

# INSTITUTIONAL POLICY AND PLANNING COMMITTEE

## MEETING MINUTES

May 1, 2015

10:30 a.m.

**PRESENT:** President Philip A. Glotzbach, Chair; Joerg Bibow, Vice Chair; Mary Lou W. Bates; Addison Bennett '16; Barbara Black; Beau Breslin; Paul Calhoun; Rochelle Calhoun; Bill Duffy; Julia Elstein '17; Sarah Goodwin; Samuel Harris '15; Karen Kellogg; Wendy Kercull; Kathy Kinnin; William Lewis; Mehmet Odekon; Dan Nathan; Charles Tetelman '16; Michael West; and Joshua C. Woodfork.

**ABSENT:** Michael Casey; and Joseph Stankovich.

### 1. Minutes from April 17, 2015

IPPC approved the meeting Minutes from April 17, 2015.

#### President's Report

President Glotzbach welcomed Charles Tetelman '16 and Julia Elstein '17 who joined the meeting as the SGA President-elect and the SGA Vice President for Financial Affairs-elect, respectively. President Glotzbach thanked Professor Barbara Black and Dan Nathan for their service this Spring 2015 semester. He also expressed thanks to Professor Joerg Bibow for serving as Vice Chair for the semester and Professor Natalie Taylor who served as Vice Chair in the fall. Professor Tim Harper will be next year's Vice Chair, and Professor James Kennelly will serve a three-year term as a faculty member representative. President Glotzbach thanked Wendy Kercull for her service as staff member representative over the last three years.

Professor Barbara Black noted Jon Krakauer's book *Missoula: Rape and the Justice System in a College Town* (Doubleday: April 21, 2015) is now out. She commented that it might be worthwhile reading for us and mentioned the connection between alcohol and sexual assault.

thanked Professor Goodwin and Associate Director of Institutional Research for Assessment Lisa Christenson in crafting this *Institutional Assessment Plan*.

### **3. Admissions and Financial Aid Update**

Vice President and Dean of Admissions and Financial Aid Mary Lou Bates informed the committee that today (May 1) is the day that enrollment deposits are due. This year, we are aiming for a smaller class target and a smaller financial aid budget, after last year's significant financial aid overage. We are 31 deposits short of our target, but we are confident that we will meet our target and stay within our financial aid budget, as we are tracking on target with some over-enrollment. At this point, we are not sure about either domestic diversity numbers or international students. We know that the smaller financial aid budget and fewer financial aid packages means we are going to lose ground on the gender balance. We are currently tracking at 63% women and 37% men. We honor all May 1<sup>st</sup> postmarked deposits, but we end the acceptance of electronic deposits today. Last year, 47% of the entering first-year students received institutional financial aid, and this year our target is 38%. IPPC acknowledged that the overall numbers signal positive news, including staying within our financial aid budget and fully enrolling the class. Admissions and Financial Aid did some work to affect yield this year (including faculty outreach, working with Communications, and targeted outreach), and we will see if this work has an impact. Professor Black raised the concern that we fall below a 60/40 women to men gender ratio with class demographics. Vice President Bates agreed that this is place where we focus attention and where we will continue to direct attention in the future.

### **4. CIGU Recommendation: Chief Diversity Officer (CDO)**

President Glotzbach briefly recounted the steps that led to this discussion. On May 2, 2014, the Committee on Intercultural and Global Understanding (CIGU), as a subcommittee of IPPC, presented a document entitled "Campus Climate Comprehensive Report and Recommendations," which included five themes related to diversity and inclusion at Skidmore, along with twenty-six specific recommendations. IPPC, asked CIGU to prioritize its recommendations, identifying top priorities, and to return to IPPC during the Fall 2014 semester. In response, CIGU drafted a November 25, 2014 memo and lengthy appendix to President Glotzbach that followed-up on the May 2014 meeting and proposed one recommendation to IPPC: the creation of a Cabinet-level (reporting directly to the President) Chief Diversity Officer (CDO) at Skidmore College. The memo and CDO recommendation were reviewed at IPPC's December 5, 2014 meeting. At that time, President Glotzbach explained that the recommendation would continue to be discussed with the President's Cabinet, and because of financial implications, related to personnel and budget, considered among the College's New Initiatives.

President Glotzbach provided an April 28, 2015 memo to IPPC and CIGU related to CIGU's recommendation and explicated that the President's Cabinet considered CIGU's recommendation during the Spring semester. He explained that the Cabinet is aligned with CIGU in agreeing that there are still a number of issues we need to address on this campus with regard to diversity and inclusion, noting that we are all pretty clear about what those issues are. President Glotzbach suggested that the Cabinet favors a CDO, so that the College may move in

this direction in our not too distant future. However, he noted that the Cabinet did not suggest that this role begin immediately, as the design of the CDO could represent a substantial budget commitment, which was not included in the 2016 budget. President Glotzbach recognized that his response was likely not the response CIGU desired but that this discussion would continue. He said there was very strong sentiment in the Cabinet to increase our institutional and leadership capacity in this area, but that we just did not see a pathway as to how we would do it at this moment. He thanked CIGU for the work they have done and pointed out that the materials provided will inform the strategic planning process.

Questions related to CIGU's proposal included the following: Professor Black asked if the Associate Dean of the Faculty for Diversity and Faculty Affairs was sufficient to lead the charge or if this person not holding a Cabinet-level position the concern? Professor Rangil explained that the CDO would work with all the areas across the College not only Academic Affairs. Professor Black also asked: if the title Chief Diversity Officer signaled a corporate approach versus the titles deans or directors? President Glotzbach answered that Vice President Michael West is the Vice President for Finance & Administration, but also considered the Chief Financial Officer, and that the CDO would be a Vice President, serving as diversity consultant for the College. This move shifts from the distributed responsibility of the current diversity quad, but how exactly it would work remains an open question.

Other questions included the following: Professor Bill Lewis asked, as we enter a time with tighter budgetary constraints, is this shift a shift to one executive-level person rather than a few people more on the ground doing diversity initiatives? Vice President W. Rochelle Calhoun explained that we now have distributed responsibilities with people in the roles who are one or two steps removed from Cabinet-level posts and that CIGU is suggesting a fundamental change in authority and accountability with area instead of institutional responsibility. Professor Black asked, with the continuing high tuition cost if we could afford a CDO or Director of Civic Engagement? President Glotzbach answered that our work on the strategic planning process should influence how we think about the answer to these questions.

Professor Joerg Bibow asked: what is the role of the Liberal Arts Diversity Officers (LADO) organization in this decision and whether Skidmore could indeed participate? President Glotzbach expressed that our admission to this organization is not guaranteed, but that it is likely. Professor Bibow referenced the prior CIGU recommendation discussion and asked if we would consolidate savings elsewhere or if we are just adding positions? Professor Rangil noted that CIGU is an IPPC subcommittee and has been working to collect reports around diversity and inclusion in an effort to improve campus climate and reduce bias incidents. The charge was to consolidate the many recommendations and the subcommittee decided to only recommend the CDO, signaling a need for more focused leadership. She explained that CIGU is a subcommittee and therefore it does not create strategic plans or delve into financial implications, which she sees fall under the purview of the College or President's Cabinet.

Professor Daniel Nathan asked when we last added the number of Cabinet members? Vice President Breslin noted that when the Vice President of Academic Affairs and Dean of the Faculty split President's Cabinet grew in number. President Glotzbach expressed that the question of diversity leadership is an important institutional one, and that he will continue to

keep this at the forefront of his thinking. He offered to meet or have any Cabinet members meet with CIGU and again thanked its members for their work.

#### **5. Bias Response Group Draft Report**

In presenting a draft report, “Bias Response Group Policy Change Recommendations Draft, April 2015.” Vice President Calhoun reported that the Bias Response Group (BRG) is a subgroup of CIGU. Over the last two years, the BRG held open community meetings. During these meetings, community members identified practices or policies on campus that had the unintended consequences of adversely targeting groups of people or representing unintentional

## **7. IPPC Operating Code**

Executive Director Woodfork explained that with changing membership in IPPC subcommittees, which affects who serves on IPPC, some of these changes might need to go to FEC or to the SGA. IPPC last reviewed the Operating Code October 17, 2014 and understood that more changes would come at the end of the academic year. Tracked changes in the Operating Code were reviewed, including the Faculty Director for Civic Engagement who will now sit on IPPC representing the SRC. We changed the language surrounding staff to 'non-exempt' and 'exempt'. It was pointed out that there may need to be additional revisions to the Operating Code in early fall, recognizing changes that occurred over the summer. IPPC unanimously voted to update the Operating Code.

## **8. Budget for FY '15 and FY '16, and Faculty AAUP Data**

Vice President for Finance and Administration Michael West distributed the full budget packet that will be provided to the Board of Trustees who will shortly review the budget. Vice President West expressed his appreciation of the Admissions data reported earlier in the meeting, which he reminded the group will carry over four years related to the Board of Trustees meeting on July 16, 2014





## **Appendix**

**FACULTY MEETING May 13, 2015**

**IPPC-CEPP: Resolution of Appreciation Skidmore Master of Arts in Liberal Studies Program**

### **Resolution**

Whereas, since its inception in June 1991, the Skidmore Master of Arts in Liberal Studies Program has provided access to graduate studies for many working adults, modeling an inclusive, diverse, creative, flexible, liberal arts