

INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
NOVEMBER 3, 2023

Present: Adrian Bautista, Marc Conner (Chair) Tim Harper, Nick Junkerman, Masako Imamoto, Dan Konstalid, Michelle Hubbs, Nathaniel Lowell '24, Josh Maxwell '26, Lori Parks, Tarah Rowse, Rodrigo Schneider, Joseph Stankovich, Elizabeth Stauderman, Smriti Tiwari (Vice-Chair), Amy Tweedy, Sarah Delany Vero, Dominique Vuvan, Joshua Woodfork.

Absent: Dorothy Mosby, Beth Post, Jess Ricker, Dwane Sterling, Carey Ann Zucca.

This meeting was called to order by President Conner at 10:33 A.M.

1. Approval of Meeting Minutes from September 22 and October 6, 2023

A motion was made to approve the meeting minutes for September 22 and October 6, 2023. With no proposed changes, **the meeting minutes were unanimously approved.**

2. Budget Overview

At our last meeting we spent time going through last year's fiscal results, reviewing the budget's actuals and variances, when Vice President for Finance and Administration Dan Konstalid provided a review of the budget. Starting with above the line revenues, this is the base budget that rests upon our long-term planned enrollment level. For on campus students for 2023, it is 2350 students on campus. In 2024, we raised that amount to 2370 students as an illustration. At the same time, the 2023 budget assumed that on average we have about 150 students off campus each semester. As an average for budgeting purposes, we were planning on having another 150 FTE worth of students away. This budget rested on a base of 2500 students here and abroad at any given point in time. What this means is that those 2500 students between those on campus and of those off campus, we generate tuition of a little more than \$152 million that year. From there, net tuition review is the result of a three-part multiplication exercise which includes enrolled base, times stated tuition, and times the amount of discount that we turn back to students. This essentially creates financial aid of \$67 million making our net tuition \$85 million for the year. Our plan was for every dollar we charged, we expect to turn around and provide 44 cents worth of financial aid on average to students and would clear 56 cents per dollar that we charged. As we talked about our review at the last meeting, our actual discount rate was a bit lower in fiscal 2023, but the plan was to be prepared to provide financial aid in an amount of roughly 44% of our gross tuition revenue.

Other tuition and fees are a combination of other items including part time tuition that we earn over the summer. We have other fees that we might charge students who participate in our experiential programs leading up to the fall semester for our first-year students; for example, application fees, parking fees, that we do not want to inadvertently roll up in tuition, making these tuitions related to our business of educating students.

The endowment takeout is \$24.5million which is spending from our long-term endowment. As a review, our endowment is in an investment portfolio that is invested for the long-term in a diversified portfolio of global equities, bonds, private venture capital investments and some cash. This all is intended to bring a return to the endowment that both covers inflation and our spending rate which results in that takeout. The way the spending is calculated is that we take the average market value for that pool of investments over a three-year period, and plan to spend 5% of it. At any point in time what is in the budget is an estimate of what that result will be when we take all the average market values for three years and apply the 5% to them.

Lastly, the Auxiliary Operations are mostly revenues that we generate from services to students including our residence halls, our dining program, the Skidmore Shop, and other business type of enterprises on campus. These are revenue generated from our students who use these services and the revenues are characterized as Auxiliary Operations.

For fiscal 2023, we had planned to generate \$170 million in revenues. First, we tried to look back from 2013 to see what the share of these revenue groups looks like in relation to one another compared to five years ago and ten years ago. This is review of how the relative share of each of these revenue groups contributed to our revenues overall. Looking back 10 years, net tuition of financial aid was 53% of our total revenues that year. Five years later in fiscal 2019 it was 52%, and fiscal 2023 net tuition revenue was 50%. The percentage of revenues we derive from those auxiliary enterprises has been consistent at 19%. Taking net tuition revenue and auxiliary revenues together, ten years ago 72% of our revenues were derived from families. Five years later in 2019 it was 71%, and last year was 69%. On average expect that 70% of our revenues are going to be coming from students and families. As with many of our peer colleges, we are looking for other sources of revenue to reduce the dependence on student and family revenues.

Looking at expenses for 2023, salaries, wages, benefits, all of our compensation costs together equal \$105.5 million that we plan to spend on people at Skidmore. Debt service is the industry's way of saying principal and interest to the extent that the College has outstanding debt that we have incurred to support facilities projects over the years. This is the principal and interest we have to pay back on every year. We had planned to spend \$7.7 million on this in fiscal 2023. Capital transfers is the amount of the College's Operating Budget we plan to transfer to the Capital Budget that will get expended for renewal projects on campus, and replacement of equipment. Our plan for 2023 is to reinvest \$13.5 million into our facilities. We set aside \$1.5 million as a contingency in case of unanticipated expenses and all other expenditures were \$43 million dollars. One of those expenditures is how much we budget to support our study abroad program, which is \$7.8 million. Director of Institutional Research Joe Stankovich asked what the study abroad expenses entailed. VP Konstalid pointed out that when our students study abroad we partner with other institutions around the world. Students still pay Skidmore tuition, room, and board in the same amount as they would if they were here on campus. The difference is that all the revenues we collect need to go to support our operations on campus as well as to pay those partners to host these students. These programs are vendors to the College and they are being paid like a vendor, which we expect to be \$7.8 in 2023. President Conner thanked VP

Konstalid for this budget information.

3. Strategic Planning

Before discussing strategic planning, Vice President for Strategic Planning and Institutional Diversity Woodfork made two announcements: First, VP Woodfork announced that the National Assessment of Collegiate Campus Climates (NACCC) Faculty Survey window is concluding soon, on November 7. He asked IPPC members to encourage faculty to consider participating. The survey is administered by NACCC so the names and responses of the faculty will not be disclosed. Director Stankovich provided an update on participation to date. Second, VP Woodfork reminded IPPC that after Campus Master Planning we reconstituted the Space Planning Working Group last Spring. The group had not been active since 2019 and is now co-chaired by Associate Dean of Faculty Pat Fehling and AVP for Facilities and Planning Dan Rodecker, has two faculty, two students, and several staff members from across the campus. With the final academic departments transitioning into the Billie Tisch Center for Integrated Sciences next summer, the SPWG has been asked by President Conner and the President's Cabinet to make recommendations on the various space ripples, as well as to handle space requests. Accordingly, the SPWGs need to reach out to people to learn their space needs and usage. The SPWG is updating its website and forms. As a shared governance group, it makes recommendations to the President's Cabinet.

VP Woodfork reminded the committee of the sequencing and interplay of our planning processes from the *Campus Master Plan*, *Visions and Values*, Middle States Reaccreditation, the next *Strategic Plan*, and the next *Capital Campaign*. He reported that the last time the campus engaged in strategic planning there were five stages, including data gathering, community-building and idea gathering, analysis by IPPC, composing the next *Plan*, and securing approval. The community-building and idea-gathering included group white papers, an academic summit, roundtables with staff, faculty, and students, office hours, a survey, input exercises, engagement with alumni, and the local community. The last time we went through a strategic planning, IPPC acted as the body to coordinate, provide input, and review the feedback, similarly to the role IPPC recently took on with the Campus Master Planning with regular updates and check-ins. President Conner and VP Woodfork would like to propose having IPPC take on this role again.

IPPC was split up into groups to answer the following questions:

- 1) What kind of community engagement will be most welcome in our approaches to Strategic Planning?
- 2) What might be most concerning to our community? (What should we be aware of, or cautious about?).
- 3) What most excites you about the prospect of Strategic Planning?

Some of the observations to these questions included:

Question one: it is important to include people in the planning process when brainstorming ideas. We need to ask the question "how do people want to be involved" including Jam boards online, and meeting in person would be good options. Additionally, open forums would be a good way

to involve groups in the planning process and to share results. Using Staff and Faculty meetings were suggested to get people's input and feedback in the process. Who are the external stakeholders that we need to consider? What will student engagement look like?

Question two: the community not knowing what the purpose of strategic planning is and what it means to the community. Members of the community thinking it does not apply to them. How to balance inclusivity with all communities on campus.

Question three: the opportunity to discuss and re-engage in the process of planning on campus. We don't want to add to people's "to do" list but this gives them the opportunity to form ideas about strategic planning. What would this engagement look like for the community and the benefits of this planning were discussed as well? This also gives students an opportunity to connect with leadership when moving forward to make decisions when planning.

SGA President Nathaniel Lowell suggested that IPPC should take on an active role as it has representation from different constituencies and subcommittees across the entire campus. The committee was thanked.

4. Board of Trustees Recap

President Conner shared an update of what occurred during the October Board of Trustees meetings, including welcoming and orienting five new trustees and introducing the Board to five new President's Cabinet members. The meetings began with a panel session discussing the Glotzbach Presidency, which was the culminating event of our centennial celebrations. This was also the first meeting with our new Board Chair Jon Achenbaum '77. All Board committees met, including the Student Life committee which had two students speak about the admissions process and life on campus. The Strategic Planning committee discussed the Strategic Action Agenda, which was endorsed by the Full Board. We discussed institutional planning and next steps. We had the trustee and faculty dinner and Dean Mosby had the idea to invite faculty who over the last four years had been tenured or promoted since the Board ultimately confers these personnel decisions and covid-19 limited our recognition moments. The Board had a substantial discussion on the Israel and Palestine conflict and how it involving our campus. Two important motions including approving the adoption of the *Faculty Handbook*, and approving the conferral of degrees.

5. Call for Agenda Items

No agenda items were brought forth.

6. Other Business

None.

The Meeting was adjourned at 11:59 A.M.

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