

Institutional Policy & Planning Committee (IPPC) Annual Report, 2016-2017

The Institutional Policy & Planning Committee advises the President of the College with regard to strategic planning, taking a comprehensive view of significant matters facing the College. In doing so, it serves as the central deliberative body for all-college governance. More specifically, IPPC advises the President on all policy areas, with primary responsibility for those areas beyond the purview of faculty governance (such as budget and financial planning, benefits, environmental issues, admissions and financial aid, student affairs, and advancement). During the 2016-2017 academic year IPPC met 14 times. IPPC's subcommittees met regularly to consider specific matters and, subsequently present them to the full committee. Full minutes for IPPC meetings are available on the IPPC website: <http://www.skidmore.edu/ippc/minutes/>. Please refer to these meeting minutes for greater detail of the matters summarized below.

Major Items

1. Center for Integrated Sciences (CIS)

Conversation surrounding the CIS was the focus of many IPPC meetings during the 2016-2017 academic year. Nearly every element of IPPC's mission and objectives (i.e., budget, space, resources, policies, institutional priorities, strategic trade-offs etc.) is captured in matters related to CIS. The IPPC has strongly encouraged the President and President's Cabinet to be transparent, forthcoming, and responsive with respect to decisions and their resulting implications related to the CIS. The College leadership has established unequivocally that the CIS is the number one priority for Skidmore College.

2. Social Justice/Multicultural Center/Space

After receiving a November 4 charge from IPPC, the Committee on Intercultural and Global Understanding (CIGU) worked quickly on planning for a Social Justice/Multicultural Center/Space. Details regarding their work and outcomes are available in the IPPC minutes of March 24, but they included consultation with the Space Planning Working Group, Case Council, holding an open forum, touring other centers, providing focus groups, and hiring an architect. Because of its exceptional work, CIGU was able to propose to IPPC that the space occupied at that time by the Office and Communications and Marketing be designated as the Social Justice Center (this is a working title; the official name will be determined at a later date). The IPPC proposed a series of questions in addition to offering feedback regarding the work and proposal. The IPPC enthusiastically approved CIGU's request.

3. Budget and Finance

A. Vice President for Finance and Administration & Treasurer Michael D. West and Kyle Bernard, Controller, Director of Financial Services, and Associate Treasurer, presented to the IPPC a highly positive report regarding the FY 2016 operating budget on October 14, 2016. The operating budget surplus of 5.3 million was

noteworthy and carried positive implications for future operating budgets. That surplus has been designated to support the CIS.

- B. FY2018 Operating Budget Parameters – IPPC engaged in several discussions of the FY2018 operating budget which included: a 3.5% Comprehensive Fee increase; a 2.75% General Salary Adjustment; and \$300,000 for the Compensation and Market Equity Pool.
- C. FY 2018 Capital Budget - IPPC endorsed the FY 2018 capital budget of approximately \$8.9 million.

4. Strategic Planning:

- ✓ Skidmore College Strategic Action Agenda (SAA)
- ✓ Student Government Association (SGA) Action Agenda

The IPPC endorsed the Skidmore College Strategic Action Agenda (SAA) for 2016-2018 and the Student Government Association Action Agenda for 2016-2017. The IPPC suggested revisions and provided feedback and comments regarding previous versions before endorsing the final documents. Notably, the SAA covers a two-year window to try to move ahead the four goals of the 2015-2025 *Strategic Plan*. Rather than being organized by Division or Vice President, it is centered on the four goals.

5. The Committee on Intercultural and Global Understanding (CIGU)

CIGU's main priority before IPPC was to seek a charge as an IPPC subcommittee to work on the development of the Social Justice/Multicultural Center/Space. CIGU also sought reaffirmation of the College's "Diversity and Inclusion at Skidmore College" statement, which occurred by unanimous vote on November 18. The statement first received unanimous support from IPPC December 14, 2012. For further understanding of the statement, please see the minutes from both of these meetings. CIGU kept IPPC informed of other work on following up on prior year recommendations, including the development of Black Studies, and improvement related to campus climate.

6. Vice-President Searches

The President provided consistent updates to the IPPC regarding the three Vice-President searches: Collyer Vice President for Advancement, Vice President for Communications and Marketing, and the Dean of the Faculty and Vice President for Academic Affairs. The President also sought feedback and input from IPPC members.

7. Admissions and Financial Aid

Vice President and Dean of Admissions and Financial Aid Mary Lou Bates reported that Skidmore received the highest number of applications in its history just over 10,000. She

also reported that requests for financial aid have increased significantly as well. Applications are up from both domestic students of color and international students.

8. Building Plans - Athletics Master Plan; Admissions; Residential Life Program

The IPPC discussed several building plans including the Athletics Master Plan, Admissions, and the Residential Life Program, in addition to the CIS, the current priority in terms of buildings and capital spending. The College's leadership will continue to look for opportunities to move forward on these projects as they continue establishing priorities and obtain targeted funding, which may make a specific project or segment of a certain project more feasible and sensible.

9. Campus Sustainability

Director of Sustainability Karen Kellogg and Campus Sustainability Coordinator Levi Rogers presented the 2015-2016 annual report of progress in implementing the *Campus Sustainability Plan*. Karen Kellogg noted the improvement in on-going and frequent communications of sustainability updates across the campus.

10. Immigration Update

The IPPC discussed the impact of travel bans and related immigration issues, including discussions around what it means to be a "sanctuary campus" during several meetings throughout the year. The consensus was that members of President's Cabinet would be vigilant in terms of limiting the negative implications of governmental policies for Skidmore community members including students, staff, and faculty including providing support for DACA (Deferred Action for Childhood Arrivals). At this point, the College has declined to designate itself a "sanctuary campus," believing that this label would add nothing to what we already are doing and might draw problematic attention to either the College or to students who may be at risk.

11. Starbuck Steering Committee

On behalf of Associate Dean of the Faculty Crystal Moore, Chair of the Starbuck Center Steering Committee, Michael West reported that the Starbuck Center was given a clean bill of health early in the academic year. In November, Crystal Moore provided the IPPC a more extensive report regarding the review of environmental factors in Starbuck Center. Crystal explained in detail the analyses and work performed by various companies and organizations. She also provided IPPC an overview of lessons learned throughout the overall experience associated with environmental concerns at Starbuck Center. The conclusion of this study replicated earlier analyses and studies.

12. Assessment Subcommittee: Report on Students' Visual Analysis Competencies

Beau Breslin, Dean of Faculty and Sarah Goodwin, Professor and Faculty Assessment Coordinator, presented a report on Students' Visual Analysis Competencies to the IPPC

in October, 2016. Their findings revealed high efficacy of courses that utilize the analysis of visual artifacts in terms of meeting the goal of high visual analysis competencies. The Assessment Subcommittee also distributed a visual analysis competency rubric to the IPPC. Members of the subcommittee were asked to present the rubric at a meeting of the Association of American Colleges and Universities. Phil and Beau congratulated Sarah, Lisa Christensen, and Joseph Stankovich on their excellent work.

13. Housing Update

Dean of Students and Vice President for Student Affairs Cerri Banks, Mary Lou Bates, Beau Breslin, and Michael West provided consistent updates regarding the housing situation including the details of an incentive program offered to students in Fall 2016 to alleviate a housing crunch. The expectation is that the situation will improve significantly in Fall 2017 because of enrollment plans. However, the IPPC discussed the building of new housing in the future as a potential segment of the College's master building plan, as well as improving the residential life program.

14. Advancement Campaign Update

Collyer Vice President for Advancement Michael T. Casey provided the IPPC with a campaign update and review of the fund-raising plan for the CIS (refer to IPPC minutes dated Feb. 17, 2017). The results were mixed in terms of meeting goals and expectations. By the end of the academic year, however, the Campaign had raised over \$140 million, heading to a goal of \$200 million.

15. Advancement: Horse Show

Adele Einhorn, Director, Special Projects in Advancement and Executive Director of the Saratoga Classic Horse Show and Michael Casey proposed the re-location of the Skidmore Horse Show to newly acquired land space in Stillwater, NY. They provided qualitative and quantitative justification for the re-location. IPPC members asked a series of questions aimed at understanding the present and future logistical and financial implications of the re-location for Skidmore and the horse show. Two requests related to financing necessary improvements at the Stillwater location were approved by the IPPC.

16. Divestment

The IPPC briefly discussed divestment in the context of conversations that occurred in several faculty meetings. A pledge was offered to proceed with annual reviews of investment and divestment decisions as well as to be as responsive as possible to concerns regarding a lack of flexibility and responsiveness to the work of the Task Force on Divestment (TFD) and subsequent concerns expressed by members of the Skidmore community.

17. Peer and Aspirant Groups

The IPPC discussed the validity and instrumentality of Skidmore's current peer and aspirant listings a few times during the 2016-2017 academic year. Joe Stankovich served as the "resident expert" in terms of providing documentation and historical context during these conversations. Frequent comments centered on attempting to understand the unintentional consequences of revising the lists as well as attending the need to have balanced lists in terms of the numbers, types and range of institutions. The IPPC charged Joshua Woodfork and Joe Stankovich to develop next steps, including consultation with FEC. It was decided that these efforts would not be conducted until the next academic year.

18. Discussion of IPPC Roles and Responsibilities

Members of IPPC discussed their responsibilities on the committee, level of accountability to various persons and the degree to which IPPC members directly represent the bodies from which they were elected or appointed to IPPC early in the academic year. Committee members were reminded that agenda items can be sourced from any member of the committee.

19. Policy Discussions & Other Matters

A. Reviewed Policy on Political Activity & Standards of Business Conduct (Oct. 14, 2016)

The IPPC reviewed the policies on Political Activity & Standards of Business Conduct given its significant role in the development and continuance of these policies. The policies were distributed to the campus community and posted on the College's website.

B. Diversity and Inclusion at Skidmore College Statement

As noted above, the IPPC affirmed the "Diversity and Inclusion at Skidmore College" statement on November 18, 2016. The affirmation followed an extensive discussion regarding the perceived state of diversity and inclusion at the College. All members of IPPC were encouraged to contribute to a conversation that proved to be informative and enlightening.

C. Skidmore Declining Balance Card

Michael West reported that the College will reduce the minimum deposit required when adding funds to a SkidCard using a credit card from \$25.00 to \$15.00. The decision was a response to a request from the People of Color Union (POCU) and the Student Government Association (SGA).

D. Protection of Minors

Chris Kacmarek, Chair of the Safety Committee, presented the IPPC a draft version of a Protection of Minors policy. The draft policy includes requirements for training and background checks for all students, faculty and staff interacting with minors. The IPPC asked Chris a series of questions. The questions and her responses can be found in IPPC minutes dated February 17, 2017. The IPPC asked Chris and the committee members to respond to the various questions and bring a revised policy back to the IPPC for further consideration.

E. Test Optional Policy – Immediate Impacts (Tentative Thoughts)

Mary Lou Bates suggested that the decision to change the College's admissions policy to test optional may have resulted in a higher number of total applications with more applications from students of color.

F. Smoking Policy

Several members of the Skidmore Community inquired about the College's Smoking Policy. Cerri Banks and other IPPC members informed persons that discussions regarding the smoking policy will take place in Fall 2017. Further, persons were reminded of the need for the smoking issue to be addressed and resolved at the institutional-level while meeting the needs and desires of multiple stakeholders with varied interests.

Respectfully submitted,

Philip A. Glotzbach, Chair

Timothy L. Harper, Vice Chair

IPPC Committee Membership for 2016-2017

Philip Glotzbach, President, Chair

Timothy Harper, Management and Business, Faculty Member, Vice Chair

Michael West, Vice President for Finance & Administration

Michael T. Casey, Collyer Vice President for Advancement

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

Beau Breslin, Dean of the Faculty and Vice President for Academic Affairs

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

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

Joseph Stankovich, Director of Institutional Research

Bill Duffy, Chief Technology Officer

Denise Smith, Chair, Faculty Executive Committee (FEC)

Erica Bastress-Dukehart, Chair, Committee on Educational Policies & Planning (CEPP)

Cynthia Evans, Co-Chair, Committee on Intercultural and Global Understanding (CIGU)

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

Levi Rogers, Chair, Campus Sustainability Subcommittee (CSS)

Kris Leggiero, Office of Leadership Activities, Non-Exempt Staff Member

Lisa Hobbs, Off-Campus Study & Exchanges, Exempt Staff Member

Joerg Bibow, Economics, Faculty Member (1-yr LV 2016-17)

Mark Hofmann, Mathematics, Faculty Member (1-yr 16-17 replacement for Bibow)

Jim Kennelly, Management and Business, Faculty Member

Dorothy Parsons '19, Student Government President

Julia Elstein '19, Student Government Vice President for Financial Affairs

IPPC Committee Membership for 2017-2018

Philip Glotzbach, President, Chair

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

Michael West, Vice President for Finance & Administration

Kimberly Verstandig, Interim Collyer Vice President for Advancement

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

Beau Breslin, Dean of the Faculty and Vice President for Academic Affairs

Paul Calhoun, Dean of Special Programs

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

TBD, Interim Vice President for Communications and Marketing

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 (FEC)

Erica Bastress-Dukehart, Co-Chair, Committee on Educational Policies and Planning (CEPP) Fall 2017

Marta Brunner, Co-Chair, Committee on Educational Policies and Planning (CEPP) Spring 2018

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

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

Levi Rogers, Chair, Campus Sustainability Subcommittee (CSS)

Kris Leggiero, Office of Leadership Activities, Non-Exempt Staff Member

Lisa Hobbs, Off-Campus Study & Exchanges, Exempt Staff member

Timothy Harper, Management and Business, Faculty Member

Grace Burton, World Languages and Literatures, Faculty Member

Tayler Salvatore '18, Student Government Association President

Kira Geary '18, Student Government Association Vice President for Financial Affairs