

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

PRESENT: Mary Lou Bates; Joerg Bibow; 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; Joseph Porter; David Robakidze '20; Levi Rogers; Dwane Sterling, Amy Tweedy; and Joshua C. Woodfork.

ABSENT: Cerri A. Banks; Grace Burton, Vice Chair; Stephen Ives; and Joseph Stankovich.

The meeting was called to order at 10:33 a.m. by Chair President Glotzbach.

1. Approval of Meeting Minutes from the October 4, 2019 Meeting

There being no changes, the minutes from the October 4, 2019 meeting were approved.

2. Follow Up from October 4th Meeting

Vice President for Strategic Planning and Institutional Diversity Joshua Woodfork provided a Presidential Search update and answered related questions. Written updates are shared in the *Skidmore Weekly Bulletin* and are available on the [Presidential Search website](#).

President Glotzbach referenced several items from the October 4th meeting:

- a) Center for Integrated Sciences (CIS): construction is on schedule and on budget. The new Greenhouse is open.
- b) The Center (social justice space; official name to be determined; in Case Center): is moving forward with further construction to begin over Winter Break.
- c) Athletic Facilities: discussion regarding updates to our Athletic Facilities have been an ongoing discussion for the last decade. In 2010, we issued a Request for Proposals (RFP) for a design for a new facility. We received design drawings from our architects, but the project cost would have been more than \$40 million and too expensive for what we could afford. More recently, we have engaged a new architectural firm – a design-build firm. We provided them with set budget limits and instructions to draw up a new set of plans, including indoor and outdoor tennis courts and enhanced fitness facilities, plus and a separate plan that includes an on-campus ice rink. We have a gift of \$7 million for tennis.

The Board of Trustees recently approved our moving forward with the tennis and fitness facilities, as well as exploring fundraising for an on-campus ice

rink, while contributing to upgrades to the Saratoga Springs rinks (that would benefit our hockey players) in the meantime. Moving forward, later this month, we will have an Open Community Meeting to provide updates on these plans and will include information in the *Skidmore Weekly Bulletin*. We will also meet with neighbors of the College to explain our plans.

- d) Greenberg Center Childcare Center: we have been in touch with the Greenberg Center's leadership. We will conduct a process to understand the Greenberg Center's scale, services, regulatory issues, and costs, as well as to consider the options as they relate to the nearby Athletic facilities construction.
- e) Sustainability: our commitment to our sustainability efforts remains as evidenced in the *Strategic Plan*. Still, we recognize that with our recent building projects and planning we have not been as intentional as we might have been. Going forward, the role of the Campus Sustainability Subcommittee (CSS), an IPPC subcommittee, needs to be further defined. We have asked the subcommittee to develop a building sustainability policy that provides us with guidelines and minimum building standards to consider when designing major building projects on campus. The President's Cabinet will review the proposed guidelines and then discuss them with IPPC.
- f) Student Wages: we note the increasing pressure to raise student wages. We currently spend approximately \$2 million on student employment, half of which is work-study. This is roughly twice as much as our peer institutions. We will need to consider whether or not we should continue with the same number of student jobs and the current three-tier wage structure and/or increase student wages among other financial challenges. We have asked the IPPC Subcommittee on Budget and Finance to take up this matter and to provide IPPC with a recommendation.

3. Reminder of Meeting Process with Consultants & Goals

President Glotzbach restated the main purpose of today's meeting: to consider whether or not we would benefit from engaging outside consultants to help educate our community on the budget challenges ahead and seek employee input. We face upcoming budget challenges of plus or minus \$5 million. Much of this is driven by increased pressure to provide more financial aid.

4. Proposed Consultants

Via Zoom, IPPC met with two consulting firms who walked us through their firm's services and their ideas for engagement with the College.

5. Debrief and Next Steps

Discussion regarding whether or not consultants should be pursued occurred. Several questions were asked, including:

Q: Do we have the skill set and/or the capacity to plan for our financial sustainability on our own?

A: We have the skill set but we do not have the bandwidth. An outside consultant can provide the professionalism and expertise to strategize not only for our short-term goals, but also assist us strategizing for the future. Also, they can provide a level of honesty and perspective that we would not get using in-house resources.

Q: Is this a real process or just an exercise?

A: Yes, there is room for real input from the community. This is not an exercise in public relations and making people feel good. There are real actions that we will be asking for input on. Our scope will be broad and will include healthcare and financial aid.

Q: What is the timeline?

A: We have over fifteen items to discuss for FY20 and beyond. For the short term, we may make one-time temporary changes this year and then start working forward. We will be looking at possible changes that we can make now and determine how the community feels about these changes. We will then focus on our long-term goals. Among our long-term goals, we will need to look at how we can continue to fund financial aid at the current levels and to provide quality healthcare benefits without significantly increasing employee costs.

IPPC reviewed the differences between the two firms. Consensus was achieved that if we do indeed pursue a consulting firm, one of the two firms was preferred. It was determined that we will invite that firm back to meet with IPPC during its next meeting, when we will continue the interview and decide as to the use of consultants.

6. Call for Agenda Items

- a) Continued discussion with the proposed consultant next meeting (11/15/19 if possible) with a review of our requirements for success and what success looks like for Skidmore.
- b) Review of a recommendation from the IPPC Subcommittee on Budget and Finance regarding a potential student wage increase.

7. Other Business

The IPPC Subcommittees membership and function listings have been updated on the IPPC website and [may be found here](#). Subcommittee chairs and co-chairs were asked to review the listings and send forth any necessary changes.

Meeting adjourned at 12:04 p.m.

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