

INSTITUTIONAL POLICY AND PLANNING COMMITTEE

MEETING MINUTES

February 21, 2025

Present: Marc Conner (Chair), Eriko Fujita, Tim Harper, Masako Inamoto, Bradley Kadets '27, Dan Konstalid, Josh Maxwell '26, Dorothy Mosby, Amy Oh, Beth Post, Jess Ricker, Tarah Rowse, Rodrigo Schneider (Vice Chair), Joseph Stankovich, Elizabeth Stauderman, Dwane Sterling, Amy Tweedy, Dominique Vuvan, Joshua Woodfork, Carey Anne Zucca.

Zoom: Sarah Vero.

Absent: Michelle Hubbs, Nick Junkerman.

The meeting was called to order at 10:31 a.m.

1) Approval of February 7, 2025 Meeting Minutes

There was one suggested spelling change to the meeting minutes of February 7. With no other proposed changes, **the minutes from the February 7 meeting were unanimously approved.**

2) Review of the IPPC Operating Code: IPPC Subcommittees, Next Steps

Review of IPPC's procedures continued. This discussion focused on the following questions: How similar and different are the various IPPC subcommittees? Should they have a common operating code or other guiding documents? How do the subcommittee agendas get set and who is responsible for them? Should there be a VP on each subcommittee? Should the IPPC vice chair always be a faculty member? VP for Strategic Planning and Institutional Diversity Joshua Woodfork spoke to the differences of each subcommittee based on the charge, membership, and frequency of meetings. It all depends upon the work that the subcommittee needs to accomplish at any given moment. These subcommittees are based on the *2005 Strategic Plan* and its goals. The memberships are negotiated with the Faculty Executive Committee and the Student Government Association. It has been the norm to have a VP on each subcommittee.

President Conner asked if any subcommittees have sunset? VP Woodfork answered yes, we moved the Subcommittee on Admissions and Financial Aid to administrative group, which means there are no faculty and staff serving on the group. There has been a long call for the Bias Response Group and Safety Committee to count within the faculty service cycle. President Conner pointed out that once in the fall and once in the spring IPPC does a check-in of the subcommittees with reports on the membership and current work items. President Conner asked those who serve on subcommittees about their process. SGA President Josh Maxwell '26, and Dean of Students Adrian Bautista, Co-Chairs of the Student Affairs Subcommittee, were asked how they set their agenda. They shared that having a clearer operating code or set procedures would have been helpful to determine how they should pursue the plan for the year. They meet to set an agenda for each meeting and then ask the committee members what they would like to discuss. CIGU Co-Chair Masako Inamoto shared that the CIGU subcommittee meets twice a month for an hour and has morphed into what the community needs, ranging from a funding

group sending students to conferences and providing faculty grants to diversify their courses to an educational group to a response group. Chair of the Campus Sustainability Subcommittee (CSS) Tarah Rowse shared that CSS meets four times a semester for an hour and twenty minutes. The agenda is set based on what has been done in the past and focuses on the things that rise to the level of institutional planning and policy in terms of function. Assessment is a big piece of planning as well as the *Campus Sustainability Plan*. For CSS, it would be very useful to understand guidelines for the subcommittee. Co-Chair of the Subcommittee on Institutional Effectiveness (SIE) Amy Tweedy shared that the SIE sets its agenda upon the types of needs that are being assessed across campus, which changes each year. She noted it would be helpful to consider how co-chairs interact with IPPC for those subcommittees that have them.

Faculty Executive Committee (FEC) Chair Dominique Vuvan suggested a short appendix to the IPPC operating code that says every year on a certain timetable the chairs and co-chairs of the subcommittees are responsible for updating necessary information on the subcommittee. It could include a rationale for the membership and terms. This would be helpful for faculty staffing as FEC populates committees. SGA President Maxwell agreed the same for students. President Conner stated that he likes the idea of making the connection between IPPC and the subcommittees clearer. This raised the question of, what needs to be the focus of the next five years for IPPC subcommittees? As we move forward, the whole idea of data governance is coming up and how we are thinking about data institutionally. Each subcommittee should be doing an assessment to realign for institutional priorities. We have subcommittees doing very important work, but they don't necessarily need to have an IPPC connection. Regarding the Vice Chair for IPPC, it has always been a faculty member, but what would it look like if it were a staff member, a student member, or was rotated on a regular basis? Vice Chair Schneider pointed out that the main problem of having faculty as the Vice Chair is that sometimes you are getting the work done and then you get used to the process and then your cycle ends and you are replaced. It would be better if we had some sort of continuity to the process. These are ideas we need to think about moving forward to coordinate the subcommittees for IPPC.

3) Update on Process and Progress of the *Strategic Plan* Draft

President Conner reported that there have been several updates, meetings, and lots of feedback over the past several weeks regarding the next *Strategic Plan*, including an open forum, meetings with CIGU, the associate deans of the faculty, department chairs and program directors, and the SGA student senate, and dedicated office hours. This input inspired a number of helpful revisions to the draft *Plan* version that the Board of Trustees is about to consider at their upcoming February meeting. The Board stands as the ultimate approvers of this *Plan* and they have their own role in this process, which is fiduciary and one of strategy and mission. Accordingly, we have to ask if we can afford the *Plan*, is it mission-centered, and does it match the mission of the College? The Board has been very engaged in the strategic planning process work for two years or more, but have not discussed the process since October of 2024. Presumably, they are going to have revisions to suggest, so there will be another full revision of the *Plan* that we will share with the community after spring break. The final full revision will go to the Board in mid-April for them to review prior to their May meeting, when hopefully they

will approve. Committee members asked about suggestions that don't get utilized. We are going to evaluate resources, decide where we are going to reallocate, and where we will diminish resources. We will find the balance between the realistic and the aspirational. Skidmore is right on schedule, which is a great achievement for a nearly two-year collaborative project.

4) Budget Update

Vice President of Finance and Administration Dan Konstalid shared an overview of the process for developing the next year's budget as well as an update. We currently expect the preliminary budget for 2026 will approximate \$190 million. This is about a 2.3% to 2.4% increase over the approved budget for 2025. Unfortunately, the forecast also assumes that our above the line revenues are going to grow to only \$188.5 million. We continue to expect for 2026 and the years that follow that the size of our incoming class when we take our census in October will amount to 705 students. This translates to an above-the-line net fiscal enrollment of overall on-campus students of 2,370 for Fiscal Year 2026. We believe that the number of students studying abroad in 2026 will be higher than our recent experience. Our experience and our budget parameters for the last several years have been in the range of 165 full-time students. As a result of having more students studying abroad, we will be making more payments out to program providers. In addition, the budget will be impacted by the level of financial assistance we will be providing to students next year. The way that our planning model works, those assumptions are driven by our expectation for what percentage of our incoming class will require financial aid versus what percentage of the incoming class will receive average grants and what that will look like for incoming students. And there is an update on estimated average grants for returning students. We are finding that the baseline need on a per student average is actually trending a little lower than it has been in the past. Unfortunately, it is offset by the fact that more students require financial aid.

Moving beyond enrollment to other areas of our budget, our annual fund next year is expected to increase to a level of \$9 million. That is a half a million dollar increase over the goal that the advancement division had set for itself last year. The support from our endowment will follow a longstanding spending formula where we will spend 5% of a 12-quarter moving average of the value of our endowment over the prior three years. We have withheld the request for new initiatives, which otherwise would have been a half million-dollar addition to the budget. In addition, we have asked divisions of the College to plan to make certain level of reductions in their budgets next year in order to bring the budget into balance. We are also reducing the level of capital spending that our operating budget will support next year by a million dollars. We had hoped to provide for \$13 million of spending next year and we are planning on providing for \$12 million. With all of these steps, our preliminary budget for FY 2026 is still out of balance by \$1.5 million dollars. We will continue to work to balance the budget.

5) Call for Agenda Items

No new agenda items were brought forth.

6) Other Business

President Conner shared that he and the Cabinet have been closely following the federal government's executive orders, the dear colleague letter, and the pressure that it is putting on higher education. College leadership has reached out to all of our different campus constituencies about these matters as they directly impact the mission of the College, including the impact on federal funding to faculty research, and the potential impact on federal funding for student financial aid. We are in a wait and see mode since we do not know what the realities will be. VP of Human Resources Sarah Vero is working on a community information presentation.

The meeting was adjourned at 11:53 a.m.

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