

**INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
February 2, 2013**

PRESENT: President Philip A. Glotzbach, Chair; Erica Bastress-Dukehart, Vice Chair; Michael Arnush, Mary Lou Bates, Barbara Black, Beau Breslin, Paul Calhoun, Michael Casey, Gail Cummings-Danson, Donald Duff, Bill Duffy, David Karp, Wendy Kercull, Jackie Murray, Riley Neugebauer, Denise Smith, Joe Stankovich, Natalie Taylor, Matt Walsh, and Mike West; Jeanne Sisson (Secretary).

ABSENT: Rochelle Calhoun.

GUESTS: Michael Hall and Kelly Patton-Ostrander (for Item #3)

1. Approval of Minutes

Minutes of the December 14, 2012 meeting were approved as distributed.

2. Admissions Update

President Glotzbach asked for an admissions update from Dean of Admissions and Financial Aid Mary Lou Bates. Dean Bates reported that the Admissions Office has received over 8,100 applications, the highest amount in the College's history. She attributes this to a number of changes in the admissions process including: the new website, having admissions information available in both Spanish and Mandarin, more outreach by the admissions counselors and the firm On Search, the new on-campus housing, the Newsweek rating of "Happiest Students", and the shortened supplement to the Common Application. Dean Bates cited successful Admissions programs, including the recent Junior Admissions Workshop (JAWS), but cautioned that data, which she uses to track forecasts for years out, indicates a drop next year in the number of students applying to college.

3. Budget for Fiscal Year 2014, Operating & Capital

Vice President for Finance and Administration Mike West provided the Committee with the FY'14 key budget parameters that largely drive the operating budget. He noted that he provided this proposed balanced budget to the IPPC Budget & Finance Subcommittee on January 25, 2013 and to the Budget & Finance Committee of the Board of Trustees on January 28, 2013. The key budget parameters are as follows:

Opening Enrollment	2,330 students
Comprehensive Fee Increase	3.9%
Financial Aid Discount Rate ("Internal")	37.7%
Financial Aid Discount Rate ("External")	>30%
Compensation General Salary Increase	2.5%
Compensation Market & Equity Pool	0.5%
Transfer to Capital Budget	\$8.2 million

VP West provided further detailed information regarding the above figures in the financial documents noted below:

- FY'14 Operating Budget memo;
- Key Budget Assumptions, Preliminary Budget FY'14;
- Operating Budget Update, FY'14 Preliminary Budget;
- Operating Budget History Per Fiscal Year;
- Key Budget Assumptions, Preliminary Budget and Forecasts;
- Operating Budget Update, Preliminary FY'14 Budget and FY '15-FY'18 Forecasts;
- Peer Comparison Group Comprehensive Fee, Sensitivity Analysis
- Peer Comparison Group, Tuition, Fees, Room and Board FY'13
- Peer Comparison Group Faculty Salaries FY'12 (Source: AAUP Survey)
- Peer Comparison Group Endowment and Endowment Per Student FY '11 (Source: NACUBO)

Mr. West began by explaining the current estimate for the FY'13 budget, noting two operating budget changes: (1) a sizable increase in the number of students studying abroad compared to what was contemplated (this semester, there will be 260 students off campus—55 more than budgeted—resulting in greater “Other Tuition & Fees,” higher “Services & Supplies,” and fewer overenrolled students); and (2) challenges in reaching the Annual Fund budget of nearly \$7.3 million (the projection for this revenue has thus been reduced to \$6.8 million). On a positive note, Mr. West reported that the College projects higher-than-budgeted endowment income.

Mr. West then discussed in detail each of the components of the FY'14 Operating Budget and clarified questions regarding the discount rate relative to the budget, the contingency budget, the general salary adjustment projections, and the challenges in forecasting such projections.

Dean of the Faculty and Vice President for Academic Affairs Beau Breslin noted the positive impact the equity adjustments have made this year, particularly at the assistant professor level, which has resulted in more successful faculty searches.

President Glotzbach referred to the contingency line of \$700,000 built into the budget, which could be used to cover not only unexpected major expenses but also unexpected under-enrollment, needs for additional financial aid, or any other unexpected circumstances facing the College. He noted that at the end of the fiscal year, unexpended funds in this category become part of any budget surplus.

Following the Operating Budget discussion, Director of Financial Planning & Budgeting Mike Hall presented the FY'14 proposed Capital Budget. Mr. Hall detailed the itemized list of projected projects. He noted that the preliminary budget totals \$8,225,000, which was pared down from an initial request list totaling approximately \$37 million. Much of this budget covers maintenance, facility and laboratory upgrades, and informational technology.

Mr. Hall noted that approving the Capital Budget at this time of year provides more time to negotiate contracts for summer work and plan to minimize campus-wide interruptions. He and others responded to questions of energy efficiencies, the factors involved in deciding on each project, the decisions and process when developing new laboratories, and faculty input when considering classroom renovations. Regarding this latter issue, it was suggested that Interim IT Director Bill Duffy and DOF/VPAA Breslin meet to identify a way to survey faculty members to see whether their teaching and IT needs are being met when using specific classrooms and lecture halls. Regarding the question of laboratory start-up costs, Professor Denise Smith noted

that while laboratory start-up costs are expensive, they are generally configured for shared use among departments and in line with top liberal arts colleges (as opposed to R-1 research institutes). DOF/VPAA Breslin also noted that in planning for the new science building, the Science Facilities Task Force is being mindful of flexibility and future needs of the College. The College is making every effort to avoid or minimize “stranded” investments in new labs that are created prior to the construction of new science facilities.

The IPPC Committee expressed its endorsement of both the FY’14 Operating Budget parameters and the FY’14 Capital Budget. VP West will bring both budgets to the full Board at its meeting in February.

Mr. West expressed his appreciation to Kelly Patton-Ostrander and Mike Hall for their continued attention to the College’s important budget work.

4. **Next Strategic Plan – Process and Timeline**

President Glotzbach reported that at the February Board of Trustees meeting, the Trustees will have preliminary discussions regarding the next Strategic Plan, which is to commence in 2015. He invited members of the IPPC to attend the Board’s Opening Breakfast Session, led by the Strategic Planning Committee, on Thursday, February 21, from 8:00 – 10:00 a.m. in Murray-Aikins Dining Hall Banquet Room. This discussion will resume at the Board’s luncheon session that same day, from 1:15 – 2:45 p.m., and the IPPC is invited to that session as well.

President Glotzbach outlined his initial thoughts on the next Strategic Plan and invited feedback from Committee members on the process, format, and other ideas for developing that Plan. He noted that although progress has been made on the current Plan’s four goals, these goals can never be finished and will most likely be reflected in the next Plan as well. The President proposed such questions as: Where have we distinguished ourselves? Where do we want to be distinctive? How do we position Skidmore? What can we do to articulate our strengths? The Plan will help focus us to create a common language and common themes.

Professor of Classics Michael Arnush, who represents CEPP, noted that CEPP will begin looking at the all-college curriculum requirements and inquired how and when to create the new curriculum to dovetail with the new Strategic Plan. President Glotzbach and others suggested that both of these initiatives should be viewed in parallel, realizing each initiative will have its own questions and issues to consider. It was also suggested that we shouldn’t let a College initiative be “slowed down” because of the next Strategic Plan but instead to keep these initiatives moving ahead.

Professor of English Barbara Black noted that at her alma mater, the President invited all of the many constituencies of that university to provide feedback on their Strategic Plan via a website.

President Glotzbach thanked the Committee for this initial conversation and looks forward to additional conversations with this group. By the end of the semester, he hopes to have a good roadmap in place to develop the next Plan.

5. **Multicultural Organizational Development Planning: Draft Report to Campus**

Due to time limitations, the Committee was not able to provide feedback on the draft report of the Multicultural Organizational Development Planning. President Glotzbach asked Committee members to review the draft report and provide him with any comments they might have. Although he had hoped to send the report to the campus community as soon as possible, he will consider all suggestions from the Committee before doing so. If he receives no feedback within the next several days, he will issue the report.

SGA President Matt Walsh noted that the report does not state where Cabinet's departments are now, only where they want to go.

Please notify the President's Office of any changes to these minutes.