

INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
September 6, 2019

PRESENT: Cerri A. Banks; Mary Lou Bates; Grace Burton, Vice Chair; Sean Campbell; Abby Ciccarone '22; Gregory Gerbi; Philip A. Glotzbach, Chair; Stephen Ives; Carolyn Lundy; Martin Mbugua (via phone); Kendrah Murphy; Donna Ng; Michael Orr; Jennifer Mueller; Joseph Porter; David Robakidze '20; Levi Rogers; Joseph Stankovich; Dwane Sterling; Amy Tweedy; Joshua C. Woodfork.

ABSENT: Michelle Hubbs.

The meeting was called to order at 10:32 a.m. by President Glotzbach

1. Welcome and Introductions

President Glotzbach welcomed the committee and asked to go around the room with introductions, since there are new committee members. He thanked Grace Burton for serving as Vice Chair and everyone for serving on the committee.

President Glotzbach encouraged all 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 Institutional Policy and Planning (IPPC) subcommittees, as well as the Student Government Association (SGA), the Faculty Executive Committee (FEC), and the Committee on Educational Policies and Planning (CEPP).

Committee members were reminded that meeting dates and locations were previously shared over the summer, including some extended time meetings. The exact meeting times for those days will be confirmed as the dates draw near. These extended meetings (sometimes in the forms of retreats) are useful for more in-depth conversations.

2. What is Your Role on this Committee?

President Glotzbach discussed the role of IPPC in planning and policy making. The power of the committee is representation from across campus, and the work accomplished is significant and important. The committee, 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. If you have questions, all are encouraged to bring those forward in committee meetings or offline to President Glotzbach, Vice Chair Grace Burton, or VP Woodfork.

3. “Diversity and Inclusion at Skidmore College” Statement

Vice President for Strategic Planning and Institutional Diversity Joshua Woodfork discussed the [Diversity and Inclusion at Skidmore College Statement](#) which was created by the Committee on Intercultural and Global Understanding (CIGU) in the 2011-2012 academic year and endorsed by IPPC in the 2012-2013 academic year. At that time, it was shared with students, faculty, staff

before being posted on Skidmore's Human Resources and diversity webpages. For the last three academic years, VP Woodfork has asked IPPC to reaffirm the Statement. The committee was asked to discuss and reflect upon the Statement and what it means for our community. Dean of Students and Vice President for Student Affairs Banks and VP Woodfork read it to the group.

President Glotzbach called on the Committee to consider signaling reaffirmation. Dean of the Faculty and Vice President for Academic Affairs Michael Orr made a motion to affirm and Institutional Effectiveness Specialist Amy Tweedy seconded the motion. **IPPC unanimously reaffirmed the Diversity and Inclusion at Skidmore College Statement.**

4. Admissions and Financial Aid Update

Vice President and Dean of Admissions and Financial Aid Mary Lou Bates reported on the Class of 2024's 742 students. After acceptances in the Spring, we had projected 737 first-year students, but "summer melt" was slightly less than expected. Dean Bates noted that some peer institutions have had difficulties with much large summer melts than they typically experience. Our original target was 711 first-year students. 32 of the 742 students are in London, they came onto campus for three days. 415 students attended pre-orientation programs (five offered on-campus and ten off-campus). The growth in pre-orientation programming has been outstanding.

The class was chosen from a record 11,100 applications. The members of the class originate from 31 states, 57% attended public schools, 43% attended private schools, 57% are female identified students and 43% male identified students. (We understand and recognize that some students do not identify as male or female but government regulations mandate us to report gender as female/male.) 47% were enrolled early decision, 28% self-reported as domestic students of color, 11% are international students from 34 countries of origin, 17% are first-generation, and 17% are Pell-eligible. Over 20% speak a language other than or in addition to English. Financial aid came in over budget, affected by lower summer melt on awarded students, but we have over-enrollment dollars below the line to offset the increase this year.

5. President's Report

President Glotzbach noted that this is the second year of the Strategic Action Agenda (SAA), which brings us to the mid-point of the *Strategic Plan*. Some of the major aspects of this year's work include continued construction of the Center for Integrated Sciences (CIS), moving forward on the Center as a whole, continuing to review free speech protocols, considering upgrading athletic and wellness facilities, and the completion of the *Creating Our Future* campaign, as just a small sample.

Last year we identified and addressed three notable budget challenges: First, we provided additional funding for need-based financial aid to enroll the Class of 2022. Then, to ensure that we would meet our targets for the Class of 2023, we increased our financial aid budget earlier in the recruiting cycle, providing additional aid "up front," which led to the outstanding results reported by Mary Lou Bates. The fact remains that financial aid in the future is an ongoing challenge that will affect *net tuition revenue*, which is a very important number and difficult to keep positive, as we move forward with increasing costs.

Second, we accounted for the increase in health insurance costs and capped the employee contribution, but we will need to return to reviewing the employee healthcare benefit again this year.

Third, we accounted for the debt service for CIS in the FY 2020 budget, and with Vice President for Administration and Finance and Treasurer Donna Ng's great work, we moved forward to set a completion date of 2024 for this project, with the first phase scheduled to open in September 2020.

Despite these challenges, we had a number of other positive budget developments overall, including individual departments and offices taking our call seriously to achieve a 10% reduction in individual operating budgets (Services and Supplies). We will not ask for a reduction in that area again this academic year, but we may need to return to this work in the future.

There are two clear pictures here: We had a surplus last year in one-time money we can use for specific projects, and we are projecting a smaller one this year. Any number of schools would like to be in our budget and financial situation. As we project forward, however, we are seeing unsustainable deficits in the out-years. Therefore, we need a road map to plan for the future. Because of our current strength – and the fact that we are not facing an immediate financial emergency – we are well positioned to make the difficult choices necessary to plan in advance to be better off in the future.

President Glotzbach spoke about the transition in the Office of the President, with this as his final year and stated that he and Marie are fully engaged in the important work of the College this year.

VP Woodfork reminded the committee that the search for our next President is well underway and encouraged all to share any ideas with the search committee via the search webpage, which is featured on Skidmore's homepage, and where search updates will continue to be posted.

Vice President for Administration and Finance and Treasurer Donna Ng provided an update on this past summer's construction projects, which echoed her updates at the recent community meetings. She explained that CIS construction included major mechanical components now in place and sheetrock installation underway; the greenhouse is 95% complete, with expected occupancy soon. For the Annex infrastructure site work, trees have been cleared and a temporary entrance along North Broadway has been created so heavy construction vehicles can avoid the campus Loop Road. There is a plan to replant trees once the building is in place. The construction schedule for CIS and the Annex are on-track. There are no further updates regarding the North Broadway entrance project, which is currently on-hold because of feedback received from the neighbors and the Saratoga community.

Vice Chair Grace Burton asked about work on the Hoge Building. VP Ng explained that work on Hoge is also on-track and that we are integrating it with some of the planned moves.

VP Ng also provided an update on the Surrey-Williamson Inn's reservation system, which is managed by an external vendor. In mid-August, we were notified of a data breach of that

system. We have worked with IT, taken steps to notify those who were affected, and are working to ensure that we have appropriate security measures in place going forward.

VP Ng also provided an update on healthcare premiums. She explained that last year IPPC and President's Cabinet agreed to cap any employee cost-sharing for premium rate increases at 10%. It appears that our premium rates will see a 15% increase; however, we will honor the 10% cap for employee deduction increases. Still, we will need to continue to review this benefit for next year, and the subcommittee we constituted will do so. Open enrollment will begin sometime between November 6-19, 2019.

President Glotzbach looked to confirm membership of IPPC's subcommittees. VP Woodfork will reach out for a more formal check-in to address any committee's membership needs, verify subcommittees are scheduled to meet, and to ask for any IPPC agenda items.

6. Policy on College Policies

As the IPPC oriented itself to committee work, President Glotzbach asked that the committee review the College's [Policy on College Policies](#), which was endorsed by IPPC in December 2012. President Glotzbach explained the Policy, with its framework and guidelines, outlines an orderly process that individuals and committees may follow to discuss and contribute to college-wide policies.

7. FY '19 Budget Results and Update of FY '20

VP Ng reviewed the FY '19 Budget Results and the Operating Budget FY '20. She walked the committee through the relevant financial documents, discussed debt service repayment, Operating Budget numbers, Capital Budget estimates, and the significance of our practice of locating certain funds "below" and "above the line." For example, when we have student over-enrollment, we sequester the resulting additional net tuition revenue "below" the line of the regular budget, reserving them for one-time uses.

VP Ng highlighted the fact that our operating cash is invested in (safe and liquid) accounts that have recently yielded 2% returns. In addition, she explained that we have an approved budget, updated quarterly reports with projections, and then at the actual close of the fiscal year, we review the projected versus actual budget. This year (FY '19), we closed with a \$4.7 million budget surplus. This surplus is primarily a result of other programs and gifts, which are things that come in during the year that are difficult to project. VP Ng also noted savings on expenditures that was based on not needing all of the contingency funds and the underspending on services and supplies within multiple departments. A single department's underspending may have a minor influence, but collectively with all departments, underspending has a larger institutional impact.

VP Ng discussed that when we realize budget surpluses, we then need to decide what to do with the additional funding. Again, these are one-time dollars, so they are not then included in the budget; rather, we use them for one-time expenditures, such as capital budget items. President Glotzbach pointed out that in terms of the overall budget, the surplus is only approximately 3%, which is a relatively small amount.

VP Ng explained that we are on-track with this year's budget overall, with expected over enrollment "below" the line. But we are still early in the fiscal year.

Questions and clarifications were made regarding over-enrollment's impact on student support, annual giving, unrestricted gifts, and state funding, tracking student numbers, and employee compensation as the largest part of the budget.

8. Agenda Setting for 2019-2020: Call for Items

VP Woodfork called for IPPC agenda items for the academic year. He provided a recap of items that were not completed last year and asked if members wish to take them up this year, including: revisiting Skidmore's Peer and Aspirant Group, free expression protocols, a digital assets management plan, and preparing for committee work. If committee members wish any of these items to return to our agenda this year, please reach out to VP Woodfork.

Discussion over the potential review of the College's Peer and Aspirant group ensued, particularly in relation to the New York 6 cohort and the ways that other schools may have shifted since the Peer and Aspirant group was identified. The question remains, does this committee have an appetite to do this work and, if so, is it during this academic year?

Committee members requested (who are noted in parentheses) to have the following items added to this year's IPPC agenda:

- The Strategic Action Agenda (SAA): a draft will be provided during an upcoming meeting (President Glotzbach).
- Student Wages: with understanding the Federal minimum wage and New York State minimum wages raising we want to discuss how this impacts Skidmore's approach (Dean Banks, VP NG, Dean Bates).
- Proposed new Title IX Regulations: when and how they will come through, because new regulations will have a major impact on both our process and resources (Dean Banks).
- Student Retention: reviewing past reports and recent recommendations (Dean Banks).
- Health insurance benefit: discussions continuing from last year (Associate Professor and Chair of Physics Greg Gerbi).
- Ensuring that strategic goals are reflected in our decision-making (for example, sustainability, diversity and inclusion, etc.)—how we integrate them into our processes and communicate the results (Professor Gerbi).
- Athletic Facilities: as some may remember, two years ago we presented to IPPC a plan with phased options for new athletics facilities, and we are ready to update (Dean Banks).
- Information Technology Updates: with the arrival of new Chief Technology Officer Dwane Sterling, an opportunity to present his vision (VP Ng).
- The Center: updates on the social justice space in Case Center, which has been a joint venture (VP Woodfork, Dean Banks, VP Ng, CIGU).
- HEDS Diversity and Equity Campus Climate Survey: the community completed the survey last Spring. We will receive survey results this fall, mirror them back to the community, and then CIGU will develop recommendations (VP Woodfork, CIGU).

9. Engaging Voices and Sharing Space

President Glotzbach commented that in previous years we thought about ways to build community within the committee. For example, at one time, we had committee members pair up and select *TED Talks*, which we would screen and discuss. At another time, we asked committee members to select articles to share with the group. The goals were two-fold: to create a shared experience for the committee, as well as to allow for all committee members to more fully engage and share the space. He asked the committee to give some thought as to ways we can hear from more voices. Dean Banks indicated one idea might be to share higher ed articles to gain some perspective of what other institutions are experiencing. President Glotzbach posed the question: how can this be a meaningful experience for you?

10. Other Business

With no further business, the meeting was adjourned at 12:02 p.m.

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