

**INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
MARCH 3, 2023**

Present: K. Aurelia Ball, Mary Lou Bates, Marc Conner, Jacqueline Conrad, Xiaoshuo Hou, Michelle Hubbs, Charles Ingram, Nathaniel Lowell '24, Michael T. Orr, Lori Parks, Beth Ann Post, Kurt Smemo, Joseph Stankovich, Dwane Sterling, Smriti Tiwari, Amy Tweedy, Peter von Allmen, Leigh Wilton, Joshua Woodfork.

Absent: Adrian Bautista, Tarah Rowse, Claire Wang '23, Carey Anne Zucca.

The meeting was called to order at 10:34 by Chair President Conner.

1. Approval of Meeting Minutes from February 3 and February 17, 2023

A motion was made to approve the meeting minutes, and **the meeting minutes for February 3 and February 17, 2023 were unanimously approved.**

2. Budget Parameters FY '24 and the Student Enrollment Number

President Conner reminded the committee that during our February 3rd meeting we focused on the overall budget and listed multiple budget “levers,” seeking an alternative to lowering our work force by 10%. What are the other levers to achieve fiscal stability and not have huge outyear projected deficits? Two weeks ago, we discussed the lever on student tuition and fees and today we will talk about student enrollment. What might it mean to move some number of students above the line and what would be the implications? Interim VP for Finance and Administration and Treasurer Charles Ingram spoke about the NFE (net fiscal enrollment) on campus and off campus. He explained recent changes in the number of students. In fiscal year (FY) 2007, the College’s NFE went from 2150 to 2280 with an increase of 130 students. In FY 2013, we went from 2280 to 2330 students, an increase of 50. The last time we increased was in FY 2019, when we went from 2330 to 2350, an increase of 20 students. For the last four years we have been averaging 2448 and we are budgeted at 2350 students. After the decision was made to increase the number in 2019, we only had four below the line in FY 2019, our lowest below-the-line number for 20 years.

Dean of Faculty and VP for Academic Affairs Michael Orr pointed out that in 2021 the number below the line seems to drop to 30, but that is because the above-the-line NFE number was temporarily increased to 2450 that year to take into account the increased numbers of students on campus, due to the almost complete cancellation of off-campus study due to COVID-19. The College’s NFE number does not include off-campus students, which we normally budget at 165 a year. Interim VP Ingram suggested we look at the below-the-line numbers that are causing the surplus and consider moving some number of students above the line, i.e., 15, 20 or 25. He noted that the overall surplus doesn’t change because we are not bringing in additional students; rather the students are already here and we are just proposed to change where we account for them. As an example, he demonstrated that if we move 20 students from below the line to above the line and combine that with a 4% tuition increase, it would generate roughly \$1.5 million dollars in additional revenue above the line to support our operating budget.

VP and Dean of Admissions and Financial Aid Mary Lou Bates spoke on the admissions implications of increasing the NFE above the line and commented that a difference between enrolling a class of 700 and 707 should not be overly significant. The consulting firm Maguire and Associates was the group we worked with who projected that the next five years look pretty solid but beyond that is less clear. Dean Bates stated that Director of Institutional Research Joe Stankovich has projections on his enrollment grid which indicate over enrollment this year, next year, and the year after. Beyond that, we would need to increase the entering class to 707 to 710 to ensure we were not under-enrolled by FY 2027. The students are here now, but we would need to eventually increase the size of the entering class to maintain our numbers.

President Conner pointed out that there are two big impacts to consider: class size/teaching capacity and residential capacity. In terms of teaching capacity, we are already well above the budgeted NFE. The residential capacity is the highest priority we need to address in the next couple of years to meet that capacity. We may need to construct a new residence hall so that we are not housing first-year students in forced triples (rooms that were intended to be doubles). We need to be sure we have the right enrollment number.

Vice Chair Kurt Smemo asked about the use of the surplus and how much has gone to deferred maintenance, wondering if the lack of surplus would lead to more deferred maintenance in the long run? President Conner stated that we are doing well with deferred maintenance because we have increased our Capital budget amount over the past few years and are able to continue to fund renovations to our residence halls, for example. Then there are big capital projects where we budget more, and projects we have not gotten to yet. VP Ingram stated that 5 years ago our Capital budget was \$6 million and now it is \$13 million. The list that Director of Facilities Dan Rodecker gets allocated is a large chunk of that, but that allocated budget has increased over time due to our foresight. The goal is to get the capital budget allocation to equal depreciation which would be around \$17 million dollars a year. The question is how do we prioritize these maintenance projects?

Associate Professor of Economics Smriti Tiwari asked about the possible 4% tuition increase and how it would generate nearly \$1.5 million dollars in the first year. How much of this increase is due to the tuition increase and how much results from the increase in NFE above the line? VP Ingram responded that \$452,000 would be generated by increasing tuition by an additional 0.5% and that \$1million would result from increasing the NFE above the line by 20 students. Once a 4% increase has been built into the tuition rate, it establishes a new base line for future increases. We would have to decide next year if we want to increase tuition by 3.5% or 4%. Professor Tiwari asked whether incoming members of the class of 2027 would be paying this increased amount? President Conner stated that this would permanently raise the tuition charged and VP Ingram gave the example that if today tuition is \$78,000 and the new percentage brings us to \$80,000, the \$80,000 would be the new rate for every student.

President Conner asked for input regarding the impact on morale and climate regarding the question of moving students above the line and our recent history of over enrollment and end-of-year one-time surpluses. He noted that we certainly have staffing needs in areas across the College and this move would assist by generating more revenue that could be used to assuage those staffing needs. Director of Civic Engagement Michelle Hubbs asked if it would make sense

to lower enrollment to ease the stress on the College? President Conner stated that the growth is already here and that we could certainly maintain the proposed increase in the above-the-line NFE for at least the next five to seven years.

Dean Orr pointed out that the total NFE for FY2023 is projected to be 2515 and that the goal, even with adding 20 students above the line, would be to bring that number down considerably. SGA President Nathaniel Lowell '24 spoke in reference to students stating that they are impacted by the high enrollment, providing examples such as triple housing, overcapacity in the Library, internet issues, and the dining hall being too full. He suggested we should be mindful of thinking about the College's mission being maintained. President Conner stated that many of the capacity issues have been addressed and student feedback is a great way to determine other pressure points. Professor of Economics Peter Von Allmen asked if we had more dorm space, would some of the other issues mitigate themselves and is there a plan for another dorm? President Conner responded that our *Campus Master Plan* did include two ready locations for new residence halls ranging between 120 and 240 new beds. One question is how to renovate the current halls which will reduce the capacity of first- and second-year student housing. What a new residence hall would cost will depend on what it is going to look like. This is where our Space Planning Working Group is going to be so important as we think about our capacity moving forward. If we add a dorm, we will also need to think about increased staffing.

VP for Strategic Planning and Institutional Diversity Joshua Woodfork pointed out that when we did the strategic planning process for 2015 to 2025, we heard from students that both study space and social space are lacking so we should consider that input as we plan. We need to look at the student experience from multiple lenses. SGA President Lowell asked if the *Campus Master Plan* has a prioritization of projects or is that something that the Space Working Group will be handling? President Conner responded that the *Plan* lays out the projects and then it is up to all the campus groups to determine priority and need based on need, cost, and fundraising possibilities. The *Plan* indicates which are the major pressure points. It is ultimately the Board of Trustees that approves these capital projects.

3. Update on Vice President Searches and Potential New Vice President

As for the VP searches, the announcement of Gettysburg College VP Daniel T. Konstalid as Skidmore's new Vice President of Finance and Administration and Treasurer was made Wednesday, March 1. President Conner noted his excitement for Dan to join the senior team mid-June, thanked members of the search committee, and thanked Interim VP Ingram for his incredible work stepping into this roll.

The concept of a new VP who would oversee Human Resources and serve as General Counsel, which we spoke about in previous meetings, will be shared at the Staff meeting this afternoon. HR will provide background on some of its recent changes. At the Faculty meeting, the concept will be announced and faculty will be invited to a March 24th open faculty forum. IPPC members had no further comments on this proposal.

4. February 2023 Board of Trustees Meeting Update

President Conner remarked that we need to give thought to ways we can effectively share the Board of Trustees Meeting updates. Spencer Stuart, the firm that is conducting an external

review, came and presented their findings and recommendations, and now the board will consider these as we go into the May meeting. The Board voted on a new board chair because Nancy Hamilton is completing her terms, and there will be an announcement on her replacement this spring. We updated the Board on the Strategic Action Agenda and steps we have taken. The Board gave full approval to the Health, Wellness, Fitness, and Athletics project despite the College not yet having raised all the funds. We still have millions to raise but being at 50% for the fundraising goal we are off to a great start. We want to involve the community with more interaction between faculty, staff, and students to have more interaction with the Board. We will explore this.

5. Call for Agenda Items

No new agenda items were raised.

6. Other Business

Institutional Effectiveness Specialist Amy Tweedy asked if some of the recent external reports would be shared with IPPC. VP Woodfork responded affirmatively and noted that the Maguire Report, which Dean Bates commissioned, would be shared at our next meeting. Specialist Tweedy shared the 2021-2022 Assessment and Institutional Effectiveness Annual Report for everyone's review. This report is meant to capture institutional effectiveness and assessment regarding activities that have been happening across campus this last year. In May 2021, IPPC approved the revised assessment plan for the institution, which called for a broader group who are invested in this kind of work. This work is about asking ourselves how and what do we know about our programs, services, academics, and student learning, while seeking to improve them. We need to move into more meaningful questions about methodologies to gain that information.

SGA President Nathaniel Lowell spoke about the terrific SGA progress with many items completed, such as SGA spending \$35,000 to put period product dispensers in all restrooms on campus, including the dining hall and Case Center. Facilities should have them all installed by the end of summer session. SGA conducted a survey and received 380 responses about how students are feeling about laundry, cost, how the machines are working. Students responded by saying laundry services costs are too high and the machine quality is not very good. SGA developed recommendations to suggest to the IPPC Subcommittee on Student Affairs to eliminate laundry cycles costs and shift to a tuition-based service. SGA recommended there be regular machine checks, and responses to repair checks from the third-party group we consult with which is Statewide Machinery Inc. These passed the IPPC Subcommittee on Student Affairs and they were sent to President Conner and President's Cabinet for review.

The meeting adjourned at 11:50 a.m.

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