

**INSTITUTIONAL POLICY AND PLANNING COMMITTEE**  
**MEETING MINUTES**  
**May 3, 2019 (Extended Meeting)**

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

**ABSENT:** Cerri A. Banks; Mary Lou Bates; Crystal Moore; Abdul Shokur '21.

**GUESTS:** Cathy DeLorenzo; Mariel Martin; Lucas Meyers.

The meeting was called to order at 10:20 a.m. by President Glotzbach.

**1. Approval of Minutes from April 26, 2019**

Director of Institutional Research Joseph Stankovich provided a correction. With no further changes, the meeting minutes were approved.

**2. Presidential Transition**

Vice President for Strategic Planning and Institutional Diversity Joshua Woodfork reminded the group that an email went out to the campus community announcing the May 16 Presidential Search Committee open forum, which included a link to an anonymous survey from the search committee.

**3. Enrollment Update**

Director of Admissions Cathy DeLorenzo, on behalf of Vice President and Dean of Admissions and Financial Aid Mary Lou Bates, reported that May 1 was the deposit deadline for the Class of 2023. For incoming first-year students, the target was 711 students to begin in September 2019, which means that we are looking for 781 deposits, recognizing that we will lose some students over the summer, with an additional 25 built in to the original target to help with projected future under-enrollment. As of May 3, Admissions was slightly over the goal with 805 deposits and an anticipated three more Opportunity Program deposits. At this point, the class composition is 43% men, 57% women, which compares with last year's 37% men and 63% women; 28% domestic students of color, up from 24%, and 12% international students. The yield on students not applying for financial aid increased by 2 percentage points. Admissions anticipates that just under 50% of the class will be receiving financial aid. We project we will be about \$300,000 over budget in financial aid in September, but the revenue from the projected 25 additional students will cover the \$300,000 and generate an additional \$1M in tuition revenue. Director DeLorenzo thanked everyone, saying this success is the result of a college-wide effort.

President Glotzbach called the results excellent, noting especially the 2% yield increase on students not applying for aid. He said early decision enrollment still stands at around 45%, which is good.

**4. IPPC Subcommittee on Budget & Finance Healthcare Recommendations**

Vice President for Administration and Finance and Treasurer Donna Ng presented a summary of the proposed healthcare changes. She said the calculation was revised to show no change in the out-of-pocket maximum, in response to IPPC members' concerns about the out-of-pocket maximum costs. The Subcommittee on Budget and Finance asked IPPC to endorse its recommendation to include deductibles and co-insurance in consideration and to calculate the premium rate. HR will calculate actual employee deductions and present specifics of rates, deductions, etc., sometime in August or September. Per our carrier, MVP, early September is the deadline for changes to the overall health care plan. She suggested holding an IPPC meeting in late August to review the findings. Extensive discussion, summarized below, followed VP Ng's presentation.

Associate Professor and Chair of Physics Greg Gerbi said that, while still a major expense, lower out-of-pocket is better, and he thanked VP Ng for working on it.

Departments of Physics and Neuroscience Academic Administrative Assistant Carolyn Lundy expressed her perception that the process is being rushed without allowing time for employees to have input, noting concern about how this would be perceived. President Glotzbach agreed that more time for input from the community is needed.

Several committee members asked for further details of possible plan design changes to spousal rates, especially those affecting married Skidmore employees, and questioned the legality of tying benefits to the employment status of spouses who are not employees of Skidmore. VP Ng replied that the subcommittee is just beginning to explore how costs can be brought down, and will take all comments and ideas into consideration.

Professor Gerbi asked if a third model of rates could be developed, removing the co-insurance. While understanding the goal is to reduce rate increases overall and shift more of the payment share to employees, he expressed concern that people would not have time to absorb it given other pending changes to healthcare plans in the near future. He suggested presenting all options at once, but waiting a year before introducing any changes. Vice Chair Harper agreed, saying he would rather see 10% increases over five years than 50% in one year.

VP Ng replied that there are different ways to address the concerns, once we know the level of claims, but that it is necessary to introduce concepts like co-insurance for the sake of both the employees and the College. Academic Administrative Assistant Lundy pointed out that most employees don't understand that Skidmore has been subsidizing health insurance costs, and that it is important to explain that—another reason to hold public forums.

Associate Professor and Director, Media and Film Studies Program Katie Hauser asked whether best practices or research had been sought on implementing changes of this kind, saying that faculty would likely respond better to evidence-based information. VP Ng replied that Chief Human Resources Officer Brett Last has contacted peer-school Human Resource directors for comparative information.

Vice President for Strategic Planning and Diversity Joshua Woodfork said he, too, was troubled by the short timeline and asked how the decision-making process would proceed over the

Summer. He expressed concern that the two meetings in May are not sufficient, and said that all constituencies should have the same opportunity to consider and give feedback similar to IPPC's role; but at the same time, emphasized that employees should not be given false hope that voicing their concerns would materially influence the committee's course of action. He said that a stronger "game plan" for moving ahead is needed. Institutional Effectiveness Specialist Amy Tweedy noted that she had never been involved in decisions regarding healthcare at any previous institution, and that it is important to be clear about where people can and cannot have input. She added that it is the Chief Financial Officer's job to explore these changes and make decisions. She also stated that responses to these decisions should not be personalized.

Based on all comments, President Glotzbach proposed that VP Ng working collaboratively with the Subcommittee and President's Cabinet to produce a document / roadmap showing healthcare cost projections, solutions under consideration, long- and short-term issues, steps for community input, and a summary for those not able to attend forums or community meetings. VP Ng also stated that the Subcommittee would produce a summary and FAQs posted on a website, and will hold another open meeting in September before discussing rates.

There was further discussion about possibilities for anonymous feedback via the HR website, or a survey or focus groups to ascertain feedback either of specific plan options or a more global, "how much do you value this versus that" in terms of benefits. There was reluctance to solicit input if it is not ultimately acted upon.

With shifts in the wording requested and changed, the committee then moved on to the requested Endorsement as follows:

"Endorse the development of premium rates for calendar year 2020 with various options that include, at a minimum, one for no changes in current plan design and another for the addition of co-insurance and deductibles with the same out-of-pocket maximum. Premium rates and the associated employee share will be reviewed with IPPC."

President Glotzbach asked for a vote on approval of the Endorsement as amended during discussion; **the amended endorsement was approved unanimously on a voice vote.**

## **5. Budget FY '20 and Long-term Financial Planning**

VP Ng provided highlights of the Operating and Capital Budgets for the Fiscal Year Ending May 31, 2020, which was circulated in document form to the committee members in advance of the meeting. Highlights included:

- Per Admissions update, the College may be on track to do better than what the budget shows. For FY20, of \$800k total investment income, \$400k was put above the line, helping us to achieve break-even using a 2% interest rate; right now, the rate is actually over 2%, but should not be relied on in the base budget. She compared this to moving money into a savings account.
- GSA increase of 2.25%.
- Health insurance, 10% projected increase.
- \$10.7M transfers to capital fund to pay for capital projects.
- Capital projects budget \$9M, includes acceleration plan for CIS (\$1M per year for 5 years).

- 6% reduction in Supplies & Services (“Really good”).
- Full debt service funding for the Center for Integrated Sciences (CIS), \$2.3M.
- \$1M contingency; for FY19, to date, still 600k remaining (“Good practice”).

For long-term financial planning, VP Ng noted that future deficits are projected to be in the \$2-3 million range, with a key parameter of 2% growth in Net Tuition Revenue (NTR). This figure is just a target, not based on detailed analysis by class. For financial planning purposes, these projections also assume a 2% GSA.

VP Ng showed a comparison of two different NTR scenarios, which VP Ng said did not include a lot of detail, but do reveal some concerns. One scenario shows 1% growth in NTR, which would greatly increase deficits, and is not sustainable. The other scenario depicts changes in how the College currently awards financial aid, looking at classes over a 5-year period, and shows deficits increasing, but sooner than under scenario 1, which is also not sustainable. She summed up by saying that if we continue doing what we are now doing, 2% growth in NTR might not be possible. So, we anticipate seeing deficits in the out years, and we need to look closely at net tuition revenue. Examining and revising health insurance and other costs are a potential way to offset budgeted deficits.

President Glotzbach commented that while the overall financial picture right now is good, comprehensive fees will continue to go up, and these numbers are already very big. No matter how positive it looks in a particular year, there are challenges ahead; he also noted that if she were present, VP Mary Lou Bates would say she is nervous about 2% NTR growth projections.

There being no further discussion, Vice Chair Tim Harper made a motion to endorse the budget, which will be presented to the Board of Trustees at its May meeting; Vice President for Communications and Marketing Martin Mbugua seconded. **The motion passed unanimously on a voice vote.**

## **6. CIGU Social Justice Space Update**

VP Woodfork and Associate Dean of Student Affairs for Campus Life and Engagement Mariel Martin gave a presentation on the almost fifty-year history of intercultural/multicultural spaces at Skidmore, starting with the Black Voices of Skidmore, a student group in the early 1970s, co-founded by current trustee Linda-Chalmers Jackson. The presentation outlined various efforts over the years to establish and grow cultural space for students of color and later, international and LGBTQ students. The creation (addition) of a larger space was endorsed by IPPC in March 2017; CIGU now has architectural drawings, and wants to move forward to blueprints and construction. They are working on cost estimates and identifying possible donors, and they plan to hold open forums in the Fall to update the community. Simultaneously, VP Woodfork and Dean Cerri Banks are working on staffing the space as well as crafting its mission. VP Woodfork also acknowledged additional members of CIGU: College Librarian Marta Brunner, Assistant Professor and Director, InterGroup Relations Program Jennifer Mueller, and Associate Dean Martin for their efforts.

Q: Will this be a lounge-type area or an events space?

A: Both: lounge, stage, meeting area, and seminar room.

Q: Will the programming between this space and the InterCultural Center (ICC) be coordinated?

A: Yes; this will also shift how the ICC and InterCultural Lounge (ICL) spaces work. We are envisioning all three as part of a broader approach to cultural space and community engagement.

Q: Is there a ballpark figure on the cost?

A: Maybe \$1M total for the three spaces; we are looking at whether College will front funding to allow plans to move ahead, as we seek donors.

Q: There seems to be no visibility from the outside. Can the entryway be expanded?

A: Yes, but we want to be careful not to create a “fishbowl” or “magnifying glass” effect; accordingly, we are trying to honor feedback received from students, while making the space accessible and welcoming.

President Glotzbach commented that there should be significant progress on the Social Justice space over the next year, and that one challenge has been that so many people want access to it and their accompanying priorities reflected, so narrowing its purpose and vision is wise.

## 7. Branding Efforts

VP Mbugua introduced Director of Marketing and Engagement Lucas Meyers, who gave a brief presentation on Skidmore branding. He showed a group of rogue logos (“rogos”) from 2016 as an example of how fragmentation among publications from different areas had been undermining the core identity of the college. In response, the Division of Communications and Marketing (C&M) started work on a *Style Guide*, based on Skidmore heritage colors and appearances. He noted that after VP Mbugua was hired last year, C&M rolled out a new branding website and published a *Master Style Guide*. They continue to work with partners across campus to develop identifying marks using heritage colors and specific fonts. Working with the *Skidmore Shop*, they have brought in branded items that represent the College well, and they have placed way-finding signage on campus and in Saratoga Springs. He concluded by saying that one of the goals of branding is to extend representation into experiences, and connect with peoples’ feelings about the important things about Skidmore.

Q: Any outreach to student groups?

A: Not yet, but would like to do so.

Q: Of yellow and green, do you see one as the principle color and one as the accent?

Over the years, it seems green has become the main color with yellow the accent.

A: Green and yellow are alongside each other; we do not use one exclusive of the other very much. By default, green is a better color for text, etc. We also sometimes use grays and white.

VP Mbugua addressed the enforcement of brand standards, saying that it is C&M’s hope that over time, people will notice the difference and adopt it. C&M will develop a policy at some point and return to IPPC. Associate Professor Gerbi suggested making an announcement or request that groups come to C&M before developing logos. VP Mbugua agreed, and said they may hold some “brand evangelism” events on campus, but will do the groundwork first.

## 8. Subcommittee Check-In

VP Woodfork asked that IPPC subcommittees consider membership needs for next year, and asked if any subcommittee have concluding info or items to put up for next year. He also asked for the names of faculty who will be serving on IPPC next year. He noted that for the elected faculty members of IPPC: Vice Chair Harper is concluding his term and will be replaced by Professor Joerg Bibow, who will be in in year 1 of 3, Associate Professor Greg Gerbi will begin year 2 of 3, and Associate Professor Grace Burton will be in year 3 of 3. Associate Professor Katie Hauser will be replaced as the FEC Chair by Kendrah Murphy. College Librarian Marta Brunner is concluding her service on CEPP and will be replaced as chair by Associate Professor Steve Ives. Student Government Associate committee members will be president-elect David Robakidze '20 and VP for Financial Affairs-elect Abby Ciccarone '22.

- Budget & Finance – Leaving the committee, Associate Director of Operations for Off-Campus Study & Exchanges Lisa Hobbs, Chief Technology Officer and subcommittee regular guest Bill Duffy, and SGA VP Abdul Shokur '21, who will be succeeded by Abby Ciccarone '22; Associate Professor Burton will be one faculty member with the other appointed soon.
- Campus Sustainability Subcommittee – Professor Rik Scarce will be on sabbatical replaced by Associate Professor Nurcan Atalan-Helicke. Will be looking for student representation.
- Subcommittee on Student Affairs – Co-Chair will be David Robakidze; Teaching Professor Catherine Hill will be in year 2 of 3; and the other faculty member will be appointed soon.
- CIGU – Assistant Professor Jenni Mueller will be in year 3 of 3; College Librarian Marta Brunner, year 2 of 3; Academic Administrative Assistant Jeanne Eddy, year 1 of 3; need one more student rep. in addition to SGA VP for Inclusion and Outreach Malchijah Hoskins '22.
- Subcommittee on Responsible Citizenship – Senior Lecturer Charlene Grant serves until 2020; Director of Community Service Program Michelle Hubbs will remain on IPPC as Co-Chair Professor Eric Morser continues to have teaching schedule conflicts with IPPC's meeting time.
- Subcommittee on Institutional Effectiveness – Professor Peter Von Allmen is the faculty member; need to talk about co-chair structure next year.
- Space Planning Working Group – Connected, but not an official IPPC subcommittee; will review membership needs over the Summer.

President Glotzbach thanked everyone, especially Vice Chair Tim Harper, for their service and numerous contributions, that helped move important agendas forward this year.

## **9. Strategic Action Agenda (SAA) 2019-2020: Year 2**

President Glotzbach asked the committee members to please take a look at the SAA and present any items they feel merit inclusion, for President's Cabinet consideration over the summer. Info, feedback, and ideas are welcome; feel free to email later if anything comes to mind. The document will be in the second year of a two-year window. It will also bring us to the midpoint of the current *Strategic Plan*.

## **10. Call for Agenda Items**

VP Woodfork asked that the committee members see upcoming agenda items listed below, as this will be important for onboarding new members. He also asked for thoughts on building in dates of IPPC retreats or extended meetings for next year, and collective training for IPPC.

Future Items

Skidmore's Peer and Aspirant Groups

Free Expression Protocols

Digital Assets Management Plan

Preparing for Committee Work

**11. Other Business**

No other business was brought forward.

President Glotzbach expressed sincere and heartfelt thanks to all committee members for their work over the year, and he stated his hope that everyone feels good about their contributions to and service on the major planning and policy committee of the College. He wished everyone a great end of the semester and a terrific summer.

With no further business, the last IPPC meeting of academic year 2018-2019 concluded and was adjourned by President Glotzbach at 1:00 p.m.

*If there are any changes to these meeting minutes, please contact the President's Office.*