

Institutional Policy and Planning Committee (IPPC) Operating Code¹

Function: The IPPC advises the President with regard to strategic planning, taking a comprehensive view of significant issues affecting the College. In so doing, 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).

The President chairs the IPPC; an elected member of the faculty serves as Vice-Chair. The agenda of the Committee is set by these two individuals.

The IPPC may appoint subcommittees to serve as resources for the committee with regard to any area of policy or planning as needed. The composition of such subcommittees is determined by IPPC in consultation with FEC and with other groups or individuals as appropriate.

Membership: The President (Chair); the Vice President for Academic Affairs; the Dean of the Faculty; the Vice President for Finance and Administration; the Vice President for Advancement; the Dean of Admissions and Financial Aid; the Dean of Student Affairs; the Dean of Special Programs; the Director of Institutional Research; the Chief Technology Officer; the Chair of the Campus Environment Committee; the Chair of the Committee on Intercultural and Global Understanding; one of the two Vice-Chairs of the Subcommittee on Responsible Citizenship (one to be designated to sit on IPPC each year); three faculty members elected for three-year terms, one of whom serves as Vice-Chair; the chair of FEC; the chair of CEPP; one representative from the administrative/professional staff; one representative from the support staff²; the President of SGA; and the SGA Vice President for Financial Affairs.

Operating Procedures:

Agenda Setting

The agenda of the Committee is set by the President and the Vice-Chair. The agenda will normally include reports and updates, SGA issues and concerns, and ongoing and new business. Agendas and supporting documents will be distributed by email prior to each meeting, with lead time sufficient to permit committee members to review these documents carefully.

Minutes

Minutes of IPPC meetings will be recorded by the Executive Director of the Office of the President and Coordinator of Strategic Planning, and distributed to the committee prior to the next meeting, at which they are approved. Once approved, the minutes will be posted with password

¹ Enacted originally on 20 October 2006. Revised 24 October 2008, 17 April 2009, 19 November 2010, 21 October 2011, 2 December 2011, 16 December 2011, 6 April 2012, 4 May 2012, 16 November 2012, and 14 December 2012.

² The a/p and support staff members are appointed by the President from lists of those willing to serve (the willingness forms are distributed by the Office of the President).

IPPC Operating Code

protection to the web. On occasion, the committee may elect to discuss sensitive issues in confidence (with the degree of confidentiality as deemed appropriate by the committee); the minutes will reference such discussions but not fully record their substance.

Annual Planning Cycle

See the attachment.

Communication³

The committee will communicate regularly with the college community through a variety of modes, as appropriate: email, out-reports at Faculty Meetings, community meetings or forums, etc. The President will meet as needed with the SGA Executive Committee, the IPPC Vice-Chair, or the Chair of FEC. In particular, IPPC will inform the community in a timely fashion regarding budget development, e.g., through presentations by the Vice President for Finance and Administration and Treasurer at faculty and community meetings. At the end of each academic year, the committee will prepare an annual report to be shared with the campus community and posted on the Web.

Consideration of Issues

Normally, issues brought to IPPC will be considered by the relevant subcommittee prior to being discussed by the entire committee; however, this guideline can be superseded if circumstances warrant. Furthermore, the main constituent groups of IPPC (administration, faculty, administrative/professional and support staff, and students) may bring issues directly to the floor of IPPC.

Selection of Vice-Chair

Toward the end of the academic year, the Chair and the Vice-Chair of IPPC will consult with the committee (in particular, with the faculty membership) and with the FEC, and then nominate a Vice-Chair for the following year. The Vice-Chair is approved by the full committee.

New Members

New members of IPPC, who will join the committee in September, will receive copies of this operating code, the preceding year's annual report, the minutes of the preceding year's meetings, and any important documents produced in the preceding year which will be discussed again in the current year.

³ The operating code of the IPC (IPPC's predecessor) contains the following stipulations regarding communication: 1) *Each constituency represented on IPC should receive regular reports (one each semester, if appropriate) on the issues before the committee, recognizing that some such issues need to be discussed and recorded in confidence until they are resolved. Ordinarily the President or one of the elected faculty members will report to the faculty, the President will report to his or her staff, the SGA President will report to the SGA Executive Committee and to Student Senate, and the President will report to the trustees.* 2) *The members of IPC normally attend the May meeting of the Long-Range Planning Committee of the Board of Trustees.*

Standing Subcommittees of IPPC:

IPPC Subcommittee on Budget and Finance

Function: To review and discuss the operating and capital budgetary and financial plans of the College, in particular: (i) the annual budget parameters and their impact on the long-range budgetary forecast of the College, (ii) significant capital projects under consideration or implementation, (iii) the ongoing implementation of the Total Comprehensive Compensation Framework, (iv) significant new program initiatives, and (v) any other matters with a material financial impact on the College. To report on these matters to the IPPC at appropriate times during the budget and planning cycles.

Membership: The Vice President for Finance and Administration & Treasurer (Chair), the faculty member serving as vice chair of IPPC, a faculty representative from the IPPC, a member of the President's Cabinet, the administrative/professional representative from IPPC, the support staff representative from IPPC, and the SGA Vice President for Financial Affairs.

IPPC Subcommittee on Admissions & Financial Aid

Function: To recommend and review admissions policies and goals; to plan with the administration the student aid policies of the College and to consider problems relative to the implementation of those policies; to serve as a resource for CEPP and other committees on admissions and student aid matters.

Membership: The Dean of Admissions and Financial Aid; the Director of Student Aid and Family Finance; member of the DOF staff; member of the DOSA staff; two faculty, one of whom serves on IPPC (appointed by the co-chairs of IPPC and serving 1-3 years, depending on the IPPC membership term) and one faculty member appointed by FEC to serve a 3 year term; and two students, one who is an SGA Senator and one who is appointed through the SGA willingness-to-serve process.

Campus Sustainability Subcommittee

Function: To research, review, recommend, and help support the implementation of sustainability policies and procedures in such areas as waste and recycling, academics, transportation, green building, food systems, climate and energy, landscape and ecosystem management, community, diversity and equity, and communication and assessment. This includes assisting in the coordination of sustainability strategic planning and its assessment and updates. The subcommittee may create working groups to assist with this process. Secondarily, to coordinate strategic event planning and collaborative efforts between departments around these topics.

Membership:

- Three members of the faculty, at least one of them from the natural sciences. The three faculty members will be chosen from the faculty at large and elected through a

IPPC Operating Code

Willingness to Serve process administered by the Faculty Executive Committee (FEC). The three faculty members, in consultation with the Dean of the Faculty and Vice President for Academic Affairs, will designate a Co-chair from amongst themselves.

- The Sustainability Coordinator, who serves as Co-Chair and sits on IPPC.
- The Associate Dean for Infrastructure, Sustainability and Civic Engagement.
- Nine members of the administrative/professional and support staffs including:
 - Director of Facilities Services (or designee)
 - Director of Purchasing Services (or designee)
 - Representative from Information Technology, appointed by the Chief Technology Officer
 - Representative from Student Affairs, appointed by the Dean of Student Affairs
 - Representative from Admissions and Financial Aid, appointed by the Dean of Admissions and Financial Aid
 - Representative from Advancement, appointed by the Vice President for Advancement
 - Representative from Financial Planning and Budgeting, appointed by the Director of Financial Planning and Budgeting.
 - An at-large representative from Academic Affairs, appointed by the Dean of the Faculty and Vice President for Academic Affairs following a Willingness to Serve process administered by that office.
 - An at-large representative from Finance and Administration, appointed by the Vice President for Finance and Administration following a Willingness to Serve process administered by that office.
- Three student members, including the Sustainability Senator from the Student Government Association (or his or her designee), a representative of the Environmental Action Club, and one open student position appointed through the Student Government Association Willingness to Serve process in consultation with the Sustainability Coordinator.

IPPC Subcommittee on Student Affairs

Function: To provide a forum for consideration of issues of special concern to students that do not clearly fall under the sole jurisdiction of the administration, the faculty, or the SGA, and to make recommendations on such issues to the IPPC. To advise the Dean of Student Affairs on matters of policy and to assist the Dean of Student Affairs in assuring a productive working relationship with the faculty, students, and other administrative units of the College; and to gather nominations and make recommendations to the IPPC for the annual President's Awards.

Membership: Two members of the faculty, including an elected member of the IPPC; two members of the administrative/professional and support staffs, including the Dean of Student Affairs; and four students, including the President of SGA, the SGA Vice President for Residential Affairs, one SGA Senator, and one appointed through the SGA willingness-to-serve process. The Dean of Student Affairs and the President of SGA will serve as co-chairs of the subcommittee. The unspecified members of the subcommittee will be appointed by the President (in consultation with the FEC in the case of the faculty members). Faculty and a/p/support staff members will normally serve three-year terms.

IPPC Committee on Intercultural and Global Understanding (CIGU)

Function: The Committee on Intercultural and Global Understanding (CIGU) is a subcommittee of the IPPC that provides recommendations and advice to the President and the IPPC on policies, practices, and protocols regarding diversity and inclusion, intercultural and global understanding, intercultural literacy, issues of campus climate, and other related matters. In addition, CIGU actively collaborates with various constituents and departments on campus to inform and educate the community and to encourage and support activities that further the College's diversity and inclusion goals.

In undertaking this work, CIGU is guided by a variety of College documents, such as Goal II of the College's *Strategic Plan*, recommendations from the College's Middle States Review of 2006, and President Glotzbach's 2007 essay titled *Intercultural Literacy*.

CIGU takes an institution-wide approach to its work, bridging the various divisions that are charged with or interested in the work of diversity and inclusion on a global and/or domestic level. CIGU also serves as a resource for the College officials charged with coordinating and implementing the College's strategic efforts in these areas – namely, the Director of Intercultural Studies, the Director of the Office of Student Diversity Programs, and the Assistant Director for EEO and Workforce Diversity.

CIGU ensures that any College-wide policy matters related to its charge are referred to the IPPC for consideration. However, CIGU may create working groups or introduce campus initiatives and programs on its own accord or in cooperation with other areas of the College as appropriate. CIGU reports to the IPPC regularly and may invite members of the IPPC or other relevant guests to attend meetings as appropriate.

Because of the significant overlap in membership of CIGU and the College's Bias Response Group, the BRG will function as a subcommittee of CIGU. The membership of the Bias Response Group and methods of appointment are set forth in the Bias Response Protocol (<http://cms.skidmore.edu/bias/biasprotocol.cfm>). The President, in consultation with the Chair of CIGU, will appoint the Bias Response Group chair. CIGU will then be responsible for overseeing the work of the Bias Response Group and recommending changes as appropriate to the IPPC.

Membership:

- Director of Intercultural Studies
- Director of the Office of Student Diversity Programs
- Assistant Director for EEO and Workforce Diversity
- Associate Dean of the Faculty for Personnel, Development and Diversity
- Two faculty members (at least one a teaching faculty member) elected for three-year terms through a willingness-to-serve process administered by the Faculty Executive Committee
- Student Government Association Vice President for Diversity
- One student member appointed through the Student Government Association willingness-to-serve process

IPPC Operating Code

- Director of the Office of Opportunity Programs or her/his designee
- Director of Off-Campus Study and Exchanges or her/his designee
- One representative from the Office of Admissions appointed by the Dean of Admissions and Financial Aid
- One support staff member elected for a three-year term by a willingness-to serve process administered by the Office of the President
- Chair of the Bias Response Group

The Chair of the CIGU will be elected by its members from among the faculty representatives and shall sit as a member of the IPPC. The Chair may designate a Co-Chair from among the CIGU membership; in that case, the agenda for the subcommittee will be set by both.

IPPC Subcommittee on Responsible Citizenship (SRC)

Function: To advise the President and other College offices and bodies as appropriate to refine objectives and develop initiatives that will teach and exemplify the values of informed, responsible citizenship. In undertaking this work, the SRC will take into account a comprehensive institutional view and, in particular, will be guided by Goal III of the College's *Strategic Plan*. Among other things, SRC will serve as a resource to promote civic engagement collaborations between Student Affairs and Academic Affairs; and as a resource for faculty and departments to develop civic learning opportunities in the curriculum.

Membership: Associate Dean of Student Affairs, Associate Dean of the Faculty, two faculty (at least one of whom shall be tenured or in a tenure-track appointment) elected for three-year terms through a willingness-to-serve process administered by the Faculty Executive Committee, two student members appointed through the SGA willingness-to-serve process, the Director of Community Service Programs, the Student Academic Development Coordinator, the Sustainability Coordinator, and the Arthur Vining Davis Program Director (during the period of the AVD grant).

The Associate Dean of Student Affairs and the Associate Dean of the Faculty shall serve as Co-Chairs. The SRC shall elect one of the two Co-Chairs to sit as a member of IPPC for each academic year.

IPPC Assessment Subcommittee

Function: To advise the President, the Dean of the Faculty and Vice President for Academic Affairs, and other members of the IPPC on matters related to the assessment of student learning and development. The Assessment Subcommittee (AS) also will advise the President, the Dean of the Faculty and Vice President for Academic Affairs, and other members of the IPPC on assessment of institutional goals as appropriate to each area of the College as they bear on student learning and development and on the fulfillment of standards for accreditation. In fulfilling this function, the AS will work to ensure that assessment plans are in place, are executed, and are consequential in all areas of the College. Collaborating closely with the Office of Institutional Research, the AS will act as a resource to both the IPPC and other bodies in the College engaged in strategic planning and data-informed decision-making.

Membership:

- Faculty Assessment Coordinator, Co-Chair
- A Cabinet liaison, Co-Chair, serving also as liaison to IPPC
- Director of Institutional Research
- Assessment Facilitator
- Associate Dean of the Faculty for Advising and Policy
- An Associate Dean of Student Affairs
- Chief Diversity Officer or appropriate designee
- Director of the Career Development Center
- Director of Alumni Affairs
- Director of Summer Academic Programs and Residencies
- A faculty member of CEPP, serving as liaison, appointed by CEPP for a one-year term
- Two additional faculty members, preferably from disciplinary areas not represented by the Faculty Assessment Coordinator or the CEPP member, to be appointed by the President in consultation with Faculty Executive Committee and the co-chairs, through a willingness-to-serve process administered by the FEC, serving staggered three-year terms
- Two students, one of whom is the SGA VP for Academic Affairs and one appointed for a one-year term through an SGA willingness-to-serve process

Attachment: Annual Planning Cycle

Date: 22 September 2006

Subject: Annual Implementation-Planning Cycle

The IPPC has approved the following structure for an annual Implementation-Planning cycle that will allow us to move forward to achieve the goals of the *Strategic Plan* in conjunction with our annual budget cycle. The outcome of this work will be an annual Action Agenda that will identify strategic priorities that will receive administrative priority for a given Fiscal Year (F.Y.).

June-July	Aug-Sept	October	Jan-Feb	May
President's Cabinet develops draft Action Agenda for new F.Y.	President confers with IPPC before finalizing Action Agenda for new F.Y.	Beginning of budget planning for next fiscal year (President's Cabinet and IPPC).	Preliminary budget review by Board.	Board approval of budget for next fiscal year. Administrative review of Action Agenda for current F.Y. with report to IPPC and Board. IPPC (and other groups as appropriate) advise the President on priorities for next fiscal year.