

**INSTITUTIONAL POLICY AND PLANNING COMMITTEE**  
**MEETING MINUTES**

**May 2, 2014**

**PRESENT:** Philip A. Glotzbach, Chair; Natalie Taylor, Vice Chair; Rochelle Calhoun; Mary Lou Bates; Eric Beriguete '15; Joerg Bibow; Beau Breslin; Paul Calhoun, Michael Casey; Bill Duffy; Timothy Harper; Samuel Harris '15; David Karp; Wendy Kercull; Kathy Kinnin; Jackie Murray; Jeanne Sisson; Joseph Stankovich; Michael West; Joshua C. Woodfork.

**ABSENT:** Erica Bastress-Dukehart; Peter von Allmen; Jeanne Sisson.

**1. President Glotzbach's Acknowledgements**

President Glotzbach noted the many positive activities that recently occurred at Skidmore, including the Academic Festival, Honors Convocation, SGA's Student Leadership Banquet, and the 5/01 Challenge, which brought in 2005 donors and thus achieved the \$500,000 challenge grant totaling \$785,000 which will be used for scholarships, collaborative research projects, and internships.

**2. Approval of Minutes**

After an update, the Minutes of the April 18, 2014 meeting were approved.

**3. Budget**

Vice President for Finance and Administration & Treasurer Michael D. West explained that the budget process includes seeking approval for the Operating Budget at the May Meeting of Skidmore College's Board of Trustees. The Board has previously approved the Capital Budget the Campaign Budget, and the key budget assumptions for the Operating Budget. Vice President West explained that since our last meeting there have been no changes to the key budget assumptions, including over-enrollment, comprehensive fee, financial aid, compensation, market equity adjustments, and transfers to the Capital Budget. He noted that for Fiscal '14, the contingency was not changed because of questions surrounding union negotiations and other activities, specifically the importance of reserving monies in the case we have a claim against us regarding the union pension. Overall, Vice President West reports that we have a strong financial picture, which is supported by the IPPC Budget and Finance Committee. President Glotzbach thanked Vice President West and the Subcommittee, and noted favorable recent bond refinancing. Vice President West also thanked Director Financial Planning & Budgeting Kelley A. Patton-Ostrander for her efforts in the budgeting and planning process.

Vice President West addressed a question regarding employee benefits and forecast and outlined favorable standing in regard to health insurance, retiree health insurance, and worker's compensation expense. He cautioned IPPC that this trend can shift, although Skidmore is looking favorably at this point with significant savings. Vice President West reviewed our standing with regard to public information with our peer group colleges. Our plan is to be in the middle of this group, generally viewed as ordinal rank #9. He explained that we shifted from a 3.9 to 3.5% comprehensive fee increase, upon recommendation from President's Cabinet and the

IPPC Budget and Finance Committee. President Glotzbach noted the compression in these fees between schools.

#### **4. Hazing Policy**

Speaking on behalf of the IPPC's Student Affairs Subcommittee, SGA President Sam Harris updated IPPC on the Hazing Policy explaining that the policy has been reorganized since February and includes different categories of hazing. SGA Senate body has approved it but anticipates that the policy will be need to be re-approved again during the Fall 2014 semester. Dean of Students and Vice President for Student Affairs W. Rochelle Calhoun noted that Skidmore College counsel has vetted the policy. Vice President Calhoun explained that the policy now needs to be vetted by students, faculty, and staff, and that other bodies need to weigh-in before it returns to IPPC. SGA President Harris introduced SGA President-elect Addison Bennett. Vice President Calhoun suggested that the IPPC Subcommittee would discuss a plan to bring this policy to other constituencies.

#### **5. Admissions Update**

Vice President and Dean of Admissions and Financial Aid Mary Lou W. Bates reported that as on one day past the May 1 deposit deadline we have reached our target and will still receive some additional deposits. We are operating on a "summer melt" assumption for the current year of 60 students compared with last year's loss of 65 students. Financial Aid is right on target as of yesterday, but new deposits still need to go in so it seems clear that we will be over our budget with Financial Aid. If we are over with enrollments there will likely be some net tuition revenue, but how much is not clear at this time.

The London Program is fully subscribed and for the first time we have to turn a few students away, but they will still enroll in the College. President Glotzbach noted the achievement of having London fully enrolled and how this should be used in promoting it next year. For Filene Scholars, we achieved the four winners we desired. For Porter Scholars, we hope to achieve five to seven students and we have ten. We are currently 40% male and 60% female. We do not have numbers related to AQR, domestic students of color, or international students at this point. President Glotzbach applauded the efforts of the Admissions and Financial Aid staff in enrolling the next class.

Vice President for Academic Affairs Beau Breslin noted that learning the information from Admissions, the budget and additional revenue, Advancement's 5/01 donors, the strength of academic and student affairs, it is indeed a good time to be at Skidmore College.

[Please note the following email communication from Vice President Bates to IPPC, May 14, 2014:

"When I reported on the incoming class at our last regular IPPC meeting, I indicated that enrollments were still arriving. It was clear we would be over target for the number in the first year class and on financial aid, but I did not at that time have specific numbers. I am now forwarding the update on the class that will go to the Board of Trustees when they arrive on campus this week that includes projections on September enrollment and financial aid.

We are now nearly two weeks past our May 1<sup>st</sup> enrollment deadline and we have exceeded our first-year class target with offers of admission sent to regular decision candidates in late March. While the yield on offers to students not seeking financial aid slightly decreased, the yield on students awarded financial aid packages increased by 7 percentage points over last year and 8 percentage points over the year before. If our summer melt projection of 60 is on target, we will open in September with 698 students on campus and 38 students in London. (Our target ranges for the class were 640-675 on campus and 36-38 in London.) At the same time, we anticipate coming in 5-10 students short of our transfer enrollment target of 35 students. If summer melt is consistent with last year, we project additional regular tuition revenue of \$2.8 million and increased spending for financial aid of \$1.7 million, resulting in increased net regular tuition revenue of \$1.1 million.”]

## **6. CIGU Climate Survey**

Professor Jackie Murray, Director of Student Diversity Programs/TITLE IX Deputy Coordinator Mariel Martin, and Associate Librarian Dung-Lan Chen presented CIGU’s reports and recommendations related to diversity and inclusion. In CIGU’s document “Campus Climate Comprehensive Report and Recommendations,” five themes were presented along with twenty-six recommendations. The presentation acknowledged the strides Skidmore has made related to diversity, but outlined the continued challenges, which occur inside and outside the classroom, and within the larger Saratoga Springs community. Vice President Calhoun pointed out the consistency across reports and noted that the “I, Too, Am Skidmore” student campaign’s efforts and requests echo what we have learned.

President Glotzbach thanked the presenters for the amount of work and collection of documents. He noted that there has been some progress but that these challenges persist. A question about regarding comparative NY 6 data was asked and the response was that the Consortium on High Achievement and Success (CHAS) data more accurately reflects our peers rather than National Survey on Student Engagement (NSSE). Vice President Calhoun noted the need for us to look beyond our peer and aspirant institutions to consider best practices related to diversity and inclusion. President Glotzbach noted the recent growth in faculty hiring related to people of color and international faculty.

A question was asked about how many of our faculty have attended the “Teaching for Inclusive Excellence” seminar. The response was 30-35 per year, so by the end of 2013-2014 about 20%. President Glotzbach noted that the Staff Survey has just been released and that the results will be released over the summer. This will mean that all our constituencies will have been surveyed. We hope to bring all this data together and consider a comprehensive response in the fall. A discussion of recommendations moving to implementation occurred. President Glotzbach explained that President’s Cabinet will consider the recommendations, but that it would be helpful for CIGU to help review and identify top priorities and provide this information during the Fall 2014 semester.

Vice President Calhoun updated IPPC on the Bias Response Group (BRG), which is a subcommittee of IPPC, which will give a full report in the fall. This year, the BRG looked at policies that had the unintended affect of potentially creating disproportionate realities for students or others. The BRG had conversations with those who oversaw these pieces. The areas of review included: Student employment and the assignment of first-year students, religious observations, bias in the classroom, Celebration Weekend, internal preferred name,

Commencement Housing, post-Commencement Reception, first-generation students and Graduation, and Residential Life. The BRG also did the “On the Record” performance and program, which highlighted reported and unreported bias and hate incidents.

## **7. Strategic Planning Subcommittee Update**

Vice Chair Natalie Taylor and Executive Director Joshua C. Woodfork updated IPPC on our current stage of the strategic planning process, some of the data points, including narrative and numerical collections such as the Individual Survey, the group White Papers, the “Green Dot Exercise” from the Roundtable discussions during the Strategic Planning event: Skidmore 2025. Institutional Research Director Joe Stankovich walked IPPC through the survey results. Discussion of future steps and actions related to strategic planning were discussed, including using the website to provide the strategic planning materials and data. The need to consider larger planning campus initiatives was considered. Faculty Assessment Coordinator and Professor Sarah Goodwin suggested that among the data that should be reviewed is a quick summary of major assessment results that relate to the categories determined through the strategic planning process so as to provide evidence as well as opinions. Through the community’s participation in strategic planning many good ideas, though not all strategic, were presented. Executive Director Woodfork and President Glotzbach thanked everyone who participated on the Strategic Planning Subcommittee.

A call for next year’s Strategic Action Agenda was solicited. Program Coordinator Wendy C. Kercull suggested that we explore the Healthy Campus theme that emerged from Skidmore 2025 and that we consider broadening it. SGA President Harris suggested that cross community collaboration, intentional engagement and discussion interdepartmental and across constituencies (faculty, staff, and students) should be expanded. Chief Technology Officer Bill Duffy and IT User Services Director Kathy Kinnin agreed with this suggestion. Academic excellence, diversity and inclusion, community health, and bystander intervention were also discussed.

President Glotzbach thanked all committee members for their service during this academic year and singled out members who would not be returning to next year’s committee. IPPC meeting was concluded at 12:05 pm.

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