

INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
February 28, 2020

PRESENT: Joerg Bibow; Grace Burton, Vice Chair; Sean Campbell; Abby Ciccarone '22; Greg Gerbi; Philip A. Glotzbach, Chair; Michelle Hubbs; Carolyn Lundy; Martin Mbugua; 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: Cerri Banks; and Jennifer Mueller.

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

1. Approval of Meeting Minutes from the February 14, 2020 Meeting

With no proposed changes, the minutes from the February 14, 2020 meeting were approved.

2. IPPC Healthcare Working Group Follow Up

Co-Chair Donna Ng thanked the IPPC Healthcare Working Group (HWG) for their diligent work since the last IPPC meeting on February 14, 2020. As IPPC had first reviewed the proposed specialty drug pre-approval process at the February 14 meeting, it had asked the HWG to return to the next IPPC meeting for further discussion of the proposal and to present a tentative roadmap for a communication plan and a process for community input.

The HWG members reported that they are working under a strong conviction of the importance of healthcare to the Skidmore Community, with a spirit of advocacy and empathy, and in the context of institutional good and strategic and operational trade-offs. The HWG provided a draft presentation to be shown to the 2/28/20 Faculty Meeting and 3/3/20 Community Meetings. The presentation included an analysis by Co-Chair Ng of the current premium rates (actual College charge to employees) versus the true premium (actual health care costs to the College), an outline of the proposed specialty drug pre-approval process, and a revised structure for employees' cost share of healthcare premiums based on salary bands. The revised salary bands are intended to address perceived inequities between the lowest and highest bands without adversely impacting employees at the lowest salary bands.

VP Ng reminded IPPC that the figures presented have been calculated on a monthly cost structure and are not reflective of the 2021 premium costs, which will be determined in Fall 2020. VP Ng stated that the HWG was not seeking approval from IPPC, but rather planned to present the elements of the plan design, such as deductible, coinsurance, copays, out-of-pocket maximums, pre-approval for "specialty" drugs," as well as spousal coordination. The HWG would like to share design elements with the community, develop a website for updates and FAQ's, work with IPPC and Cambridge Hill Partners (CHP) to develop a process for gathering community input, and then return to IPPC with a recommendation for approval.

President Glotzbach thanked the HWG for their time and effort in working on this complicated and critical matter that is unique to each Skidmore employee and their family. On behalf of all the members of the HWG Co-Chair Tim Harper thanked President Glotzbach and IPPC Vice Chair Grace Burton for allowing them to do this important and sensitive work. Co-Chair Harper thanked Co-Chair Ng for her leadership and expertise, the working group members for offering insightful analysis as well as a high level of dedication and commitment, and Brett Last, Laura Goodwin, and Nancy Bruno from the Office of Human Resources for their support and many contributions to the efforts of the HWG.

3. Board of Trustees Meeting Update

President Glotzbach presented an update from the February 19-22, 2020 Board of Trustees retreat, which was held off-campus. This meeting is a biennial opportunity for the Board to meet for an extended period of time and have in-depth discussions of important topics in ways not usually possible in the regular meeting format. President Glotzbach referenced several topics of discussion from the Board retreat, including:

- a) Student health and wellness – especially mental health challenges and how we are meeting them.
- b) Athletics facilities project update – pause in schedule, due to concerns and issues heard from the campus community and acted upon by IPPC and the President’s Cabinet.
- c) Discussion of budgets – short-term and long-term issues.
- d) Net-tuition revenue.
- e) Plans from Advancement to increase our annual fund (Skidmore Fund) giving.
- f) Approved investment of \$1.5M locker rooms and facilities at the city of Saratoga Springs locker rooms and hockey rink – long planned and in capital budget.
- g) Approved an action to take on some additional debt. Under the heading of their fiduciary responsibilities, the Board approved a motion to refinance \$20M series 2011 bonds (from 5% to ~3.5%) and to issue an additional \$30M in debt to fund the Center for Integrated Sciences (CIS). The Board then plans to invest other available funds in the endowment. The projected endowment returns will offset the debt service and provide additional funds for the operating endowment. In the context of this approval and the coronavirus crisis – the Board will have to see whether the current financial situation merits revisiting this decision. The Board is looking for input from legal counsel (in writing) before signing off on the debt proposal.
- h) Presidential transition – discussion and contemplation in preparation for an orderly transition and on-boarding of President-elect Conner. President-elect Conner and his wife Barbara Reyes-Conner were in attendance. Their attendance provided an

opportunity for them to see first-hand how the Board operates, to see the President's Cabinet in action, and to begin getting to know the members of our Board of Trustees.

President Glotzbach added that in addition to participating in the Board retreat, he and Marie have been traveling to Advancement events to celebrate the conclusion of the *Creating Our Future Campaign*, which currently stands at \$204M.

4. HEDS Diversity and Equity Campus Climate Survey 2019 Findings

President Glotzbach expressed his gratitude to the Committee on Intercultural and Global Understanding (CIGU)'s HEDS Working Group, which includes CIGU members and Director of Institutional Research Joseph Stankovich and Institutional Effectiveness Specialist Amy Tweedy. This working group has been analyzing the findings from Skidmore's participation in the Higher Education Data Sharing Consortium (HEDS) Diversity and Equity Campus Climate Survey in the Spring 2019 semester. President Glotzbach thanked CIGU for their exceptional work in administering the survey and reviewing the data, as they begin to share the results.

The CIGU HEDS Working Group (CHWG) presented an overview of the findings to IPPC. Members of the CHWG explained that the data from HEDS was received by Skidmore's Institutional Research in mid-Fall. Accordingly, CIGU created the CHWG with student, staff, and faculty members, who began meeting to review the materials. The CHWG has put in over 200 hours of careful, in-depth analysis of the findings and consideration of how to share them.

VP Woodfork stated that an exciting element of the survey was that it marked the first time (at least in recent memory, and perhaps ever) that students, staff, and faculty members utilized the same survey tool to consider campus climate. The survey was sent to the Skidmore community in February 2019 and held open for a six-week window. The survey tool was designed to measure campus support for diversity, equity, and inclusion and to review issues of discrimination and harassment with the focus on utilizing the findings to make any necessary institutional changes to improve. The survey is only one piece within our larger efforts on well-being (as referenced in Goal III of the current *Strategic Plan*).

CHWG member Marta Brunner commented that Skidmore's response rate was very high, as compared with both national averages and our New York 6 peer institutions. Several themes emerged by data and response type, including information on demographics, campus climate, institutional support, disparaging remarks, and discrimination and harassment.

VP Woodfork thanked members of the CHWG for their high-level of dedication, time, and commitment to the process. He thanked President Glotzbach and IPPC Vice Chair Grace Burton for supporting this important work. VP Woodfork gave a special thank-you to the CIGU for their efforts at strongly encouraging the Skidmore community to participate in the survey, and expressed gratitude for the work of representatives from Institutional Research, Institutional Effectiveness, Communications and Marketing, and the Inclusion Liaisons.

Moving forward, the CHWG is planning to present the survey data to the community in peer group sessions (students, staff, and faculty). Feedback from these sessions, the survey results, and a diversity audit will all be used to inform CIGU's forthcoming five-year strategic plan. Likely future steps include creating a diversity dashboard, strengthening the understanding of bias reporting mechanisms and processes, and educating the community on the differences between discomfort, bias, harassment, discrimination, and hate.

CHWG plans to share a preview of the data at the March 20 Faculty Meeting and to hold an April 17 faculty session, work with Human Resources to schedule staff sessions, and work with Student Affairs to schedule sessions for students. Student Government Association (SGA) President David Robakidze '20, asked CHWG to think about other creative ways to engage and debrief students on the results of the survey.

5. Athletics Facilities Project Continued

President Glotzbach addressed the responses to his [February 13, 2020 Athletic Facilities Project memo](#) and his [February 17, 2020 Athletics Facilities Project update](#). He asked VP Ng to update IPPC as to the work that has ensued with the Greenberg Child Care Center (GCCC). VP Ng reminded the IPPC that the 2007 *Campus Plan* called for the GCCC to be relocated to an undesignated location elsewhere on campus. After considering various existing spaces on campus, a plan to relocate the GCCC to the Pine Cottage Annex (at the far north end of North Broadway) is actively in progress. The Pine Cottage Annex is currently vacant as a result of recent staff changes in the Special Programs Office. The facilities team has been working with GCCC staff regarding potential play space, floor plans, an addition to the current structure, and expanded parking. At this time the cost estimate to renovate this space is approximately \$1M.

Next steps include the development and review of construction documents, site plans, and parking. GCCC leadership has been in contact with the NY State child care regulatory agencies regarding the required plan approvals. VP Ng and her team are continuing to work on construction timeline scenarios, while being mindful of construction disruption effects on the GCCC, the financial implications of delaying construction on the Athletic Facilities project, and the cost of extending the contract with the YMCA. A letter to current GCCC parents is being prepared and will be sent shortly emphasizing that the College is committed to keeping the GCCC and explaining the initial plans for relocating the GCCC.

Moving forward, IPPC requested that staff located next to the Pine Cottage Annex be updated and that the site plan be mindful of the evasive species of trees and plants that are currently adjacent to the Annex. **IPPC unanimously approved the plan to move forward with exploration of relocating the Greenberg Child Care Center to the Pine Cottage Annex.** Members of the IPPC thanked President Glotzbach for taking the feedback of committee members seriously and moving forward on this project.

President Glotzbach indicated that we are continuing to research sustainability issues, review energy models that may include solar panels or geothermal alternatives, and that we are waiting for additional data from our consultants. IPPC members restated that we need to be cognizant in following sustainability guidelines and identifying and engaging the stakeholder groups as plans progress, specifically the Campus Sustainability Subcommittee (CSS). SGA President Robakidze, commented that the Student representatives from the CSS should be engaged with the subcommittee's efforts. SGA Vice President for Financial Affairs Abby Ciccarone '22 added that the IPPC should keep in mind the space needs of students as we move forward with any building projects. VP Woodfork commented that the *2007 Campus Plan* is likely to be reviewed within the next several years, especially with the upcoming presidential transition. He also cited earlier discussions involving the usage of the Annex, particularly the call to consider whether it can provide student space, once it is finished temporarily housing science faculty.

President Glotzbach encouraged continued community involvement including attendance at the upcoming scheduled Athletics Facilities project Open Forums on March 5.

6. Scheduling Cambridge Hill Partners

Dean of the Faculty and Vice President for Academic Affairs Michael Orr stated that the IPPC Steering Group for Cambridge Hill Partners (CHP) is proposing to schedule the first of the community-based presentations somewhere within March 18-24.

7. Call for Agenda Items

Request was made for a Special Meeting of the IPPC and Cambridge Hill Partners (CHP) to consider next steps, including planning for community sessions. VP Woodfork stated that we would be sending out a poll very shortly to check the availability of IPPC members to meet with CHP, which might occur as early as Friday, March 6.

8. Other Business

President Glotzbach called on Vice President and Dean of Admission and Financial aid Mary Lou Bates for an Admissions update. VP Bates reported that Skidmore received 10,400 applications. This represents the 3rd highest number of applications ever received. However, it also is a decrease in the number of applications for the first time in seven years – a 6% decrease compared to last year – and it is reflective of the admissions landscape we are currently seeing in higher education. Some of our peer institutions are also seeing decreases in applications received. Our Early Decision (ED) applications were up from last year. This is the second highest number of Early Decision applications ever received and we admitted a record number of these applicants. The percentage of financial aid applicants continues to remain steady compared to last year, but overall there has been a steady increase, from 63% of applicants applying for financial aid in 2011 to 79% in 2019. Along with an increasing number of students applying for financial aid, both the percentage and the overall number of full pay applicants is decreasing.

The percentage of applications from domestic students of color is down from 34% last year to 32% this year. International students' applications were up 5% over last year, counter to national

trends. This year's class target is 711 students. This is the same target as last year and includes 36-40 First Year Experience in London students. Admissions will be finalizing decisions over the next ten days and will post decisions via email and then mail acceptance packets to admitted students. President Glotzbach added that the Admissions landscape remains challenging, as previously reported to the IPPC. He suggested that these issues are real and that they are not going away. He thanked the VP Bates and the Admissions team for their outstanding work in admitting the class of 2024.

VP Bates reminded IPPC of the upcoming Accepted Candidates Days, which are held April 3, 13, and 17. This is a chance for not just the Admissions staff and IPPC, but the Skidmore community as a whole to be ambassadors for the College as we look to enroll our next class.

Meeting adjourned at 12:02 p.m.

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