

**INSTITUTIONAL POLICY AND PLANNING COMMITTEE**  
**MEETING MINUTES**  
**October 7, 2011**

PRESENT: President Phil Glotzbach, Chair; Denise Smith, Vice Chair; Susan Kress, Michael Casey, Michael West, Rochelle Calhoun, Beau Breslin, Paul Calhoun, Joshua Ness, Cori Filson, Mark Huibregtse, Justin Sipher, Adrienne Zuerner, Anne Petruzzelli, Gail Cummings-Danson, Erica Bastress-Dukehart, Jonathan Zeidan, Ethan Flum, and Barbara Krause (Secretary).

ABSENT: Mary Lou Bates and Joe Stankovich.

**1. Approval of Minutes**

The minutes of September 23, 2011 were approved with revisions to the enumerated list in agenda item 3 (CIGU statement of concerns issued May 18, 2011) so that the text reads as follows:

**2. Support for Institutionalization of the Intergroup Relations (IGR) Program:** Vice President Kress reported that Professor Kristie Ford has been provided administrative support, that she will hold the director title and be a member of the Academic Staff, and that CEPP and the Curriculum Committee are in an ongoing discussion with Professor Ford regarding potential establishment of IGR as a program or as an academic minor. Vice President Kress also noted that the IGR program has two course releases and has received enhanced budgetary support.

**3. Institutionalization of other programs to move the College forward with diversity priorities:** Among the programs fitting this description are the *Everyday Leadership* program sponsored by Student Affairs (interrupting bias), the impending visit of Frances Kendall (supported by the Bias Response Group, also for the purpose of interrupting bias), and hiring workshops for faculty and staff. CIGU had recommended mandatory faculty training regarding diversity and inclusion. The challenges of requiring such training were discussed. Ms. Filson noted that CIGU would like to be a part of the work on best practices in this area. It was further noted that the CIGU website now contains a link to resources for faculty and others. Finally, the broad and consistent dissemination of data could help faculty to see the need for pedagogical development in this area.

**6. Reinstate the NYU Minority Dissertation Fellowship and Consortium for Faculty Diversity Initiatives:** These positions were frozen as part of budget cuts following the 2008 recession and would need to be brought back as new initiatives. Academic Affairs is considering whether to make such a proposal.

**2. Shared Governance**

### *General Update*

President Glotzbach reported on meetings he has convened to help enhance the effectiveness of and clarify responsibilities regarding shared governance. Those in attendance at these meetings have included President Glotzbach; Denise Smith, Vice Chair of IPPC; Barbara Black, Chair of the Faculty Executive Committee; Joshua Ness, Chair of the Committee on Educational Policies and Planning; Greg Pfitzer, Chair of the Committee on Appointments, Promotion, and Tenure (CAPT member Tim Burns attended one meeting in Professor Pfitzer's absence); Grace Burton, Chair of the Committee on Academic Freedom and Rights; Susan Kress, Vice President for Academic Affairs; Beau Breslin, Interim Dean of the Faculty; Rochelle Calhoun, Dean of Student Affairs; and Barbara Krause, Executive Director of the Office of the President.

President Glotzbach indicated that the meetings have had two purposes: first, to share agendas for the coming year; and second, to identify specific concerns and to identify groups and processes to resolve those concerns. IPPC Vice Chair Denise Smith indicated that she believes the conversations have been very helpful in identifying issues.

### *IPPC/FEC Separation*

The faculty voted on April 1, 2011, to separate the membership of the Faculty Executive Committee and IPPC. In other words, the faculty members of IPPC who previously also served on FEC would no longer serve on FEC. Vice President for Academic Affairs Susan Kress noted that in order to fully implement this decision, corresponding amendments would be required to the *Faculty Handbook* section describing the membership of IPPC. Such amendment would require approval from FEC, IPPC, and the Student Government Association, based on the section of the *Faculty Handbook* in which this language appears. Comments and questions included the following:

- Dean of Student Affairs Rochelle Calhoun indicated that, from her perspective, this revision represented a fundamental operational change. Based on the current language of the IPPC and FEC Operating Codes, she had assumed that faculty members on IPPC were briefing FEC on discussions held at IPPC. It was suggested that this understanding (or misunderstanding) helps to explain some of the confusion last year regarding the Transition and Transformation initiative. Vice President Kress expressed her support for Dean Calhoun's comments.
- Vice Chair Smith indicated that while she understood the comment, the faculty members on FEC and IPPC all believe that communications will be enhanced with the clarification that IPPC members do not serve on FEC. She suggested that the written language in the Operating Codes had not been followed. Both she and former IPPC Vice Chair Mark Huijbregtse agreed that communications between FEC and IPPC had become cumbersome.
- Vice President for Finance and Administration Mike West reported that it has been helpful to have a formal connection between IPPC and FEC with respect to the work of

IPPC's Budget and Finance Committee. Mr. West indicated that these concerns notwithstanding, he would defer to the wisdom of the faculty on this matter.

- Vice Chair Smith indicated that the question remains whether having the IPPC Vice Chair and FEC Chair confer will be sufficient. She posed the question as to whether the FEC Chair should perhaps be a member of IPPC and indicated that there will be times when IPPC should hear directly from FEC on various matters.
- President Glotzbach suggested that this discussion goes to the heart of the FEC charge, which states that FEC is to act as the "primary conduit of information and ideas into and out of the Faculty concerning all-College issues and policies." President Glotzbach asked whether that aspect of FEC's charge is understandable and appropriate.

Vice President Kress then asked IPPC to consider a resolution to approve *Faculty Handbook* revisions to Part Three I.B.1. clarifying the separation of IPPC and FEC. **IPPC voted, with one abstention, to approve the resolution.** (Approved resolution appears as Attachment 1 to these minutes.) Vice President Kress noted that the resolution also was being considered by FEC that day. As required by the *Faculty Handbook*, SGA President Jonathan Zeidan agreed to take the proposed resolution to SGA Senate for its consideration.

*Secretary's Note: Later in the same day following IPPC's approval of this resolution, the Faculty Executive Committee expressed concerns about the language of the proposed resolution. Accordingly, the resolution to adopt the Faculty Handbook was withdrawn from the Faculty Meeting agenda for October 7, 2011. The matter will require further attention by FEC and the faculty. At VPAA Kress's request, SGA President Zeidan confirmed that he would not forward the resolution to the SGA Senate at this time.*

#### *Status of Responsible Citizenship Task Force*

Related to the shared governance conversations is a question regarding the status of the Responsible Citizenship Task Force. At its meeting on April 22, 2011, IPPC voted to adopt the recommendation of that Task Force to create a new subcommittee of IPPC to be known as the Committee on Responsible Citizenship. It was later noted that the *Faculty Handbook* requires consultation with FEC to create a new all-College subcommittee. Vice Chair Smith indicated that she has met with FEC Chair Barbara Black to discuss this matter. It was noted that FEC has expressed some concern regarding the creation of numerous IPPC subcommittees, but that FEC might support the creation of this subcommittee notwithstanding those concerns. Vice Chair Smith will advise appropriate parties when the issue has been resolved.

#### *All-College Policies*

It was noted that the College would benefit from clearer pathways for adopting all-College policies. IPPC Vice Chair Denise Smith, FEC Chair Barbara Black, Dean Calhoun, Vice President Kress, and Barbara Krause will meet to discuss these issues and will report back. Additional comments with respect to this work included the following:

- It is important to consider the difference between practices and policies. At what point would we say that there have been enough “practices” to warrant a “policy”?
- Regardless of how clear a policy might be, implementation always will require the exercise of judgment.
- It will be important to ask where consultation regarding such policies should take place. For example, who should be consulted with regard to policies that affect non-faculty employees of the College?
- It is important to announce a process in advance as to how a policy will be developed and approved. Meeting minutes published on the IPPC website are helpful, but not sufficient, to inform community members. It is important to be transparent at every stage of policy development.
- It is important to advise all employees of the College, not just faculty, of all-College policies.

#### *Miscellaneous shared governance issues*

Other shared governance issues noted included the following:

- It will be helpful to come to an understanding of what constitutes “consultation.”
- The IPPC Operating Code contains inconsistent language regarding constitution of the membership of its subcommittees.
- Although the IPPC Operating Code speaks of “subcommittees,” two subcommittee names use the word “committee.” This nomenclature is sometimes confusing and may have implications in terms of other *Faculty Handbook* language.
- The subcommittee issue, especially as it relates to the constitution of membership, is complicated by the fact that some subcommittees have external (i.e., non-IPPC) members.

President Glotzbach noted that there are different kinds of institutional work that must be done and suggested that we should review whether certain subcommittees – for example, CIGU – might be more effective as a freestanding committee. He also acknowledged concerns expressed by FEC and others, however, regarding the commitment of time that committee work requires.

In closing, President Glotzbach noted that the faculty meeting today will discuss civic engagement and the Arthur Vining Davis grant related to Goal III of the *Strategic Plan*.

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

President Glotzbach reviewed a small number of changes that had been made since the previous meeting. **IPPC then voted unanimously to endorse this draft document.** President Glotzbach noted that there might be some minor additional changes. The document will go to the Board of Trustees in October and will be published on the President’s Office website following those meetings.

#### **4. SGA Report**

SGA President Jonathan Zeidan reported that he and Mr. Flum very much appreciate being part of the shared governance conversation. He noted that the student elections held two weeks ago had near record turnout. A "willingness to serve fair" was successful in generating significant student interest.

The Student Entertainment Committee (SEC) has worked hard to overcome an unfortunate oversight that resulted in the scheduling of a major concert on the evening of Yom Kippur. Mr. Zeidan explained that the SEC has sent a letter to the student body explaining how the mistake happened and steps being taken to avoid such a mistake in the future. Dean Calhoun complimented Mr. Zeidan and others for their resolution of this matter. She expressed appreciation for SGA's letter, which was well written, acknowledged the concern, and pointed a way forward.

In closing, Mr. Zeidan noted SGA's desire that those involved in governance committees on which students sit will help to reinforce the notion that students on such committees are expected to participate fully.

Dean Calhoun reported that as Co-chairs of the Student Affairs Subcommittee (SAS), she and Mr. Zeidan have consulted regarding the year's agenda. Members of that Committee have heard from a faculty member and from the SGA Vice President for Academic Affairs that students have certain concerns regarding their academic lives. The SAS will consider these issues and decide whether they should be referred elsewhere or considered by SAS. Dean Calhoun further noted that items likely to come before the committee include the revised alcohol and drug policy, including the new points system and whether its intended and unintended consequences require any further follow-up.

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

## ATTACHMENT 1

*The following Resolution was approved by IPPC on October 7, 2011. As indicated in the minutes of that meeting, implementation of the resolution was subsequently placed on hold pending further discussion with the Faculty Executive Committee and the faculty.*

### **RESOLUTION**

**BE IT RESOLVED, that the function and membership of the Committee on Institutional Policy and Planning (IPPC) in the *Faculty Handbook*, Part THREE I.B.1. be revised as follows:**

**Old language is ~~deleted~~ and new language is underlined.**

THE INSTITUTIONAL POLICY AND PLANNING COMMITTEE (IPPC) — Elected

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 Cabinet, 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.

The Chair of the FEC and the faculty Vice-Chair of the IPPC shall meet regularly throughout the academic year so that each committee can be apprised of the other committee's work.

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 FEC~~; the Chair of CEPP; one representative from the administrative/professional staff; one representative from the support staff; the President of SGA; and the SGA Vice President for Financial Affairs.

**Rationale:** The faculty passed a motion on 4-1-11 to revise the membership and function of the Faculty Executive Committee (FEC) so as to separate FEC from IPPC (see the new description of FEC below). The membership and function of the IPPC needs to be revised to clarify that IPPC and FEC are now separate committees and to be consistent with the new description of the FEC.

**Process:** "Revisions to Part Three should be agreed upon by IPPC, SGA, and FEC. Once such agreement is obtained, the revision is adopted. FEC asks that this motion be brought to IPPC and to the SGA Senate for deliberation and subsequent vote" (*Faculty Handbook*, Part One, Article XXI, D. PROCEDURES FOR HANDBOOK AMENDMENTS)

**Description of Faculty Executive Committee (approved by the faculty 4-1-11).**

**Old language is ~~deleted~~ and new language is underlined.**

FACULTY EXECUTIVE COMMITTEE (FEC) — Elected

Function: To act as the primary conduit of information and ideas into and out of the Faculty concerning all-College issues and policies; to oversee faculty governance and faculty participation in all-College governance; and to act as Faculty Observers of the Board of Trustees.

FEC fosters communication within the Faculty, via both reports to the Faculty Meeting and organization of other faculty discussion meetings and forums, about all-College issues and policies. FEC, together with IPPC and SGA, is responsible for the proper constitution of all-College committees and subcommittees.

FEC is responsible for coordinating faculty committee work and for furthering democratic representation and committee efficiency. FEC is responsible for ensuring the proper constitution of faculty committees: it solicits nominations for, conducts elections for, and makes appointments to faculty and all-College committees; it provides advice and oversight of procedures regarding faculty appointments to search committees for senior administrative positions; and it maintains a list of all faculty members on all committees. In addition, FEC reviews operating codes of all faculty committees and maintains files of annual committee reports, and FEC is responsible for ensuring that the text of the Faculty Handbook appears and remains precisely as approved by the Faculty.

FEC convenes the Committee of Committees (comprising faculty members of FEC, IPPC, CAPT, CAFR, CEPP, Curriculum Committee, FDC, and any current ad hoc committees whose presence FEC believes would be helpful to the Committee) at least twice a year to assess the interactions among member committees and between them and the Administration, and to discuss ongoing issues and any problems in committee operations. FEC is then required to inform the Faculty at large of the issues raised by the Committee of Committees.

Finally, FEC observes the on-campus meetings of the Board of Trustees, at the invitation of the Board, and reports its observations in writing to the Faculty. (In addition, CAPT, CAFR, and the Chair of CEPP meet annually with the Academic Affairs Committee of the Board of Trustees.)

The Chair of the FEC and the faculty Vice-Chair of the IPPC shall meet regularly throughout the academic year so that each committee can be apprised of the other committee's work.

Membership: ~~Six~~ Five members of the Faculty elected to serve three-year terms. ~~together with the three elected faculty members of the IPPC~~