

**INSTITUTIONAL POLICY AND PLANNING COMMITTEE  
MEETING MINUTES**

**March 3, 2017**

**10:30 a.m.**

**PRESENT:** Cerri A. Banks; Erica Bastress-Dukehart; Beau Breslin; Paul Calhoun; Cynthia Evans; Philip A. Glotzbach, Chair; Tim Harper, Vice Chair; Lisa Hobbs; Mark Hofmann; Eric Morser; Dorothy Parsons; Levi Rogers; Denise Smith; Joseph Stankovich; Debra Townsend; and Joshua C. Woodfork.

**ABSENT:** Mary Lou Bates; Bill Duffy; Julia Elstein; James Kennelly; Kris Leggiero; Kim Verstandig; and Michael D. West.

Called to order at 10:35 AM.

**1. Approval of Meeting Minutes**

IPPC **approved** the minutes from the February 17, 2017 meeting.

**2. Marketing & Communications Update**

Interim Vice President for Communications and Marketing Debra Townsend reported on the status of four projects the division of Marketing and Communications is partnering with the national consulting company Ologie. The four projects include: 1) skidmore.edu website; 2) admissions and financial aid recruitment marketing; 3) alumni and donor engagement; and 4) brand and design standards.

**Skidmore.edu website:** The largest focus right now is the website redesign. After working with faculty, staff, and students campus-wide and reviewing pages on the website, they have reduced the website from 54,000 to 11,000 pages. They are now in the creative phase and plan to have this project completed by late fall in hopes of premiering a new website in January 2018.

**Admissions and Financial Aid Recruitment Marketing:** They are also working on a new suite of materials for the division of Admissions and Financial Aid. Building on the successful accepted students packet last year with a social media focus, the new materials will include a virtual reality component with an informal, student-centric look at campus life.

**Alumni and Donor Engagement:** Communications and Marketing is also collaborating with Advancement on designing new materials for the web, social media, and print for the public campaign launch in November 2017.

**Brand and Design Standards:** Marketing and Communications is working on the implementation of new graphic standards for Skidmore to ensure a cohesive look and identity for the College. The department has eight new staff members with web, design, and photographic experience across the group. One staff member is retiring this fall and will be replaced by an advancement/marketing person.

President Glotzbach thanked Debra for this update, and reminded IPPC members that while the search will commence soon for a new Vice President for Marketing and Communications, Debra has decided not to put her name in for consideration. She will continue with the College in this role until July 1, 2017.

### **3. Housing Update**

Dean of Students and Vice President for Student Affairs Cerri Banks reminded the committee that when she joined Skidmore last Summer she was asked to collaborate with her colleagues to address the housing crunch, which was caused by a large incoming class, more students wishing to live on campus, and less students studying abroad than planned. A group of staff and administrators formed an *ad hoc* Housing Group chaired by Cerri. The Housing Group also caucused with two members of the Board of Trustees. The first task of the Housing Group was to ensure that we are prepared with adequate housing to open next academic year. This work has primarily been completed, and the planning includes emergency space, contingency space, and enough room for the entering class. The planning is the result of work of the Enrollment Management Group, Institutional Research, the Housing Group, and President's Cabinet.

For the fall of 2017, the plan was to limit enrollment to 658 total entering students. The actual on-campus enrollment will probably be closer to 633 students. Changes to the London program application– with the addition of an essay – resulted in less interest. The College is offering an incentive of \$1,600.00 for students who are studying abroad in the fall and this has helped with distribution of off-campus study between semesters and therefore assisted with lessening the demand for housing.

Cerri noted that the lounges that were converted last summer to rooms will remain through the fall semester 2017; however, Residential Life will be looking at converting some of the rooms back to lounges. There is no plan to offer incentives to move off-campus for students for the coming year. Residential Life continues to hear that students prefer to live on-campus.

Next steps for the Housing Group will be to focus on the larger residential life program, which includes focusing on the developmental experience and ensuring adequate facilities. Residential life experts will be retained to conduct an external review including an assessment of staffing and facilities. The Housing Group will also contact similar colleges that have recently expanded residential facilities and programs for suggestions. By fall 2017, the Housing Group will engage focus groups on campus to receive feedback on the experience. In the meantime, the Housing Group will continue to consider how to sustain residential students with services and facilities such as dining, library and classroom space. The Housing Group will keep IPPC and the Board of Trustees updated.

### **4. Immigration Update**

Cerri provided the committee with an update of the immigration and Deferred Action for Childhood Arrivals (DACA) event (2/23/17) with David Oxtoby, President of Pomona College. Cerri spoke at this event to provide a statement of Skidmore's related actions. She reminded the committee that after the recent White House Executive Orders, the College responded by hosting a Unity Gathering in Zankel Music Center, by making immigration attorneys available on campus, and by holding open office hours with those who provide related support services.

Skidmore remains committed to supporting all members of our community and does not release records on any student unless they have been subpoenaed. We have decided not to designate ourselves as a “sanctuary campus,” as doing so may elevate exposure and put our students at risk. The College must respond to a legally constituted warrant or subpoena, so we cannot guarantee safe space.

Responding to another Executive Order, this one related to transgender people and restrooms, Cerri also took the opportunity to reaffirm Skidmore’s commitment to the LGBT campus community and stated that our efforts supporting inclusion and equity would continue.

### **5. Athletics Master Plan**

President Glotzbach reported that at the recent Board of Trustees meeting there was a significant focus on our campus facilities. Cannon Design presented their Main Campus Athletics Master Plan, which Cerri shared with the IPPC. She reviewed the major components of this plan.

Cerri presented the slides provided by Cannon and reviewed the major components of the plan, which includes upgrades to the fitness center, new tennis and recreations facilities, and an on-campus facility for the hockey program. She noted that in developing the plan, Cannon focused on creative thought, health and wellness, making the facilities welcoming, visible, and usable, ensuring benefits to the entire community, sustainability, and goals to increase recruitment and retention.

Cerri indicated that total costs for all three phases is approximately \$45 million and noted that to-date the College has received a designated gift of \$7 million for tennis. Phil noted that while these designs represent long term plans as requested by the Board, they provide us a starting point for Friends of Skidmore Athletics (FOSA) to begin fundraising.

Cerri also reviewed plans presented to the Trustees by Stonelane Associates for upgrades to the Van Lennep Riding Center, which is located off-campus. She explained that the current facility was a wooden pole barn structure built in the 1960’s and that the horse stalls are too few and too small. In addition, there are no sprinkler systems in the barns, and water pressure is an issue. Plans would renovate and add new constructions to include a second indoor area, the rebuilding of stables, and the creation of a team locker room. They would also add better parking and a perimeter road that would allow better access for fire and safety.

The cost of this plan is approximately \$9 million, and the work could be done in phases so as not to interrupt current operations.

### **6. President’s Report**

President Glotzbach reported that the College is moving forward with three Vice President searches and has retained Storbeck/Pimentel & Associates to assist with recruiting. The Faculty Executive Committee (FEC) and the Committee on Appointments, Promotions, and Tenure (CAPT) are assisting in the formation of the search committees. FEC has provided names for the Advancement and Communications and Marketing searches. CAPT is working with FEC to

coordinate a willingness to serve and vote to provide faculty names for the Dean of Faculty/Vice President for Academic Affairs search.

Phil noted that the three events in the Office of the President's Community Dialogue Series were successful. The events included: The Contours of Free Speech on Campus; Immigration and the Future of DACA; and Institutional Values and Investment Decisions. Phil explained that the final event will be held in April.

Vice President for strategic Planning and Institutional Diversity Joshua Woodfork announced that the final event will feature the University of Michigan's Scott Page, who will provide a keynote lecture Friday, April 21 at 2 pm in Zankel Music Center. Thursday, April 20 through Saturday, April 22 we will sponsor a number of workshops and events centered around diversity and inclusion under the umbrella of a program entitled *In It* that is based on President Glotzbach's repeated reminder that we are in it together, meaning our experiences are interconnected.

Phil also reported that during their recent meeting the Board of Trustees approved FY '18 major budget parameters, the FY '18 Capital Budget, and moving \$950,000 from a trust to the budget for the Center for Integrated Sciences (CIS). He noted that the Board engaged in robust discussion on the CIS and arrived at reaffirming consensus that the CIS remains a top priority. While the Board remain concerned about financing of the project, they do not want to delay moving the project forward. Accordingly, the Board approved proceeding with three actions: permitting, site enabling work, and the installation of temporary trailers to house personnel and programs currently in Harder Hall and other locations that will be directly affected by CIS construction. As part of its due diligence, the Board asked for an "insurance policy" and so authorized the College to engage Payette to develop plans to pause following construction of the north and east wings of the CIS, in the case that the financing does not become immediately available to fund the entire project. These plans would include design and costs to ensure full use of the facilities, should construction need to pause at that point.

## **7. Call for Agenda Items**

Dean of Admissions and Financial Aid and Vice President Mary Lou Bates will provide an admissions and financial aid report on the Class of 2021 at the next IPPC meeting.

Student Government Association President Dorothy Parsons reported that she and Associate Dean of Student Affairs Mariel Martin are working together on bias response reporting and adjudication and will present a proposal relating to bias incidents at a future meeting.

## **8. Other**

President Glotzbach announced the campus is excited about the recent report of the 2017 Commencement Speakers: Wes Moore, Ann Tisch, and Oprah Winfrey. We have received widespread media attention based on our announcement. This year, we have moved to a ticket distribution system for graduating seniors and their families, and we are working on planning to accommodate a larger-than-usual crowd.

Phil also noted that the Administrative Review for Vice President for Finance and Administration & Treasurer Michael D. West has begun. These reviews occur every six years for each member of the President's Cabinet. President Glotzbach asked that community members please participate in the process.

As no other business was brought forth, the meeting concluded at 11:40 AM.

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