efficient bulbs, “lights out” campaign, etc.)
2. Reduced energy consumption by participating in National Grid’s Demand Response Program (voluntary curtailment of energy usage during certain peak periods in exchange for payment to the College).
3. January holiday party – cancelled at least for 2010.
4. More modest refreshments at Faculty Meeting receptions.
5. Reminders to all Cabinet members (and from them to units) regarding Travel and Entertainment policies, and revision of those policies to include prohibition (with limited exceptions) on reimbursement for alcohol.
6. Reduce College-supported travel.
7. Reduce use of outside consultants.
8. Revised policy regarding College-supported cell phones.
9. Froze the General Salary Adjustment (GSA) for the FY ’10 and FY ’11 budgets. In a related decision, provided a one-time lump-sum payment to specified employees with base pay of \$40,000 or less.
10. Encouraged elimination/reduction of paper event announcements.
11. Extended schedule for technology upgrades.
12. Encouraged reduction of glossy publications, Advancement mailings, mailings to students, etc. (e.g., *Scope* publications reduced from 4 to 3); improved coordination of printing schedules to gain efficiencies by sending more pieces to print at the same time.
13. Discontinued bottled water at Dining Hall functions.
14. Increased fee for non-matriculated students to audit courses.
15. Reminded Cabinet members of College’s policy regarding alternative work schedules.
16. Created campus garden to provide food to Dining Hall.
17. Consider academic planning changes (e.g., increased caps in selected courses, adding small number of larger lecture-based courses, review GE requirements, review course-release policies, improve sabbatical leave planning in departments).
18. Continuing efforts to gain efficiencies in purchasing of goods and services (e.g., coordinating and bulk purchasing of science lab supplies, reviewing vendor agreements and revising or terminating where appropriate).