

Institutional Policy & Planning Committee (IPPC)

Annual Report, 2017-18

The Institutional Policy & Planning Committee (IPPC) advises the President on a range of significant issues facing the College. In so doing, it serves as the central deliberative body for all-college governance. Although the IPPC may advise the President on a range of policy issues, its primary responsibility is in those areas beyond the purview of faculty governance (such as budget and financial planning (including major capital projects), benefits, environmental issues, admissions and financial aid, student affairs, and advancement).

During FY 2017-18, the IPPC met 13 times. In addition, IPPC's subcommittees (Budget & Finance, Space Planning, CIGU, and Student Affairs) met regularly on those matters within their remit, and routinely brought specific matters to the full IPPC. Minutes for IPPC meetings are published regularly and (starting with 2006-7) can be accessed electronically at the IPPC website: <http://www.skidmore.edu/ippc/minutes//>. These minutes provide significantly more detail concerning the IPPC's activities than the brief summary of activities noted below.

Summary of Major Activities

Center for Integrated Sciences (CIS)

The IPPC provided a forum for robust discussions concerning the \$150 million (all-in) Center for Integrated Sciences (CIS) project – the largest capital project in the history of the college. During the early part of the year, these discussions centered on the fact that the college had not yet succeeded in attaining full funding for the project, and in particular, did not have the necessary funding of \$116 million in place to start the construction portion of the full project as designed.

In lieu of postponing the construction until completion of full funding, the administration proposed to embark on construction of a more limited “Phase One” of the project. Phase One involved the construction of the so-called “North Wing”, beginning in the current academic year, and the deferral of “Phase Two”, the so-called “East Wing” of the project, until sufficient funds were raised. It should be noted that at the time this plan was presented to the IPPC, it had already been reviewed and endorsed by the Board of Trustees Budget and Finance/Infrastructure Committee.

This plan was not without controversy. The concerns of science faculty, articulated by Kelly Sheppard, CIS Faculty Coordinator, centered on their fear that the efficacy of the overall project, and its potential to fully integrate science faculty, could be compromised if the East Wing were not built immediately after the North Wing. Concerns about a North Wing having to “stand alone” for a length of time were discussed by the full committee, and with Professor Sheppard, at some length.

Members of the Committee discussed the need for the CIS to remain a priority during and after the North Wing construction to make certain that the full plan was realized. Members also noted that while phasing the construction was perhaps not ideal, they wished to recognize the level of sacrifice already made by the entire campus as resources intended for other projects had been, and likely would be, re-directed to the CIS.

The IPPC recommended a CIS Open Forum in September to air these issues and allow the entire campus community to hear updates and pose questions; approximately 100 community members attended this forum.

The IPPC subsequently endorsed two resolutions previously approved by the Joint Infrastructure and Budget & Finance and Infrastructure Committee of the Board of Trustees:

RESOLVED: That the Joint Infrastructure and Budget & Finance and Infrastructure Committee recommends to the Board of Trustees approval of the overall plan and program for the Center for Integrated Sciences as funding is available.

RESOLVED: That the Joint Infrastructure and Budget & Finance Committee recommends to the Board of Trustees approval of the Center for Integrated Sciences North Wing in an amount not to exceed \$67.5 million to be funded by gifts, operating funds, and debt.

The committee was subsequently updated on the college's successful issuance of a \$35 million (net proceeds) tax-exempt bond (at a true 3.93% interest rate), its receipt of various building permits, and its issue of a bid package. It was regularly apprised of the prevailing status of the CIS project.

Operating and Capital Budgets

As is customary, the IPPC was briefed on the Skidmore's audited financial statements for FY '17, which contained no negative comments or findings, The IPPC also reviewed the college's final operating budget results for FY '17, which reflected a surplus of \$1.2 million, excluding over enrollment net revenues of approximately \$4.3 million.

The committee was also updated, on a regular basis, on forecasted current year (FY '18) operating budget performance. This performance while negatively impacted by higher than budgeted financial aid and above budget employee health care expenses, was nevertheless still expected to yield a balanced result for the year.

The committee was presented with the welcome news in February that the college had retained its A-1 credit rating with a "stable" outlook from Moody's (the credit rating agency). (This reevaluation of the College's credit rating was a standard element of the process of issuing the \$35 million in bonds for construction of the CIS referenced above.)

Finally, the IPPC also discussed, on a continuing basis, the proposed key budget assumptions/parameters for development of the FY '19 operating budget; it also reviewed the proposed capital budget for FY '19. The committee endorsed both the operating budget parameters, and the proposed capital budget, in February; these parameters were subsequently approved by the Budget & Finance/Infrastructure Committee of the board. Key assumptions included:

- Net Fiscal Enrollment – 2,350 (an increase of 20 students)
- Comprehensive Fee – 3.5%
- General Salary Adjustment (GSA) – 2.75%
- Capital Budget (exclusive of CIS) - \$ 9.0 million

Diversity and Inclusion

The IPPC unanimously reaffirmed the college’s “Statement on Diversity and Inclusion” and committed to use the statement as a reminder of its values and as a catalyst for ongoing committee discussions. The committee was regularly briefed on community activities such as the Community Check-In gathering, *In It 2*, and other related events, workshops and performances.

Strategic Planning

After discussion and suggested revisions to a number of iterations, the IPPC endorsed the final “Strategic Action Agenda (SAA) 2016-2018.” The SAA covered a two-year window and included updates for year one (2016-17) and goals for year two. It was created to foreground progress in advancing the four major goals of the 2015-2025 *Strategic Plan*.

Smoking Policy

The IPPC discussed a proposed smoking policy presented by the subcommittee on Student Affairs, which called for Skidmore to go “smoke-free” starting on January 1, 2019. After a discussion focused largely upon enforcement issues, the IPPC approved the new policy, and its implementation plan, by a unanimous vote.

IPPC Subcommittees

The IPPC reviewed the remit, membership composition, and general functioning of IPPC subcommittees (and some related entities), including the following:

- Subcommittee on Budget and Finance
- Campus Sustainability Committee
- Subcommittee on Student Affairs
- Committee on Intercultural and Global Understanding (CIGU)
- Bias Response Group (BRG, a subcommittee of CIGU)
- Subcommittee on Responsible Citizenship (SRC)
- Assessment Subcommittee
- Space Planning Working Group
- Enrollment Management Group

The committee subsequently approved of proposed changes to the membership of the Space Planning Working Group, certain changes proposed by CIGU to its membership, and a requested change of name from “Assessment Subcommittee” to “Subcommittee on Institutional Effectiveness,” as well as certain membership changes. All of these will be reflected in a revised IPPC Operating Code.

Admissions

The committee was updated on applications and admissions for the class of 2022. Applications totaled 10,750 and represented an increase of 7% over the prior year.

Protection of Minors Policy

The IPPC discussed a proposed “Protection of Minors Policy,” recommended certain edits, commented on proposed implementation, and approved the policy by unanimous vote. The planned implementation date of the policy is January 1, 2019.

Other Business

In addition to the above noted activities, the IPPC also regularly received progress reports on:

- Searches for the Vice President for Advancement, Vice President for Communications and Marketing, and (with the announcement of Michael West’s retirement) the planned search for the Vice President of Finance & Administration.
- Space planning, and a newly announced space planning policy for academic affairs
- Comparative reports on faculty salary and compensation
- Campaign updates for *Creating our Future: The Campaign for Skidmore*

IPPC Committee Membership 2017-18

Philip Glotzbach, President, Chair

James Kennelly, Management and Business, Faculty Rep, Vice Chair

Michael West, Vice President for Finance & Administration

Kim Verstandig, Interim Vice President for Advancement (F’17)

Sean Campbell, Vice President for Advancement (S’18)

Mary Lou Bates, Vice President and Dean of Admissions and Financial Aid

Beau Breslin, Dean of the Faculty and Vice President for Academic Affairs (F’17 semester)

Crystal Dea Moore, Interim Dean of Faculty and Vice President for Academic Affairs (S’18 replacement)

Paul Calhoun, Dean of Special Programs

Cerri A. Banks, Dean of Students and Vice President for Student Affairs

Debra Townsend, Interim Vice President for Communications and Marketing (F’17)

Martin Mbugua, Vice President for Communications and Marketing (S’18)

Joshua C. Woodfork, Vice President for Strategic Planning and Institutional Diversity

Joseph Stankovich, Director of Institutional Research

Bill Duffy, Chief Technology Officer

Greg Gerbi, Chair, Faculty Executive Committee

Ericka Bastress-Dukehart - Chair, Committee on Educational Policies and Planning (CEPP)

Hedi Jaouad, Co-Chair, Committee on Intercultural and Global Understanding (CIGU)

Eric Morser, Co-Chair, Subcommittee on Responsible Citizenship (SRC)

Levi Rogers, Chair of Campus Sustainability

Kris Leggiero, Office of Leadership Activities, Non-Exempt Staff Member
Lisa Hobbs, Off-Campus Study and Exchanges, Exempt Staff member
Tayler Salvatore '18, Student Government Association (SGA) President
Kira Geary '18, Student Government Association (SGA) Vice President for Financial Affairs
Grace Burton, Department of World Languages & Literatures, Faculty Member
Timothy Harper, Management & Business Department, Faculty Member

IPPC Committee Membership 2018-19

Philip A. Glotzbach, President, Chair
Timothy Harper, Department of Management and Business, Faculty Member, Vice-Chair

Michael T. Orr, Dean of the Faculty & Vice President for Academic Affairs
Donna Ng, Vice President for Finance and Administration & Treasurer
Sean Campbell, Collyer Vice President for Advancement
Mary Lou Bates, Vice President and Dean of Admissions & Financial Aid
Cerri A. Banks, Dean of Students and Vice President for Student Affairs
Martin Mbugua, Vice President for Communications and Marketing
Joseph Stankovich, Director of Institutional Research
Bill Duffy, Chief Technology Officer
Katie Hauser, Chair, Faculty Executive Committee (FEC)
Marta Brunner, Co-Chair, Committee on Educational Policies and Planning (CEPP), Fall 2018
Steve Ives, Co-Chair, Committee on Educational Policies and Planning (CEPP), Spring 2019
Jennifer Mueller, Co-Chair, Committee on Intercultural and Global Understanding (CIGU)
Michelle Hubbs, Co-Chair, Subcommittee on Responsible Citizenship (SRC), Fall 2018
Levi Rogers, Chair, Campus Sustainability Subcommittee (CSS)
Amy Tweedy, Co-Chair, Subcommittee on Institutional Effectiveness (SIE)
Max Fleischman '19, SGA President
Clare Smith '20, SGA Vice President for Financial Affairs
Joshua C. Woodfork, Vice President for Strategic Planning and Institutional Diversity
Lisa Hobbs, Off-Campus Study & Exchanges Program, Exempt Staff Member
Grace Burton, Department of World Languages & Literatures, Faculty Member
Greg Gerbi, Department of Physics, Faculty Member
Carolyn Lundy, Department of Physics and Neuroscience Program, Non-Exempt Staff Member

On behalf of the full IPPC, we would like to thank Susan Koppi for her stellar and always good-natured support for the work of this committee.

Respectfully submitted,

Phillip A. Glotzbach, Chair

James J. Kennelly, Vice-Chair