

**INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
September 20, 2019**

PRESENT: Cerri A. Banks; Joerg Bibow; Grace Burton; Abby Ciccarone '22; Greg Gerbi; Michelle Hubbs; Stephen Ives; Carolyn Lundy; Martin Mbugua; Jennifer Mueller; Kendrah Murphy; Donna Ng; Michael Orr; Joseph Porter; David Robakidze '20; Joseph Stankovich; Dwane Sterling, Amy Tweedy and Joshua C. Woodfork.

NOT PRESENT: Phil Glotzbach, Mary Lou Bates, Levi Rogers, and Sean Campbell.

GUEST: Gail Cummings-Danson.

The meeting was called to order at 10:32 a.m. by Vice Chair Grace Burton.

1. Approval of Minutes from the September 6, 2019 Meeting

Associate Professor Kendrah Murphy asked for one change, that it be reflected she was present at the September 6th meeting. There being no further changes, the minutes were approved.

Vice Chair Burton read an update from VP and Dean of Admissions and Financial Aid Mary Lou Bates reporting that the admissions picture has changed slightly since her report to IPPC. Our melt has increased by 4 international students, instead of the class being 742 it is now 738. Instead of 11% international students, we are now at 10% and instead of being 28% domestic students of color, we are now at 29%.

2. IPPC Subcommittee Check-In

VP for Strategic Planning and Institutional Diversity Joshua Woodfork asked all committees: a) Do you have all of your committee members in place? B) Do you have a meeting schedule, including noting frequency of meetings? C) Do you have any agenda items on the horizon forthcoming to IPPC?

IPPC Subcommittee on Budget & Finance (B&F):

All members are in place, meeting schedule is set for 10/15/19. IPPC Subcommittee on Intercultural and Global Understanding (CIGU) Committee is missing one member: the SGA Senator, who should be identified by next meeting. Meeting schedule is in the works.

Committee on Intercultural and Global Understanding (CIGU):

We had our first meeting just prior to IPPC (9/20/19)

IPPC Subcommittee on Responsible Citizenship (SRC):

All members are in place, and our first meeting is scheduled for next Tuesday.

IPPC Subcommittee on Institutional Effectiveness (SIE):

All members are in place, we had our first meeting last week. Committee meetings have been scheduled through the Fall semester.

Space Planning Working Group (SPWG)

Although not an official IPPC subcommittee, a group charged by IPPC. Joshua will check to ensure that all members are in place and that the group is prepared to meet.

3. Five-Year Financial Plan

Vice President for Finance and Administration & Treasurer Donna Ng presented before the full committee a detailed plan that was reviewed at the IPPC Budget & Finance Subcommittee on September 13, 2019. VP Ng guided the committee to the budget parameter worksheet, noting that it is built upon assumptions for planning the next five fiscal years. Walking through these parameters, VP Ng explained to the committee how these various assumptions and forecasting affect how the budget is built for the future.

The first section deals with revenue, specifically net tuition revenue which is a major source of funding for the College. VP Ng provided the example in enrollment – what we assume “above the line” in our plan is that we have 2,350 students NFE’s (net fiscal enrollment) for the academic year, and what we have “below the line” is 86 for FY’20. You can see how the net tuition revenue changes over time, this is due to detailed modeling and using other assumptions.

The next section deals with the comprehensive fee, which is our tuition, room, and board, and the assumption is that it will grow by 3.5% per year. Here, we can see how the cost of attending a private college is going up each year.

VP Ng next directed the committee to a section regarding net tuition revenue, sharing with the committee how we come up with the enrollment, the below-the-line number, and the forecasted financial aid number. For example, in FY’20 we were very detailed in looking at our classes – considering the number of students and then the number of financial aid award recipients based

VP Ng emphasized that net tuition revenue is a primary source of funding for the College's budget, and that compensation and benefits are a major expense in the College's operating budget. We also know that in terms of our annual General SS (p) (2) (f) (1) (2) (i) (2) (4) (b) (3) (4) (5) (6) (7) (8) (9) (10) (11) (12) (13) (14) (15) (16) (17) (18) (19) (20) (21) (22) (23) (24) (25) (26) (27) (28) (29) (30) (31) (32) (33) (34) (35) (36) (37) (38) (39) (40) (41) (42) (43) (44) (45) (46) (47) (48) (49) (50) (51) (52) (53) (54) (55) (56) (57) (58) (59) (60) (61) (62) (63) (64) (65) (66) (67) (68) (69) (70) (71) (72) (73) (74) (75) (76) (77) (78) (79) (80) (81) (82) (83) (84) (85) (86) (87) (88) (89) (90) (91) (92) (93) (94) (95) (96) (97) (98) (99) (100)

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conversation, and elicit their input. We have discussed the possibility of engaging consultants who will work with us on developing a strategy to inform the community and to ultimately gain input from them.

Committee members discussed the idea of external consultants and ways that this approach might be effective, including the charge, timetable, deliverables, and cost. VP Ng explained that President's Cabinet and Vice Chair Burton have interviewed two potential consulting firms. It was agreed to have these consultants meet with IPPC via videoconference at the November 1

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VP Ng next presented the budget cost perspective for each phase: Phase I: Indoor tennis and fitness, \$16.2 million. Another factor related to Phase I is what we call the “bridge construction for hockey.” The hockey team currently uses the City rink, and there needs to be improvements for continued play. We want to invest some funds to