

**INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
November 4, 2016
10:30 a.m.**

PRESENT: Mary Lou Bates; April Bernard; Paul Calhoun; Michael Casey; Bill Duffy; Julia Elstein; Cynthia Evans; Tim Harper, Vice Chair; Lisa Hobbs; Mark Hofmann; James Kennelly; Kris Leggiero; Eric Morser; Dorothy Parsons; Levi Rogers; Denise Smith; Joseph Stankovich; Mike West and Joshua C. Woodfork.

ABSENT: Cerri A. Banks; Beau Breslin; Philip A. Glotzbach, Chair; and Debra Townsend.

GUESTS: Adele Einhorn and Crystal Moore.

Called to order at 10:30 AM.

1. Approval of Meeting Minutes, October 14, 2016

IPPC approved the Minutes from the October 14, 2016 meeting.

2. Starbuck Steering Committee (SSC) Update

Crystal Moore, Associate Dean of the Faculty and Professor, and chair of the SCC, provided background on the role of SCC. She recognized the following committee members of the SCC for their thoughtful and dedicated participation:

William Tomlinson, Director of Sponsored Research

Patty Bosen, Director of Health Services

Dan Rodecker, Director of Facilities Services

Lisa Hobbs, Associate Director of Operations, Off-Campus Study and Exchanges

Elizabeth Kopraski, Senior Administrative Assistant, Student Academic Services

Lisa Tuttle, Assistant Director, Financial Aid

Cindy Hurley, Bursar, Financial Services

Crystal Dea Moore, Chair, Associate Dean of the Faculty

Loretta Greenholtz (*ad hoc* member), Academic Safety Officer

Crystal reminded the committee that in January of 2016, it came to the attention of members of the President's Cabinet that colleagues in Starbuck Center had serious concerns that environmental factors in the building could be related to three cases of breast cancer that were diagnosed post-2012 renovation of the building. Cabinet convened the Starbuck Steering Committee and charged the committee with engaging in a review process. The SSC located and hired a firm to conduct environmental testing and produced a health survey, and consulted with the New York State Department of Health and other relevant parties. James Bowers, M.P.H., Senior Research Scientist of the NYS Department of Health, Bureau of Environmental and Occupational Epidemiology visited Skidmore twice, and concluded that there was nothing to suggest that any chemical exposure in Starbuck was responsible for the incidence of breast cancer among those who had worked in the building who had been subsequently diagnosed. He further indicated that the number of cases he saw in the reports was not unusual or outside of

what would be expected in an average workplace. Nonetheless, the SSC, with support from President's Cabinet, decided to go ahead with further testing to be completely sure the building was safe.

Adirondack Environmental Services was hired to do both environmental testing as well as a health survey of Starbuck occupants. The firm concluded in their final report that, based on the previous environmental testing and health survey conducted in 2012 coupled with the new round of testing and surveys, Starbuck Center is a safe building and poses no health risks to our community. It is in good shape for its age and type.

Crystal reported that Adirondack Environmental Services made a series of recommendations to further improve the indoor environment and decrease allergens including a deep cleaning (completed by Facilities Services on 9/24/16), discontinuing use of "scent machines or foggers" that use chemicals to scent the air, and keeping windows shut. The full report and recommendations can be found on the Starbuck Steering Committee blog. A community presentation was held on 9/13/16 in which Loretta Greenholtz presented the finding from the final report. Approximately 30 people attended, and there were few questions.

Crystal thanked the President's Cabinet, for allowing the committee to work in autonomy, the previous and past occupants of Starbuck Center who provided the committee with needed information, and the broader Skidmore community for their support of this work.

Crystal provided an overview of lessons learned from the SCC' work and the overall experience as follows:

- This work started with the idea that the community needed transparency, information, and options. Transparency is important, but needs to be coupled with education/information. In the Starbuck Center case, providing the community copies of reports without any interpretation would not have met our objectives of helping the community understand the testing and results from such testing. In terms of options, we did not completely rule out moving people. This helped them feel more in control.
- The messenger is critical to the ability for many to process the message. Loretta served as the perfect spokesperson. We observed that while many people in the community trust Dan and Crystal, we are identified with administration. Loretta's job is to protect our community. Her communication skills were an incredible asset as well. That is not to say administrators can't effectively deliver certain messages to the community, but we need to be sensitive to how that administrator's professional interests intersect with the content of the message. In other words, who is the person to deliver the message so it is best received?
- The SSC was a trusted entity. There were many reasons for this (and trust built over time), but allowing each division to elect (or appoint) a representative who had a real and equal voice was critical to this trust. This allowed for increased transparency and engagement with the staff. Staff felt comfortable approaching their peers, and a climate where all members' voices were encouraged and valued was cultivated in SSC meetings. Individual concerns were acknowledged early on and the testing strategies/locations that were employed by the contractor were explicitly responsive to those concerns.

- The SSC operated by a set of principles that guided our work: transparency, community education, and timely engagement. The decisions we made always went back to these principles.
- The staff in Starbuck were deeply appreciative of the times that Crystal walked the building. She did that only 3 times during the process, but her presence was important.
- Staff want to be kept in the loop to the greatest degree possible and to learn why certain decisions are made. They might not always agree with the decision but if they are provided with a rationale, they are more likely to accept the decision.

Vice Chair Tim Harper thanked Crystal for her report to IPPC and asked that she please extend thanks to members of the Starbuck Steering Committee, including IPPC member Lisa Hobbs who was present for Crystal's report, for their efforts on behalf of fellow Starbuck neighbors and the College.

3. Advancement: Horse Show

Michael Casey, Vice President for Advancement, provided background on the recent gift of 103 acres in Stillwater, NY from the Robert Rosenheim estate, and reported that the College plans to use this land as the new site for the Skidmore Horse Show.

Michael reported that the College has appeared before the Stillwater Town Board and has received approval to run the horse show and to board horses. He indicated that \$1.5 million dollars has already been set aside to improve the property and prepare for the show, however, additional funds (up to \$1.1 million dollars) will be required to complete the work in a way that will prepare the venue for the potential of other uses.

Adele Einhorn, Director, Special Projects in Advancement and Executive Director of the Saratoga Classic Horse Show, explained that the current site of the horse show was not a viable option for the future, and that development of this new site will ensure that the college can maintain an annual show, with a projected revenue of \$150,000 upwards to \$400,000. In addition, investing in the grounds provides the opportunity for increased revenue potential in other uses such as dog shows, craft fairs and more.

Michael indicated that the revenue from the horse show alone may payback the investment over the next six to ten years. The risk of not moving on this opportunity may result in the college losing the show, as the date must be approved by the United States Equestrian Federation, and there is a wait list of other organizations (in our zone) requesting the date of our show.

Michael reminded the committee that in October 2013 the IPPC and the President's Cabinet established a real estate opportunity fund, which currently has a balance of one million dollars [**see Appendix I excerpted from the October 18, 2013 IPPC meeting minutes**]. The Skidmore Classic Horse Show is requesting that funding to be used for improvements to the new grounds. He indicated that this request will also go before the Executive Committee of the Board of Trustees for approval.

IPPC discussed the proposal and raised questions as follows:

Q: Are you considering doubling the size of the show in the next 5 years?

A: Yes. This is a realistic goal, since over the last few years NYRA has continually decreased the number of stalls available, so to date, the show has gradually decreased by 80%

Q: Is there any con(s) to the new site, such as attendees not wanting to travel out of downtown?

A: We think that the horse community will be fine with the change. While it was nice to have been right in town, no other horse show has a “downtown” location. The new site will be a draw.

Q: Do we have town approval for “other” activities such as craft shows?

A: No, right now we are only approved for the Horse Show and stabling. However, we were open about other ideas for the future, and the town board is aware of our ideas. The neighbors are very supportive of Skidmore.

Q: Is there any other property coming down the pike that the college might be interested in purchasing with funds from the opportunity fund?

A: No, right now there is nothing else on the market that Skidmore is considering that would require funds from the real estate opportunity fund.

Two motions were made and voted upon:

Upon motion made and seconded, the IPPC unanimously approved the overall capital budget expenditure of \$2.7 million dollars for the improvements requested for the new Horse Show grounds.

Upon motion made and seconded, the IPPC unanimously approved an exception to the IPPC Real Estate Opportunity Fund and to fund up to one million dollars for the requested improvements to the Horse Show grounds.

Michael indicated that further updates, including a formal business plan for the show and other potential opportunities will be provided to IPPC.

4. CIGU: IPPC Charge on Social Justice / Multicultural Space

Cynthia Evans, Co-Chair, Committee on Intercultural and Global Understanding (CIGU) presented a request from CIGU to the IPPC for a charge to plan for a Social Justice/Multicultural Space. She indicated that CIGU will serve as the working group noted in the charge. Cindy reviewed the charge and asked for IPPC approval.

Cindy provided additional background as requested by members of the IPPC, and explained that at this stage in the process, CIGU is not looking at actual space on campus. She indicated that the first order of business is to determine a vision and then make space considerations, which will include consideration for how this will impact the current Intercultural Center (ICC) and Intercultural Lounge, both located in Case Center.

Joshua Woodfork, Vice President for Strategic Planning and Institutional Diversity, added that although CIGU will make up the working group, they will invite others to caucus with them,

including student members of the Office of Student Diversity Program clubs/organizations, members of the Space Planning Working Group, and interested students, staff, and faculty.

Upon motion made and seconded, the IPPC unanimously approved the CIGU charge to plan for a Social Justice / Multicultural Space. [see Appendix II]

5. Call for Agenda Items

Timothy Harper, Vice Chair for the IPPC called for future agenda items. He noted one topic regarding peer and aspirant groups, which came up in response to question at the October 4th meeting. He indicated that information related to this item will be distributed by President Glotzbach and Joshua Woodfork for IPPC review, after which the IPPC may determine whether or not there is a need to further address the topic.

6. Other

Mike West, Vice President for Finance & Administration, reported that the IPPC Subcommittee on Budget & Finance met and reviewed budget parameters, as well as the next admissions class. He indicated that the class is projected at 620 on campus, instead of the originally planned 640, with a target of 36 students in London, and there is no over enrollment planned at this time. The subcommittee also reviewed the entering class size from 1985 to present to see how they vary each year.

Mike announced benefits open enrollment, which runs from November 2-16, and the upcoming employee benefits fair and encouraged members to attend, stressing the importance of all employees reviewing their benefits. He reported that there will be a 3.9% increase to employees for health benefits in 2017.

Jim Kennelly, Management and Business faculty member, announced that there would be a brief ceremony by the flagpole on Veterans Day and invited all to attend. He mentioned that there is a surprising number of veterans or those connected with veterans in our community. The college recently hosted a luncheon for college veterans, and it was a wonderful opportunity to recognize them for their service.

Mary Lou Bates, Vice President and Dean of Admissions and Financial, aid announced that Veterans Day is also a big day for admissions tours.

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

Appendix I

From the IPPC Meeting Minutes, October 18, 2013

4. Real Estate Opportunity Fund

Professor [Natalie] Taylor brought forth the proposal from President Glotzbach to establish a Real Estate Opportunity Fund outlining provisions to set aside funds designated to purchase real estate that is of strategic interest to the College in Saratoga Springs, NY, and the local area.

The Fund will be built up by sequestering up to \$250,000 at the end of each fiscal year from unspent budgeted Contingency funds. The administration would reserve the option of assigning these monies, in a given year, to another priority that it identified as a more pressing need. It is presumed, however, that in most years these monies would go to this Fund. Once the Fund reaches a total of \$2.5M, no additional monies will be added until it has been depleted below this amount. It was noted that any potential real estate purchase would still need to be approved by President's Cabinet and IPPC before being brought to the Board of Trustees for final approval.

Mike West noted that prior unspent funds were used for residence hall improvements, new residence halls, the science project, and to purchase real estate properties (most recently 952 and 954 North Broadway).

The Committee unanimously approved this proposal.

Appendix II

TO: Institutional Policy and Planning Committee (IPPC)
 FROM: Committee on Intercultural and Global Understanding (CIGU)
 DATE: November 4, 2016
 MEMO: Request for a Charge to Plan for a Social Justice / Multicultural Space

CIGU requests a charge from IPPC to proceed with planning for a Social Justice/Multicultural space in response to item #9 set forth in the 2016-2018 Strategic Action Agenda (SAA):

Advance development of program and planning, and identify funding for a Social Justice/Multicultural Center.

- Form working group under auspices of the Committee on Intercultural and Global Understanding (CIGU). [Year 1]
- In context of previous planning for Case Center and space utilization, consider spaces in Case Center and possibly elsewhere. [Year 1]

CIGU proposes a planning process to develop a vision for the mission and physical functionalities of a space that would include:

- Focus groups with students, staff, and faculty members
- Consultations with experts in the field
- Exploration of similar spaces/centers at peer and aspirant institutions
- Examination of best practices in diversity and inclusion initiatives

Potential uses for the space include:

- Gathering space for students of color, ethno-cultural clubs, and other historically under-represented groups to come together for support, discussion of issues unique to social and cultural identities, and programming/events

- Space to host events, including exhibits, research talks, focus groups and interviews, poetry sessions, and discussions about diversity and social justice-focused issues
- Venue for pedagogy workshops about teaching in an inclusive classroom
- Library and resource center for the community
- Conference and/or office space for related offices in Diversity and Inclusion, Academic Affairs, and Student Affairs

Timeline:

- Deliver a proposal to IPPC in mid-March
- Identify designated space by the end of the academic year in order to move forward with concrete plans for implementation