

**INSTITUTIONAL POLICY AND PLANNING COMMITTEE**  
**MEETING MINUTES**  
**May 1, 2020 (Extended Meeting)**

**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.

**GUESTS:** President-Elect Marc Conner; 2020-2021 IPPC Members: SGA President-Elect Rachael Borthwick '21; SGA Vice President for Financial Affairs-Elect Melanie Nolan '23; One-Year Replacement for Greg Gerbi, Professor and Chair of Psychology Mark Rye; faculty member elected for a Three-Year Term, Assistant Professor of Environmental Studies and Sciences Kurt Smemo; Incoming Committee on Educational Policies and Planning (CEPP) Chair, Associate Professor of Political Science Feryaz Ocakli; Incoming Committee on Intercultural and Global Understanding (CIGU) Co-Chair, College Librarian Marta Brunner; Incoming Faculty Executive Committee (FEC) Chair, Associate Professor of Psychology Casey Schofield.

**The extended meeting (10:00 a.m. – 2:00 p.m.) was held via Zoom** and called to order at 10:02 a.m. by Chair President Glotzbach.

**1. Approval of Meeting Minutes from the April 24, 2020 Meeting.**

Recommendations were made for two corrections to the draft meeting minutes of April 24, 2020. The requests came from Dean of the Faculty and Vice President for Academic Affairs Michael Orr and the Faculty Executive Committee (FEC) Chair Kendrah Murphy, **after which the meeting minutes were unanimously approved.**

**2. Welcome to 2021-2021 IPPC Members**

President Glotzbach and Vice Chair Grace Burton welcomed President-Elect Marc Conner and the new 2020-2021 Institutional Policy and Planning Committee (IPPC) committee members. President Glotzbach thanked current IPPC members for serving on the committee and gave a special thank-you to Grace Burton for serving as Vice Chair of the committee. Vice Chair Burton added that IPPC is a large committee that brings together colleagues from different constituencies of the College—faculty, staff, and students—from different divisions of the College—Academic Affairs, Student Affairs, Finance and Administration, Advancement, and Admissions. Members of this committee have different levels of authority because they come from different places within the faculty and administration. Vice Chair Burton stated that the strength of IPPC is that so many different perspectives are represented in one shared space. But if we are all not careful, this strength can also become a weakness. The heterogeneous nature of IPPC means that it can only function properly if committee members treat each other with honesty and respect. There are times when the administration has to deliver some tough news to the community; and nowhere is that more evident than in this difficult moment. But there are

also times when members of the community may have some things to say that are difficult for the administration to hear; and we have experienced those moments on this committee as well. IPPC functions best when we all come to this shared work as learners open to what the world of our colleagues has to teach us.

President Glotzbach echoed these remarks and encouraged all new members to fully participate. Some committee members are elected, while others serve by way of their particular role on campus. It is important to include a variety of voices and perspectives. The committee includes representation from the IPPC subcommittees, as well as the Student Government Association (SGA), and the FEC.

a) What is Your Role on this Committee?

President Glotzbach discussed the role of the IPPC in planning and policy-making. The IPPC advises the President on a broad range of significant issues facing the College. In so doing, it serves as the central deliberative body for all-College governance. Although the IPPC may advise the President on a range of policy and planning items, its primary responsibility in those areas is to consider a shared governance perspective on budget and financial planning (including major capital projects), benefits, environmental issues, admissions and financial aid, student affairs, and advancement.

The power of the committee is its representation from across campus, and the work accomplished is significant and important. The President asked that members bring their best thoughts forward and encouraged all to do so.

b) Goals, Ground Rules, Confidentiality

President Glotzbach discussed the level of accountability that IPPC members have to various constituencies, and the degree to which IPPC members directly represent the groups from which they were elected or appointed to IPPC.

The agenda of the Committee is set by the President and the Vice Chair. The agenda will normally include reports and updates, SGA issues and concerns, and ongoing and new business. Meeting materials are distributed by email prior to each meeting. Agenda items also can be proposed by any member of the committee.

IPPC will occasionally hold open meetings, report out at other meeting, or hold community meetings or forums, etc. However, IPPC at times, may discuss sensitive information that requires confidentiality. Although meeting minutes are published, at certain times we ask that the committee keep information confidential while we explore different options until we are ready to share the information more broadly. Fully approved minutes for IPPC meetings are available on the IPPC [website](#).

Vice President for Strategic Planning and Institutional Diversity Woodfork reminded new members that while we all may not agree with all opinions and comments that are brought forth by individual members -- we need to operate with a high-level of respect and remember to take a pause if needed.

VP Woodfork referenced the [Policy on College Policies](#). He encouraged new members to review this important document that maps out the process to create and amend College Policies, and notes the formation of working groups to consider policies and changes.

c) Comments from President-Elect Marc Connor

President-Elect Marc Connor began by stating how grateful he was for being invited to join this Extended IPPC Meeting and noted his excitement to shortly join the Skidmore community. He is looking forward to connecting with the various constituency groups across campus and taking on a very active listening and learning role to ascertain a broad understanding of the complex challenges that Skidmore is facing because of the COVID-19 pandemic. He appreciated the uniqueness of the IPPC in being able to serve as the central deliberative body for all-college governance by taking a comprehensive view of the significant issues that affect the College.

### **3. 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 today, May 1<sup>st</sup>, the enrollment deposit deadline, she was happy to report that we will reach, and probably exceed, our goal of 359 deposits from the students admitted regular decision in March, the number we still needed after early decisions. This achievement is directly tied to our collaboration with the collaborative efforts between Admissions and Financial Aid and our Communications and Marketing team with focus on virtually recreating the tours, messages, information sessions, and connecting admitted students with current faculty and students. VP Bates noted that this year many academic departments hosted weekly Friday afternoon Zoom sessions with admitted students. The final Zoom meetings are scheduled for this afternoon.

Although this is terrific news, VP Bates explained that we must still deal with the uncertainties ahead, including “summer melt,” which will occur through wait-list activity at other colleges as well as deferrals to fall of 2021, whether our enrolled international students (first-year and returning) will be able to get here and, of course, what the fall academic program will look like. But, the first step was meeting our spring enrollment target, and we have done that.

### **4. Debrief 4/24 Faculty Meeting & 4/29 Community Meeting**

Dean of the Faculty and Vice President for Academic Affairs Michael Orr provided an update from the April 24 Faculty Meeting. Of note is the temporary altering of the Satisfactory/Unsatisfactory (S/U) grading policy in response to the challenges students are facing because of the COVID-19 pandemic. The Faculty has approved a temporary Spring 2020-semester-only addition to the S/U grading scale. A student will receive the grade of “CR” (credit) if the student has selected the S/U grade mode for a course and receives a C-, D+, or D for their coursework. This new option will allow students to receive credit without having their GPA affected. In addition, the deadlines for changing the grade mode from a letter grade to S/CR/U (or S/CR/U back to letter), and for withdrawing from a class have been extended until after final grades have been posted. These temporary deadline extensions will allow students to review grades and make an informed decision about the S/CR/U option.

In thinking about the Community Meeting for employees, some IPPC members asked if there might be a similar forum for students. Holding such a meeting might assist with ensuring that all

students are receiving College updates and allow a space to answer any questions or concerns from students, as they continue to manage this new online learning environment. SGA Vice Abby Ciccarone '22 stated that this would be useful to students. Dean Orr added that the Academic Planning Working Group is creating a channel to make sure, as decisions are being made about next academic year, that student input and information flow are recognized. SGA President David Robakidze '20 echoed these thoughts are added that it is important that faculty members also receive important information so that they stay informed, as not all faculty members seem to fully understand policy changes and updates. IPPC members indicated that these changes to the grading policies highlight the inequities that have been created in moving to a remote learning environment and emphasized the importance of ensuring access to support services at the ground-level.

IPPC members appreciated the administration's holding a Community Meeting on April 29 that provided the opportunity for staff and faculty to come together, with more than 530 participants, rather than holding separate meetings for those constituency groups. President Glotzbach reminded IPPC that all employees are always invited to the Community Meetings, but that faculty generally do not participate, because they attend faculty meetings where community updates are also provided. IPPC Members particularly valued receiving more information regarding the upcoming furloughs.

It was noted that the FEC requested that the questions submitted in advance of the Community Meeting be published or distributed before the meeting so that employees could see what was being asked. Although this did not occur before the meeting was held, the inquiry about sharing the submitted questions remains. President Glotzbach noted the request and asked for more understanding as to the spirit behind it. FEC Chair Murphy explained that FEC had received this request and was passing it along to the administration.

President Glotzbach suggested that the administration grouped the submitted questions into categories and chose to answer them in a manner that reflected the proportional volume of questions received on the different issues. He suggested that some questions were identifying and that others involved information that cannot (legally) be provided. He offered that answering this large number of questions would require a commitment of time and resources and that this may be better served updating information in the FAQ website related to furloughs and providing summary information on the Community Meeting in the *Skidmore Weekly Bulletin*. President Glotzbach stated that he will continue to take FEC's request under advisement and respond more formally soon.

## **5. Furloughs – Update on Process**

Vice President for Finance and Administration and Treasurer Donna Ng reported on the progress thus far with furlough planning. As referenced in the most recent Community Update message from President Glotzbach and discussed at the Community Meeting on April 30, the global COVID-19 crisis has exacerbated an already difficult budget situation for the College, making it necessary to temporarily furlough some employees, based on the area and nature of their work. This process has understandably caused anxiety and raised many questions. Human Resources staff are meeting with division heads and supervisors this week. In the days ahead, more specific information will be provided within each division and directly to those affected. We are working

to minimize and address the varying levels of disruptions and difficulties the temporary changes will cause.

VP Ng explained that some union employees began furloughs May 4, but for other employee groups, the earliest that employees will be furloughed will be May 18. The College is committed to providing at least one week's notice so those being furloughed on May 18 would be notified by May 11. The administration and Human Resources are continuing to engage with supervisors to understand the work in their units that needs to occur over the summer and to develop different furlough strategies that includes regular unemployment or a "Work-Share" program. Human Resources will be prepared assist individual employees being furloughed on the steps needed to navigate unemployment.

VP Ng reminded everyone that unemployment eligibility determinations are made by the State. Both exempt and non-exempt employees under an approved Work-Share Program will generally be eligible for unemployment subject to other eligibility criteria set forth by the State (e.g. earnings history). Non-exempt employees whose hours were reduced outside of an approved Work-Share Program will also generally be eligible for unemployment subject to other eligibility criteria set forth by the State. The State will make a determination based on criteria that include, but is not limited to, how much a person is continuing to earn each week at the College, and how many days per week that person is working with a reduced schedule.

IPPC members asked about the decision-making process for furloughing academic department assistants and who would determine the amount of furlough and the timing. Dean Orr responded that Department Chairs and Program Directors, in direct communication with Dean's Office and Human Resources, would determine the scope and scale of the work that needs to be completed over the summer. IPPC members suggested that an information session might be held for all supervisors in advance of the consultations. VP Ng replied that supervisors will be sent guidelines regarding the two aforementioned programs shortly along with information on how to lead these difficult conversations.

IPPC members relayed concerns over the recent leadership change in the office of Human Resources, with regard to the Chief Human Resources Officer (CHRO) position. VP Ng replied that she cannot comment on personnel matters, but that she is leading an experienced Human Resources team, who are addressing day-to-day HR matters in addition to evaluating changes in work resulting from the COVID-19 pandemic, and the need for temporary furloughs. She stated that the team is meeting regularly. In addition, the College has rehired Sarah Delaney Vero, who has held interims as CHRO, Title IX Coordinator, and Title IX Deputy for Student Affairs, to consult with HR on this sensitive and important furlough work. Sarah, as a lawyer specializing in labor employment, is a part of the team and is being utilized as a resource for her expertise in furloughs and work share programs. President Glotzbach endorsed the experience that Sarah brings in having served at Skidmore in interim posts as well as conducting investigations for HR. He explained that Sarah recently assisted another institution through the furlough process.

President Glotzbach concluded this part of the discussion explaining that we will move forward continuing with timely communications to our employees.

## 6. Student/Faculty Ratio

Dear Orr presented data regarding the College's student/faculty ratio that he had previously presented to IPPC's Budget and Finance Subcommittee. He reminded IPPC that during an IPPC retreat last year, the student/faculty ratio had been identified as a key budget driver, and the realizations was expressed that we need to consider the ratio in light of the college's longer-term budget deficits. There are a variety of different ways to measure and calculate student/faculty ratios, but the most widely adopted standard is the Integrated Postsecondary Education Data System (IPEDS) methodology. The ratio is a useful measure for tracking resource allocations over time, and is used in higher education rankings as a measure of quality – although, there are challenges with using this ratio for comparative benchmarking, because institutions self-report their student/faculty ratio to IPEDS, and they vary in whether or not they include students studying off-campus in the fall. Skidmore does not include these students, while some other institutions do. In addition, the formula for counting part-time faculty does not account for different teaching loads. Our strength in the creative arts (music, theater, studio art) also affects our ratio as these curriculums require small class sizes.

Dean Orr presented historic and current data regarding Skidmore's student/faculty ratio using IPEDS methodology. The ratio is calculated using the total number of full time equivalent (FTE) students divided by the total FTE instructional staff. Student FTE data is gathered from the fall enrollment survey and includes all full-time students and one-third of the number of part-time students. FTE instructional staff data is calculated using the number of full-time faculty plus one-third of the part-time faculty (including staff teaching credit-bearing courses). The FTE instructional staff data includes both tenure and non-tenure track faculty. Dean Orr stressed that the FTE instructional number is an FTE count and not a head count. Skidmore's current student/faculty ratio stands at 7.7/1; in 2010 and 2011 it had been 9.0/1. Within our peer comparison group, using self-reported data, Skidmore is grouped with Haverford, Middlebury, Vassar and Wesleyan in having the lowest student/faculty ratio. When the ratio is calculated using IPEDS raw data, we are ranked twelfth out of 22 institutions. The data referenced was 2017 IPEDS data. Updated data will be available in the fall.

IPPC members commented that the presentation was very helpful. Some members recalled an earlier growth in the faculty from the 1990's to the 2000's and shared that this was most likely a direct result of the reconfiguration of the faculty workload. In contrast, the growth reported by Dean Orr since 2010/11 is just that – growth. Furthermore, an IPPC member noted that we need to recognize that there are two different types of departments – one where the curriculum drives departmental staffing, and one in which the curriculum reflects who you have on your faculty. In addition, the relationship between programs and departments needs to be kept in mind. Potential tensions can arise when a department has a retirement that may in turn affect a program, and the department makes a decision not to request a replacement. It was also noted that we need to ensure that course releases are considered in the decision-making process. These are all seen as important factors as we consider the implications of this ratio for the allocation of resources.

As we review the student/faculty ratio with an eye towards resources, IPPC members felt strongly that there needs to be a transparent process for reducing the size of the faculty, with defined moments for input by faculty and staff, and clear communications as any changes are rolled out. SGA VP Ciccarone asked to involve students in the process as much as might be

deemed feasible and to provide students with an understanding how different departments function in terms of their faculty numbers. President Glotzbach responded that we need to remember that any changes would be about the position and not about any individual faculty member. The nature of the work may have to change, and we may need to rethink what constitutes our teaching model as we move forward. He stated that this is just one of several conversations that will need to occur.

IPPC appreciated all of the data and perspectives that were brought forth. One IPPC member commented on the value proposition of Skidmore being connected to the human experience that students have with faculty and staff. President Glotzbach agreed that we will need to keep these values in mind as we move forward. He stated that the student/faculty ratio is a very important topic and thanked Dean Orr for providing this critical data and speaking forthrightly to this delicate topic. He commented that the Boards of Trustees of some peer institutions are very active in managing student/faculty ratios, and that moving forward it is vital that we begin to actively manage our ratios in a responsible way. The Skidmore of the future may indeed need to be a smaller in its faculty size. VP Woodfork asked that IPPC consider which campus groups should be consulted on this topic and when this consultation should occur.

## **7. 5-Year Budget Forecast**

VP Ng provided a brief update of the FY'21 budget. She apologized in advance to the new members for going quickly over the budget, as budget terminology had been reviewed and explained to IPPC members at the beginning of the academic year. She referenced recent conversations from the April 24 IPPC meeting when the FY'21 operating budget was discussed in detail. The base operating budget for FY'21 is balanced but has been revised to reflect a \$5.8 million reduction in revenues from the cancellation of summer operations. Direct expenses related to summer operations is \$3.5 million was eliminated from the base operating budget as well resulting in a net revenue loss of \$2.3 million. We have identified several expense savings that will be used to offset this net revenue loss. These expense savings include salary savings from furloughs, services and supplies expenses savings (especially from this summer), the reduction of vacation carryover, a temporary reduction of the College's retirement contribution for three months in the summer, and the use of restricted funds.

In addition to revising the base budget for summer operations cancellation, the base budget will more than likely need to be revised to account for changes in net tuition revenue. Many of our students' families – both new and returning students – will very likely be affected by the severe economic downturn, almost certainly resulting in the need for more financial aid than previously projected. VP Ng subsequently reviewed two different net tuition revenue scenarios that incorporate lower-than-budgeted incoming class, lower retention rates for returning students, higher percent of students on financial aid, and higher average financial aid award. The numbers used in the scenarios were based on our best guess at this moment regarding COVID-19. The scenarios reviewed incorporated the assumption of all students being on campus in the fall and engaging in the traditional delivery of our curriculum.

VP Ng reviewed the parameters that were used to build the 5-year financial forecast. The model from these parameters showed deficits ranging from \$6 to \$10 million. In order to reduce these deficits, the model was adjusted to include a 10% reduction in faculty and staff counts. With this

10% reduction, the deficits would be reduced to a range of \$500,000 to \$3 million which are more manageable as we get close to developing the budget.

IPPC asked whether an early retirement option might be considered as a cost savings measure. VP Ng stated that it is an expense, but it can be considered a below-the-line expense and is recorded when the early retirement agreement is signed. IPPC members asked for clarification around future possible changes to retirement contributions. VP Ng stated that any changes to the retirement contribution rate would need prior approval by the Board of Trustees. She noted that she would like to explore with the Board the possibility of allowing for changes to be more easily made by not requiring a full-Board vote, so that we can adapt quickly to the fast-changing financial environment. IPPC members raised concerns over this shift in authority from the Board to the administration and recalled that this was important when the Board instituted this measure many years ago. VP Ng suggested that this could be a temporary request that has a specific end date. She noted that the Board will need to decide how they would like this handled.

IPPC members raised concerns regarding how we continue to implement cost saving measures, such as reductions in numbers of the staff and faculty, in order to reduce our budget deficits without affecting the core academic mission of the college. VP Ng responded that we need to begin to think creatively about how to deliver the same quality of education to our students, but with fewer resources to do so. We can begin to look at service levels (beyond the academic area), how we can potentially deliver services differently, and which services might be changed. IPPC asked that in addition to the benchmark data that was provided, the student-to-administrator ratio also be potentially brought to the table and included in the financial analysis.

#### **8. 2020-2021 Academic Planning Working Group Charge and Update**

Dean 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 identify options for offering our academic programs in the coming academic year in the event that Skidmore is unable to resume normal operations in the fall. Dean Orr explained that he worked with the Faculty Executive Committee (FEC) to populate the faculty members of this group. Following that process and appointments, Dean Orr reported that group members include himself, Dean of Students and Vice President for Student Affairs Cerri Banks; Associate Dean of the Faculty Pat Fehling; Associate Professor of Environmental Studies and Sciences Karen Kellogg, Visiting Assistant Professor of Philosophy Pete Murray; Associate Professor of Social Work Pat Oles; Professor & Chair of Physics Mary Odekon; and Associate Professor of Art Sarah Sweeney. He explained that group members are eager to begin this essential work and already held one meeting.

Dear Orr reported that the working group will aim to address an array of options and scenarios, while paying close attention to public health protocols, New York State directives, as well as the financial and residential ramifications for the College. The working group plans to meet almost daily moving forward and will work in tandem with other groups on campus including the COVID-19 Working Group, a subset of the Emergency Management Team, which has been helping with planning ever since the pandemic emerged. The COVID-19 group has created some sub-groups to focus on establishing guidance for public health protocols, what reopening

means for the working environment in our various buildings, how dining service can provide food service, and so on.

There are a range of issues for the Academic Planning working group 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 has been charged to make recommendations to President's Cabinet by June 1<sup>st</sup>. IPPC suggested that as we move through the process a decision-making timeline be communicated to the Skidmore community to act as reference check point. President Glotzbach stated that the Academic Planning Working Group is working on a timeline document. It was also suggested that a website and/or an on-line survey be sent to faculty to garner individual input. Dean Orr responded that a survey is being worked on. CIGU Co-Chair Jennifer Mueller offered that CIGU stands ready to assist in reviewing recommendations to consider diversity, equity, and inclusion aspects.

#### **9. Noon Break** (15-minutes, new members departed).

New IPPC members voiced their appreciation on being invited to join the extended IPPC meeting and engaging in this critical dialogue. President-Elect Marc Conner echoed these thoughts and added his sentiments on the importance of the IPPC at this key juncture in time and thanked everyone for welcoming him to the group. President Glotzbach added that he looked forward to working with the new members through June and with President-Elect Conner during the presidential transition timeframe.

#### **10. IPPC Subcommittee Check-In**

VP Woodfork spoke to the composition of the IPPC subcommittees. The subcommittees serve as resources for the IPPC with regard to any area of policy or planning as needed. The composition of such subcommittees is determined by IPPC in consultation with FEC, and with other groups or individuals as appropriate. VP Woodfork reviewed the list of IPPC subcommittees, which includes the Subcommittee on Budget and Finance, the Campus Sustainability Committee (CSS), Subcommittee on Student Affairs; Committee on Intercultural and Global Understanding (CIGU), Subcommittee on Responsible Citizenship (SRC); Subcommittee on Institutional Effectiveness (SIE), which until recently was the Assessment Subcommittee. He noted that Bias Response Group (BRG) is a subcommittee of CIGU, and that IPPC also pays attention to and populates the Space Planning Working Group (SPWG).

VP Woodfork asked that IPPC subcommittees: 1) consider their membership needs for next year; 2) bring forth any agenda items for consideration; 3) and note any agenda items that they are not going to be able to complete during this academic year that should be carried over to next year. He added that most subcommittees should complete their work by May 31, particularly those that involve faculty as we try to respect faculty members' focus on scholarly productivity during the summer months. He asked that chairs/co-chairs please send notice if they are holding meetings after May 31.

#### **11. Discussion of the Next IPPC Vice Chair**

VP Woodfork called attention to the IPPC Operating Code which explains that in selecting the vice chair, the President consults with the current vice chair and faculty members of IPPC, as

well as the Faculty Executive Committee (FEC), before making a nomination. President Glotzbach has done so and nominates Professor of Economics and Chair Joerg Bibow to serve as the 2020-2021 IPPC Vice Chair. Professor Bibow accepts this nomination. **A motion to approve was made and seconded, and the motion passed via Zoom polling.** President Glotzbach thanked Professor Bibow for agreeing to serve in this capacity.

### **12. Cambridge Hill Partners (CHP) Update**

The IPPC working group for Cambridge Hill Partners (CHP): Michael Orr, Martin Mbugua, Grace Burton, Joerg Bibow, Michelle Hubbs, and Abby Ciccarone has recommended pausing our efforts with Cambridge Hill Partners (CHP) this Spring because of the COVID-19 pandemic and inability to easily bring community members together to conduct focus groups or information sessions. Moreover, the group thought that the needs of managing the pandemic response were top of mind for our community members. Still, the working group understands the heightened importance of financial literacy as well as an awareness of the College's budgets and financial planning. Earlier, the group worked with CHP on a draft communication piece to the community that centered on long-term financial sustainability and understanding the College's financial modeling. IPPC members pondered the use of this draft piece.

### **13. Future Communications and Website**

Vice President for Communications and Marketing Martin Mbugua stated that the IPPC steering group for Cambridge Hill Partners (CHP) has recently been in contact with CHP. VP Mbugua reported that given the challenges that COVID-19 has presented, the original communication piece has been slightly aligned to reflect these challenges, and blend these additional changes into the originally planned communication piece. VP Woodfork commented that we need to be mindful about our overall communication strategy of the budget, student/faulty ratio, and fall contingency planning, while assisting the community in understanding the budget planning project, and providing a feedback loop.

IPPC members questioned whether work on the website is necessary at this time and that sending the communication piece to the community might convey a mixed message. VP Mbugua and other members of the CHP working group responded that, now more than ever, there is a need for community members to have a broad understanding of the budget – this website could be used as a central point of communication in assisting the community to better grasp budget implications. VP Woodfork added that we need to be thoughtful regarding how this information is displayed so that we achieve a sense of balance between our communication resources and our resources to address the planning for fall contingencies. IPPC members suggested that the communication piece be able to connect what is happening in the national landscape to what is happening in the Skidmore community. VP Mbugua responded that it is hoped that this piece would incorporate that connection. He also reminded everyone that up-to-date communications will continue to be posted every Wednesday in the *Skidmore Weekly Bulletin*.

### **14. Confirming and Scheduling IPPC Meetings**

VP Woodfork confirmed that an additional IPPC meeting is scheduled for May 8. IPPC normally does not convene over the summer months. But given the extraordinary times that we are living in, it was decided that IPPC needs to continue to meet. It was proposed that another meeting be held the week of May 18, as well as two meetings be schedule during June. The June

meetings will be held with incoming IPPC members, as well as President-Elect Conner. The committee will then turn over in July with next year's membership.

VP Woodfork stated that a poll will be sent out shortly asking for availability the week of May 18. VP Woodfork again thanked all members for their flexibility given the current environment. Committee members asked how the furloughs might impact meeting attendance and emphasized the importance that all IPPC members being present to share their voices. VP Ng responded that committee work commitments could be factored in when making individual furlough decisions and VP Woodfork said we would try to provide as many meeting options as possible to ensure maximum participation.

### **15. Call for Agenda Items**

Admissions Update & Budget Implications  
2020-2021 Academic Planning Working Group Update  
Debt (returning from 2/14 meeting)  
IPPC Subcommittee Check-In  
Cambridge Hill Partners Update

### **16. Other Business**

No other business was brought forth.

Meeting adjourned at 1:23 p.m.

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