

**INSTITUTIONAL POLICY AND PLANNING COMMITTEE**  
**MEETING MINUTES**  
**March 1, 2019**

**PRESENT:** Marta Brunner; Grace Burton; Lisa Hobbs; Bill Duffy; Max Fleischman '19; Greg Gerbi; Philip A. Glotzbach, Chair; Tim Harper, Vice Chair; Katie Hauser; Michelle Hubbs; Carolyn Lundy; Crystal Moore; Martin Mbugua; Jennifer Mueller; Donna Ng; Michael Orr; Levi Rogers; Abdul Shokur '21; Joseph Stankovich; Amy Tweedy; Joshua C. Woodfork.

**ABSENT:** Cerri A. Banks, Sean Campbell, Mary Lou Bates.

The meeting opened at 10:31 a.m.

**1. Approval of Minutes from February 15, 2019**

The following change in the minutes was requested: Under HEDS update (paragraph one), sentence reading: *Committee members asked about tracking response by office or division, but this is not possible since the survey is anonymous.* Change to: *Committee members asked about tracking response by office or division, but this is not possible since HEDS de-identifies all responses.* This change was accepted, and the minutes were approved as amended.

**2. Presidential Transition**

President Glotzbach acknowledged the Monday, February 25 announcement of his retirement at the end of the 2019–20 academic year, and he expressed his appreciation for the many kind responses he has received. He said that the timeline for the announcement was driven by his desire to provide the necessary time for the Board of Trustees to begin the search process. He emphasized that he and Marie Glotzbach will remain actively involved in all aspects of College business through June 2020.

Joshua Woodfork, Vice President for Strategic Planning and Institutional Diversity, reported that the Board of Trustees determines the search process, including the presidential search committee, which will consist of students, staff, faculty, and trustee members [16 members: eight Board members, four faculty, two staff, and two students]. The presidential search committee will make recommendations to the full Board of Trustees, and the Board will act as the hiring authority. On Tuesday, March 5, the Board Chair, Scott McGraw, will communicate this information to the community via email. Three willingness-to-serve calls (students, staff, and faculty) have been shared with IPPC, which reviewed a broad overview of the process. Staff, as an example, will work with the new Chief Human Resources Officer Brett Last and the leader of the Staff Advisory Group to solicit nominations and then votes from staff members.

Student Government Association (SGA) President Max Fleischman '19 added that SGA sent an email to all classes, asking that applicants for the search committee write a brief essay detailing their qualifications to serve. Students will then appear before SGA Senate explaining why they wish to serve. He said that SGA will then produce a short list of applicants, from which he, and Dean of Students and Vice President for Student Affairs Cerri Banks will select the student nominees.

Lisa Hobbs, Associate Director of Operations, Off-Campus Study and Exchanges, noted that the faculty willingness-to-serve notices have been issued, and that a reminder was sent today, with a reply deadline of Monday, March 4.

Joshua Woodfork stated that if, as it appears, all nominations will be ready by March 8, Board Coordinator Susan Koppi will forward the names to the Board of Trustees for ratification during the week of March 11 (Spring break week), with the first search committee meeting anticipated to take place soon thereafter (by April 1). He added that the Board has made it clear that there will be multiple ways for the campus community to participate or provide feedback, and in response to a question, that the Board will ask the search committee to determine if this is to be an “open” or “closed” (sometimes called “confidential” or “non-confidential”) search; President Glotzbach noted that this factor affects how the committee will handle the final candidates and would influence the composition of the applicant pool.

### **3. Board of Trustees February Meeting Update**

President Glotzbach reported that the Board of Trustees had a very good meeting on February 20–22 and that the Board was highly engaged. There was a welcome dinner on Wednesday with the Board and approximately thirty faculty, followed by a dance performance, for which he thanked Professor and Chair of Dance Deborah Fernandez and the student dancers who performed. The Board reviewed progress on the Campaign, and discussed leveraging Board contacts with family foundations as potential funding sources. The Strategic Planning Committee reviewed the College Dashboard and the Strategic Action Agenda, and the Board met with search firm Storbeck/Pimentel & Associates, which was a Board members-only session.

### **4. Center for Integrated Sciences (CIS) Update/Q&A**

#### Board of Trustees Vote

President Glotzbach reported that the Board took a formal vote and “unanimously and enthusiastically” endorsed the proposed 2024 timeline for completion of CIS, setting an upper limit of \$127 million on the cost.

#### Follow up on 2/19 CIS Open Forum

Dean of the Faculty and Vice President for Academic Affairs Michael Orr expressed gratitude to IPPC for recommending that this Open Forum be held prior to the Board Meetings. He reported that the Open Forum held in Davis Auditorium on February 19 went very well and was well attended. At the Open Forum, Vice President for Finance and Administration and Treasurer Donna Ng presented a summary of the project’s new proposed timeline and budget and provided additional information on the cost of building a permanent swing space versus renting temporary trailers to house those whose offices and workspaces will be disrupted by the construction. Dean Orr explained that the audience asked questions on funding, siting and use of the swing space, capital investment required, possible use of Hoge and impact on the Scribner Library, and potential use for the swing space structure once CIS is finished. VP Ng then briefly updated IPPC on the use of trailers, Hoge, and the swing space, saying that she continues to think the best option is a building, but that a smaller structure is now being considered, along with using the 2<sup>nd</sup> floor of Hoge for both the near and long term, and factoring in sustainability. She said the site currently remains the same as originally proposed, and that members of her team and the Dean of

Faculty's Office are now working on design. President Glotzbach said that he would provide an update at the Faculty meeting later today, and at the two Community meetings on Tuesday, March 5.

### **5. IPPC 2/8 Retreat Follow Up, Healthcare, & Next Steps**

Donna Ng reviewed discussion points for drafting a charge from IPPC to the IPPC Subcommittee on Budget and Finance related the Healthcare budget expense. She began the discussion with a review of the Subcommittee membership, explaining that Chief Technology Officer Bill Duffy is a regular guest. VP Ng noted that the Subcommittee needs the IPPC charge to assess the College's health insurance cost because it is important to state what we are trying to accomplish. The charge, to be created by IPPC, needs to define the deliverables/outcome and the process to achieve it.

Discussion followed regarding various issues, including: a) Time commitment—IPPC Subcommittee on Budget and Finance Subcommittee meets twice per month on Friday for ninety minutes, and possibly once over the Summer; b) Timeline to assess 2020 calendar year rates vs. long term plan—a decision about 2020 will be needed by September/October of this year; c) What should the call to the community look like? Should there be an open forum? How many faculty, staff, and student members are we looking for, and are we considering other additional partners? d) Are we looking at changing the structure of the health insurance plan? What can and cannot change?

VP Ng stated that the goal is to reduce the College's health insurance expense. She outlined three components:

- 1) plan design (claims, copays, emergency room visits, vision coverage, offer high deductible plan, etc.);
- 2) employee contribution (cost-share);
- 3) structure of the plan, which she described as "behind the scenes" as far as employees are concerned. Finance will look at this component of the plan, in terms of negotiating with providers, etc.

The IPPC charge to the Subcommittee should cover the first two legs, since those are the pieces that directly affect employees. VP Ng will update IPPC on progress with the third leg. She noted that a lot of work will be required this Spring to set the direction.

Q: If cost is the issue, why not start with cost? If we are willing to pay this much, what can we get?

A (Ng): All vendors charge based on claims. If claims go up, next year they charge us more. We can negotiate, but if claims are rising, we will pay more. The key is managing claims.

Q: Regarding the third leg, is changing insurance companies an option? There wasn't much community input when we went from Blue Cross to MVP, as a result it was messy.

A (Woodfork): Agree, this was previously considered an administrative decision and it caught people by surprise, so there is extra sensitivity in how this process is conducted and communicated.

A (Ng): The detail work will be done in Finance, performing a disruption analysis. Finance will then present options to IPPC. The ideal is no disruption, but it is hard to set a target without

knowing what all the options are. The major issue will probably be employee share, and we will have to prepare people to engage in that discussion.

Q: In theory, could we take money from some other place and use it for this?

A (Ng): Health and retirement are the two largest benefit expenses; therefore, if we decide not to make changes to health the savings would probably need to come from retirement. There is no other benefit pot large enough to cover that expense.

Q: But is it possible to move money from some other part of the college budget? Is that on the table?

A (President Glotzbach): Everything is on the table, but other demands are going to be there.

A: (Ng): We do need to look at other things, but our challenges in the future are bigger than just health. Maybe we will decide later to do it another way, but without information, we can't make decisions. Right now, we really have no idea what the options/dollar savings, pros and cons will be. We need to do the work to figure out what the savings will be, and then decide. But the goal is to reduce health insurance costs: we must be clear about that.

Q: We have five meetings left till the end of the term; is that enough?

A (Ng): When I know what the charge is, I would be better able to answer that question.

VP Ng stated that the subcommittee is not a decision-making body but will advise IPPC on the best way to explore options and measure pros and cons.

President Glotzbach then asked the committee to work in small groups for ten minutes and list the major questions and points towards drafting the IPPC charge. The committee broke into small groups for discussion and produced the following points:

- Compare our available coverage vs. other employers in the area;
- set rough deadlines so the community has time for input and to make decisions before open enrollment;
- convey who is making the decisions; that is not clear right now;
- ensure diversity in the subcommittee's membership; maybe additional members are needed for fair representation;
- educate the community via comparison with what other schools offer, and U.S. healthcare benefits in general;
- where does the additional representation come from, and if there is none (no volunteers), how does the subcommittee's work go forward?

Also, larger questions and issues were raised such as:

- Do we cut retirement benefits in order to sustain healthcare?
- The working group should provide information necessary to make decisions.
- Should we add a member from Communication & Marketing?
- Does the subcommittee require additional members to do its work, or is it important to the community to make that opportunity available?

Committee members debated the desirability of adding additional members and considered the added value related to bringing in further perspectives. Vice President for Communications and

Marketing Martin Mbugua suggested temporarily adding one more exempt and one more non-exempt staff member to the subcommittee for the healthcare benefit discussions. President Glotzbach called the question, and IPPC endorsed the idea of sending out a call for two additional members from staff. He asked that the administration draft the charge and share it soon with IPPC via email.

In response to a question, VP Ng noted that the subcommittee reports to IPPC and that IPPC advises the President and President's Cabinet. When the subcommittee brings a recommendation, it will be contextualized, and they will share all data and information with IPPC. It was agreed that the administration would draft an IPPC charge for the subcommittee and share it via email, asking member to weigh in over the coming days.

## **6. Call for Agenda Items**

Joshua Woodfork noted that the next IPPC meeting is scheduled for March 22, and reminded committee members that there are other budget-related items that were discussed during the February half-day retreat that would likely return this Spring. President Glotzbach asked if the committee was willing to participate in another half-day retreat, if necessary. There was general agreement to this possibility, so he said that a date proposal would be forthcoming once the remaining scheduled meetings are considered against the items we need to cover during this academic year.

Marta Brunner stated that she had been working with Dean Orr, Special Collections Curator Wendy Anthony, and the IT department on digital assets management, and would like to bring this item forward at some point.

Martin Mbugua stated that he would like to provide an update on Communications and Marketing's branding efforts.

## **7. Other Business**

President Glotzbach announced that Tuesday, March 5 would be the final *Skidmore Speaks* event of this year, and would feature guest speaker Law Professor Nadine Strossen, former head of the ACLU. VP Woodfork noted that there are twenty slots remaining for the luncheon event and that as an *Office of the President Community Dialogue Series* event we are distributing copies of Professor Strossen's book on hate speech. He also noted that the HEDS Campus Climate survey rates stand at 24% students, 47% staff, and 54% faculty. President Glotzbach asked that everyone please do the survey, as it is important that we have a good response.

With no further business, the meeting was adjourned at 11:59 p.m.

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