

INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
September 21, 2018

PRESENT: Cerri A. Banks (via phone); Kyle Bernard; Grace Burton; Sean Campbell; Bill Duffy; Greg Gerbi; Philip A. Glotzbach, Chair; Tim Harper, Vice Chair; Katie Hauser; Lisa Hobbs; Michelle Hubbs; Carolyn Lundy; Martin Mbugua; Owen O'Donnell '21; Levi Rogers; Nigel Smith '19; Joseph Stankovich; and Joshua C. Woodfork.

NOT PRESENT: Mary Lou Bates; Marta Brunner; Michael Orr; Kelley Patton-Ostrander.

Meeting opened 10:33 am.

President Glotzbach welcomed new members Student Government Association (SGA) Vice President for Club Affairs Owen O'Donnell '21, SGA representative, and Carolyn Lundy, Non-Exempt Staff Member, and acknowledged Emily Moorefield who will be taking minutes. He announced that Assistant Professor and Director of InterGroup Relations Jenni Mueller will serve as the Committee on Intercultural and Global Understanding (CIGU) co-chair and therefore join IPPC at the next committee meeting. He asked the IPPC committee members to introduce themselves.

1. Approval of Meeting Minutes September 7, 2018

IPPIC approved the minutes from the September 7, 2018 meeting.

2. Engaging Voices and Sharing Space

President Glotzbach reminded the committee that this week he and Tim Harper, Vice Chair, had asked each member to share a trend they see in either academia or the broader society to which the College should pay attention. Committee members identified the following trends:

- Tension on college campuses (all, but specifically Skidmore); decisions will have to be made. Willingness to compromise will be necessary;
- The “Diversity and Inclusion at Skidmore College” statement is a great start, including re-affirming it, but additional meaningful sensitivity training is needed;
 - Vice President for Strategic Planning and Institutional Diversity Joshua Woodfork noted that Unconscious/Implicit Bias workshops/training will be available on October 11 as part of the *In It 3* program. *In It* programs always take an intersectional approach with a focus on a specific element of social identity. This year, socioeconomic status will serve as the primary focus. President’s Cabinet, the Board of Trustees, as well as Department Chairs and Program Directors will participate in similar workshops the following week;
- Increase in stress and anxiety of student body; the College needs to continue providing resources;

- (From Advancement) Team members need to be conscious of being receptive to job candidate pools that in the past have not been their traditional pools. Dealing sensitively with finances, especially regarding healthcare;
- Increased need for financial aid; balancing financial goals;
- Concern about rising costs of college, how to be sure we are accessible to diverse socioeconomic groups;
- Dealing with students and visitors who are physically disabled. Making campus more accessible to those with mobility challenges;
- Online security; keeping ahead of “hackers” (noting that we are always one step behind);
- Noting the level of student anxiety, specifically the number of students on medication;
- Noting the gender imbalance of the student body. We must ask ourselves, do we support the young men who come to study with us?
- Civil discourse at Skidmore regarding opinions/perspectives different than our own; find ways to be more open;
- Changing the gender dynamic. Stay in tune with what is happening nationally regarding gender demographics of students in higher ed;
- Emphasize community, focus on common goals. How do we mitigate tensions while prioritizing what you are passionate about? Ask: how important is it?
- Being conscious of students that may have sexual assault-related trauma;
- College tuition challenges; make the case for the value of higher education; make sure that our students’ experience is such that they will tell that story for us;
- Increasing public skepticism of higher education value is a major challenge;
- Desire of parents and students for hyper-stability of the college environment; they are looking to home institutions (as a micro-community) to counter what seems like out of control national and global matters;
- Critique of higher ed in general makes it increasingly difficult for colleges to make the case for class/access, though Skidmore makes a notable effort.

President Glotzbach noted that political division and demonization is antithetical to collaboration and compromise, without which our government does not function; we need to model the opposite. The College tries to help students manage the challenges, including cost. The gender balance is a larger trend with which we struggle. We need to be extra-attentive to being open to views other than our own. Further, we have to keep making the case for ourselves as an institution of higher education, and the value of what we do. This is the backdrop against which we view the next two years when we will have reached the mid-point of the *2015-2025 Strategic Plan*.

President Glotzbach provided other comments on all of the important issues brought up and reinforced everyone's role (as "the College") to continue to consider each of these challenges. He thanked everyone for their input and asked for sustained attention to these themes going forward, including the efforts that will go into the "Strategic Action Agenda" (SAA), etc.

3. Draft Strategic Action Agenda 2018-2020 (SAA)

Joshua Woodfork reported that the draft "Strategic Action Agenda" was shared prior to the last meeting; however, there was not enough lead time for committee members to review it fully. Since then, several edits have been made:

- 3rd paragraph of Preface was edited to clarify financial numbers.
- Distinctions were made to identify work slated to be done from year one to year two.

He then called for comments to the Preface and to the items, which were as follows:

- Two comments were made about specific word choices in the Preface.

Joshua noted that the items come from President Cabinet's members who use different ways to engage their staff members and reflect what they consider priorities in their divisions. He also reminded committee members that the call for items is issued during the final May meeting of IPPC, preceding the next academic year.

Levi Rogers, Director of Sustainability Programs and Assessment, commented that not all bullet points rise to the level of SAA action items. #35, Continue to implement the *Campus Sustainability Plan*, for example, book recycling, should not be recognized as a strategic action but a routine procedure. Levi proposed substitute language for Goal 5 of this *Plan* "Engagement." President Glotzbach asked Levi to work with Joshua to edit appropriately. Committee members were encouraged to bring any other suggested edits forward. The SAA document will return to IPPC next meeting for endorsement. It will also be shared with the Strategic Planning Committee of the Board of Trustees, and at a later moment, shared with the community.

4. Healthcare Cost Sharing

President Glotzbach began the discussion by reminding the committee that the pressures on health insurance are felt by the entire country; the College has a strong plan, but we are seeing noteworthy increases in projected costs. In order to maintain our commitment to provide a total compensation framework, including excellent benefits, we need to make decisions about

funding, and we must reduce overall costs. After receiving a recommendation from the IPPC Subcommittee on Budget and Finance, the full IPPC must decide to support the rate increases for CY 2019. In the months ahead, we will continue to review our benefits package and there will be opportunities for community feedback.

Kyle Bernard, Co-Interim Vice President of Finance and Administration, presented on Healthcare Costs for the 2019 calendar year, noting that the IPPC Subcommittee on Budget and Finance has discussed this in great detail.

Kyle presented current and projected costs as well as recommendations for addressing the increase in premiums.

Q: What is driving the increase?

A: Part of the increase in high-cost claims; we have some families experiencing major health issues. The College has “Stop-loss coverage,” an additional insurance policy, and we have involved an external consultant to look at our costs vs. national trends, etc. But the costs of “regular” care for the community also contribute significantly to the overall increase.

Kyle’s presentation continued with a Healthcare Costs Shared Amount chart, showing that Skidmore covers (~80%) vs. employees (average ~18%); but noted that Skidmore has a complex 9-banded, progressive payment structure not fully reflected in this chart.

The Historical Rate Increases chart showed the increase in employee deductions over the last five years. Generally, the increases ranged from 3–5% per year.

The Employee Deduction Impact chart showed the actual financial impact for representative employees and projected annual changes through the 9 salary bands. Discussion followed regarding: insurance bands vs. top salaries; would fewer bands be better? Having fewer bands would help with financial modeling and would be more in line with our peer institutions. Maybe a discussion of salaries and living wage is also appropriate. Has consultant suggested any ways to stave off future increases, such as healthy living incentives? Kyle said there had been some suggestions of this kind and that they will be brought forward in the future, along with continued wellness efforts currently being pursued through Human Resources. President Glotzbach said we should continue to look at ways of helping people to be or become healthier; will need to consider how to engage the broader campus in this effort.

Following Kyle’s presentation, there was further discussion, including noting it would be good to communicate what other non-premium options were considered, emphasizing to our community the perceived value related to our current plan versus other employers. President Glotzbach explained that that all these factors were reviewed and that in order to move forward before the Open Enrollment period in November. For this meeting, IPPC was presented with the Subcommittee’s recommendation of a 5% increase in CY 2019, which is also being supported by the President’s Cabinet and incoming Chief Financial Officer Donna Ng. No other changes (to premiums, etc.) were being considered for this coming year.

Call for endorsement of the Subcommittee’s recommendation of 5% increase: the IPPC unanimously endorsed the 5% increase by voice vote.

5. Audited Financial Statements for Fiscal Year Ended 5/31/18

President Glotzbach noted that Kyle and his colleagues, and those in the Financial Aid office, deserve a tremendous amount of credit for this work. The auditors returned a “clean opinion” with no major findings.

Kyle presented the first 3 pages only of the audited financial statements.

- 1) Statement of Financial Position (Balance Sheet) – \$817 M assets; major drivers are the College’s investment portfolio (which reflects an 8.9% endowment return) and campaign. Debt very low relative to endowment; total net assets of \$637.7M represents an increase of \$40M year over year. He also pointed out:
 - New funds were borrowed for the Center for Integrated Sciences (CIS);
 - There was a liability increase in long-term debt;
 - Another of the largest liabilities is the retiree health plan.
- 2) Statement of Activity (pages 4 & 5) – Net tuition and fee revenue declined, but was made up by private gifts and grants. Total operating revenue increased 3.5% over prior year, offset by a 3% increase in operating expenses, leaving a modest budget surplus for FY.
- 3) The challenge lies in the fact that top line revenue is flat while operating expenses increase by approx. 3% annually. Further questions may be referred to Kyle.

President Glotzbach further noted that the audit was completed ahead of schedule this year, and again thanked Kyle and his team for their work.

6. President’s Report

President Glotzbach reported that the College received a grant of \$912,000 from the Andrew W. Mellon Foundation to support implementation of General Education curriculum and also two new faculty positions, in International Affairs and Gender Studies.

7. IPPC Subcommittee Check-In

Joshua asked all committees: a) Do you have all of your committee members in place? b) Do you have a meeting schedule, including noting frequency of meetings? c) Do you have any agenda items on the horizon forthcoming to IPPC?

Budget & Finance (B&F): Co-Chairs Kyle Bernard and Kelley Patton-Ostrander until Donna arrives. Kyle reporting.

With Donna Ng, Carolyn Lundy, and Owen O’Donnell joining, all subcommittee members will be in place; meet off Fridays from IPPC; will take up budget items with Donna Ng’s arrival, as well as key budget parameters will be on agenda.

Campus Sustainability (CSS): Chair Levi Rogers

Need to identify an Admissions representative; no regular meeting schedule; will give a report to the IPPC in October or November.

Student Affairs (SA): Co-Chairs Cerri Banks and SGA President Max Fleischman '19
Do not have all members; still need non-exempt staff member and some student members; no regular meeting schedule; work presently focused on campus non-smoking policy and will review draft retention study along with the Enrollment Management Group's efforts on this.

Committee on Intercultural and Global Understanding (CIGU): Co-chairs Jenni Mueller and Joshua Woodfork

All members in place; meet same Fridays as IPPC; currently focusing on supporting the Black Studies Program Director search, moving plans ahead for social justice space, diversity and equity trainers, and supporting the Bias Response Group (BRG).

Responsible Citizenship (SRC): Co-Chairs Michelle Hubbs and Eric Morser

Waiting to hear from two students; have regular meeting schedule, meet every Tuesday; May bring a request to shift from an IPPC subcommittee to an administrative working group.

Institutional Effectiveness (SIE): Co-Chairs Amy Tweedy and Crystal Moore. Joe Stankovich reporting.

Do not have members in place. Joshua and Crystal will work on populating the subcommittee with Amy Tweedy once she arrives at the College on September 24, 2018;

Still working on transition from the Assessment Subcommittee to the Institutional Effectiveness Subcommittee (SIE) and what this will entail. Will work with President's Cabinet members on populating the subcommittee and will report back to IPPC.

Two other groups whose work is relevant to IPPC:

- **Enrollment Management Group (EMG)** Chair Mary Lou Bates; working on draft retention study; continued work on yield; also looking at college rankings.
- **Space Planning Working Group:** Co-Chairs Dan Rodecker and Loretta Greenholtz; Member from IPPC Greg Gerbi and SGA President Max Fleischman; meet on as-needed basis; recently dealt with CIS space shifts and office space policies in Academic Affairs.

8. Call for Agenda Items

None noted.

9. Other Business

No other business was brought forward.

Meeting adjourned at 11:58 am.

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