

INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
April 24, 2020

PRESENT: Cerri Banks, Joerg Bibow; Grace Burton, Vice Chair; Sean Campbell; Abby Ciccarone '22; Greg Gerbi; Philip A. Glotzbach, Chair; Michelle Hubbs; Carolyn Lundy; Martin Mbugua; Jennifer Mueller; Kendrah Murphy; Donna Ng; Michael Orr; Joe Porter; David Robakidze '20; Levi Rogers; Joseph Stankovich; Dwane Sterling; Amy Tweedy; Peter von Allmen; and Joshua C. Woodfork.

ABSENT: None.

The meeting was held via Zoom and called to order at 10:31 a.m. by Chair President Glotzbach.

1. Approval of Meeting Minutes from the April 3, 2020 and April 20, 2020 Meetings.

With no proposed changes, the minutes from the April 3, 2020 and Special April 20, 2020 meetings were approved.

President Glotzbach stated that he was grateful to IPPC for coming together for a special meeting on April 20. The feedback garnered from this meeting was helpful in drafting the “Important COVID-19 Updates and Decisions” memo that was sent to the community on April 21.

Vice President for Strategic Planning and Institutional Diversity Joshua Woodfork added that there were a number of consultative steps that were taken before the memo was sent including holding meetings with the full Board of Trustees; the Extended Cabinet (associate deans/directors one level down from Cabinet); Department Chairs and Program Directors; the Faculty Executive Committee (including the two incoming members serving next year); and the Board of Trustees’ Executive Committee. The President’s Cabinet then reviewed all of the feedback, made some significant changes, and issued the memo. The memo also appeared in the *Skidmore Weekly Bulletin* and was posted on the COVID-19 and President’s webpages. In addition, a Community Meeting for all employees will be scheduled for next week.

2. COVID-19 Updates and Discussion

a) Update on COVID-19 Cases and students currently on campus

Dean of Students & Vice President for Student Affairs Cerri Banks provided an update of COVID-19 cases on campus. VP Banks stated the number of cases still stands at five. Some of these individuals are still in quarantine. These quarantined individuals are expected to complete the mandatory 14-day quarantine next week. One of the five individuals was in the hospital, but has since been released.

VP Banks noted that there are 141 students currently on campus. Staff are reaching out individually to each of these students to assist them with the transition of leaving campus before the extended deadline of May 15. We understand that there may be a number of hurdles for students to clear in order to vacate their rooms by the May 15 deadline, and staff are ready to work with each student individually, especially international students. CARES Act funds that

have been received by the college unfortunately cannot be used to assist international students, but there are other College resources available to help them return home. VP Banks anticipates there will be approximately 40 students on campus this summer. She asked that if anyone learns of issues from any students currently living on-campus to please have them reach out directly to Student Affairs.

b) Class of 2020 Commencement Working Group

The seven members of the Class of 2020 Commencement Working Group include: Associate Dean of Student Affairs for Campus Life and Engagement Mariel Martin (tri-chair), Associate Dean of the Faculty for Student Academic Affairs Ron Seyb (tri-chair), Senior Class President Jinan Al-Busaidi '20 (tri-chair), Assistant Vice President for Alumni Relations and College Events Michael Sposili, Student Government Association President David Robakidze '20, Isabelle Bleckner '20, and Naira Abdula '20. The working Group held its first Zoom meeting on April 23. For this initial meeting, working group members were joined by Collyer Vice President for Advancement Sean Campbell, Dean of Students and Vice President for Student Affairs Cerri Banks, Dean of the Faculty and Vice President for Academic Affairs Michael Orr, and VP Woodfork. The President's Cabinet members reviewed the charge of the group: to consider a virtual recognition this May 2020 and then to consider options for a future in-person ceremony.

SGA President Robakidze stated that the group will begin focusing on organizing a virtual event to be held either on May 16 or by the end of May. In addition, they hope to send out a Qualtrics survey to seniors shortly to obtain feedback and advice for this important work. Plans are also underway to recognize the missed Leadership Banquet/Awards as well as the Stoles & Cords ceremony.

c) Admissions Update

Vice President and Dean of Admissions and Financial Aid Mary Lou Bates provided an admissions update on the Class of 2024. As of yesterday, with just one week to go before our May 1 enrollment deposit deadline, we have received just under half (49%) of the regular decision deposits we need to reach our goal of 359 spring enrollments. Last year on April 23, we had 54% of the spring deposits we ultimately received. We are continuing our outreach to admitted students we have not yet heard from. The Financial Aid staff made over 800 individual phone calls to admitted students, reaching out to every accepted student who received a financial aid award.

With assistance from Communications and Marketing, Admissions staff members are directing accepted students to the virtual programming and contact links where they can engage with student ambassadors, faculty members, and different administrative offices. VP Bates extended thanks to everyone who has so willingly engaged with our admitted students, including many members of the faculty who have led or moderated Zoom sessions as part of our regular Accepted Candidate offerings or our more focused Discovery programming. We will continue to offer Friday afternoon faculty Zoom hours through the May 1 deadline.

d) Campaign Update

Collyer Vice President for Advancement Sean Campbell provided an update regarding the *Creating our Future: The Campaign for Skidmore*, which exceeded its \$200M goal in January and now stands at \$208M. VP Campbell explained that the donation deadline of May 31 has been extended to December 31. For the Campus Campaign fundraising efforts, the Executive Committee of the Campaign is offering a special match to inspire faculty and staff who contribute between now and the December 31 deadline. Any size gift from a new donor will produce an additional \$50 from campaign leadership. Please consider giving if you have not already done so.

e) Update on Community Requests

President Glotzbach spoke to the request that had been received from Saratoga Hospital asking Skidmore to consider providing housing for 20-30 hospital employees between shifts in one of our residential halls. He stated that the hospital has since withdrawn that request and is now working with Longfellows, a local hotel, to cover its current housing needs. We are continuing to be in touch with Saratoga Hospital for COVID-19 health updates and ways that we may be of any assistance to them during this pandemic.

3. Response to 4/21/20 “Important COVID-19 Updates and Decisions”

Message

IPPC members shared responses to the April 21 memo regarding “[Important COVID-19 Updates and Decisions](#)” sent to the Skidmore community. IPPC members appreciated the candor and honesty that President Glotzbach displayed in his message, all the work that the administration has put in thus far, and the steps that were taken to incorporate the suggestions that were made by IPPC into the messaging of the memo. IPPC members expressed concerns regarding the wellbeing of community members during these uncertain times and asked that the administration continue to address this issue. President Glotzbach thanked IPPC for this reminder and acknowledged that there is still a high degree of uncertainty in the community. He reminded IPPC that we need to work together and be creative in our decision-making in order to create a strong future for the College. He stated that the administration will continue to be as transparent as possible and convey timely messages that reference where we are with decisions related to COVID-19, including finances and planning.

President Glotzbach commented on the change from the original draft memo that was presented to IPPC regarding the General Salary Adjustment (GSA) increase. It was appreciated that this approach of a delayed GSA until at least September was questioned and ultimately removed, as the increase is not feasible at this time and appeared at odds with furloughing employees. IPPC questioned whether the savings in GSA would mean that fewer people will be furloughed. President Glotzbach responded that the plan to move ahead with furloughs continues and that any GSA savings would be held in the contingency fund to offset potential fall revenue shortfalls.

In response to a question regarding the furlough timeline, President Glotzbach acknowledged that this is very difficult time, as specific decisions regarding furloughed employees have yet to be made. Vice President for Finance and Administration and Treasurer Donna Ng added that the President and the President’s Cabinet are working diligently on the furlough financial analysis

and also consulting with Human Resources over the upcoming week. They will then begin to notify and engage with employees. VP Woodfork added that we should remember that not everyone will be 100 percent furloughed. The supervisor's assessment of work that needs to be completed over the summer in each department will guide the furlough percentage for each employee.

IPPC members appreciated the April 23, 2020 "FAQ - Furlough" memo that was sent by Human Resources to all staff and asked if this could also be shared with faculty, as well as any future updates that are communicated. It was stressed that it is important that any information that is sent to academic Administrative Assistants should also be sent to Faculty Department Chairs and Program Directors. It was noted that the FAQ memo was helpful and suggested that interested people should reference this document. President Glotzbach added that if anyone has additional questions that were not addressed in the FAQ's, to please reach out to Human Resources so that they can continue to update the website.

IPPC members asked whether staff employees who currently work fewer than twelve months would be subject to furloughs. VP Ng stated that we need to remember that furloughs are based upon the work that needs to be done over the summer and not on the employee. If the employee currently works 10-months and is not scheduled to work over the summer, then they would not be impacted by the furloughs. Notably, under this arrangement, it has already been determined that there is only 10 months' work for that employee. Employees who are not working during this time will not be subject to furloughs, regardless of whether they choose to be paid over 12 months. However, staff employees who work 12-months could be affected by the furloughs. VP Woodfork encouraged employees with unique situations to consult their supervisors and Human Resources to clarify furlough situations.

IPPC asked about the role of supervisors in furlough determinations. Dean Orr responded that all Faculty Department Chairs and Program Directors will be receiving a memo as early as April 24th outlining the steps they need to take. That being said, furlough decisions ultimately will come from Vice Presidents in consultation with Human Resources.

IPPC members asked questions regarding the appropriation of the recent CARES Act stimulus funds that have been dispersed directly to higher education institutions. VP Ng responded that the College has received approximately \$1.6 M. Because of the guidelines included in this legislation, half of these funds will go directly to aid funding for students going forward, and the other half will be used to offset the lost revenue in room and board refunds that needed to be made for the Spring semester. In addition, VP Ng stated that Skidmore received a \$100,000 FEMA grant to reimburse for expenses incurred from COVID-19. The FEMA funds will be used for increasing the number of hand sanitizing stations throughout campus, purchasing masks, and acquiring other personal protection equipment and sanitation supplies.

IPPC members expressed uncertainty surrounding the availability of state and federal funding for furloughed employees. VP Ng commented that we need to remember that these funds are dispersed on a case-by-case basis and are applied for each week. Under the CARES Act work share program, employees who are furloughed 20% - 60% are eligible for unemployment and then an additional \$600 per week through the CARES Act stimulus funding. She acknowledged

that there could be timing delays before employees receive funding. Human Resources will be assisting all furloughed employees via Zoom meetings, a Human Resources telephone hotline, and one-on-one interactions to help employees through the process. President Glotzbach added that they know there are a vast number of employees who have never had to apply for unemployment benefits and encouraged people to please reach out if anyone needs assistance.

IPPC members questioned whether the administration is considering voluntary salary reductions for certain employees and changes to employee health insurance cost-sharing. President Glotzbach responded that at this point in time everything is on the table – until we are able to determine what the fall is going to look like. Voluntary salary reductions, changes to employee health insurance cost-sharing, and the College's retirement contribution are just three of the many levers that the College may have to pull in order to remain financially solvent.

4. FY'20 Budget Update and FY'21 Operating Budget

VP Ng provided an update on where we currently stand financially and reviewed an outline regarding the FY'20 and FY'21 operating budgets. The budgets were reviewed with the IPPC Subcommittee on Budget and Finance last week.

VP Ng reported on the parameters used in the development of the FY'21 budget, including the following: the enrollment model that calculates the discount rate has been updated with recent student information, the Skidmore Fund was charged to reflect a 2% increase, there was no change in the projected investment rate of 7% return; however, the endowment value for the quarter ending March 2020 has been updated with a drop of more than 10% for the quarter. The March 2020 endowment value is used in the formula that calculates the endowment take-out amount. As a result of this drop in the March 2020 endowment value, the endowment take-out for FY'21 is about \$1.5M less than previously forecasted.

Even with the room and board refunds this Spring related to COVID-19, the forecast for FY'20 shows a slight surplus. There are two main factors for this result: the external funds, including the CARES Act grant and the FEMA reimbursement noted above, and services and supplies savings from the departmental detail review process. VP Ng acknowledged the excellent work done by departmental budget managers to curtail spending as we transitioned to remote learning and working.

For the FY'21 budget the GSA is 0%, but is planned at 2.5% going forward. The line for market adjustments is \$100,000 (faculty promotions only). There is increase for supplies and services. VP Ng noted that the Union GSA's are already contractually obligated for FY'21, but depending upon the fall enrollment, this provision may have to be renegotiated moving forward. The FY'21 budget is balanced at this point in time, based upon a net regular tuition reduction of 1.7% and including a contingency of \$3.5M. VP Ng stated that there are several strategies that have been put place or are being considered for balancing the FY'21 budget if further need arises. These include the position freeze that was recently announced, the possible elimination of some staff positions (of which the majority are vacant), review of event expenses such as the Winter Celebration, and the analyzing of "loosely restricted" or unrestricted endowed funds for their potential to be budget-relieving. The 5-year plan still shows large deficits in the range of \$6-\$10M even without taking into account if we do not meet our incoming class, if more financial

aid is needed, or if we are under-enrolled in the fall because of a shortage of returning students. Work is ongoing, which will result in a comprehensive budget document that will be shared with IPPC by the May 1 meeting.

5. 2020-2021 Academic Planning Working Group Charge and Update

Dean of the Faculty and Vice President for Academic Affairs Michael Orr was recently charged by President Glotzbach to work in collaboration with the appropriate governance bodies to convene a 2020-2021 academic planning working group to examine the possibility that Skidmore is unable to reopen in the Fall in the normal manner and to identify options for offering our academic programs in the coming academic year. Dean Orr explained that FEC will issue a willingness-to-serve for faculty members who were nominated to serve on this working group. The working group will make recommendations to President's Cabinet by June 1st.

The group will consider a variety of possible alternative for delivering the curriculum this fall. There are a host of issues to consider, including whether we could open with a reduced number of students on campus, if alternative calendar structures should be considered, and what would be entailed if we were to offer a significant number of courses online. The working group will aim to address an array of options and scenarios, while paying attention to public health protocols, as well as the financial and residential ramifications for the College.

Dean Orr also stressed that it is of vital importance that all constituents are heard from as the working group continues this important and sensitive work over the summer. Several IPPC members were concerned that this may pose an issue for some community members, especially students. VP Woodfork responded that the administration recognizes that there are groups that normally do not come together over the summer months and therefore we are all going to need to be mindful and to have some degree of flexibility and creativity in response to this pandemic. VP Banks echoed these thoughts and added that it would be extremely helpful if all the committees that do have student positions begin working now to ensure that these positions are filled by the end of the semester.

6. Call for Agenda Items

VP Woodfork reminded everyone that the next IPPC meeting on May 1 is an extended meeting. President-elect Marc Conner is scheduled to be part of this meeting. VP Woodfork stated that IPPC members may be called upon to meet over the summer if the need arises.

7. Other Business

No other business was brought forth.

Meeting adjourned at 12:09 p.m.

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