

INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
May 19, 2020

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

ABSENT: David Robakidze '20.

GUEST: President-Elect Marc Conner; Human Resources Consultant Sara Delaney Vero; Human Resources Associate Director Dwayne Zuhlke, Human Resources Liaison Brianna Herman; Title IX Coordinator Joel Aure; and Title IX Deputy Coordinator for Student Affairs Gabriela Melillo

The meeting was held via Zoom and called to order at 1:01 p.m. by Chair President Glotzbach.

1. Approval of Meeting Minutes from the May 1, 2020 Extended Meeting and the May 8, 2020 meeting.

A clarification and recommendation were made for a correction to the draft meeting minutes of May 1, after which **the May 1, 2020 meeting minutes were unanimously approved**. A clarification was sought for the draft meeting minutes of May 8, after which **the May 8, 2020 meeting minutes were unanimously approved**.

President Glotzbach welcomed President-Elect Marc Conner to the meeting and stated his appreciation of President-Elect Conner for making time in his schedule to attend the first hour of the IPPC meeting. He thanked staff from the Human Resources team for their willingness to come and brief the IPPC on their important and sensitive work to date.

2. Furlough Update

Vice President for Finance and Administration and Treasurer Donna Ng, Human Resources Consultant Sara Delaney Vero, Human Resources Associate Director Dwayne Zuhlke, and Human Resources Liaison Brianna Herman provided an update on furlough planning. The group reported that supervisors, in consultation with members of the Human Resources (HR) staff, have contacted non-union Skidmore employees regarding furloughs that began May 18 or will begin on May 25. The remaining employees, whose furlough or work-share will begin on June 1, will be consulted shortly. HR has sent out confirmation letters containing detailed furlough information, along with FAQs and instructions on how to file for unemployment benefits, to the employees who are being furloughed. HR is in close communication with employees to ensure that their questions are answered. HR also explained that they have established a telephone hotline to assist furloughed employees with any questions, and they have encouraged employees to please make use of this resource.

The group explained that non-union employees fall into three furlough categories, according to implementation dates: May 18, May 25, or June 1. In addition, employees can then be categorized into three furlough groups: full furlough, partial furlough, or work-share. Work-share involves grouping people who are doing similar work across the college or within a unit. Both partially furloughed and work-share employees have a reduced work schedule. The group noted that it was a lengthy process to apply for the Work-Share Program and that HR recently heard that the updated work-share application has been approved by New York State.

The group also reported that they have worked with supervisors to explain the furlough and work-share programs, so that supervisors would be better able to support employees through the process. IPPC members suggested that HR be as proactive as possible in offering assistance and outreach. The group responded positively to this suggestion. President Cabinet members were encouraged to keep the lines of communication open within their divisions. Academic Administrative Assistant for Neuroscience and Physics Carolyn Lundy asked if the College would reconsider providing the opportunity to those employees who have been fully furloughed the ability to place their healthcare cost share in arrears. President Glotzbach replied that Cabinet would be willing to discuss the matter. He thanked Donna and her team for the tremendous effort made to ensure that employees and supervisors are informed, educated, and supported throughout the furlough process.

3. Title IX New Regulations Update

Title IX Coordinator Joel Aure provided an update regarding the Title IX regulations policy changes from the federal government that will go into effect August 14, 2020. These policy changes were just released on May 6 as part of a 2,033-page document. The regulations, including the grievance procedures, apply to all student, staff, and faculty. The most significant new requirements, include: live hearings, cross-examination by advisors must be permitted (the College must provide one if one or both parties cannot afford/acquire their own), heightened evidentiary standards along with a narrower jurisdiction, and a higher threshold for what is deemed sexual harassment under Title IX.

Title IX Deputy Coordinator for Student Affairs Gabriela Melillo added that existing policies will need to be modified and new policies created. Deputy Coordinator Melillo stated that we will need to effectively train all personnel involved in the investigation and adjudication process, and we may need to consider outsourcing for specific roles. Given conflicting federal and state laws, we will need to get clarity on which provisions we can follow while maintaining compliance. There will also likely be future litigation that may shape how the new regulations affect our policies and processes. The new policy changes will likely pose an increased financial burden on the College, and we will need to consider how to allocate sufficient funds and resources to accommodate these required changes/additions. In her opinion, the changes may have a chilling effect on the campus and could lead to decreased reporting of sexual- and gender-based misconduct. These challenges will need to be addressed to ensure that we all work together to cultivate a campus culture of safety and support. Moving forward, a Working Group led by Dean of Students and Vice President for Student Affairs Cerri Banks has been assembled and will be sending out a communication to the Skidmore community shortly; the Working Group will meet over the summer to formulate plans to address these policy changes and explore resource options.

Student Government Association Vice President for Financial Affairs Abby Ciccarone '22 added that there has been a lot of student activity on social media recently regarding the new Title IX regulations. There is a lot of fear, and she asked for the administration to please be as clear and understanding as possible when communicating with students, as well as to encourage students to reach out to their Peer Health Educators for support. Dean Banks responded that she is aware of student anxiety connected to these changes. President Glotzbach added that the New York Six Consortium is sharing information around this complicated and time-sensitive matter.

4. Board of Trustees Update

a) Debt & Next Steps

President Glotzbach provided an update regarding the debt plan that was presented to the Board of Trustees at their recent May meeting. It was proposed to the Board that the College take on additional debt in order to maximize our financial flexibility. With tax-exempt interest rates currently remaining at all-time, historic ten-year lows, it was proposed that the \$30M in unrestricted cash approved in February 2019 for the Center for Integrated Sciences (CIS), be maintained in cash and new debt be issued in this amount to fund CIS. The proposal also sought approval by the Board for the College to refinance \$26.3M in Series 2011A bonds that were issued in 2011 at an interest rate of 5% and to lock in a new rate to take advantage of the market's current historic low rates.

At the May Board of Trustees meeting, the Board authorized the moving forward with the debt plan. This approval now allows the College to begin to prepare for the future implementation when our legal consultants advises us that the time is right. VP Ng will provide the Board with decision points and a timeline, and update them along the way. An IPPC member asked if the moment the bonds are actually refinanced would then require additional Board approval. President Glotzbach stated that this would not be necessary, given the May vote. But VP Ng will be keeping in close contact with the Board, as further information and plans are obtained from our legal counsel and financial advisors.

b) Employee Retirement Contribution

At the recent May 8 IPPC Meeting, IPPC discussed the retirement contribution at length. There were two key pieces that were discussed: First, the need for the Full Board of Trustees to vote in any changes that were potentially made to the plan. At that time, President Glotzbach suggested that we would consult with the Board Chair and inquire about a temporary change that would allow a subset of the Board, such as the Executive Committee, to make plan changes until May 31, 2021. Second, a potential reduction or elimination of the retirement contribution was reviewed. IPPC was asked by President's Cabinet to consider fairness and strategies to share distribution of sacrifice across employees. Ultimately, the advice of IPPC was to delay any decision about the retirement contribution until such time as the financial picture became clearer, relating to the 2020-2021 academic year.

During this May 19 meeting, President Glotzbach updated IPPC and stated that it has been decided that we will maintain the requirement that the Full Board of Trustees approve any changes to the retirement contribution plan. He reported that Cabinet acted on the advice of the IPPC and decided not to bring this item up to the Board. He stated that we will wait until later in

the summer, when we know more about the fall, to decide whether or not to pull this particular lever; the administration would then recommend any changes to the Board, if needed at that time.

c) Tenure and Promotions

Dean of the Faculty and Vice President for Academic Affairs Michael Orr stated that at the May 15 Full Board of Trustees meeting all tenure and promotions that were brought forth were approved. President Glotzbach specifically turned to current IPPC member Jennifer Mueller and congratulated her on receiving tenure and promotion to Associate Professor.

5. Planning Streams

a) 2020-2021 Academic Planning Working Group Update/Planning

Dean Orr reported that work continues on a daily basis with the Academic Planning Working Group. They continue to place the health and safety of the Skidmore community at the forefront, as they consider various scenarios. Potential scenarios could include a remote learning component for International Students and at-risk student populations, a partial capacity of students on campus, a non-traditional academic calendar, and cohorts of students on campus based on specific academic curricula. The group will submit its recommendations to the President's Cabinet as soon as possible but no later than June 1, 2020. President Glotzbach added that there is no perfect plan and that any plan recommendations will need to allow for flexibility, as we need to be able to pivot rapidly and respond to the ever-changing COVID-19 landscape. An IPPC member added that the national landscape is conveying that students value the traditional liberal arts education in a residential setting and advised that the Working Group keep this in mind as they move forward with their planning processes.

b) Operations

Dean Banks spoke to the progress the COVID-19 Working Group has made thus far. She stated that it is critical that we work to minimize risk in allocating space for housing students on campus in the fall. She echoed the sentiments of the Academic Planning Working Group in keeping the health and well-being of the community as the foremost goal. The COVID-19 Working Group is in conversation with Facilities and Residential Life, as well as the Saratoga Hospital. The Working Group is keeping up to date with state and local guidance.

President Glotzbach added that hygiene, distancing, masking, and screening are current pillars for the health and safety of our community. He stated that we are currently engaging with our neighbors about what our campus is potentially going to look like in the fall, and he has been in conversation with Saratoga Springs Mayor Meg Kelly.

IPPC inquired about consequences for student non-compliance with any implemented safety protocols. Dean Banks stated that they will be updating the *Student Handbook* around COVID-19. Vice President for Strategic Planning and Institutional Diversity Joshua Woodfork added that we need to be mindful of potential employee non-compliance as well. He stated that we need to be cognizant of what kind of assurances families are going to need in order to send their students back in the fall, as well as consideration of what we need to do in order for employees to feel safe to return to campus. President Glotzbach reminded everyone that this is a lesson in civic responsibility and that we all have a role in maintaining the well-being of the community.

c) Financial Planning

VP Ng reminded IPPC that COVID-19 has affected the budget in many significant ways. Finance and Administration remains ready to evaluate the potential budget impact of all scenarios forthcoming from the Academic Planning Working Group. She explained that the number of students who are on campus, the associated financial aid, and all the other incremental expenses will need to be evaluated. Additionally, all aspects of potential changes to revenue streams will have to be estimated. President Glotzbach added that any model that is ultimately adopted, and especially one that potentially differs from the current on-campus residential learning model, would require the approval of the Board of Trustees.

6. Community Meeting May 20, 2020 at 2:00 p.m.; Faculty Discussion of Student/Faculty Ratio; Cambridge Hill Partners (CHP) Update/Next Steps

a) Community Meeting May 20, 2020 at 2:00pm.

President Glotzbach reminded IPPC that a Community Meeting will be held on May 20, 2020 at 2:00 p.m. The content of the meeting will include two topics recently presented to IPPC: Five-Year Budget Planning and the student/faculty ratio.

b) Cambridge Hill Partners Update/Next Steps

Vice President for Communications and Marketing Martin Mbugua provided an update on the IPPC Cambridge Hill Partners (CHP) Working Group. VP Mbugua asked IPPC for their feedback on the content of the communication piece that is going to be shared with the Skidmore community shortly. He also asked for input from the IPPC as to the appropriate timeline to unveil the communication, and what mode of communication (direct email, community meeting, *Bulletin*) should be utilized.

Working Group member Michelle Hubbs added that this a tremendous piece of work that is honest and forthcoming, and while it may be daunting for the community to process all of the information at this time, it is vital that we move forward in sharing the information. An IPPC member added that the Working Group needs to keep in mind the bandwidth of employees to be able to digest the information, given the emotional impact of the furloughs that is being experienced at this time.

IPPC suggested that along with the sharing of some of the information at the Community Meeting on May 20, the remainder of the information be shared the week of May 25. It was asked if the disseminated information would be password protected. VP Mbugua replied that there would not be a required password. President Glotzbach asked IPPC members to please review the information and provide feedback. He stated that IPPC members should send their comments and thoughts directly to VPs Mbugua and Woodfork by the end of the week.

7. IPPC Subcommittee Check-In

VP Woodfork asked each of the Subcommittee representatives to weigh in on their membership needs for next year, as well as any agenda items that they have for June, any carryover items, or if they need to meet after May 31, 2020. The IPPC subcommittee check-in included: IPPC Subcommittee on Budget & Finance (B&F), Campus Sustainability Subcommittee (CSS), IPPC

Subcommittee on Student Affairs (SA), Committee on Intercultural and Global Understanding (CIGU), IPPC Subcommittee on Responsible Citizenship (SRC), and the IPPC Subcommittee on Institutional Effectiveness (SIE); the Space Planning Working Group (SPWG), although not an official IPPC subcommittee, it is also a group charged by IPPC.

An IPPC member asked about members on subcommittee who need to work into the summer and who have been furloughed. VP Woodfork stated that if subcommittee work needed to continue and the employee is furloughed that the supervisor and the employee would need to communicate and work together to accommodate any scheduling surrounding the work. We will also need to be in touch regarding participation of 10-month employees.

8. Call for Agenda Items & Confirming and Scheduling IPPC Meetings

VP Woodfork thanked everyone for their prompt replies to the recent poll that was sent out requesting their availability for the two upcoming June meetings. He confirmed that the meetings will be held on June 3 from 11:00-12:30 pm, and on June 18 from 10:30-noon. These meetings will include both current and future IPPC members. He asked subcommittee representatives who have June agenda items to please let him know which June date they would prefer as soon as possible.

9. Other Business

President Glotzbach expressed his gratitude to all IPPC members for their willingness and flexibility to add these extra meetings to their schedules. He stated he is very thankful for all the input, creative ideas, and thoughts that the IPPC has brought to the table this academic year.

VP Woodfork announced that in appreciation for all the work that President Glotzbach and Marie have done for the Skidmore community there will be a virtual celebration event near the end June. An announcement will be sent out shortly confirming a date and specific details.

Meeting adjourned at 2:31 p.m.

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