

## **Institutional Policy & Planning Committee (IPPC)**

### **Annual Report, 2023-2024**

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 2023-24, IPPC met 14 times. IPPC's subcommittees met to consider specific matters and brought them to the full committee. Full minutes for IPPC meetings are available at the following link: <https://www.skidmore.edu/ippc/minutes/index.php>. Additionally, links to specific meeting minutes where an item was discussed are also provided below.

#### **Major Items:**

##### **1. IT/Cybersecurity**

On [09/08/2023](#), Sarah Vero, General Counsel and Vice President of Human Resources, and Dwane Sterling, Chief Technology Officer (CTO), provided an update on a cyber security incident that originated in February of 2023. This incident impacted several constituencies in our community, including some students, staff, faculty, alumni, and vendors. CTO Sterling informed the group of some of the security changes that were already made, which included removing the vulnerability, hiring a new security monitoring company, and purchasing a replacement for the Skidmore firewall. He highlighted the importance of full participation in dual-factor authentication and an IT security training and policies for IT security. On [04/05/2024](#), CTO Sterling brought three draft policies – Identity and Access Management, Information Security Policy, and Appropriate Use Policy. Based on questions and comments received from IPPC as well as on the consultation with Faculty Executive Committee (FEC) and Student Government Association (SGA), a revised set of policies was approved (pending possible changes as deemed appropriate by the President's Cabinet based on comments received from FEC) by IPPC on 05/10/2024.

##### **2. Strategic Action Agenda**

On [09/22/2023](#), President Marc Conner provided a draft of this year's Strategic Action Agenda (SAA). The draft was revised based on the comments and feedback provided by IPPC. IPPC endorsed the revised version of the SAA on [10/04/2023](#) and [recommended approval by the Board of Trustees](#). With its five goals, the AY 2023-2024 SAA can be found [here](#).

##### **3. Single Record Keeper/Administrative support for Retirement Plans**

On [09/22/2023](#), VP Vero reminded IPPC about changes to the retirement plan for faculty and staff and our 403B plan and that the Human Resources (HR) department is putting together a communication and implementation plan. This is a returning item to IPPC that was introduced by Charles Ingram, Interim Vice President for Finance and Administration, at the [April 28, 2023](#) IPPC meeting with continued discussion at the [May 12, 2023](#) meeting. On [10/13/2023](#), Julie

Delay, HR Director, shared a copy of the communication plan and stated that May 1, 2024 is the anticipated implementation date. Questions and answers on the communication plan can be found [here](#). On [04/05/2024](#), Director Delay and VP Vero updated the group on the roll out of information to various community members (current plan participants, Skidmore retirees, UPSEU and SEIU Union members, and former employees) that had taken place and other key dates for implementation to come in May.

#### **4. Budget & Finance**

Over the academic year, Dan Konstalid, VP for Finance and Administration, presented on various aspects of the budget.

##### **Fiscal Year FY 2023 Final Budget result** [More details on FY 2023 can be found in [10/23/2023](#) and [11/03/2023](#)]

- i. Closed the year with a roughly \$12 million surplus:
  - a. An operating surplus (above the line) of approximately \$4.6 million,
  - b. Below the line budget surplus of almost \$7.3 million.
- ii. Skidmore Fund: exceeded budget by \$289,000 or 3.7%, surpassing \$8M for the first time.
- iii. Endowment takeout fell short of budget by \$1.8M or 6.8%,
- iv. Other revenues exceeded budget by \$5.4M.
- v. Salaries, wages & benefits were slightly higher than budget due to additional year-end payroll accruals, which were largely offset by lower health care claims.

##### **FY 2024 Capital Budget** [More details [02/16/2024](#) and [04/26/2024](#)]

Capital requests totaled \$15.5 million this year. Annually, \$13 million is budgeted for capital projects. This year, the Capital Budget is allocated (based on the request) as below: Academic affairs (38%), Student Affairs (29%), Institutional (20%), Finance and Admin (11%), Unallocated (2%). Unallocated portion takes care of unexpected changes in anticipated cost.

##### **Baseball field**

On [02/16/2024](#), President Conner shared with IPPC another Capital Project for a new baseball field that originated from a donor's interest in donating specifically for a baseball field project. This \$3.4 million project was reviewed by the Board of Trustees in October of 2023 and approved by the Board in January of 2024.

##### **Environmental, Social, Governance (ESG) & Diversity, Equity, and Inclusion (DEI) Crewcial Partners Update**

On [12/01/2023](#), VP Konstalid updated the committee on our endowment investments through a DEI lens.

- i. 11% of endowment have been selected by those underlying portfolio managers using the ESG framework.
- ii. 11% of the assets under Skidmore management are ultimately being supervised by diverse managers [in contrast to the industry average of 1.5%].

## 5. Enrollment and Financial Context and Landscape

On [02/02/2024](#), Jess Ricker, VP for Enrollment and Dean of Admissions and Financial Aid, addressed the higher education landscape and the demographic changes taking place that is projected to make bringing in the class difficult. VP Konstalid highlighted the effects of that given Skidmore's dependence on tuition (our net tuition revenue makes up 50% of our operating budget). Dean Ricker and VP Konstalid also presented this at the faculty meeting on the same day.

### Enrollment for class of 2028

On 05/10/2024, VP Ricker reported that the number of full pay students and deposits were down. As of 05/10/2024, there were 672 students enrolled in the class of 2028. Between "summer melt" and the work that the team is doing to enroll waitlisted students, she projected that we would be 20-50 students below 705. VP Konstalid reported that at this time we still expect a net surplus with the above the line surplus canceling out below the line deficit.

On [04/26/2024](#), President Conner shared a slide of this year's budget balanced and a forecast for the next four years, which showed a deficit of around 4 million next year. He remarked that the number of full pay applicants has dropped, which increases the pressures on budgeting. Through consultations with Dean Mosby, IPPC Vice Chair Tiwari, the IPPC Subcommittee on Budget and Finance Committee, President Conner proposed adding two faculty members and two staff members to the IPPC Subcommittee on Budget and Finance. for the fall 2024 semester, to give additional perspective and insight to the budget and finance process.

## 6. Strategic Planning [More details can be found [11/03/2023](#), [12/01/2023](#), [02/16/2024](#), and [03/01/2024](#)]

### The themes and the scope

On [12/01/2023](#), IPPC members agreed that a five-year window was reasonable considering the pace of change in higher education today. VP Woodfork outlined the themes that emerged from Campus Master Planning and the Visions and Values exercise that are being considered for Strategic Planning:

- Creativity and academic excellence
- Increasing the Endowment for need based financial aid
- The residential student experience
- Diversity, Equity, and Inclusion (DEI)
- Sustainability

### Who will work on it?

President Conner and Joshua Woodfork, VP for Strategic Planning and Institutional Diversity, reminded the committee that IPPC acted as the body to coordinate, provide input, and review the feedback in the last Strategic Planning and Campus Master Planning. They proposed that the committee take on that role this time as well. On [02/16/2024](#), VP

Woodfork announced that IPPC Vice Chair Tiwari will assist in the Strategic Planning process as the Vice Chair for academic years 2023-2024 and 2024-2025.

### **Feedback from IPPC and the community**

On [11/03/2023](#), IPPC members were divided into groups to discuss the types of community engagement, aspects that are most concerning to our community, and aspects that excite people about strategic planning. The discussion can be found [here](#). Additionally, on [12/16/2024](#), VP Woodfork sought more feedback on the nature of community engagement and feedback. On [03/01/2024](#), committee members were divided by constituency (students, staff, and faculty) and feedback was collected (impressions, input, sharpening, and what is missing) on the current five themes.

### **7. Middle States**

On [04/05/2024](#), Dorothy Mosby, Dean of the Faculty, shared with the committee the timeline for our Middle States reaffirmation of accreditation process and invited IPPC members to our MSCHE Vice President's campus visit on April 30<sup>th</sup>, 2024.

### **8. Subcommittee work**

Subcommittee check-ins for membership and frequency of meetings can be found [here](#) and subcommittee check-ins for updates on their work can be found [here](#). Space Planning Working Group (SPWG), the Faculty Executive Committee, and the Student Government Association (SGA) [none of the three are subcommittees of IPPC] also provided updates. Several subcommittees presented their ongoing work:

- a. Subcommittee on Institutional Effectiveness: Amy Tweedy, Institutional Effectiveness Specialist, presented 2022-2024 Assessment & Institutional Effectiveness Annual Report on 11/17/2023. More [here](#).
- b. Subcommittee on Student Affairs: Nathaniel Lowell '24, President of SGA, Adrian Bautista, Dean of Students and Vice President of Academic Affairs, and Rodrigo Schneider, Assistant Professor of Economics, presented concerns around chalking and posters on campus. Although there is a [poster policy](#) under [Event Publicity Guidelines](#), implementation of the policy needs more attention; more [here](#).
- c. Campus Sustainability Subcommittee: Tarah Rowse, Director of Sustainability Programs and Assessment, presented the updated Sustainable Construction and Renovation Policy. More in the minutes from 05/10/2024.
- d. Some subcommittee work items are being carried over to the next academic year (2024-2025):
  - i. Campus Sustainability Plan FY'23 [Campus Sustainability Subcommittee]
  - ii. Poster Guidelines/Event Publicity [Subcommittee on Student Affairs]
  - iii. Updated Smoke-Free and Tobacco-Free Campus Policy [Subcommittee on Student Affairs]

### **9. Facilitation with an external facilitator**

Chair Conner introduced a guest facilitator to the committee, Professor of Statistics [Lynne Steuerle Schofield](#) from Swarthmore College. Using an interactive approach, Professor

Schofield, the former associate dean for diversity at Swarthmore, facilitated a discussion on IPPC's work as a shared governance committee. More [here](#).

**10. Diversity and Inclusion at Skidmore College Statement**

VP Woodfork presented the Diversity and Inclusion at Skidmore College statement. IPPC members unanimously reaffirmed the pledge. More [here](#).

**11. *In It 8***

On [03/22/2024](#), VP Woodfork reported that *In It 8* is scheduled for April 4-6, 2024 and that *In it 9* will be held in the last week of September 2024.

**12. FEC Committee Operations Audit and IPPC Subcommittees**

On [03/01/2024](#), Vice Chair Tiwari asked for feedback on IPPC Operating Code. On 05/10/2024, she reported that she has compiled a list of feedback that IPPC will consider next academic year.

**13. Skidmore for Palestine**

On [02/02/2024](#), a group of students who identify as Skidmore for Palestine came into the IPPC meeting with a list of demands for President Conner and the Board of Trustees. The letters expressing these demands were passed out to the IPPC members. On [04/26/2024](#), President Conner complimented the group's impressive efforts.

President Conner discussed the campus climate and his commitment to support students' freedom of political expression on [04/26/2024](#).

Respectfully submitted,

Smriti Tiwari, Vice Chair, AY 23-24

On behalf of Chair Marc Conner and the Institutional Policy and Planning Committee

## **IPPC Membership, Academic Year 2023-2024**

### **Chair**

Marc C. Conner, President

### **Vice Chair**

Smriti Tiwari, Department of Economics, Faculty Member

### **Members by Position**

Dorothy E. Mosby, Dean of the Faculty & Vice President for Academic Affairs

Daniel Konstalid, Vice President for Finance and Administration & Treasurer

Carey Anne Zucca, Collyer Vice President for Advancement

Jessica Ricker, Vice President for Enrollment and Dean of Admissions & Financial Aid

Adrian Bautista, Dean of Students and Vice President for Student Affairs

Elizabeth Stauderman, Vice President for Communications and Marketing

Joseph Stankovich, Director of Institutional Research

Dwane Sterling, Chief Technology Officer

Lori Parks, Campus Safety, Non-Exempt Staff Member

Beth Ann Post, Financial Aid Office, Exempt Staff Member

Timothy Harper, Department of Management and Business, Faculty Member

Rodrigo Schneider, Department of Economics, Faculty Member

Dominique Vuvan, Chair, Faculty Executive Committee (FEC)

Nick Junkerman, Chair, Committee on Educational Policies and Planning (CEPP) Fall 2023

Lisa Jackson-Schebetta, Member, Committee on Educational Policies and Planning (CEPP)  
Spring 2024

Masako Inamoto, Co-Chair, Committee on Intercultural and Global Understanding (CIGU)

Michelle Hubbs, Co-Chair, Subcommittee on Responsible Citizenship (SRC)

Tarah Rowse, Chair, Campus Sustainability Subcommittee (CSS)

Amy Tweedy, Co-Chair, Subcommittee on Institutional Effectiveness (SIE)

Nathaniel Lowell '24, Student Government Association (SGA) President

Josh Maxwell '26, SGA Vice President for Financial Affairs

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

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### **Vice Chair**

Rodrigo Schneider, Department of Economics, Faculty Member

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Carey Anne Zucca, Collyer Vice President for Advancement

Jessica Ricker, Vice President for Enrollment and Dean of Admissions & Financial Aid

Adrian Bautista, Dean of Students and Vice President for Student Affairs

Elizabeth Stauderman, Vice President for Communications and Marketing

Joseph Stankovich, Director of Institutional Research

Dwane Sterling, Chief Technology Officer

Eriko Fujita, Admissions Office, Non-Exempt Staff Member

Beth Ann Post, Financial Aid Office, Exempt Staff Member

Timothy Harper, Department of Management and Business, Faculty Member

Amy Oh, Department of Classics, Faculty Member

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Bradley Kadets, SGA Vice President for Financial Affairs

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