INSTITUTIONAL POLICY AND PLANNING COMMITTEE MEETING MINUTES APRIL 26, 2024

Present: Adrian Bautista, Marc Conner (Chair), Tim Harper, Masako Inamoto, Dan Konstalid, Michelle Hubbs, Lisa Jackson-Schebetta, Nathaniel Lowell '24, Josh Maxwell '26, Dorothy Mosby, Lori Parks, Beth Post, Jess Ricker, Tarah Rowse, Joseph Stankovich, Dwane Sterling, Smriti Tiwari (Vice Chair) Amy Tweedy, Sarah Delaney Vero, Dominique Vuvan, Joshua Woodfork, Carey Anne Zucca.

Zoom: Rodrigo Schneider.

Absent: Elizabeth Stauderman.

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

1. **Capital Budget**

VP Konstalid gave an update to IPPC regarding the final piece of Skidmore's budget preparation for fiscal 2025 which described how the $13 million-dollar appropriation for capital items within the Operating Budget is going to be further allocated. This proposal will be shared with the Budget, Finance and Infrastructure Committee and the Board of Trustees in approximately two weeks. These $13 million-dollars of items are traditional capital items which include new and replacement equipment on campus, small and medium sized renovations of facilities, and other items which are recurring items year after year. To be clear, this $13 million-dollars is not for major projects along the lines of new construction, major additions, etc. since those are more major capital items. In terms of the process, we put a call into all departments in December 2023 asking for requests that were due in February 2024. The Budget and Finance team categorized those requests where Division VPs were asked to then review, endorse, and prioritize the submissions that were made from departments in their division. At the same time, a team within finance and administration comprised of our budget, facilities, and IT also looked at these requests with an eye towards feasibility. A set of priorities was established that brought us to this $13 million-dollar request. Two weeks ago, it was reported that there was $17.5 million dollars of requests, but it turns out there were $15.5 million dollars in requests which was originally reported in error. The review process brought it down from $15.5 million to $13 million-dollars.

VP Konstalid provided a summary of processes and highlighted areas around the campus that are going to see the benefit of these investments, which are the operating divisions of the College. In some cases, the College will benefit as a whole and these items are placed in an institutional category. He shared examples of the types of items that we will be undertaking and where we allocated the resources for next year. The majority of resources are going to be allocated in three places. The first is in support of the academic enterprise with 40% of this directly supporting those undertaking, and another 30% going to student affairs, which will primarily support residential life and athletics. The last 30% is going to finance and administration and institutional endeavors that will cut across the campus most broadly. There are a few of the highlights. Start-up funds are a perennial item as we welcome new faculty to our campus in the fall. We support their needs for both developing a supporting lab for them or supporting their research on the front-end. Some of this also requires that we configure spaces within academic facilities with renovation costs as well. Prior year early release items are things we asked the Board to approve last year and are things with extremely long lead times where decisions were needed to be made. In terms of other requests, academic affairs has a few highlights including a project in Zankel to update their lighting systems which is a half million-dollar item. Academic classroom upgrades across the campus is a $300,000 allocation, auditorium lighting in Palamountain and Filene will be another quarter of a million dollars, and another similar project in the dance theater. These things alone comprise about 70% of the requests in academic affairs.

Regarding student affairs and the early release items that have long lead times involving HVAC systems, we are working on a project in Wilmarth Hall to replace air handlers in the hot water system which will cost approximately $900,000. At the same time, some showers will be worked on as well for approximately $400,000. Heat pumps in the North Woods is $300,000, and new flooring in Wiecking Hall will be $180,000. Residence hall painting will be $300,00. In the area of major equipment, student affairs is mostly replacing cardio and weight room equipment in our existing facilities. In the athletic center, this is almost 2/3rds of the appropriation.

Finally, in the institution category in renewals and replacements for example, we have almost $500,000 in concrete repairs around campus. Additionally, we will replace trees and blacktops as examples of items that will have campus wide impacts. It is important to show the programs that will directly benefit from these investments. FEC Chair Dominique Vuvan asked about an unallocated line for $223,177 and VP Konstalid answered that a portion of this money is held for risk estimates when items come in higher than the original estimate for the project, which 2% of the budget was allocated for this purpose. If there is anything left over, we put it back into the reserve for projects in future years.

2. **Visions and Values and Strategic Resources**

President Conner shared that he is preparing to present information to the staff and faculty meeting attendees, items that we have been talking about this year in IPPC. He will provide an update financially and explain how we are going to proceed going into next year to work together on planning and resource questions. Our strategic resources ask what is Skidmore's financial position now and in the future? How do we align our future-oriented strategic priorities with a shared understanding of our financial reality? President Conner shared a slide of this year's budget, where we have balanced it out, and have the next four years forecasted. Compared with ten years ago, we do not see the number of full pay applicants that we have seen in the past, which is industry-wide. How do we work together on the financial forecasts and responses? What we have been hearing is that we should be using our existing shared governance structures as much as possible. We have done this with strategic planning as well as with Middle States. We need to communicate and share options as early as possible on major decisions and parameters. And the third is to share options before the decision phase to let people see the options we are looking at, why we are considering them, and get input as far in advance of when decisions need to be made.

After a number of discussions with Dean Mosby, VP Konstalid, Vice Chair Tiwari, and the IPPC Subcommittee on Budget and Finance, President Conner proposed a model for how we can work collaboratively going into next year. To do this, we take our IPPC subcommittee on Budget and Finance, and we augment it. We add two at-large faculty and two at-large staff members to the subcommittee to gain more perspective on this issue. This group will have meetings two times a month.

What is the road map for Skidmore's future? We need to ask what we want to do and what we can afford to do and how do we align these two? We continue to be in a growth mindset, but the headwinds and constraints in our industry are significant. This means there will be tradeoffs. We can do anything we want; but we cannot do everything we want. We can only do this if we do it together which is a shared commitment. This connects to Strategic Planning and what has been accomplished and the work yet to come. There have been many meetings and discussions this year including at extended cabinet, IPPC, the board, faculty and staff meetings, and the President's Leadership Council. President Conner mapped out the timeline for the next *Strategic Plan*.

SGA President Lowell suggested that the augmented subcommittees are a good idea to bring more representation to the community. Perhaps involving students in the community processes will be beneficial for students. President Conner stated that he would like to get a menu of what would be the right forums and options to bring students in to participate. FEC Chair Dominique Vuvan made a request for the IPPC Subcommittee on Budget and Finance to look at the operating code and make very clear decisions about these questions regarding the role of the group, what they are doing, and how the group will use this input to give people a clear idea of its purpose. President Conner stressed the importance of using our existing structures to guide our actions, while operating with clarity and purpose.

3. **Proposed IT Security Policies**

VP Konstalid reminded IPPC that we recently presented three IT Security Policies and have received great feedback on two of the three policies. Chief Technology Officer (CTO) Dwane Sterling addressed the feedback and highlighted the changes that came about as a result of that feedback. The third policy has more work to be done as these concerns are a little more difficult and we will hopefully be in a position to conclude this one by the next IPPC meeting. One of the elements of the feedback was regarding the Identity and Access Management Policy. The privacy statement that was given to the FEC did not have the actual privacy statement but it is present in the document that we sent out to IPPC. Another piece of this policy was about enforcement and whether or not the *Staff Handbook* would be the only element of enforcement. We are working on having the elements of enforcement in alignment with policies in our *handbooks* (student, staff, and faculty) and to ensuring constituencies are aware of the rules. And the last piece is on annual updates on the document to keep up with constant changes in IT on a regular basis. The plan we have in place is to update the policy on a yearly basis and we do have security partners that we work with and this task is typically assigned to them.

President Conner suggested that we go through all three policies for review. CTO Sterling shared that the Information Security Policy is the umbrella policy that governs the way that the IT Department manages the IT universe. As a result, many of the parts of this policy are not necessarily going to be executed by members outside of the IT department. A question came up about roles and responsibilities specifically around whether or not we are adding additional responsibilities to people who might already have a heavy workload. What we are trying to accomplish is making sure that anybody that is a data owner will be responsible on some level for the security of data. CTO Sterling also spoke about the importance of security scans.

It was suggested that the changes to these policies be highlighted in red for IPPC and Cabinet to review. And it was asked if we want to do an outreach to certain groups to review these changes before we approve them? CTO Sterling agreed to meet with the SGA leadership to review and explain the red line changes to this policy. Additionally, FEC Chair Vuvan said she and the group would like the opportunity to review the red line changes to the policy as well for feedback. President Conners suggested that we can bring this feedback to IPPC for our May 10 meeting for endorsement or further action.

4. **Campus Climate**

President Conner shared a message to the community and acknowledged that this is a very challenging time on college campuses everywhere. We will try to carve out space at the staff and faculty meetings to get feedback on this issue. The President's office regularly receives emails and phone calls on the Middle East conflict and I haves spoken to students on every side of this issue, as well as receiving valuable feedback from faculty. I believe this is all a form of political expression until it crosses over to harassment and discrimination targeted at a person or group which so far, we have not seen on our campus with a few exceptions. President Conner stressed that Skidmore is committed to is taking care of our people and the need to be kind and respectful. The Skidmore for Palestine group has been pretty impressive in their efforts. The College will continue to support freedom of political expression.

5. **Call for Agenda Items**

No new items were introduced.

6. **Other Business**

No new business was brought forth.

The meeting adjourned at 12:01 p.m.

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