

**INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
December 16, 2011**

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

ABSENT: Adrienne Zuerner.

GUESTS: Barbara Black, David Karp, Patty Rubio (for the Responsible Citizenship Task Force discussion); Maggie Andreoni '13, Talia Arnow '13, Emilee Bell '13, and Matthew Walsh '13 (for SGA sustainability discussion).

1. Approval of Minutes

Minutes of the December 2, 2011 meeting were approved with the following amendments:

- Page two, second full paragraph, the first sentence should read as follows: "President Glotzbach noted that there had been a proposal at the previous meeting to increase our budgeted NFE from 2280 to 2330 (an increase of 50) and to retain another 50 NFE over enrollment "below the line" in support of the College's science facility project."
- Page three, second set of bullets, second bullet, final sentence should read as follows: "Interim Dean of the Faculty Beau Breslin welcomes this conversation but noted that the topic is complicated in many ways. For example, some faculty members prefer larger numbers of students in their classes for pedagogical reasons."
- Page three, item 1, point C should read as follows: "2330, reflecting 50 additional budgeted NFE above the line and unknot another 50 NFE below the line."

2. Status of the Responsible Citizenship Task Force/Committee on Responsible Citizenship

President Glotzbach noted that at its meeting on April 22, 2011, the IPPC had accepted the recommendation of the Responsible Citizenship Task Force (RCTF) to reconstitute that group as a subcommittee of IPPC to be called the Committee on Responsible Citizenship (CRC). President Glotzbach referred members to the materials distributed in advance of the meeting. He also welcomed the following guests to discuss this agenda item: David Karp, Associate Dean of Student Affairs and Co-chair of the

RCTF; Paty Rubio, Associate Dean of the Faculty and Co-chair of the RCTF; Barbara Black, Professor of English and Chair of the Faculty Executive Committee (FEC); and Janet Casey, Professor of English and Director of the Arthur Vining Davis Grant Project. Professor Karp and Associate Dean Rubio, as co-chairs of the RCTF, offered the following introductory points:

- The RCTF was established to advance Goal III in the College's *Strategic Plan*. The Task Force's charge expired in the spring of 2011, and no work has been undertaken this year.
- In Professor Karp's opinion, the appointment of the Arthur Vining Davis Director is an important addition, but it is not sufficient to advance the co-curricular aspects of Goal III.
- The CRC, as a subcommittee of IPPC, will provide greater strategic focus to advance Goal III.
- Establishing the CRC would be parallel to establishing the Committee on Intercultural and Global Understanding (also an IPPC subcommittee) to advance Goal II of the *Strategic Plan*.

Janet Casey, Director of the AVD Grant Project, noted that while she is sensitive to concerns about redundant structures, she feels that her focus will be on faculty development and not on the co-curricular work with students. Interim Dean of the Faculty Beau Breslin confirmed that he also did not see Professor Casey's role as AVD Director as encompassing the breadth of the work anticipated for the CRC.

Barbara Black, Chair of FEC, expressed appreciation that IPPC is now conferring with FEC. Although FEC recognizes the authority of IPPC to form its own subcommittees, FEC identified several concerns:

- The relationship of the CRC to the College's Committee on Educational Policies and Planning (CEPP). FEC believes that as the College's central educational policy and planning committee, CEPP should be working on educational developments relating to the goals of the *Strategic Plan*.
- A concern that the work of the CRC may be redundant. FEC noted the recent appointment of an AVD Director, who will identify seven Civic Fellows; as well as other administrators (e.g., in the Student Affairs and Dean of Studies areas) working on initiatives concerning service learning, internships, citizenship, etc.
- A concern that the CRC's attention would focus on relatively short-term priorities and, therefore, that its work is different from other IPPC subcommittees that have an ongoing operational focus. FEC questions whether this sort of subcommittee leads to the growth of bureaucracy and increases the load for faculty governance.
- Finally, FEC urged that if it is established, the subcommittee be called a subcommittee (not a committee).

Various IPPC members offered their administrative or committee perspectives:

- Dean of Student Affairs Rochelle Calhoun supports the existence of the CRC. She believes that it offers a collective representative body to consider how to advance core strategic institutional goals. She acknowledged that there could be a question of whether the subcommittee's work might cease at some point, but she believes that question should be determined in the future.
- Josh Ness, chair of CEPP, expressed his view that the subcommittee offers a good way to advance one of the *Strategic Plan*'s major goals. He acknowledged that some of the work would relate to some CEPP work, but he does not see the work of the subcommittee as redundant to or intruding upon CEPP's purview. He also sees the AVD grant work as distinct. He supports the notion that the subcommittee could take up a number of issues that are broader than CEPP's purview.
- Michael Ennis-McMillan, Co-chair of CIGU, supports creating some sort of entity to advance one of the major goals of the *Strategic Plan*. He also believes that the representation of faculty, staff, and students on these committees is very important. He cautioned that it would be important to clarify the relationship of this new group to IPPC – namely, to clarify whether it is an all-College committee or a subcommittee of IPPC.
- David Karp, Co-chair of the RCTF, suggested that the group would be open to rethinking the extent of faculty involvement if there is a concern that the subcommittee places too much of a burden on faculty time.
- Vice President for Academic Affairs Susan Kress noted her support for the subcommittee. As with Goal II, she believes that Goal III needs a College-wide structure to advance the priority initiatives of Goal III; she also believes that having a subcommittee provides a locus for assessment and accountability.
- Professor Black suggested that there could be proposals to the faculty (at a Faculty Meeting) to reconstitute CIGU and SRC as all-College committees.
- 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.

Following this discussion, IPPC voted unanimously, with one abstention, to reaffirm the charge for the Committee on Responsible Citizenship, with the proviso that the name would be change to the *Subcommittee on Responsible Citizenship*. It was agreed that the subcommittee may constitute its membership and begin work immediately. The group may consider at a later date whether to propose any changes to its membership.

Vice Chair Denise Smith thanked FEC again for its consultation on this matter and apologized that the consultation had occurred so late. She expressed appreciation for the goodwill of FEC and all others involved in the discussion. President Glotzbach also expressed his appreciation to those involved in this discussion.

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. He reminded the committee that the Board would approve major budget parameters in February and would consider final budget approval in May. The Budget and Finance Subcommittee of IPPC continues to strive to have the optimization discussion and prepare a budget with the currently budgeted NFE of 2280.

Director of Institutional Research Joe Stankovich reviewed the various data that have been provided to IPPC members. These data include information on retention and graduation rates; financial aid in various categories, compared to our peers; and class-size data, broken down over various time periods and in various class-size ranges. Members expressed their appreciation to Mr. Stankovich for providing such comprehensive data.

Vice President West then reminded IPPC members of the optimization charge to the Budget and Finance Subcommittee that was articulated at the December 2 meeting. The subcommittee is working on various scenarios, as are members of the President's Cabinet. In light of the reality that the Admissions Office cannot predict with absolute certainty the number of students in any entering class, it may be that the College moves to articulate an exact NFE number to be budgeted and a range of potential NFE to be maintained below the line. In addition, the Budget and Finance Subcommittee and Cabinet are looking at various comprehensive fee scenarios.

Mr. West noted that with respect to basic enrollment information, other schools have grown over the past several years as has Skidmore. He noted that increasing enrollments have been a strategy in recent years, with the difficult economy, to ensure that colleges make their budgets.

Dean of Admissions and Financial Aid Mary Lou Bates provided a brief update on the current enrollment picture. She noted that total applications continue to decline. This year's Early Decision Round One (ED-I) applicant pool was down 6 to 7%, and this year's general application pool is running approximately 5 to 6 % behind this time one year ago. ED-I is important for the College's attainment of its entering class; we attempt to enroll approximately 38 to 40% of the entering class each year through that process. The College admitted the same number of ED-I students this year as it did one year ago, but it required approximately \$200,000 more in financial aid to enroll those students.

With respect to the comprehensive fee, Mr. West noted that the College is currently 12th in our peer group. He believes that our peers are facing the same pressures as Skidmore and suggests that a 3.9% increase in our comprehensive fee would not significantly change Skidmore's position in relationship to our peers or the College Board rankings.

Mr. West noted that if the College were to adopt a 3.9% increase of the Comprehensive Fee and if the College were to retain the same characteristics of the

entering class (e.g., diversity, male-female ratio, etc.) it would require an estimated discount rate of 36.5% to enroll that class. The College had previously projected a discount rate of 35% for the coming year. The difference between a discount rate of 35% and 36.5% is approximately \$1.8 million.

Mr. West noted that Interim Dean of the Faculty Beau Breslin will serve as Co-chair of the Budget and Finance Subcommittee as that group continues the optimization and budget planning discussions this year. The subcommittee also will invite Dean Bates, Dean Calhoun, and Mr. Stankovich as appropriate.

4. Student Government Association Sustainability Initiative

SGA President Jono Zeidan introduced four guests from SGA's Sustainability Ad Hoc Committee: Maggie Andreoni '13, Talia Arnow '13, Emilee Bell '13, and Matthew Walsh '13. The students provided an excellent presentation on how they define sustainability and the avenues by which sustainability issues can be considered. In particular, the ad hoc committee looked at where students go if they have concerns or ideas about sustainability, whether that process is efficient, and how it might be improved. The ad hoc committee believes that having an SGA representative on the Campus Environment Committee is very effective, but believes the connection between CEC and the IPPC could be stronger. The group also believes it is noteworthy that the Sustainability Coordinator is not a member of the Campus Environment Committee.

The students then described a proposed Student Sustainability Committee. The sustainability senator would be the key position, serving as a liaison with the Campus Environment Committee and sitting as a member of the SGA Senate. A second SGA senator, serving in a "step up" position, also would inform the Senate on initiatives and goals of the Student Sustainability Committee and would strengthen the link between the Student Sustainability Committee and the SGA. The idea would be to bring a broader range of ideas from students to the SGA Senate. The proposed new structure would include seven willingness-to-serve positions for students; this structure would invite participation not only by Environmental Studies majors, but by students across the College. SGA believes that these changes will move Skidmore more in line with our peers. SGA will review the new structures at the end of the spring 2012 term.

The students expressed their appreciation to Jono Zeidan, President of SGA; Mark Huibregtse for his leadership of the Campus Environment Committee; and Riley Neugebauer, the College's Sustainability Coordinator, for her guidance.

President Glotzbach expressed his appreciation to the students for their presentation. Members of the IPPC thanked the students with a round of applause.

5. Academic Affairs Leadership and Transitions

President Glotzbach noted that an announcement would go out later that day regarding the structure of Academic Affairs leadership. Following thoughtful consideration this fall, and upon the advice of a faculty advisory group, President Glotzbach has determined that he will recombine the positions of Dean of the Faculty and Vice President for Academic Affairs. The new position, which will be titled "Dean of the Faculty and Vice President for Academic Affairs," will lead Academic Affairs and be supported by two Associate Deans. Additional structural changes will be considered in the coming months. The Dean of Special Programs will continue to report to the chief academic officer.

President Glotzbach also reported that he has decided to appoint Beau Breslin as Interim Dean of the Faculty and Vice President for Academic Affairs for the 2012-13 academic year. IPPC members greeted this news with a hearty round of applause. Interim Dean Breslin expressed appreciation for the confidence reflected by this announcement and expressed his thanks and appreciation to Susan Kress, Vice President for Academic Affairs, for her leadership and mentorship.

President Glotzbach noted that the working assumption is that he will conduct a national search in the fall of 2012 for the Dean of the Faculty and Vice President for Academic Affairs position. He will make an announcement about this by the end of the current academic year.

6. Policy Working Groups

Barbara Krause reported that the All-College Policy Working is continuing its work and hopes to present a draft policy early in the spring semester.

She also reported that the Standards of Business Conduct Policy Working Group has made substantial progress on its draft policy and will continue its work in the spring semester. Working Group member Denise Smith, who has been asked to take on additional responsibilities for the College with respect to science planning, has determined that she will need to step down from the SBC Working Group. **IPPC expressed its support for the Dean of the Faculty to identify a replacement for Professor Smith, consistent with the original terms of the charge to the Standards of Business Conduct Policy Working Group.**

7. Member Farewells

President Glotzbach noted that two members, Adrienne Zuerner and Mark Huibregtse, would be on sabbatical during the spring semester. Peter von Allmen, Professor of Economics, will replace Professor Zuerner on IPPC. Catherine Frederick, Library, will replace Mark Huibregtse on the Campus Environment Committee; it has not

yet been determined who will chair CEC and sit on IPPC. President Glotzbach expressed his deep appreciation to Professors Zuerner and Huibregtse for their dedicated and very helpful service on IPPC.

In closing, President Glotzbach expressed his appreciation to all members of IPPC for their diligent work and wished them a successful conclusion to the fall semester.

Please notify Barbara Krause of any changes to these minutes.