

**INSTITUTIONAL POLICY AND PLANNING COMMITTEE**  
**MEETING MINUTES**  
**June 18, 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.**

**GUESTS:** President-Elect Marc Conner; Human Resources Consultant Sarah Delaney Vero; Human Resources Associate Director Dwayne Zuhlke; 2020-2021 IPPC Members: SGA President-Elect Rachael Borthwick '21; SGA Vice President-Elect for Financial Affairs Melanie Nolan '23; Professor and Chair of Psychology Mark Rye; Assistant Professor of Environmental Studies and Sciences Kurt Smemo; Committee on Educational Policies and Planning (CEPP) Chair and Associate Professor of Political Science Feryaz Ocakli; Committee on Intercultural and Global Understanding (CIGU) Co-Chair and College Librarian Marta Brunner; Faculty Executive Committee (FEC) Chair and Associate Professor of Psychology Casey Schofield;

**The meeting was held via Zoom** and called to order at 10:32 a.m. by Chair President Glotzbach.

**1. Approval of Meeting Minutes from the May 19, 2020 and the June 3, 2020 meeting.**

A request was made for an update and clarification to the draft meeting minutes of May 19 regarding the retirement contribution, after which **the May 19, 2020 meeting minutes were unanimously approved.** A request for an addition and a correction to the draft meeting minutes of June 3 was made, after which **the June 3, 2020 meeting minutes were unanimously approved.**

**2. President's Report**

President Glotzbach reported that we continue to wait for official guidance from the State of New York regarding the reopening of campus in the fall, which is part of Phase 4 of the Reopening Plan for New York State. Skidmore is working with the Liberty League as they continue to explore possible scenarios for implementation for fall athletics.

President Glotzbach stated that since the last IPPC meeting on June 3, there has been a meeting of the Strategic Planning Committee of the Board, as well as a meeting of the full Board of Trustees in order to update the Trustees on our planning to-date. At this time, no definitive decisions have been made for the fall. The President also reported that Collyer Vice President for Advancement Sean Campbell will be leaving the College at the end of July to take a position at Loyola University in Chicago. He wished Sean well in his future endeavors and thanked him for all the great work that he has accomplished at Skidmore. As the planning and decision-making that is taking place now will have a profound effect on the first year of President-Elect Marc Conner's presidency and beyond, President Glotzbach brought to the attention of the IPPC the increasingly active role of Marc Conner. President Glotzbach welcomed President-Elect

Conner and asked him to walk through the latest fall planning updates that he recently presented to the Board.

### **3. Reopening Plans: Scenarios & Approaches**

President-Elect Conner spoke to reopening the College. He reviewed the Reopening plan with IPPC that that was recently shared with both the Strategic Planning Committee of the Board and the full Board. The work to-date is a direct result of considerable time and effort on behalf on the Academic Planning Working Group (APWG), and the COVID-19 Working Group, who worked collaboratively with various individuals and groups across the campus.

He reminded the IPPC that two key principles of reopening include ensuring the health and safety of the Skidmore Community and providing an intensive liberal arts education in a residential setting. We need to effectively communicate these decision points to the community in a timely manner. In addition, we need to be aware of the financial implications of the various scenarios in the context of ongoing governance from the State.

As planning for the fall continues, four possible scenarios have emerged: (i) the “improved public-health” concept, (ii) the cohort concept, (iii) the single-class concept, and (iv) the all-remote concept. In all four scenarios there are two key questions: how many students can be in residence, and how do we deliver the curriculum? We need to be very creative and explore all options. As we are committed to delivering the Skidmore residential liberal arts education to as many students as possible, we will need to make some investments.

President-Elect Conner emphasized that essential to this work is providing timely, clear, and consistent information to our students and their parents and families, and to staff and faculty. He would like to offer regular updates about our findings, State guidance progress, and decisions. He stated that we will engage with key audiences through outreach efforts, collaborative efforts, community meetings, the *Skidmore Weekly Bulletin*, a website, email, and Q&A sessions, as well as virtual open office hours.

Vice President for Finance and Administration and Treasurer Donna Ng presented models representing the financial implications of the various fall scenarios. For each scenario, there are a set of financial assumptions used in developing the models, as well as the corresponding incremental expenses and net loss revenue. VP Ng discussed specific examples of incremental expenses such as additional residential and teaching spaces, increased technology support and equipment, and health and safety expenses – testing, contact tracing, quarantine space, PPE, and cleaning supplies. At this time, the incremental expenses for each scenario are being calculated, and financial assumptions made based on the number of students that we can safely have on campus. There are various levers that may be considered to offset lost revenues, such as accessing funds received from the CARES Act, use of contingency and restricted funds, reductions to supplies and services budgets, modifications to the retirement contribution or healthcare benefits, continuation of the hiring freeze, salary reductions, furloughs, and layoffs. The Board of Trustees would have final approval on any decisions as to what financial levers are ultimately utilized. VP Ng stressed that there is a balance between the financial implications of each scenario coupled with our overarching goal of providing a liberal arts education in a residential setting.

An IPPC member inquired about the need for staff voices to be heard. President-Elect Conner responded that we are a community, and that we are all advocating for staff – and that everyone will have a voice. It was asked whether we will implement a tuition discount for remote learning, and, if so, are we aware of any tuition discounts being offered by our peer institutions? VP Ng replied that a tuition discount (if any) has yet to be determined, and that the discount cannot be discussed among peer institutions. President Glotzbach added that any type of discussion relating to tuition rates is strictly prohibited by anti-trust regulations. An IPPC member asked about the use of the College’s endowment to offset lost revenues. VP Ng stated that parts of the endowment are restricted for certain uses. However, at the highest level of lost revenue this possibility could be up for discussion by the Board. President-Elect Conner echoed these thoughts and commented that we will not lose track of the future based on the present crisis.

Student Government Association President David Robakidze '20 asked that the academic calendar for 2020-2021 be finalized as soon as possible as students need to plan travel, housing, and courses. Dean of the Faculty and Vice President for Academic Affairs Michael Orr responded that the calendar is very close to being finalized. President-Elect Connor noted that we are in “wait and see” mode for the spring and that we will need to evaluate the calendar based on the health guidance when we get closer to the start of the spring term.

**4. Revised Skidmore College Reopening Safety Action Plan with Human Resources**  
Human Resources Consultant Sarah Delaney Vero and Human Resources Associate Director Dwayne Zuhlke presented a revised version of the “Reopening Safety Action Plan” (the Plan). A draft of the Plan was presented at the IPPC meeting on June 3. At that time, Human Resources asked for feedback from the IPPC, and several suggestions for revisions were brought forth. HR reminded the IPPC that the cornerstone of the Plan is a concern for the health and safety of employees and other community members.

Based on the feedback received from the IPPC, HR Consultant Vero reviewed some of the major points and revisions of the Plan, including notifying HR and Facilities prior to space opening, improved space ventilation, the ability to review the return-to-work policy with HR, and the removal of the restriction of being able to leave the campus during lunch or breaks. Employees will be responsible for performing their own daily health checks, and then, upon arriving at work, employees must complete an on-line health certification that will be submitted to HR. HR Consultant Vero noted that Skidmore will provide additional PPE to any employee, if during the workday their PPE becomes lost or damaged.

HR Associate Director Zuhlke spoke to the rollout of the plan and employee trainings. Next week, HR will be holding three Zoom trainings that are intended to review the requirements outlined in New York State’s Phase 2 plan for reopening, and that have been developed in compliance with all requirements to keep everyone as safe as possible. The Zoom training will be recorded, so that those on furlough will be able to review the training prior to their scheduled return-to-work day. He also stated that department/office/unit heads will be required to keep contact logs to be used exclusively for contact tracing if needed. VP Ng added that a website will be developed soon and will act as an up-to-date resource for all employees.

It was asked if the training is mandatory. HR's Zuhlke replied that per NYS guidelines employees returning to campus for Phase 2, must complete the training by attending the training or viewing the recorded training video. An IPPC member asked if staff preferences in terms of working from home or returning to campus will be taken into consideration. President-Elect Conner replied that the guidance will continue to be that as many employees as possible continue to work remotely, noting that the work varies in different areas of the College. An IPPC member asked about faculty office hour guidelines. HR Consultant Vero responded that faculty office hours are part of Phase 4 reopening of NYS, and we are awaiting those guidelines. With a recommended shift with the fall semester starting two weeks early, there was considerable concern over the logistics of caregiver responsibilities that many employees will face. President Glotzbach added that he recently has been in contact with the Saratoga School system, and that the K-12 academic year calendar will not shift.

### **5. Off-campus study Update**

President-Elect Conner referred to the recent communication that was sent by Director of Off-Campus Study & Exchanges Cori Filson to the campus community regarding the difficult decision to suspend all fall 2020 off-campus study programs because of the Covid-19 pandemic. Domestic programs in the U.S. remain active and are not affected at this time. Dean Orr added that a large part of the decision was based on current federal travel guidelines.

### **6. Other Business**

Vice Chair Grace Burton explained that she recently received a communication from a group of Academic Administrative assistants. The employees requested that she present the communication to IPPC to ensure that the IPPC is aware of their concerns and that their voices are heard. The communication focused on the furlough program for this group of employees. The group expressed dissatisfaction with the perceived inequity of summer furloughs, healthcare cost-share arrears payments, and the loss of Skidmore's share in their retirement plan contributions. The employees proposed that all retirement contributions that Skidmore makes on the behalf of employees cease for a two-month period over the summer and that there be a more equitable distribution of summer furloughs. There was robust discussion regarding the communication. IPPC members stated they appreciated the directness of the letter and applauded the willingness of the group to raise these concerns. IPPC debated the issue of solidarity and what that means here at Skidmore. An IPPC member commented that although it might not be readily apparent, everyone is sacrificing in their own way, a fact we need to keep in mind as decisions are made. Faculty are working hard on COVID-related matters when this is normally a time for research. However, it was commented that we need to keep in mind the perspective of the financial scale of employees. President Glotzbach added that from the communication it is clear to him that we need to make some efforts so that this group feels valued by the College, noting that they would feel more valued if there were a sense that everyone is sharing in some of the burden related to the challenges we face. He thanked Vice Chair Burton for bringing the communication to the table for discussion.

### **7. Gratitude**

President Glotzbach commented on the fact that this was his final IPPC meeting. He expressed his profound appreciation of all the work that members have accomplished during his time,

especially this year. IPPC normally meets 13 or 14 times in the academic year; however, this past academic year the IPPC held 20 meetings. Members showed up to all these meetings fully engaged, and helped the College make better decisions, be more transparent, and more communicative. The meetings are taken seriously, and the comments and advice that are provided are invaluable. He reminded everyone of the importance of the conversations within the group – the conversions have not always been easy, but they have been helpful.

He thanked Vice Chair Grace Burton for her leadership as Vice-Chair, and all the members who are rotating off the committee: SGA President David Robakidze, SGA VP for Financial Affairs Abby Ciccarone, Professors Jennifer Mueller, Kendrah Murphy, Peter Von Allmen, Greg Gerbi, and staff member Michelle Hubbs. He thanked the new members for their participation in the past few meetings, and especially Joerg Bibow for his willingness to serve as Vice Chair for the coming year. President Glotzbach thanked all the members of the President's Cabinet who have participated actively in the meetings throughout the year and across the years. He stated that all the Cabinet members have always sought to provide necessary information to the IPPC, and to take advantage of the advice they have received in return. He thanked Beth Miller for taking the IPPC meeting minutes, and Vice President for Strategic Planning and Institutional Diversity Joshua Woodfork for his incomparable support and leadership in keeping these meetings focused and on-track. And, finally, he thanked President-Elect Marc Conner, who is coming into his new position at a challenging time, and is doing so with grace and a very positive attitude.

President Glotzbach stated that he shifted the committee he found when he arrived – the IPC – to IPPC near the beginning of his presidency and that he has very much enjoyed working with the numerous IPPCs that have convened over the years. Important discussions have been held about strategic planning, budgeting, policies, procedures, and problems. The conversations have not always been comfortable, but they always have been useful to him. And the primary charge for the group is to provide advice to the President, which he stated the IPPC has always done.

President-Elect Conner stated that he is grateful to President Glotzbach for creating this committee, and that working with the IPPC is high on his list of priorities. VP Woodfork added that his thanks for the opportunity to have worked with President Glotzbach over the past years on the IPPC. He stated that for new IPPC members, he will be in touch shortly regarding the next meeting date. With all the planning and important decisions forthcoming, he anticipates holding another meeting in early July.

Vice Chair Burton concluded the meeting by reading a note of heartfelt gratitude to President Glotzbach for his leadership over the last 17 years, noting that it was altogether fitting and proper that she should do so given that she was the Chair of the Institutional Policy Committee (IPC) in President Glotzbach's first year at the College. Vice-Chair Burton concluded her remarks by wishing President Glotzbach well in all his future endeavors. All IPPC members echoed these sentiments.

Meeting adjourned at 12:03 p.m.

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