

INSTITUTIONAL POLICY AND PLANNING COMMITTEE

MEETING MINUTES

September 11, 2015

10:30 a.m.

PRESENT: President Philip A. Glotzbach, Chair; Tim Harper, Vice Chair; April Bernard; Joerg Bibow; Beau Breslin; Paul Calhoun; Michael Casey; Gail Cummings-Danson; Bill Duffy; Julia Elstein '17; James Kennelly; Kathy Kinnin; Kris Leggiero; Levi Rogers; Denise Smith; Joseph Stankovich; Charles Tetelman '16; Debra Townsend; Michael West; and Joshua C. Woodfork.

ABSENT: Mary Lou W. Bates; Eric Morser; and CIGU Co-Chair TBD.

1. Welcome and Introductions

President Glotzbach asked for a moment of silent reflection acknowledging the fourteenth anniversary of the September 11th attack.

IPPC members introduced themselves. IPPC recognized some conflicts with its meeting time and faculty members' teaching schedules, as well as the lack of co-chairs from the Committee on Intercultural and Global Understanding (CIGU). We are working to have full IPPC membership represented at our next meeting.

IPPC treats some aspects of its work – especially in the early stages of some discussions – as confidential. We report out the work of the Committee through the meeting Minutes. But when we work through items in our initial stages, we sometimes ask committee members to keep discussions within the room.

2. What is Your Role on this Committee?

President Glotzbach explained that one's role on IPPC is to bring one's own individual experiences, talents, and intellect. One may be mindful of representing a particular area of the College; however, we ask people to engage as individual thinkers and to help us advance the overall work of the Committee.

3. Approval of Minutes from May 1, 2015

IPPC held over approval of the meeting Minutes from May 1, 2015 so members could further review them.

4. Admissions and Financial Aid Update

Selected from more than 8,500 applications (our second highest total ever), the Class of 2019 numbers 688 students, including 35 in our London program. This number is just over our target range of 665-685 first year students. A record 13 % of the class are international students (91) hailing from 31 countries, another 7% of our students hold dual passports and 2% of our students are permanent residents. 23% self-identify as domestic students of color and 14 % are the first in their family to go to college. This year our yield rose on those students not receiving financial aid but declined on students awarded financial aid. As a result, while we exceeded our enrollment target, we came in under budget on financial aid. We continue to work on yield. For example, last year we asked some faculty members to become more actively involved in the Admissions process (e.g., by contacting admitted candidates interested in their areas); we also tried other outreach methods. By all early indications, this is a terrific entering class.

5. President's Report

Rankings:

One of the items that may have affected yield is our *U.S. News & World Report* ranking. Last year we were 37th, and this year we are 38th. We received notice in two other notable categories in the *U.S. News* rankings:

- “High School Counselors’ Top Picks”: Skidmore is ranked 31st – tied with Grinnell, Kenyon, Mount Holyoke, Sarah Lawrence.
- “Strong Commitment to Undergraduate Teaching“ (from the Presidents’, Provosts’, and Admissions Deans’ survey): we are ranked 12th – tied with Amherst, Beloit, Franklin & Marshall, Hamilton, Lawrence University, Middlebury, Sewanee; ahead of Vassar, Wellesley, Bryn Mawr, Colgate, Mount Holyoke, Bowdoin, Colorado College, Kenyon, and Oberlin.

Meetings:

We will hold our first Community Meeting of the academic year next Tuesday, September 15th, at 11:00 a.m. in the Payne Room of the Tang Museum.

We are holding our first Open Office Hour at 4:30 p.m. in the President’s Office on Wednesday, September 23rd. We note that this date conflicts with Yom Kippur, but we will offer other opportunities later in the semester.

The President will hold his first Fireside Chat at 4:30 p.m. in the Murray-Aikins Dining Hall atrium Thursday, September 24th.

Appreciation:

President Glotzbach expressed his appreciation for all those who were involved with the opening of the academic year, especially those who directly welcomed the Class of 2019.

Appointments:

Gail Cummings-Danson is serving as Interim Dean of Students and Vice President of Student Affairs this year.

Debra Townsend is serving as the Interim Vice President for Communications and Marketing. We moved Communications and Marketing out of Advancement and reallocated resources to strengthen this new division. We are developing new capacity for this critical area.

Joshua C. Woodfork has been appointed Vice President for Strategic Planning and Institutional Diversity. He will remain Executive Director of the Office of the President but will take on additional responsibilities. The President made this decision over the summer, based on CIGU's recommendation (from last December) to appoint a senior-level Cabinet member who would be responsible for helping us move forward with diversity and inclusion. President's Cabinet unanimously supported this recommendation. President Glotzbach needed to determine how we would do it and afford it, and decided we needed to be creative as to how we might accomplish this end. In addressing matters of diversity and inclusion, Skidmore has relied on a distributed model leadership approach. The President indicated that we would continue to work in this way. Professor April Bernard asked if CIGU's Chief Diversity Officer (CDO) recommendation and appendix could be posted on its website.

6. Benefits Update

Vice President Michael West reported that employees participating in individual contract annuities or funds with TIAA-CREF and/or Vanguard should have received mailings at their home address regarding changes in these plans effective September 29th. On September 29, 2015, the following important changes to the investment funds offered will take effect: the funds offered by TIAA-CREF and Vanguard will be consolidated down to a core lineup of funds; and TIAA-CREF and Vanguard will add a new self-directed brokerage option allowing you access to a wide-range of mutual funds from some of the best known fund companies.

If one is invested currently in a TIAA-CREF or Vanguard fund that will no longer be offered, the value of the account in that fund will be transferred automatically – that is, “mapped” – to a similar investment option, if available, or to the age-appropriate Target Date Fund offered under the Plan.

Today, there are over 100 core investment options offered under the Skidmore College Retirement Plan. Offering so many options makes it very difficult for participants to understand all of the investment objectives and risks associated with each fund and to make well-informed investment elections.

Current retirement plan industry research and best practices indicate that participants have a better understanding of the investment options offered by a retirement plan – and so make better investment decisions – when choosing among a relatively limited number of core investment options. Many colleges and universities have already reduced the number of funds available under their retirement plans in the last few years.

Vice President West also explained that every year the College has an Open Enrollment period, which is a once-a-year opportunity to elect or change health care and other benefit coverage for

employees and their dependents and/or add or drop dependents coverage. This upcoming year open enrollment will be Monday November 9th through Wednesday November 25th for our plan year, which starts January 1st.

Also every year we review our self-insured experience and trends for our Preferred Provider Organization (PPO) plan, review required regulatory changes and receive data on industry trends regarding our benefit plans. In doing so, we work with our broker and consult other industry advisors, such as the College and University Professional Association for Human Resources, National Association of College and University Business Officers and others; in recent years, we also have worked with the other colleges in the NY6 (Hamilton, Colgate, Union, St. Lawrence and Hobart William Smith).

This review covers items such as the following: projections for Health Maintenance Organization (HMO) costs, peer college plans, etc. In addition, we annually review key items such as proposed rate increases, network changes (participating hospitals and doctors that change each year), employee and employer contributions, utilization, co-insurance, co-pays, deductibles, pharmacy coverage including formulary coverage, industry changes noting this year that several of the major of insurance companies and health service firms and providers have been acquired or merged (much of which is associated with the Affordable Care Act), Medicare and Medicaid changes, changes to Federal and State laws including IRS rules and regulations (the significant upcoming in 2018 so called Cadillac tax of 40% for many health plans), and projected health care trends (Nationally projected in the range of 6% - 10% this year). We also review our needs, particularly this year with an emphasis on health, wellness and well-being services, employee expressed desire for better dental coverage and controlling costs growth for employees and the College, while maintaining high quality, competitive programs.

We also routinely seek pricing and negotiate with health insurance firms and others on services and receive recommendations for changes including improvements to our plans, efficiencies and cost controls. As many of you know, the market for the insurance industry, hospitals and doctors and employers has changed tremendously particularly this past year and summer largely due to the federal mandates of the Affordable Care Act and increasing costs (national data for prescription drug costs for example are 11%, with specialty drugs projected at 19%) and payments for services with the move from fee for services rendered to more bundled services and outcome measures.

One of the routine processes the College undertakes regularly for large items of costs to ensure best pricing is obtained for both employees and employers is what is known as Request for Proposals (RFP's) to vendors or other provider of services and supplies. This summer in preparation for our new plan year, which is calendar based for most benefits, we issued RFP's focused on health insurance. RFP's for plan administration (third party payer) were issued and responses received from BSNENY, MVP, CDPHP, Aetna, and Empire.

Our primary goals are keeping in place our high quality health care core plans at an affordable cost, which includes our Preferred Provider Organization Plan, which the vast majority of faculty and staff participate. We also desired to move to an Exclusive Provider Organization for our other plans that will be self-insured, nearly identical to a community rated Health Maintenance Organization, but with a larger local and national provider network, in which employees and the College would benefit from lower rates of growth in costs.

We have received responses to our RFP, and are in the process of working the many important details which is planned to be completed in September. We are pleased to announce the achievement of our major goals of keeping the core components of our health plans in place at an affordable cost with new health, wellness and well-being plans to be put in place that will in the intermediate and long-term benefit our employees and their dependents, while we believe improving health outcomes and helping to lower costs.

We now know our costs will be substantially below projected national trends, and employees will have substantially the same network or in some cases better services, largely keeping our primary local networks of hospitals and physicians, we will be able to keep our current unique employee graduated contribution schedule, provide new and significantly improved health, wellness and well-being programs, our mail order pharmacy coverage will be substantially the same and we will be offering as announced earlier a significant college contribution for dental program which is new, with a core or basic program and an enhanced optional program.

We will very shortly begin providing more information to the community about plan specifics, and in October and November we will be offering informational meetings, noting this year a dedicated Benefits Fair on November 9th on the second floor of Murray-Aikins Dining Hall, and e-mails including a summary of benefits, costs and other plan information to all employees.

It was also reported that Congressional Hearings were held yesterday on the Aetna-Humana (\$37 billion) and Anthem (Blue Cross and Blue Shield)-Cigna \$54 billion mergers recently and that the American Medical Association is in strong opposition. These mergers are under federal government review from the Justice Department anti-trust division and the Federal Trade Commission.

President Glotzbach noted that our coverage is regulated by the Affordable Care Act and that we have to be mindful of the “Cadillac Tax.”

7. Next Strategic Plan v. 9.7 Draft: Discussion

Our next two meetings will be held September 25th and the following week October 2nd so we may have two meetings during the month of October. We typically do not meet two weeks in a row. The same day as our September 25th meeting, from 3:00 p.m. until 4:30 p.m. we will hold the State of the College Address where President Glotzbach and Student Government Association (SGA) President Charles Tetelman will provide brief address and take questions. The rest of the time will be used for roundtable discussions with students, staff, and faculty

members reacting to the draft of the Strategic Plan and other institutional planning initiatives: Middle States Reaccreditation and the General Education Curriculum review.

Middle States Chair's Visit will occur November 2-3 along with our Generalist Document reviewers who come at this point because we chose to do a selected topics self-study. Dr. Janet Riggs President of Gettysburg College will lead the Visiting Team. The team's visit will occur March 6-9, 2016. The self-study document needs to be vetted by the community. Professor Bernard suggested that we need to educate the community on what accreditation is and why we are undergoing this process.

The next *Strategic Plan* will come for endorsement at the February 2016 Board Meeting.

IPPC members provided feedback on the draft of the next *Strategic Plan*, including: comments on language around jobs and careers, the current four proposed goals, fleshing out the action item bullets related to the goals and themes, spelling out acronyms in the document particularly with first time usage and with regard to committee titles, strengthening the understanding of "integrative learning," providing complete data or eliminate the footnotes, making the case for the liberal arts--and why this College is uniquely situated--as the best means for preparing students for a life as responsible, creative, engaged community members of the world, noting that this is a five-year plan, developing the active part of how we will engage students' capacities in preparation for the post-college world, integrative learning involves an education that prompts students to integrate their curricular and co-curricular experiences towards an engaged person in the world, making the science initiative more visible, more to capitalize health especially physical health, access to North Woods, health as avenue to tie in the sciences, creativity within the sciences, what are the metrics of success and how will we know we have met them, and the reason the document centers around the creativity imperative, and how creativity links to academic excellence, how do use creativity as a marketing tool, but also how do we live it and do our work here.

President Glotzbach noted that in the world we live today we need to explain how we are different than other liberal arts colleges. Our wheelhouse is creativity so how do we continue to make the case that we do creativity in an exceptional way. Vice President of Academic Affairs Beau Breslin discussed the roots of creativity in the tradition of liberal education.

The meeting adjourned at 12:03 p.m.

Please notify the President's Office of any changes to these minutes.