

INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
February 14, 2020

PRESENT: Joerg Bibow; Grace Burton, Vice Chair; 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; Amy Tweedy; Peter von Allmen; and Joshua C. Woodfork.

ABSENT: Cerri Banks; Dwane Sterling; and Sean Campbell.

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

1. Approval of Meeting Minutes from the January 31, 2020 Meeting

A recommendation was made for a correction to the draft meeting minutes of January 31, 2020, after which **the meeting minutes were unanimously approved.**

President Glotzbach welcomed new IPPC member Peter von Allmen as the representative from the Committee on Educational Policies and Planning (CEPP). President Glotzbach thanked Stephen Ives, Chair of CEPP, for his service during the fall semester. Professor Ives will continue to chair CEPP, but Professor von Allmen will represent CEPP at remaining IPPC meetings this spring.

2. Conscientious Religious Observance Policy

At the December 13, 2019 IPPC meeting, the Committee on Educational Policies and Planning (CEPP) presented proposed language and a recommended form regarding the Religious Observance Policy. As IPPC was seeing the proposed language and form at the December meeting for the first time, CEPP was asked to return in an early Spring IPPC meeting to, once again, present the policy, an updated form, draft syllabus language, and a plan for the roll out and messaging of the policy.

CEPP Representative von Allmen reminded IPPC that the proposed policy follows New York State law and provides additional College protocols. Discussion ensued regarding potentially amending the form to include non-discrimination language, which could also be utilized on syllabi. Student Government Association Vice President for Financial Affairs Abby Ciccarone '22 asked that all faculty highlight this policy on their syllabi. Dean of the Faculty and Vice President for Academic Affairs Michael Orr responded that faculty will be encouraged to discuss the policy with students and to include it on syllabi as CEPP has proposed, but that this cannot be "mandated." The policy covers academic work and student employment. IPPC **unanimously voted to approve the Conscientious Religious Observance policy.**

3. Cambridge Hill Partners (CHP) Engagement Memo

Vice Chair Grace Burton presented a proposed draft memo that the IPPC steering group for CHP would like to distribute to the community. The memo explains the engagement with CHP, which centers on long-term financial sustainability and understanding the College's financial model. As a reminder, the steering group for CHP membership includes: Grace Burton, Michael Orr,

Martin Mbugua, Joerg Bibow, Michelle Hubbs, and Abby Ciccarone. CHP is requesting time to meet with IPPC in order to further develop terms for engagement with the community, including refining the timeline, seeking agreement on goals, identifying areas that require additional input from the community, suggest any additional information that would be of value to share with community members, and work with IPPC on a process to provide regular updates, including the findings, to the whole community. IPPC members were asked to please send any suggested memo revisions to Grace Burton and Martin Mbugua.

4. Oracle Update

Vice President for Finance and Administration & Treasurer Donna Ng offered an update on the College's utilization of Oracle, our current on-premise financial system, E Business Suite. It does not provide workflow functionality nor will it be supported by Oracle in the future. The College plans on implementing an Oracle Cloud system as an alternative to the existing systems. Oracle Cloud Modules, functionality, and costs were presented to IPPC, as well as the possible implementation impacts to the Skidmore Community. IPPC thanked financial services and the IT department for their work on this project thus far.

IPPC members voiced concerns regarding project costs, exploration of other options, and project implementation, including the training and timeline for our employees to begin with the new system. VP Ng responded to these concerns, explaining that the Banner system was investigated thoroughly and another major cloud system for higher ed (i.e., Workday) would be extremely expensive. It was determined that the Oracle Cloud platform was the most cost-effective system to meet the increasing need for workflow functionality to improve efficiencies. The College plans on phasing in some functionality and provide a multitude of training opportunities. Implementation is slated to go live January 2021.

5. Debt

VP Ng included a presentation in the meeting materials related to the College's debt and information on a plan to take on more debt in order to maximize our financial position. As time in the meeting was running short, President Glotzbach spoke to the issue of the College's current debt and a proposal that will be considered by the Board of Trustees at the February meeting. He explained that we are well positioned in this regard and we have the ability and the means to incur additional debt if we choose to do so.

With tax-exempt interest rates currently at an all-time historic low, VP Ng proposed that the \$30 million in unrestricted cash approved in February 2019, which is currently earmarked for the Center for Integrated Sciences (CIS), be deposited (less issuance costs) into the endowment and new debt be issued in this amount to fund CIS. The proposal also would involve locking in rates and refinancing \$20M in bonds that were issued in 2011 (at an interest rate of 5%), again, to take advantage of today's lower rates. The financial impact is a win-win for Skidmore - increasing our investment earnings via an increased endowment at a projected investment earnings rate of 6%; at the same time saving on a "fixed" bond issuance costs at a projected rate of 3.5 % - 4%. VP Ng will return to another IPPC meeting to spend further time reviewing this plan.

6. IPPC Healthcare Working Group

Members of the IPPC Healthcare Working Group joined the meeting to update the IPPC and share some of their work. As of December 2019, Professor Tim Harper now co-chairs the working group with VP Ng. Co-Chair Harper thanked working group members, Donna Ng, Michael Orr, Lisa Hobbs, Lisa Tuttle, Laura Goodwin, Brett Last, and Bill Duffy for offering insightful analysis as well as a high-level of dedication and commitment to the healthcare review process. He thanked President Glotzbach and IPPC Vice Chair Grace Burton for allowing the working group to do this important and sensitive work. Co-Chair Harper thanked Co-Chair Donna Ng for her leadership and expertise. Under the auspices of IPPC, the IPPC Healthcare Working Group was formed and tasked with reviewing Skidmore's current healthcare benefit plan, gathering feedback from the community and IPPC, and making recommendations for possible benefit changes.

Co-Chair Ng reviewed the progress of the Healthcare Working Group to date. The group has been working on revised salary bands for the employee share of healthcare premiums, focusing on safeguarding those employees at the lower salary bands. After considering numerous kinds and significant amounts of data and running a multitude of scenarios, the group plans on recommending nine pay bands, with some employees seeing a higher percentage increase in healthcare costs, generally for those employees at the highest band. The increase in the highest band would result in an employee contribution rate that is 2% above market. The group also plans on developing a process for seeking community input on various healthcare options such as plan design, spousal coordination, and prescription management. For spousal coordination, currently, the group is considering making this optional. The Healthcare Working Group and IPPC further discussed advantages and drawbacks of other options that were researched by the group, which has received input from our healthcare consultants. Both the Healthcare Working Group and IPPC agreed that there is community anxiety around healthcare benefits, equity, and timing.

Further work and a roadmap for community input are among the next steps. IPPC thanked the group for their efforts and supports the work being done. The working group will provide updates at upcoming Community meetings and Faculty meetings and begin to develop an implementation timeline for changes that may be effective in January 2021.

The Healthcare Working Group made a recommendation to IPPC to adopt a pre-approval process for covering new prescriptions of specialty drugs in the future. The pre-approval process would not preclude specialty drugs from being covered; rather, there would be a process that employees would have to follow in order to purchase the drug. With our current healthcare benefit, some drugs already have to go through a pre-approval process, so it is not totally new. The pre-approval process normally takes 24 to 48 hours based upon the doctor's response time to the request. The categorization of a specialty drug is set by the pharmacy and these drugs are generally the newer and more innovative drugs that are on the market. Employees currently requiring specialty drugs that have not been pre-approved would be grandfathered in, so they would not need to go through the approval process for the existing prescriptions.

Co-chair Ng noted that a pre-approval process for specialty drugs is an industry standard in higher education healthcare benefit programs, and that there is a very costly risk to Skidmore in

not having a pre-approval specialty drug process in place. IPPC members asked if there has been any negative feedback from employees regarding the current pre-approval process for prescriptions that already require this step. Human Resources attendees reported that we have not experienced any complaints or problems. As IPPC was first hearing the proposed specialty drug pre-approval process, it asked that IPPC members have additional time to consider the recommendation. In the meantime, IPPC requested that work be done on a communication plan, and a process for community input.

7. Athletic Facilities Project Continued

a) Greenberg Child Care Center (GCCC)

During the January 31 IPPC meeting, President Glotzbach noted that the Greenberg Child Care Center (GCCC) operates at an approximate \$200K per year deficit, which prompted a question about whether or not the College charges market rate (we do). To detail more information on the pricing and operations of the GCCC, VP Ng provided in the meeting materials a document that outlines information regarding the GCCC, including the number of students and costs.

President Glotzbach reported that we are committed to keeping the GCCC. Some members of the community have raised concerns related to potential disruptions to the GCCC with the Athletics Facilities project construction. President Glotzbach has asked VP Ng and members of her team to explore other potential locations for the GCCC. Moving the GCCC comes at a cost, and if moved, we do not know at this time when the move would take place. SGA VP Abby Ciccarone suggested switching the location of the GCCC with Fallstaff's Pavilion. President Glotzbach commented that while this is a great suggestion, and that it has not been considered as an option, the concern would be that doing so could possibly jeopardize availability of a student-run space in the future. The Annex was also brought forth as a space suggestion. With the Center for Integrated Sciences (CIS) construction, the Annex will be occupied for the next few years. It was stated that daycare facilities have specific requirements so potential spaces will need to be reviewed (and then, potentially, redesigned) with these requirements in mind. Once information on campus spaces and a potential timeline is developed, updates will be brought back to IPPC and provided to the community.

b) Response to February 13, 2020 Memo

President Glotzbach addressed the responses to [his February 13, 2020 Athletic Facilities Project memo](#). IPPC members brought forth considerable concern over the project moving forward without specific previously raised items being adequately addressed, including the GCCC's potential disruption, lack of sustainability features, costs involved, process of providing information and shared governance, and clear timeline. Some IPPC members noted that they are being approached by College community members inquiring about the project and our uncertainty of how they should respond. President Glotzbach advised that the message is that we continue to look forward to more community dialogue.

Significant debate continued. IPPC members stated their extensive concerns about the project and more specifically the timeline of this project as to when construction will begin. The urgency with which the project appears to be moving was questioned. President Glotzbach reiterated the planning of the project has been underway since 2010. This fact, coupled with the current admissions climate, is cause, in his mind, for moving forward now with an athletic space

that will assist in positioning us more favorably amongst our peer institutions. Several IPPC members are of the opinion that the project (and construction) should be delayed until additional community input is gathered, a firm plan for the Greenberg Child Care Center is solidified, costs are more transparently outlined, and sustainability concerns with the project are addressed.

c) Next Steps

Members questioned the actual start date, which is scheduled for right after Commencement 2020. A site plan has been approved by the City. The initial phase of the project begins with construction of the outdoor tennis courts in May. More information regarding the project will be provided at upcoming Community meetings and Faculty meetings. Vigorous committee discussion extended the meeting.

8. Call for Agenda Items

- a) Review of a recommendation from the Healthcare working Group on the pre-approval process for specialty drugs (IPPC Healthcare Working Group);
- b) Continued discussion on the Athletics Facilities Project;
- c) Engagement with CHP regarding next steps (IPPC Steering Group for CHP);
- d) HEDS Diversity and Equity Campus Climate Survey 2019 Findings (CIGU Working Group);

9. Other Business

No other business was brought forward.

Meeting adjourned at 12:25 p.m.

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