

**INSTITUTIONAL POLICY AND PLANNING COMMITTEE**  
**MEETING MINUTES**  
**May 5, 2011**

PRESENT: President Phil Glotzbach, Chair; Hugh Foley, Vice Chair; Susan Kress, Mary Lou Bates, Rochelle Calhoun, Michael Casey, Winston Grady-Willis, Joseph Stankovich, Bob Turner, Paty Rubio, Justin Sipher, Michael West, Anne Petruzzelli, Alexandra Stark, and Jonathan Zeidan; Barbara Krause (Secretary).

ABSENT: Muriel Poston, Jeff Segrave, Mark Huibregtse, Adrienne Zuerner, Gail Cummings-Danson, and Denise Smith.

**1. Approval of Minutes**

Minutes of the April 8, 2011 with revisions from the original distribution were approved. Minutes of the meeting of April 22, 2011 were approved as distributed.

**2. Optimization**

Vice President for Academic Affairs Susan Kress updated the IPPC on the Optimization planning discussions. She reviewed the progress made previously, noting that Cabinet members had asked the question of whether the range of NFE being considered would be so large or small as to constitute a strategic shift. She reminded IPPC that Cabinet members had asked a series of questions and answered those questions for each of their areas. Most significantly, in the Admissions area, it was determined that in order to achieve the currently articulated Admissions aspirations, an entering year class of 625 to 675 per year would be most appropriate, with a preference for enrolling classes at the lower end of that range. Enrollments in those ranges over a four-year period would translate to an NFE of approximately 2125 to 2350. The current year NFE, at approximately 2450, has the College near or over capacity in many areas.

Cabinet then asked the question of whether we should further interrogate the currently articulated Admissions aspirations. Cabinet determined that there were two areas that should be explored further:

- First, the discount rate, which the Board has currently set to be no greater than 35%. That discount rate places Skidmore at the bottom quartile of our peers, which is positive in terms of our budget (i.e., it is more conservative), but it is a challenge for our Admissions Office, which could admit stronger academic classes with more diversity and more men if we had a higher discount rate.
- Second, the Cabinet agreed to take a closer look at our off-campus population and to examine more closely whether an additional number of students could reside off-campus and still maintain the College's residential philosophy.

Cabinet members will report back to President Glotzbach by May 15. It was noted that this approach differs somewhat from the process originally anticipated. Assuming this approach does go forward, the next major question would be: Where should the College invest, and where might it cut to find additional resources to support strategic priorities? Vice President Kress suggested that IPPC should then examine how this work would be done: as a subcommittee of IPPC? What role would CEPP have? It was suggested that IPPC should decide this process.

Questions and comments included the following:

- It is difficult to state in the abstract what the ideal discount rate should be. It was noted that many factors affect the discount rate at other institutions, including significantly more substantial endowments. It was noted, however, that the range under consideration is a matter of a few points, not multiples of 10. It also was noted that some schools measure discount rate in different ways and that merit aid becomes a factor.
- Dean of Admissions and Financial Aid Mary Lou Bates stated that very few schools at our level of selectivity do not give merit aid. Skidmore has a number of very strong students each year who need aid but cannot be admitted because of our discount rate constraints.

### **3. Admissions Update**

Dean of Admissions and Financial Aid Mary Lou Bates reported on Admissions activity. She reminded IPPC members that this year's goal was to open the fall with a class of 580-630 on campus with an additional 36 students in London. "Summer melt" is projected at 50 students.

As of today, the class currently would be enrolled at 666 students in May (which would then be reduced by the projected summer melt for a fall enrollment of 616). Given these results, the College does not expect to go to the Wait List. The currently projected class demographics include 43% male, 23% students of color (including 22 international students - i.e., 20% domestic diversity). Financial Aid is very close to its target budget. The acceptance rate would be at 42% and the projected SAT scores at 1260 (compared to 1250 last year).

A brief discussion followed related to the number of 9 and 10 AQR's who are full-pay. It was noted that a relatively small percentage of 9 and 10 AQR's pay the full comprehensive fee. It was suggested that the Admissions Office should look closely at the situation and determine whether the AQR ratings accurately track to performance. Dean Bates noted that based on prior work by the Registrar's Office, the combination of AQR and high school GPA is the best predictor of academic success at Skidmore.

### **4. Budget Planning FY'12**

President Glotzbach noted that he had met the previous day with current IPPC Vice Chair Hugh Foley and next year's Vice Chair Denise Smith to understand directly from them their concerns about the budget.

Vice President for Academic Affairs Kress then offered a summary of the new Academic Affairs initiatives that would be supported in the budget overall, not just in the New Initiatives Budget. All in all, a total of approximately \$479,000 will be added to Academic Affairs in the Fiscal Year '12 budget. She noted that Academic Affairs supports the proposed budget and hopes for IPPC's support.

Vice President for Finance and Administration Mike West then distributed the current New Initiatives Budget. He noted that IPPC's Budget and Finance Subcommittee met last Friday (with three members absent). The Budget and Finance Subcommittee supports the "Previously Funded Initiatives by PDF" and the "Current Year Priority I Initiatives." With respect to the "Current Year Priority II Initiatives," the Budget and Finance Subcommittee appreciates the hard work that has been undertaken by Cabinet and IPPC. The Subcommittee offers no recommendation but rather suggests that the full IPPC should discuss those items.

President Glotzbach noted that IPPC is advisory to the President and emphasized the desire to achieve consensus whenever possible. He then opened the floor for further discussion. Questions and comments included the following:

- There were questions about the exact nature of the Associate Director in Career Services position and the extent to which that person's work would be spent on academic advising.
- It was noted that this position will be located in Career Services (Student Affairs) but will have a strong dotted line to Academic Affairs. The position is intended to support academic advising but not to take that work from the faculty.
- It was noted that until the person is hired and in place, it will be difficult to predict exactly what percentage of time the person will be spending on academic advising as opposed to other general Career Services work. One particular element that this person will be expected to perform will be programming to assist students who are contemplating post-baccalaureate education.

Vice President Kress noted that Academic Affairs has offered one amendment to the New Initiatives Budget. That amendment would remove \$30,000 from the Carnegie Hall Premieres item under Priority I Initiatives (reflecting a gift that has been received to support that initiative). The \$30,000 would be moved to Priority II Initiatives and would support the conversion of one additional faculty line from lecturer to artist-in-residence.

President Glotzbach then asked for the sense of the group regarding the New Initiatives Budget as revised. Vice Chair Foley noted that for reasons previously stated, he respectfully declines to support the New Initiative Budget. He noted that he does not support all of the Priority II Initiatives, especially those related to the Transition and Transformation initiative, based on concerns expressed by faculty members regarding the process. President Glotzbach noted that Professor Denise Smith, who was not present, shares that same reservation. All other members of IPPC expressed support for the New Initiatives Budget as amended.

President Glotzbach indicated that there remains work to do. He has heard the concerns of IPPC members and appreciates the manner in which they have been articulated. He also noted that there were some faculty members who were not able to be present, and that many of the IPPC members present at this meeting were Cabinet members.

Other comments at this time included the following:

- One member noted that some faculty members, he included, have been very supportive of the Transition and Transformation initiative. While respectful of the process concerns, he noted that some faculty members certainly do support the initiative.
- It was suggested that for next year, IPPC should engage in the question of how we balance new initiatives to support strategic priorities against the necessary increases to support the College's Operating Budget.
- It also was suggested that the College should determine the process by which the administration partners with the faculty in the shared governance structure in order to advance new initiatives in a transparent way.

President Glotzbach acknowledged that it is the administration's responsibility to address these issues and to ensure transparency. If the College is indeed at a place where the faculty feels it has not had substantive feedback, he will own that situation and will work to resolve it.

## **5. Space Planning Working Group**

Paty Rubio, who has chaired the Space Planning Working Group, reported that there has been a recommendation to continue that group for one additional year. Mike West noted that the Budget and Finance Subcommittee had been asked to look at this question and that the Subcommittee supports this recommendation.

All members of IPPC supported the recommendation to continue the group for one additional year. It was noted that in the fall, the Space Planning Working Group will conduct a review and make a recommendation to IPPC regarding its ongoing status.

President Glotzbach thanked Associate Dean Rubio for her leadership of the Space Planning Working Group.

## **6. Admissions Building**

Vice President Mike West referred members to materials distributed in advance of the meeting showing three preliminary site options for the location of a new Admissions building. He noted that President Glotzbach had asked for this work to be done in the spring of 2010, following the Space Planning Working Group's recommendation to move Special Programs to Filene. At that time, Filene had been considered as a possible location for the Admissions Office but was determined not to be the best use of that building.

Vice President West noted that Miller Dyer Spears, the architects who have developed the preliminary site options, recommend "Option C" for the following reasons:

- Option C will provide a positive arrival experience, whereby upon entering the campus, the building comes into view ahead and to the right on a slightly elevated "bluff." Access to the building is just past the building to parking visible immediately to the right, then around the building to the entrance.
- The building would have views to the quad and across the "boulevard" to the Zankel Music Building.
- The linear east-west orientation enables optimal sustainable design practices for solar shading and day lighting.
- The new building will be an attractive asset at the entrance of the campus, shielding from view the old boiler plant building.

Vice President West confirmed that the architects continue to recommend strongly that this building serve as a "signature" building. The College's campus planner concurs with that assessment. Mr. West emphasized that the drawings distributed do not constitute a design; rather they reflect "massing" options and placeholders consistent with the programming study that has been done.

There has not yet been a conversation or any decision about what the future use might be of the current Admissions space. President Glotzbach noted that today's conversation is simply intended to introduce the possibilities to IPPC; this is not intended to be a full-blown consultation, and the matter will return to IPPC in the future.

## **7. Strategic Action Agenda 2011-12**

President Glotzbach invited IPPC members to share any thoughts they might have on where the College should focus its time and energy in 2011-12. Questions and comments included the following:

- The College will need to review and make an increased commitment to shared governance. This will be especially important as the College continues to develop the Transition and Transformation initiative and as we seek to implement other specific initiatives referenced in the "Strategic Renewal" document.
- In that regard, it will be important to be mindful of the previously articulated desire to limit the time commitment of faculty involved in the shared governance structure.
- It was noted that CEPP will likely bring a new proposal for the Culture-Centered Inquiry curriculum to the faculty in the fall.

- CIGU is discussing a document that will be forwarded either to the full community, IPPC, Cabinet, or the President commenting on campus climate issues. President Glotzbach suggested that given CIGU's status as an IPPC subcommittee, it would be appropriate to bring that statement to IPPC or to the President.
- The Campus Environment Committee intends to look at its charge and membership, including its representation on IPPC.
- In response to President Glotzbach's question, the student representatives on IPPC suggested that the diversity conversations will continue to be very important next year. SGA articulated its strong support for the IGR program and the work of the Bias Response Group.
- The total compensation framework will require attention in 2011-12.
- Science facilities planning will continue to be a significant item.

President Glotzbach invited all members to e-mail Barbara Krause if they have further ideas regarding the Strategic Action Agenda for the coming year.

## **8. Tributes**

President Glotzbach thanked Hugh Foley for his service as Vice Chair and expressed his deep appreciation for the ways in which Professor Foley has posed questions in helpful, appropriate ways. He also thanked in advance Denise Smith, who will serve as the IPPC Vice-Chair in the coming year.

Other tributes included the following:

- Alex Stark, for her strong leadership of SGA and her contributions to IPPC. President Glotzbach noted that Jonathan Zeidan '12 will continue on IPPC next year as the SGA President.
- Winston Grady-Willis, who will be departing to take a position at another institution. President Glotzbach expressed thanks to Professor Grady-Willis for his work on IPPC, CIGU, the IGR program, faculty and student programs, and other activities.
- President Glotzbach noted with appreciation the service of Jeff Segrave, who will step down at the end of the summer as the Dean of Special Programs. Professor Paul Calhoun will succeed Professor Segrave, serving as Interim Dean of Special Programs.
- President Glotzbach noted that Bob Turner will rotate off IPPC and that the new Chair of CEPP will succeed him; similarly, Mark Huibregtse will rotate off as the CEC representative with a new person appointed to succeed him.

After thanking again all of the people named above, President Glotzbach offered his special thanks to Susan Kress for chairing IPPC and serving as Acting President during the past six months; he also expressed deep appreciation to Muriel Poston, who served as Acting VPAA and to Paty Rubio, who served as Acting Dean of the Faculty. He also noted his appreciation of the President's Cabinet and of the staff in the President's Office for their leadership during his sabbatical. He closed by noting that while the College does have serious issues to address, as identified during the past semester, he expressed optimism for Skidmore College and noted his deep appreciation for the opportunity to serve as its President.

*Please notify Barbara Krause of any changes to these minutes.*