

**INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
December 15, 2017
10:30 a.m.**

PRESENT: Cerri A. Banks (by phone); Erica Bastress-Dukehart; Mary Lou Bates; Beau Breslin; Paul Calhoun; Bill Duffy; Max Fleischman '19 (for Kira Geary '18); Greg Gerbi; Philip A. Glotzbach, Chair (by phone); Lisa Hobbs; Hèdi Jaouad, Kris Leggiero; Martin Mbugua; Crystal Moore; Eric Morser; Levi Rogers; Joseph Stankovich; Michael D. West; and Joshua C. Woodfork.

NOT PRESENT: Grace Burton; Sean Campbell; Tim Harper; and James Kennelly, Vice Chair.

Guests: Kelley Patton-Ostrander.

Called to order at 10:30 AM.

1. Approval of Meeting Minutes

IPPC **approved** the minutes from the December 1st meeting.

Joshua Woodfork, Vice President for Strategic Planning and Institutional Diversity, noted that this was the last meeting for Erica Bastress-Dukehart, Max Fleischman and Beau Breslin. President Glotzbach expressed his appreciation to each for all of their contributions to the IPPC.

2. TED Talk: Linda Hill, “How to Manage for Collective Creativity”

Max Fleischman, Student Government Association (SGA) representative and Kris Leggiero, SGA Accountant, presented this *TED Talk*. Max noted that he picked this talk because it reflected how Skidmore students think and work together on projects and that this collective creativity is encouraged by the College. Kris shared that she connected with the notion that “innovation takes a village.” The talk reflected Skidmore’s mission that leadership is about creating space to help shape outcomes.

Joe Stankovich and Levi Rogers will select the *TED Talk* for the first IPPC meeting next semester, scheduled for February 2nd. Sean Campbell and Martin Mbugua volunteered for a future meeting.

3. New York State Paid Family Leave

Joshua called the committee’s attention to the memo that was distributed by Human Resources to the campus community on December 13th regarding a new Paid Family Leave (PFL) law.

Michael West, Vice President for Finance and Administration and Treasurer, noted that this is now a state law, and encouraged committee members to read the policy for eligibility and more information. He explained that the scale of payments will increase over the next four years, and that there is a tax associated with this law. Funding for the law is similar to funding an insurance policy, so the estimate could be at a variance to what is the actual, in which case the tax may go up. Faculty are not subject to this tax and benefit, as all teachers were excluded in the state law.

Michael fielded several questions from the committee, confirming that the College will encourage pre-notification, but that there may be circumstances where pre-notification is not possible.

4. Continuing Discussion of Key Budget Assumptions for FY '19

Michael West welcomed Kelley Patton-Ostrander, Director of Financial Planning and Budgeting, who joined the meeting for this discussion. Michael reminded the committee that this is still the beginning of the process for determining 2019 budget assumptions. These key parameters will set approximately 80% of the budget and the final report will be presented to the Board of Trustees in May for approval.

Michael called attention to the report, "Preliminary Institutional Risk Assessment," which illustrates potential risks and their financial impact. Meeting student applications and enrollment goals is one risk in particular that finance staff is focused on, as approximately 80% of College revenue comes from our students/families. Another risk is the potential impact of the current tax reform bill, which at the time of this meeting has not been approved in Congress.

Michael answered questions from the committee about other (nearby) institutions facing financial challenges including deferred maintenance, student enrollment and increasing demands for financial aid.

Kelley reviewed key budget assumptions and noted that in this preliminary forecast there is currently no planned change to budgeted net fiscal enrollment, and that budgeted net fiscal enrollment assumptions may be revisited sometime in the future. The committee also reviewed current year peers' tuition and it was noted that future fees will vary based on some of the financial challenges at peer institutions as previously mentioned.

Michael informed the committee that Skidmore is currently ranked 57th on the *Chronicle of Higher Education's* ranking of most expensive colleges, and noted it is our goal is to stay out of the top 50. He then called attention to the report on comprehensive fee scenarios. In consideration of the substantial financial aid that Skidmore provides, we need to increase fees by approximately 3.5% or we will have to look at more substantial changes to other assumptions. He noted that page seven of the report illustrates the impact of key budget assumptions by increments of 1% change.

Mary Lou Bates, Vice President for Admissions and Financial Aid, provided a brief update. Admissions just completed early decision round one (ED I) and sent acceptance letters out this week. They saw an increase in demand for financial aid in ED I. In prior years, ED I primarily comprised students who did not require aid, as families tended to hold off until early decision round two (ED II) to shop around for financial packages. Now families can take advantage of the on-line "Net Price Calculator" in order to gain access to information regarding financial aid in time to decide whether to apply for ED I or ED II. She reported that admissions is running slightly ahead in applications over last year. The financial aid target for last year was to bring in the class with 40% on a grant, and the actual was 42%. This year's goal is to target 42% of the class or less to be on grant.

Michael pointed out that at this point and time, if we hold to net budgeted enrollment, estimated over enrollment, and internal financial aid discount rate, and the other preliminary key budget assumptions as noted, we would achieve a balanced budget. He provided some models of tuition/enrollment and asked the committee to keep in mind that when the tuition rate goes up, there will most likely be a higher demand on financial aid for that class, which may neutralize the increase in net dollars anticipated from higher tuition.

Michael closed by reporting that Cabinet, and the IPPC Subcommittee on Budget & Finance will continue to work on this and will come back to IPPC for further review. He thanked Kelley for her excellent work.

5. Space Planning Working Group Membership

Joshua informed the committee that while the Space Planning Working Group (SPWG) is not a subcommittee of the IPPC, it is one that we pay attention to, in part because it was approved as a stand-alone administrative working group in November 2012. He reported that co-chairs, Loretta Greenholtz and Dan Rodecker, came to President's Cabinet to review committee goals and membership. He called attention to the document (Appendix I) that illustrates changes that Loretta and Dan are recommending for the subcommittee. Members of the IPPC noted that the document should be changed to reflect the new co-chair roles.

Upon a motion made and seconded, the IPPC unanimously approved the recommended SPWG changes.

6. Other Business

Joshua called for other business. Paul Calhoun, Dean of Special Programs announced that Megan Bove has been hired as the new events scheduler, replacing Stephanie Wyld.

7. Call for Agenda Items: Next Semester

Items noted for next semester include: Protection of Minors Policy, COACHE Collaborators Recommendations on Mass Email List Policies, Smoking Policy Implementation, Annual Report on the *Campus Sustainability Plan*, and continued budget discussions.

The meeting adjourned at 11:45 a.m.

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

APPENDIX I

Space Planning Working Group (SPWG)

Membership of the SPWG:

- Associate Dean of the Faculty for Infrastructure, Sustainability, and Civic Engagement (Co-Chair)
- Director of Financial Planning and Budgeting (Co-Chair)
- An Associate Dean of Student Affairs
- Registrar or designee
- Director of Facilities Services or designee
- Chief Technology Officer or designee
- One faculty member, drawn from the elected faculty on IPPC
- One student, drawn from the student members of IPPC

As indicated above, the SPWG will consult with and seek advice from others as appropriate.

IPPC Minutes, November 16, 2012:

<http://www.skidmore.edu/ippc/minutes/12-13/documents/IPPC-min-11-16-12.pdf>

Also, please see the November 2, 2012 Minutes for more information on the formation of the SPWG: <http://www.skidmore.edu/ippc/minutes/12-13/documents/IPPC-min-11-2-12.pdf>

Proposed Changes to President's Cabinet December 4, 2017 and IPPC December 15, 2017

Membership of the SPWG:

- An Associate Dean of the Faculty ~~for Infrastructure, Sustainability, and Civic Engagement~~ (Co-Chair) ~~or designee~~
- ~~Director of Financial Planning and Budgeting (Co-Chair)~~
- An Associate Dean of Student Affairs
- Registrar or designee
- Director of Facilities Services ~~or designee~~ (Co-Chair)
- Chief Technology Officer ~~or designee~~
- One faculty member, drawn from the elected faculty on IPPC
- One student, drawn from the student members of IPPC ~~or the Student Government Association Executive Committee~~
- ~~One representative from the Office of the Dean of Special Programs~~

As indicated above, the SPWG will consult with and seek advice from others as appropriate.