

**INSTITUTIONAL POLICY AND PLANNING COMMITTEE**  
**MEETING MINUTES**  
**February 15, 2013**

PRESENT: Erica Bastress-Dukehart, Vice Chair; Michael Arnush, Mary Lou Bates, Barbara Black, Beau Breslin, Paul Calhoun, Rochelle Calhoun, Gail Cummings-Danson, Donald Duff, David Karp, Wendy Kercull, Jackie Murray, Denise Smith, Joe Stankovich, Natalie Taylor, and Mike West; Jeanne Sisson (Secretary).

ABSENT: President Philip A. Glotzbach, Chair; Michael Casey, Bill Duffy, Riley Neugebauer, Matt Walsh.

**1. Approval of Minutes**

Minutes of the February 1, 2013 meeting were approved as distributed.

**2. Budget for Fiscal Year 2014 – Follow-Up**

VP of Finance and Administration Mike West offered to answer any questions following the budget discussion at the February 1 meeting. He noted that he is still awaiting the public release of financial figures from peer institutions. He also noted that the Board of Trustees will review the major budget parameters at its meeting next week and will discuss with the Administration any possible challenges they foresee in the next Fiscal Year.

Mr. West noted the new White House “scorecard” which allows one to find out more about a college’s affordability and value so one can make more informed decisions about which college to attend. (<http://www.whitehouse.gov/issues/education/higher-education/college-score-card>)

Mr. West noted that Skidmore’s data (noted below) is favorable compared with its peers, although the data for the last bullet, once released, may be less so.

- The average net price for undergraduate students is \$21,829 per year.
- 84.4% of full-time students received their bachelor’s degree within 6 years.
- 1.4% of borrowers defaulted on their Federal student loans within three years of entering repayment.
- Families typically borrow \$19,500 in Federal loans for a student’s undergraduate study. The Federal loan payment over 10 years for this amount is approximately \$224.41 per month.
- The U.S. Department of Education is working to provide information about the average earnings of former undergraduate students at Skidmore College who borrowed Federal student loans.

### **3. Discussion on Next Strategic Plan**

Vice Chair Erica Bastress-Dukehart opened the discussion about the next Strategic Plan. She offered three questions for the Committee to discuss.

#### ***How do we engage different constituencies in the process of the next Plan?***

Committee members asked about the timeline for the next Plan and which constituencies need to endorse the Plan before bringing it forward for approval by the Board of Trustees.

*In a follow-up review with President Glotzbach, he suggested:*

Engagement, Writing, and Revisions – Present to Spring 2015

First Draft – October 2014

Review and Feedback – Spring 2015

To Faculty and Board of Trustees for Endorsement – May 2015

Launch Plan – September 2015

- Concern that for the current Strategic Plan, there wasn't enough "buy in" in the process; people consider the Plan "separate from themselves"; for the next Plan, it should have a better sense of ownership; people really want to be a part of creating the Plan
- Buy-in is needed in all three phases of the Plan: gathering phase, writing phase, and responding phase
- Providing feedback on a College website could be a beneficial way to reach several constituencies

#### ***In creating the Plan, how can the process also be a community building process?***

- The Academic Summit and next week's Board of Trustees discussions are a good start to community building conversations
- The groundwork in the process is important to reach across the campus and multiple constituencies
- Focus on the relationship between the current Plan and the future Plan so as not to devalue the items of the current plan that do not carry over to the next Plan
- Who would begin the process? IPPC and discussions at the February Board meeting seems to be the right places
- IPPC is a good place to begin the process as all constituencies are represented; Members of IPPC can be the conduit in talking about the Plan across campus
- The guideposts to use in forming the next Plan should include the current Plan, the student learning outcomes, and identifying the College's fiscal challenges
- Decide whether the Plan should be broad (similar to current Plan) versus more specific
- How much do we need to invent the process here? Paul Calhoun offered to provide a session on process and planning with one or two other faculty members

- Plan should focus on the relationships at a small liberal arts college, particularly student-faculty relationships
- The length of the next Plan – should it be a 10-year plan or consider other timeframes (5 year? 7 year?); consider pros and cons of a shorter plan

*What does the world need from a Skidmore student?*

- Literacies; intercultural literacies
- Nimbleness; great adapters; mental agility
- Discernment
- Engaged citizen
- Ability to analyze argument before jumping in
- Ability to use language well, writing well
- Resilience
- Flexibility
- Critical thinking
- Better job of having our students and faculty articulate a liberal arts background; know why the liberal arts are meaningful
- Confidence
- Imagination and imagining new solutions to complex problems
- Thoughtfulness and what *matters*
- Creativity and creative pedagogies
- Innovative
- Ability to make wise decisions (some do a lot well but then struggle with making choices in an imperfect world)
- Conflict resolution and ability to negotiate
- Reference to Cornell West's 3 pillars: Socratic questioning, prophetic witness, and compassion
- Grit and determination
- Ability to be daring
- Pride in who we are
- Confidence and aspirational, particularly in our fundraising goals (but also realistic in that if we don't reach our goal, it doesn't shake our confidence)

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