

INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
December 6, 2019

PRESENT: Mary Lou Bates; Joerg Bibow; Grace Burton, Vice Chair; Sean Campbell; Abby Ciccarone '22; Greg Gerbi; Philip A. Glotzbach, Chair; Michelle Hubbs; Stephen Ives; Carolyn Lundy; Martin Mbugua; Jennifer Mueller; Kendrah Murphy; Donna Ng; Michael Orr; Joseph Porter; David Robakidze '20; Levi Rogers; Joseph Stankovich; Dwane Sterling, and Joshua C. Woodfork.

ABSENT: Cerri Banks; and Amy Tweedy.

The meeting was called to order at 10:35 a.m. by Chair President Glotzbach.

1. Approval of Meeting Minutes from the November 15, 2019 Meeting

With no proposed changes, the minutes from the November 15, 2019 meeting were approved.

2. President's Report

President Glotzbach thanked members of IPPC for all the work they have done this semester. IPPC has reviewed numerous amounts of data, assessed financial reports, discussed short- and long-term financial goals, and sought consensus on how to engage the community in a process to work on financial sustainability for the College. President Glotzbach discussed strategic issues ahead for Skidmore College. We have an incredible community of students, faculty, and staff; however, we also face a number of financial challenges. These challenges are both internal and external. Externally, there is a decreasing number of college-aged students in our traditional recruitment pool of the Northeast, increasing costs of institutional aid, a decline in international student applications, and increasing competition for the students that we want. At the same time, internally, we have before us a \$6 million deficit for FY '21 and an increasing budget deficit in the long-term. We face institutional decisions that include decreasing our annual expenditures and making decisions on one-time capital investments in construction projects that mark who we are as an institution. As a community we need to keep in mind that all decisions involve trade-offs and compromises. We need to remain focused on the larger picture. This is an opportunity to bring the Skidmore community together around financial sustainability.

President Glotzbach called on Dean of the Faculty and Vice President for Academic Affairs to make an announcement. Dean Orr announced that Professor of Management and Business Mark Youndt is the new Director of Sustainability for Academic Affairs, replacing Professor of Management and Business James Kennelly.

President Glotzbach then called on Vice President for Strategic Planning and Institutional Diversity Joshua Woodfork for two updates. VP Woodfork first called IPPC's attention to the "Inclement Weather Initiatives" emailed to the campus on November 27. He thanked Vice President for Finance and Administration & Treasurer Donna Ng and her teams in Facilities and Campus Safety. He reminded the committee that IPPC members have raised this issue in the past.

Second, VP Woodfork shared an update from the Presidential search co-chairs and reminded members of the IPPC that all updates are posted [Presidential Search website](#). Assistant Professor & Director of the InterGroup Relations Program Jennifer Mueller raised three questions regarding the Presidential Search process:

Q: Who drafted the language contained in the official updates from the Search Committee?

A: The Co-Chairs of the Presidential Search Committee drafted the language.

Q: Who drafted the Presidential Search Committee's responses to questions likely to emerge from the community as a result of these updates?

A: The Co-Chairs of the Presidential Search Committee drafted the language.

Q: Will the community learn if the recommendation made by the Search Committee to the Board of Trustees differs from the Board's ultimate decision.

A: It is unlikely that the larger community would be informed if a difference of opinion existed between the Presidential Search Committee and the Board of Trustees, but this would be a question for the Chair of the Board of Trustees.”

3. Cambridge Hill Partners (CHP)

Since the last IPPC meeting, Vice Chair Grace Burton, Dean Orr, and VP Woodfork conducted three reference checks with other institutions regarding Cambridge Hill Partners (CHP) and informed IPPC of the positive results. Accordingly, the engagement with the firm was solidified. Consultants from CHP met with members of IPPC to begin understanding perspectives and ask questions. Two main themes emerged from these small group meetings; that we need to focus on education, and that we need to involve the community in meaningful ways. It was evident to CHP that IPPC believes it is of vital importance that the Skidmore community understand the current financial state is and the projected outyear deficits.

At this stage, IPPC envisions CHP building an overall process for community conversations with Skidmore community members as we move forward with financial sustainability conversations and planning. CHP suggested that what they have heard in their initial conversations is that we may have to undergo culture change in order to respond to these challenges. To achieve this effort, CHP recommended a small steering group of six to eight IPPC members from different constituency groups (faculty, staff, and students). The steering committee will be attentive to the process rather than the outcome. The committee reviewed CHP recommendations as to time commitment and timeline. President Glotzbach asked IPPC members to self-nominate or nominate others to the steering group and to send this information to him, Vice Chair Burton, or VP Woodfork.

4. Update on Special Programs

Dean Orr provided an update on the review of Special Programs and, for informational purposes, summarized recent recommendations approved by President's Cabinet. He described the process adopted for reviewing the unit and categorized the current work of the unit as three-fold: academic programs, revenue-generating activities, and summer operations. In order to maintain quality and maximize efficiency, the following structural changes have been recommended and approved by President's Cabinet:

- Academic-related programs will continue to report to the division of Academic Affairs;
- Operations and conference functions will be transferred to a new office called 'Conferences and Events' within the division of Finance and Administration;
- Summer housing for Skidmore students will be managed by Student Affairs.

Discussion of discontinuing a few programs with current deficits occurred. VP Ng explained a shift in the usage of the Surrey-Williamson Inn with a focus on serving and supporting the Skidmore community first and then generating revenue to support the College's mission. She detailed reservation and charge policies. VP Ng noted the potential favorable budget impact from these recommendations.

Committee members inquired about the discontinuing of the Dean of Special Programs position, asked when departments would be notified about the Surrey-Williamson Inn changes, and inquired about rental space for potential events at the Surrey-Williamson Inn.

5. Greenberg Child Care Center Follow Up

President Glotzbach reminded IPPC that the current athletic facilities plan that was reviewed by IPPC this fall and approved by the Board of Trustees in October leaves the Greenberg Child Care Center at its current location during the construction process and thereafter. Concerns were raised about athletics facilities construction disruption to Greenberg, including potential loss of outdoor play space and construction noise. The question was asked if we could find an alternative space for Greenberg. It was suggested that we consider moving Greenberg to the current Special Programs space at the end of North Broadway. President Glotzbach noted that this option has not been thoroughly explored, but the current (rough) cost estimate for this move would be approximately \$1 million, which has not been budgeted. He did note, however, that perhaps this space could be considered in the future.

A suggestion was also made that perhaps a second floor could be constructed in the new tennis facility and utilized for Greenberg. It was noted that this space has been earmarked for athletics and that we do not at this time have the budget for a second floor. Other suggestions included moving the new athletics building to the site of the proposed ice hockey rink; President Glotzbach noted, however, that such a move would be prohibitively expensive and that the distance of the fitness, etc. facilities from the current athletics building would complicate the use of the new facility. President Glotzbach reminded committee members that a primary driver of this version of the athletics facilities plan is a \$7 million gift exclusively for tennis. He further noted that the Greenberg Child Care Center cannot drive the planning for the athletic facilities.

6. Athletic Facilities Open Forum Debrief

During the November 1st IPPC meeting, the administration shared that an open forum regarding athletic facilities plans and brief updates on other campus construction projects would be held later in the month. The open forum occurred November 25, and also that evening a meeting was held with College neighbors to update them on the plans. At the open forum, attendees raised concerns about opportunities for input on the plans, cost, sustainability features/impacts, and possible disruption to the Greenberg Child Care Center.

IPPC debriefed the open forum. SGA VP for Financial Affairs Abby Ciccarone '22 voiced concerns that there has not been sufficient student input on the project and asked for more opportunities for students to weigh in. President Glotzbach explained that there had been considerable student input at earlier stages in the athletics facilities planning process and that we continue to hear concerns/complaints from students about the current fitness space. The proposed athletic facilities upgrade will provide for an expanded fitness space for students and locker room space for varsity teams. The meeting ran over the allotted time, so the discussion was tabled.

7. Call for Agenda Items

- a) Review of the religious observance policy (coming from the Committee on Educational Policies and Planning, CEPP).
- b) Review of the *2018-2019 Campus Sustainability Plan Annual Report* (coming from the Campus Sustainability Subcommittee, CSS)
- c) Oracle Update (coming from President's Cabinet)

8. Other Business

VP Woodfork noted that Committee on Intercultural and Global Understanding (CIGU) is moving ahead with the plans for **The Center (social justice space; official name to be determined) in Case Center**. CIGU will host four information, tour, and design-element voting sessions, and will invite students, staff, and faculty to join one of them. The sessions will be held in the space, located on the 2nd Floor of Case Center, across from the InterCultural Center (ICC). Recognizing the end of the semester crunch, they will schedule these sessions at different times of the day.

President Glotzbach invited staff and faculty members to attend the Skidmore Cares Open House later that day at Scribner House.

Meeting adjourned at 12:03 p.m.

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