

INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
January 20, 2012

PRESENT: Denise Smith, Vice Chair; Susan Kress, Michael Casey, Michael West, Mary Lou Bates, Rochelle Calhoun, Beau Breslin, Paul Calhoun, Joshua Ness, Cori Filson, Joe Stankovich, Justin Sipher, David Karp, Anne Petruzzelli, Gail Cummings-Danson, Erica Bastress-Dukehart, Ethan Flum, and Barbara Krause (Secretary).

ABSENT: President Phil Glotzbach, Chair; Peter von Allmen; CEC chair (TBD); Jonathan Zeidan.

1. Approval of Minutes

Minutes of the December 16, 2011 meeting were approved with minor corrections and the following addition to the final bulleted list in Item 2 (RCTF/SRC):

- Vice President Kress indicated that there might indeed be a community-wide discussion; the *Faculty Handbook* makes clear that amendments to Part III (All-College Governance) must be agreed upon by IPPC, FEC, and SGA.

2. Introductory remarks

Vice Chair Denise Smith reported that President Glotzbach was traveling on College business and that she would chair the meeting in his absence. She welcomed David Karp, who joins IPPC as one of the co-chairs of the newly established IPPC Subcommittee on Responsible Citizenship. Peter van Allmen, who will join IPPC as Adrienne Zuerners sabbatical replacement, and a chair of CEC to be determined, will join IPPC at future meetings.

Vice Chair Smith also reported that based on IPPC discussions last fall expressing support for the idea, President Glotzbach and she had invited the chair of FEC, Barbara Black, to join IPPC as a regular guest for the spring semester. At the end of that time, IPPC and FEC would consider whether it makes sense to formally add the chair of FEC to IPPC's membership. FEC will discuss the invitation next week. IPPC members had no questions and expressed support for this approach.

3. FY13 Budget Planning

Vice President for Finance and Administration Mike West updated the IPPC on conversations and meetings that have been held by the Budget and Finance Subcommittee, expressing his appreciation both to the subcommittee and to the full IPPC

for the time members have devoted to considering budget matters. He reviewed the following materials:

- Actual Enrollments for Skidmore and peers for FY07 to FY11
- Matriculated Students at Skidmore FY07-FY13 (projected)
- Skidmore Enrollment and Projections spreadsheet
- NFE Analysis and Options Being Reviewed (noting that all scenarios project a reduction in NFE compared to last year's actual enrollment)
- Skidmore and Peer Discount Rates (based on audited financial statements; includes study abroad)
- FAQ on NFE (Net Fiscal Enrollment)
- Key Budget Assumption Scenarios (preliminary discussions as of 1-19-12)
 - Projections as approved in Trustee budget approval in May 2011 (2280 budgeted NFE, plus 85 over enrollment.
 - Options A, B, C, and D, based upon IPPC direction to Budget & Finance Subcommittee at IPPC's December 2, 1011 meeting.
 - At this time, the Subcommittee anticipates presenting two alternative budget scenarios to the Board: one based upon May 2011 budget projections, and one based on one of the other options being considered.

At this time, the Budget & Finance Subcommittee has not formed a recommendation but asks that the full IPPC consider the merits of Option B, which would produce a balanced budget. Option B provides for a budget NFE of 2330 (an increase of 50 over the previously budgeted NFE projection), plus a range of 0-50 over enrollment. Mr. West invited the IPPC to consider two questions:

1. How should the "50 below the line" aspect of Option B be characterized? (Is it a true range in any give year? Does it mean an average over time? Other interpretations?)
2. Should the below-the-line over enrollment revenue be designated for some particular purpose (e.g., science)?

IPPC then engaged in a robust discussion of both questions.

Key concepts regarding the **characterization of "50 below the line"** included the following:

- Whether the Admissions Office will be able to enroll a class with the desired attributes (academic excellence, diversity, male:female ratio, etc.) at 2330.
- The approach of the Admissions staff if the number below the line is stated as a goal (i.e., will Admissions manage to that number as a minimum?).

Key concepts regarding the **suggestion to designate any over enrollment revenue to science** included the following:

- The benefits and concerns of using the budget to clearly signal support for a specific strategic priority vs. the importance of retaining institutional flexibility to address unanticipated operational or capital needs.
- Exploration of ways in which a commitment to invest over-enrollment revenue in science might be articulated:
 - How specific an expression?
 - Could it be addressed by a reference to science in Line 40 of the College's Financial Mode Scenario?
 - Budget is not the only way in which commitment to a priority is expressed; other ways include commitment to fundraise, allocation of time and attention by administration, etc.
 - How to make clear that the first investment of some amount of over enrollment revenue will be to science?

With the meeting time coming to a close, Mr. West suggested that the conversation be carried over to the next IPPC meeting to be held on January 27, 2012. **Stressing the sensitivity of various information (especially proposed comprehensive fee options), he asked that IPPC members treat the current budget documents as highly confidential.**

4. Updates

Tisch/Ladd Space – Vice President Kress reported that following further study and consultation with the Space Planning Working Group, faculty offices for History and American Studies will remain in Tisch. The third floor of Tisch could be reconfigured for the Psychology Department in ways that allow that department to be located together in Tisch.

Science Planning – A report from the Science Working Group is due today. Attention will then turn to work of the Science Facilities Planning Group.

Starbuck Center – Vice President West referred IPPC members to a notice that was sent to the community on January 18th, reporting on health concerns identified by several employees who work in Starbuck. The College has engaged the services of an industrial hygienist. Although neither required nor recommended, the College will relocate the 50 employees in Starbuck until the College can better understand the situation.

Please notify Barbara Krause of any changes to these minutes.