

INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
October 8, 2010

PRESENT: Hugh Foley, Vice Chair; Rochelle Calhoun, Michael Casey, Ann Henderson, Susan Kress, Mark Huibregtse, Bob Turner, Muriel Poston, Jeff Segrave, Justin Sipher, Michael West, Alexandra Stark, Jonathan Zeidan, Adrienne Zuerner, Anne Petruzzelli, Gail Cummings-Danson, and Barbara Krause (Secretary).

ABSENT: President Philip Glotzbach, Chair; Mary Lou Bates, Winston Grady-Willis, Denise Smith.

1. Approval of Minutes

Minutes of the September 24, 2010 meeting were approved with the following amendments:

The second black bullet under the “Fall Enrollment Update” discussion should read as follows:

- The College’s retention rates have improved significantly in recent years; although we still have room to improve, retention is now similar to our peers. This is especially true for first-to-second-year students.
 - Reasons for student withdrawals include social issues (e.g., wishing to attend college in a more urban setting), medical issues, and others.
 - The College has tracked withdrawals with the goal of trying to predict future student behavior but does not use predictive statistical models.
 - The Admissions Office strives to admit students who are well prepared academically and whom we expect will succeed academically at Skidmore.
 - A grant from the Teagle Foundation focused on sophomore experiences has helped the College study the progress of students of color.

There was one other minor revision to the draft minutes.

2. Final Campaign Report and October Celebration Events

Final Campaign Report

Vice President for Advancement Michael Casey updated the IPPC on the *Creative Thought Bold Promise* Campaign. The final total raised was \$216.5 million, easily surpassing the \$200 million goal. Mr. Casey reviewed the four major categories in which funding was sought: Academic Engagement; Access, Diversity, and Achievement; Campus Environment; and Ongoing Strength and Independence. He noted that in any campaign, one expects that there will be shifts within categories identified at the start of the campaign. The final category, which includes unrestricted funds, is very important because it allows for the greatest flexibility.

Mr. Casey noted that parent giving is a real strength at Skidmore. He also noted, with deep appreciation, the commitment of members of the Board of Trustees. Trustees contributed \$101.6 million to the Campaign, over 45% of the total. He also reviewed the various types of gifts made during the Campaign – i.e., gifts to the Annual Fund, endowment, capital, deferred gifts and bequests, and gifts in kind. He was pleased that the percentage of contributions in the deferred gifts and bequests category was relatively small, which had the benefit of providing money that could be used immediately.

Mr. Casey indicated that one of the long-term Campaign objectives was to broaden the base of support and engagement. He reported that the College had launched or enhanced the activities of several key volunteer groups – including the Friends of Skidmore Athletics, the Parents' Council, the Council of 100, and SkidBiz – over the past seven years. In this regard, he also noted the importance of personal visits to cultivate prospects for future fundraising efforts.

One high point of the Campaign was the Campus initiative. Approximately 75% of the Campus contributed to the Campaign for a total of approximately \$4.1 million. Mr. Casey noted that this was a significant and powerful message when the College sought funds from external sources.

Mr. Casey then reviewed the cost of each dollar raised during the Campaign. With all costs included (including compensation of those who work in Advancement), the cost of raising one dollar during the Campaign was between 16 and 17 cents on the dollar. Mr. Casey noted that this calculation included all costs of Advancement, even those like Community Relations and the “Creative Thought Matters” marketing efforts which are difficult to quantify. Mr. Casey also reported that the Advancement division came in under its operating budget every year of the Campaign, returning those dollars each year to the College's Operating Budget.

Looking ahead, Mr. Casey stated that he and his staff are planning to be in a Campaign again in approximately three years. That will require a broadening of the base – i.e., the development of additional prospects, which will require staff to meet with prospects. He noted that development and fundraising is about relationships, and personal contact is critical to a successful campaign. In that context, Mr. Casey also emphasized that the stability of leadership during the *Creative Thought Bold Promise* Campaign – at the presidential level, among Trustees, and within the Advancement staff – was an important factor in the Campaign's success.

Asked to compare Skidmore's Advancement efforts to those of our peers, Mr. Casey suggested that Skidmore is very competitive overall. Our strengths include the College's presidential leadership as well as the generosity of our parents and our ability to secure foundation grants. On the other hand, Mr. Casey indicated that our participation rates have been a challenge. The College also has a relatively small pool at the top of the “pyramid” (i.e., potential donors with the greatest capacity to give); that factor, along with expected turnover on the Board of Trustees in coming years, presents a challenge to the College to develop the next generation of philanthropic leaders.

IPPC members encouraged Mr. Casey to make a presentation similar to this at the faculty meeting, suggesting that it was important for all faculty to understand how successful the Campaign had been and the need to ramp up staffing levels in preparation for a next campaign.

Celebration Weekend

Mr. Casey then reviewed briefly the full schedule of events that will take place on campus the weekend of October 15-17. He noted that in addition to Trustee meetings, there will be events to celebrate the official Grand Opening of the Arthur Zankel Music Center, celebration of the Tang's 10th Anniversary, and the usual Celebration Weekend with families on campus. He expects over 2000 visitors to campus next weekend for these events. Mr. Casey expressed his appreciation to staff members in Facilities and Dining Services for the incredible efforts they have made to support these events. Additional information about the weekend is available on the College's website.

As Mr. Casey concluded his reports, IPPC members offered a generous round of applause and expressed their appreciation to Mr. Casey and his staff for their work on behalf of the College.

3. "CTM 2.0"

Vice President Casey reported that his office is working with the Admissions Office to refresh and update the College's admissions materials. The College has retained the services of the Edwards Group, who worked with the College to develop "Creative Thought Matters" several years ago.

4. Sexual Misconduct Policy

Dean of Student Affairs Rochelle Calhoun reported on the continuing work by the Sexual Assault Response Task Force. There have been some revisions to the working draft of the Sexual Misconduct Policy, and others are expected. At this point, the Task Force has presented the Policy to the Faculty Meeting, SGA, and FYE Peer Mentors; the Task Force also has conducted an open community meeting and a student-only community meeting as well as training programs for those involved in the intake and adjudication processes. The Task Force has been aided in this work by Saunie Schuster, a nationally recognized expert in this field.

Dean Calhoun reported that based on feedback received to date, some additional work has already been identified including the following:

- The Policy will be revised to include a provision prohibiting retaliation against those who report sexual misconduct.
- The Policy will likely be restructured to improve its readability.
- The Task Force will develop a brochure and website to further simplify the presentation of key concepts.

Dean Calhoun reported that the response to the Task Force work and the draft policy has generally been favorable. She stated, however, that there is lingering concern about how complaints were handled in the past. The Task Force continues to explore how it can address these concerns so that students have confidence going forward in how the administration will handle future reports.

Dean Calhoun indicated that a significant institutional decision will need to be made around the question of reporting responsibilities. She noted that there is some inconsistency between the institutional reporting requirement set forth under Title VII (which deals primarily with employment situations) and Title IX, which focuses on student experiences. She noted that the Task Force has received differing advice on this point, and that further discussion will be required.

Picking up on this theme, various IPPC members offered opinions as to what the reporting obligation of faculty members should be. There was recognition, on the one hand, that it is important for an individual complainant to have the ability to control whether a complaint goes forward. There was recognition, on the other hand, that concerns for the campus community as a whole would lead the Task Force to advocate for greater reporting responsibility. There was an acknowledgement of how difficult these issues are.

Finally, there was conversation about the effective date of the new policy and what that will mean in terms of hearing newly filed complaints of misconduct that occurred before the effective date. This is another area that will require further advice from legal counsel. Legal advice also will be sought to clarify the extent to which testimony or evidence developed in connection with a campus hearing would be subject to subpoena in a subsequent civil or criminal proceeding.

IPPC members were encouraged to send any revisions or suggestions to Dean Calhoun. She noted, again, that the work of the Task Force will continue.

5. Emergency Management Team Organizational Chart and Structure

Dean Calhoun reviewed an organizational chart outlining responsibilities for the College's emergency management preparation and reviewed key elements of the Emergency Management Team structure. Under the ultimate responsibility of the Board of Trustees, the President and Cabinet are responsible for approving policies and procedures for emergency management planning. The Cabinet has delegated operational and functional responsibility to the co-chairs of the Emergency Management Team (currently Dean Calhoun and Director of Campus Safety Dennis Conway).

Under the leadership of the Emergency Management Team Co-chairs, there are two lines of organization. First, the two co-chairs oversee the Emergency Management Team, a large and broadly representative group that is responsible for policy development and implementation, annual tabletop training exercises, and ongoing review of the College's Comprehensive Emergency Management Plan. Under the Emergency Management Team is a new group, the Response Group, whose membership includes the co-chairs of the EMT, the Executive Director of the Office of the President, the Chief Technology Officer, the Executive Director of

Communications, the Director of Facilities Services, and the Vice President for Academic Affairs. Additional EMT members or individuals from other offices will be included in this group as dictated by the particular emergency and identified by the co-chairs.

Finally, Dean Calhoun reported that the Response Group is responsible for appointing the Recovery Group, which will begin working promptly after an emergency to ensure a prompt and complete return to normal College operations.

In addition to the line of reporting just described, the co-chairs of the EMT also will supervise the work of Safety Coordinators. These individuals primarily have responsibility for building and on-site safety and will be trained annually. The Safety Coordinators also will develop a group of phone bank volunteers who may be called upon, either remotely or through phone banks, to assist in emergency communications.

Dean Calhoun expressed her thanks to Dennis Conway and to Kim Bombard for their excellent support of the College's emergency management planning efforts.

Following a brief discussion, the IPPC voted to endorse the Emergency Management Team Organizational Chart and Structure as presented.

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