

INSTITUTIONAL POLICY AND PLANNING COMMITTEE
MEETING MINUTES
April 3, 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; 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: Cerri Banks.

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

1. Approval of Meeting Minutes from the March 20, 2020 Meeting

With no proposed changes, the minutes from the March 20, 2020 meeting were approved.

In advance of this IPPC meeting, the President's Cabinet prepared a document with COVID-19 updates, entitled "IPPC Meeting, April 3, 2010 COVID-19 Updates." It was distributed to committee members with the IPPC meeting materials and then shared on the staff and faculty email lists on Thursday, April 2 by Dean of the Faculty and Vice President for Academic Affairs Michael Orr in advance of the April 3 Faculty Meeting. The document is attached to these minutes as an Appendix. It includes the following items:

- President's Report,
- Remote learning update,
- On-campus student update,
- Fiscal Year 2020 and Fiscal Year 2021 Budget and construction update,
- Admissions update, and
- Advancement update.

2. President's Report

The President's Report is reprinted from the Appendix:

"People may well be tired of hearing me and others say that we are living through extraordinary times. So, I will start by simply repeating my thanks to everyone for stepping up to deal with the challenges we presently are confronting. The response across our community has been inspiring. At the same time, I also know that it has been exhausting for so many people who have been working long hours to continue to fulfill our educational mission.

As the national COVID-19 crisis has unfolded, we have consulted with both state and national organizations to understand the dizzying array of governmental directives that sometimes have literally changed within a single day. These sources of information have helped guide our decisions on campus and manage the external challenges.

The pandemic and the steps it has forced us to take have created internal challenges as well. These challenges begin with the radical changes in how we work that have affected everyone. But that is just the beginning. Below, Vice President Ng outlines some of the additional costs we are experiencing in the current fiscal year and anticipated lost revenues, beginning this summer. As you know, long before the COVID-19 outbreak, we were facing significant budgetary challenges for the 2020-21 financial year and beyond. The pandemic only exacerbated those challenges. Furthermore, whenever the current health crisis abates, it is highly unlikely that things will return to what previously felt like normal.

This is our reality: We have sufficient cash reserves to help us weather this crisis for a while. But the longer it extends and the more those reserves are depleted and our financial outlook affected, the less we will be able to carry on without making significant changes in how we operate. Some schools in more precarious situations than ours might not survive this crisis. I am confident that Skidmore will survive, and return to an even financial footing by making those changes. But we cannot underestimate the gravity of the challenge we are facing.

On a larger scale, there are two ways we can respond to what I have been saying: We can ask how the issues we face will affect us individually – an understandable response that all of us, no doubt, will experience. But if we are to position Skidmore for the future, if we are to emerge from our present challenges fully able to resume our fundamental work of teaching and learning in our residential setting, we need to collectively take a broader perspective as well. Our College is truly the sum of the individuals it comprises: students, faculty, staff, alumni, parents, friends. None of our positions exists apart from the larger whole.

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As we look toward the coming presidential transition, we will be engaging President-elect Marc Conner in these conversations as well, so that he is fully informed when he assumes his leadership role on July 1. But the prospect of that transition does not relieve us – specifically, me – of the responsibility to address current challenges. Over the coming weeks and months, we will continue this important conversation, and I ask for your engagement, your understanding, and your support.”

3. COVID-19 Updates and Discussion

President Glotzbach thanked IPPC and the Skidmore community for coming together in the face of the COVID-19 crisis. He stated that it is vital that we enable groups such as the IPPC, which represents constituent groups from across campus to be heard, and that we invite feedback from these groups. IPPC Vice Chair Grace Burton echoed President Glotzbach’s remarks. Vice Chair Burton added that we need to try and keep an institutional perspective and not an individual perspective as we move forward with decision-making and to be cognizant of both the academic and financial ripple effects of this crisis on the Skidmore community.

Vice President for Strategic Planning & Institutional Diversity Joshua Woodfork thanked everyone for their time and effort, and reminded everyone of the zoom meeting protocols. VP Woodfork acknowledged how heavy the workload for everyone as we adjust to remote working and learning. He suggested that as we deal the COVID-19 crisis that we please consider the ways that disparities are further exacerbated and how we can be attentive to the things that we see and those things we do not see. VP Woodfork asked that everyone move forward with kindness and humility.

a) March 31 Community Update Message

IPPC reminded everyone to read President Glotzbach's [March 31 Community Update message](#) if they have not already done so. Several members of IPPC commended the President on the handling of the COVID-19 crisis thus far.

b) Remote Learning

Dean of the Faculty & Vice President for Academic Affairs Michael Orr provided a written update on remote learning in advance of the meeting. This report is in the Appendix. President Glotzbach asked for all questions on the reports by exception.

It was asked if the date for sophomores to declare a major could be extended. IPPC members are concerned that there could be students out there who have not declared and will subsequently be penalized. Vice Chair Burton responded that to her knowledge there have been no penalties to date for not declaring and that the issue may have already been resolved. Dean Orr stated that he will reach out to the Registrar's Office and seek clarification. An email will be sent to all sophomores to clarify the declaring of a major and all applicable dates.

Student Government Association Vice President for Financial Affairs Abby Ciccarone '22 stated that she is hearing from students who are struggling with the lack of consistency in delivery methods and wide deviations in the workload. It appears that in moving to an online learning platform some professors have shifted to a less tolerant grading policy and/or are adding work at the last minute. Students would like to see a push for more tolerance as students with less resources and access have a lot to juggle in addition to their academics. Some students also feel that the Satisfactory/Unsatisfactory (S/U) options are not equitable and should be extended to a later date in the semester.

Dean Orr responded that a message was recently sent to faculty regarding the need to be flexible and tolerant given the circumstances that we are all facing. Dean Orr shared that some graduate institutions have announced that S/U and P/F grades for this particular semester will not factor into admissions decisions. President Glotzbach concurred with this information. That being said, Dean Orr will look into the possible extension of the S/U deadline.

Dean Orr emphasized that this is an exploration of the unknown for all of us. IPPC members echoed that sentiment. In his assessment, faculty are trying to give students the structure they need to learn coupled with the flexibility to do so. Students and faculty are taking on new ways of learning and everyone needs take some responsibility for the success of these new learning modules.

SGA President Robakidze '20 suggested the possibility of sending out another email to the general community to reiterate that the administration is there to support them as well reminding everyone that IPPC is an all-campus committee comprised of faculty, staff, and students. He stated that this is a confusing time for our community and we need to encourage everyone to reach out for support if they need it. Dean Orr acknowledged the challenges that faculty and staff are facing and assured IPPC that everyone is trying to work together and allow for institutional flexibility with academic learning and deadlines.

c) Remote Working

IPPC members are hearing concerns over staffing. Specific concerns include future staffing plans, healthcare coverage gaps, hiring of new faculty, renewal and/or extension of existing faculty contracts, and the postponement of non-tenured faculty reviews.

President Glotzbach responded that, at this point, we are committed to keeping all current employees on the payroll along with full healthcare coverage until May 31, regardless of their ability to work remotely. We have the reserves to do so. The President stated that it is very difficult to make any long terms commitments right now - with summer planning still undecided, with the class size for 2024 not yet confirmed, and not knowing what the fall is going to look like on the Skidmore campus. It is just impossible to make any staffing commitments beyond May 31 right now. The reality is that we may have to make some very difficult choices in the near future.

In response to some comments about staff and faculty employment by Faculty Executive Committee (FEC) Chair Kendrah Murphy, VP Woodfork added that it would be helpful if the FEC let IPPC know what items are most important to that body and the faculty as a whole and how this prioritization aligns with our core institutional values. Having the perspectives of students, staff, and faculty represented at IPPC will be important as it comes to future decision points. Dear Orr commented on the extension of faculty contracts, which was raised by Professor Murphy. There is not an immediate answer at this time. All of our choices will have to be looked at holistically and our priorities assessed.

IPPC members asked if any additional communication to the March 31 Community Update message could be sent. President Glotzbach stated that he we will determine shortly when future communications to the community are necessary and then do so.

d) Facilities Project Updates/Construction

Vice President for Finance and Administration and Treasurer Donna Ng provided a written update on facilities projects. This report is in the Appendix. President Glotzbach asked for all questions on the reports by exception. VP Ng explained that we will need to review the construction schedule for the next phase of CIS (East Wing and New Dana). She explained that moving forward we need to review these construction delays and determine the financial implications.

e) Budget FY'20 and FY'21

VP Ng provided a written report found in the Appendix. VP Ng stated that the crisis has meant the College has had to take on additional financial costs – and while we have asked budget

managers to cut back on services and supplies, the pattern is that we are using up reserve funds to make up for the budget shortfalls.

Academic Assistant for the Neuroscience Program and Physics Department Carolyn Lundy asked if the reductions to the services and supplies budgets would continue beyond this fiscal year. VP Ng responded that the FY'21 supplies and services budget currently does not have any reductions at this time. VP Ng suggested that we all need to continue to be thoughtful and creative with our supplies and service budgets. VP Woodfork added that in addition to being cognizant of what we spend on supplies and services, we need to be mindful of the larger budget picture, which includes our workforce expenses. If we don't have the summer revenue, we may face tough choices regarding the overall budget. We all bring different experiences around these budget issues and it will help us to understand how various people will be impacted as a result of our budget choices.

SGA VP Ciccarone asked if additional communication regarding budget implications in terms of room and board refunds will be shared with students. She explained that students are having a hard time understanding the impact of the COVID-19 crisis and how this affects students' accounts. She added that all funds have been disbursed in the [Student Emergency Fund](#). President Glotzbach asked that SGA VP Ciccarone please forward any student financial questions or concerns to the appropriate administrators.

IPPC members added that moving forward we need to be thoughtful of long-term financial sustainability and continue to work together on sharing the community. Committee on Intercultural and Global Understanding (CIGU) Co-Chair Jenni Mueller advised that we need to be aware that the weight of the consequences of our decisions are borne differently across all sectors of our community. She noted that inclusive solidarity is important as we move forward in making tough decisions.

Over the coming weeks and months, the President's Cabinet will be planning for multiple possible budget scenarios - for the end of this term, for the summer, and for the fall. Cabinet will consult with the IPPC the Board of Trustees, and keep our community informed. President Glotzbach suggested that if we embrace this process together as a community, we can bring to bear our collective wisdom about the choices we will need to make.

f) Commencement 2020

As [President Glotzbach announced](#), Commencement 2020 and Reunion 2020 will both be rescheduled. VP Woodfork asked that the IPPC formally charge the Class of 2020 Commencement Working Group to move forward with recognizing this milestone. The Working Group will be tri-chaired by the Dean of Students and Vice President for Student Affairs Cerri Banks or designee, who is Associate Dean of Students Mariel Martin; Dean Orr or designee, who is Associate Dean of the Faculty Ron Seyb; and Senior Class President or designee, who is Jinan Al-Busaidi '20. The group will include one additional staff member and four students, including the tri-chair, from the Class of 2020. **IPPC unanimously endorsed charging the Class of 2020 Commencement Working Group to consider a virtual recognition this May 2020 and then to consider options for a future ceremony.** IPPC noted that engagement with peers, regalia, potentially some "senior week" maybe a day or two, and a

Stoles and Cords recognition would be among the items the working group might consider. IPPC restated the importance of involving the representatives of the senior class in all of the planning efforts.

g) Admissions Update

Vice President and Dean of Admissions & Financial Aid Mary Lou Bates provide a written update that is included in the Appendix. VP Bates asked IPPC members, particularly those representing academic departments or programs to please let her know if you are interested in working with Communications & Marketing to reach out to admitted students.

VP Bates added that data shows that there is a 40% yield of those admitted students that visit campus and that 60% of our candidates come to our accepted candidate days. At this time, we do not know how many admitted students will choose the College, but we do know that we need 359 more commitments to meet our admissions goals for the Class of 2024.

h) Advancement Update

Collyer Vice President for Advancement Sean Campbell also submitted a written report that may be found in the Appendix. He conceded that pandemic has challenged Advancement's efforts, but they are adjusting and moving forward as best they can. In consultation with student leaders, a [Student Emergency Fund](#) was created and raised \$31,000 in two weeks from 200+ donors. Advancement will continue to solicit for this fund and welcome your support.

4. Community Requests

Several community organizations in the Saratoga Springs area have reached out to Skidmore for support amidst the COVID-19 crisis, including Wellspring, Saratoga Hospital, and the City of Saratoga Springs. We have kindly provided protective gloves, 60 N95 masks, hundreds of goggles and protective eyewear, disinfectants, and other essential items currently in short supply due to the pandemic. Saratoga Hospital has asked Skidmore to consider providing housing in one of our residential halls for 20-30 employees who have not tested positive for COVID-19. To clarify, only housing would be provided and only to those employees who are well and needed a place to stay between shifts. President Glotzbach explained that if we were to provide housing we would be communicate this very clearly to the remaining student campus population, as well as the community in general

IPPC discussed some concerns. It was agreed that the administration would continue exploring this request and keep IPPC updated if action were to move forward.

5. Cambridge Hill Partners

President Glotzbach stated that IPPC has been having conversations about our financial challenges for some time. This is the reason that we engaged Cambridge Hill Partners (CHP) to work directly with members of our campus community to develop a deeper understanding of the external and internal pressures on our budget and to begin soliciting community input about potential solutions. The COVID-19 crisis requires us to pause this process and focus on more immediate matters, but we plan to resume these conversations as soon as it becomes reasonable to do so.

Dean Orr concurred that the COVID-19 crisis has overtaken the community conversations that were planned. Small group discussions are not possible at this time. Key budget decisions are on hold. However, the IPPC Steering Group for Cambridge Hill Partners will be working in-house on a communication plan for the educational piece surrounding the budget process and they hope to have an update out to the community shortly.

6. Call for Agenda Items

VP Woodfork asked that moving forward with scheduled meetings that we think creatively about how to connect between meetings, how to maximize the time that we do have together, and that we be mindful of the inclusion of President-elect Marc Conner.

7. Other Business

VP Woodfork called on FEC Chair Kendrah Murphy to please continue raising FEC's concerns related to budget decisions, process, transparency and communication, but to also assist with discernment in passing along information that is being shared, meaning helping IPPC to understand the number of faculty raising particular items, as well as prioritizing their concerns.

Meeting adjourned at 12:03 p.m.

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

Appendix

IPPC Meeting – April 3, 2020 COVID-19 Updates

- President's Report
- Remote learning update
- On-campus student update
- FY 2020 and FY 2021 Budget and Construction update
- Admissions update
- Advancement update

President's Report - Phil Glotzbach

People may well be tired of hearing me and others say that we are living through extraordinary times. So, I will start by simply repeating my thanks to everyone for stepping up to deal with the challenges we presently are confronting. The response across our community has been inspiring. At the same time, I also know that it has been exhausting for so many people who have been working long hours to continue to fulfill our educational mission.

As the national COVID-19 crisis has unfolded, we have consulted with both state and national organizations to understand the dizzying array of governmental directives that sometimes have literally changed within a single day. These sources of information have helped guide our decisions on campus and manage the external challenges.

The pandemic and the steps it has forced us to take have created internal challenges as well. These challenges begin with the radical changes in how we work that have affected everyone. But that is just the beginning. Below, Vice President Ng outlines some of the additional costs we are experiencing in the current fiscal year and anticipated lost revenues, beginning this summer. As you know, long before the COVID-19 outbreak, we were facing significant budgetary challenges for the 2020-21 financial year and beyond. The pandemic only exacerbated those challenges. Furthermore, whenever the current health crisis abates, it is highly unlikely that things will return to what previously felt like normal.

This is our reality: We have sufficient cash reserves to help us weather this crisis for a while. But the longer it extends and the more those reserves are depleted and our financial outlook affected, the less we will be able to carry on without making significant changes in how we operate. Some schools in more precarious situations than ours might not survive this crisis. I am confident that Skidmore will survive, and return to an even financial footing by making those changes. But we cannot underestimate the gravity of the challenge we are facing.

As you know, the Institutional Policy and Planning Committee (IPPC) has been having conversations about our financial challenges for some time. This is the reason we engaged Cambridge Hill Partners to work directly with members of our campus community to develop a deeper understanding of the external and internal pressures on our budget and to begin soliciting community input about potential solutions. The COVID-19 crisis requires us to pause this process and focus on more immediate matters, but our plans are to resume as soon as it becomes reasonable to do so.

On a larger scale, there are two ways we can respond to what I have been saying: We can ask how the issues we face will affect us individually – an understandable response that all of us, no doubt, will experience. But if we are to position Skidmore for the future, if we are to emerge from our present challenges fully able to resume our fundamental work of teaching and learning in our residential setting, we need to collectively take a broader perspective as well. Our College is truly the sum of the individuals it comprises: students, faculty, staff, alumni, parents, friends. None of our positions exists apart from the larger whole.

Over the coming weeks and months, the President's Cabinet will be planning for multiple possible scenarios for the end of this term, for the summer, and for the fall. We will consult with the IPPC and the Board of Trustees, and keep our community informed. If we embrace this process together as a community, we can bring to bear our collective wisdom about the choices we will need to make.

As we look toward the coming presidential transition, we will be engaging President-elect Marc Conner in these conversations as well, so that he is fully informed when he assumes his leadership role on July 1. But the prospect of that transition does not relieve us – specifically, me – of the responsibility to address current challenges. Over the coming weeks and months, we will continue this important conversation, and I ask for your engagement, your understanding, and your support.

Remote learning update - *Michael Orr*

- Overall, the transition to remote learning seems to have gone well, with every department and program preparing a detailed plan for how its courses will be offered for the remainder of the semester. Faculty have demonstrated remarkable creativity and flexibility in adapting their courses to this new environment.
- Now that we are in the second week of remote learning, faculty are continuing to hone their courses and, where appropriate, adjust their expectations in light of their experience. We are also beginning to receive feedback from students, parents, and faculty about their experiences with remote learning. In many cases the feedback has been very positive, with students and parents expressing great appreciation for the way in which the transition has been handled. Nevertheless, we are also receiving some feedback suggesting that further adjustments may be called for. In some cases, students are reporting feeling stressed and overwhelmed by what they describe as an increase in assignments and workload. However, other students are reporting that they feel insufficiently challenged and isolated from their classmates. We are encouraging faculty to continue to be flexible in their approaches and to solicit student feedback on what is working in their classes and what isn't. At the same time, it's important to acknowledge that everyone is working under a variety of unanticipated personal and professional pressures and that flexibility and understanding will be needed on all sides.
- Student support services, including the Office of Academic Advising, Student Academic Services, the Opportunity Program, and the Boshoff Writing Center, continue to offer their full range of services to students remotely. The Scribner Library and the Tang Teaching Museum and Art Gallery are also continuing to support the curriculum and contribute to remote learning.
- The advising period for Fall 2020 registration was postponed to provide additional time for the transition to remote learning. It will now begin next week, April 6. Registration for the Class of 2021 begins on 14 April, for the Class of 2022 on 16 April, and for the Class of 2023 on 21 April. The last day of classes remains April 28.
- As previously reported, several other adjustments have been made, including extending the S/U grade option to all spring semester courses, removing the limit on course

withdrawals without grade penalty, and extending the deadline for incompletes to July 24. On the recommendation of ATC and PC, the administration of all-college student evaluations has been suspended this semester and tenure-track faculty may request an automatic one-year extension to their tenure clock.

On-campus student update - *Cerri Banks*

Residential Life:

- There are 155 students currently living on campus. This number has been as high as 170. Some students who were approved to live on campus decided to leave. All on-campus students have moved into apartments. Approximately 233 students are living off campus down from an original number of 257. Those who have lived off-campus since the fall were given \$500 to help with food costs. Approximately 500 students did not return to empty their rooms after spring break. We are working on next steps regarding the remaining items. Meals for students and faculty and staff who are here working are available at the Spa from 8 a.m. to 8 p.m.
- The first weekly newsletter for students living on campus will be sent out Thursday, 4/2. It will contain information about services, programs, and other items. Virtual programming called PIPS: Physically Isolated, Psychologically Social began this week using Instagram. Programming includes mindfulness programs, trivia, and RA TikTok videos, to name a few.
- Area Coordinators have each been assigned apartment complexes to oversee and will reach out to individual students.

Health Services:

- If a student has the Skidmore student health insurance plan, they can access telemedicine, teletherapy and virtual ER visits. Health professionals have limits on what they can do across state lines.
- Health Services is trying to limit in person visits to decrease possible transmission of COVID-19 by operating via phone triage. An in-person visit, for students living on campus, will be scheduled if deemed necessary. Staff will be providing telephone advice and using telemedicine and following up on patients as needed. On-call providers continue to be available whenever Health Services is closed and can be accessed by calling Campus Safety.
- Health Services is working closely with Facilities, Dining Services, and Campus Safety to plan for the needs of students potentially living in an isolation or quarantine situation. If a student is in a quarantine situation, Health Services will have daily contact with them for 14 days. During those phone calls, students will be asked about symptoms, they will

be taking their temperature daily and reporting that as well. HS will discuss the need for medications, supplies, and food and provide whatever is necessary.

Counseling Center:

- The Counseling Center is trying to limit in person visits to decrease possible transmission of COVID19. All Counseling Center staff are working remotely. Counselors have limits on what they can do across state lines. Students who are looking for support are asked to call the main office number. Students may also email a staff member directly for assistance. All students have access to our on-call services for acute distress requiring more immediate assistance, as well as any emergency situations, 24/7.
- On-campus students are receiving therapy by phone this week; this will transition to video therapy through Zoom next week. All staff will have completed a free 6-hour certification course in telepsychology to prepare for this change. Students who are away from campus are receiving call-backs to check-in on how they are adjusting to the unexpected changes and relocation. They are receiving assistance connecting with appropriate support services in their area; all support to them is being offered by phone. Students, faculty and staff continue to be able to receive third-party consultations and all of these are currently occurring the same day the request is made.
- Self-care and support content is added to the website regularly. The site includes a page specifically created for the current pandemic; this includes written and video content to help reduce distress and improve coping skills. Starting next week, Counseling Center staff will add videos developed 'in-house' by our staff, focusing on material that would typically be delivered in three-session skill-building workshops focused on managing anxiety, coping with depression, stress reduction through mindfulness, and managing difficult emotions. The plan is to add four videos to the site every week for the next three weeks.

Student Academic Services:

- Peer Academic Coaching (PAC) is up and running. The hours are reduced but include day and evening hours. Individual peer tutors are also available.
- SAS is continuing to support international students.
- SAS is working with IT to provide students with laptops and software they need for remote learning.
- Disability services continues for students and faculty requesting help with accommodations.

Campus Life and Engagement:

Religious & Spiritual Life staff are offering virtual meditation, yoga, text & Torah study, and prayer. Leadership Activities is taking to social media to showcase student organizations for the campus and promoting online lectures and articles on numerous leadership themes to engage and interest our students. Student Diversity Programs will be sharing information,

programming, and collaborating with campus partners. The Community Service office will feature volunteer opportunities and other helpful information on their Facebook Page.

Career Development Center:

- Remote career counseling appointments are available. Students can submit their documents (resumes, cover letters) to the eReview link, and have them reviewed, edited, and returned within 48 hours.
- Students can have virtual drop-in meetings with our Sumer Experience Fund Coordinator through Handshake, to discuss any questions they have about the SEF application process. The deadline is April 7th.
- The main portal for job and internship opportunities is updated daily. Students are encouraged to look primarily at PALs (parent and alumni listings) and REMOTE opportunities, both of which are labeled accordingly in Handshake.
- The Career Advisor Network is updated each day to expand Skidmore's mentoring/networking portal, and highlight over 1800 current advisors in all of the appointments and online communication outlets to encourage students to seek out these advisors.
- The CDC is highlighting Virtual Employer Info Sessions and Online Recruiting each week in a weekly newsletter.

FY 2020 and FY 2021 Budget and Construction update - Donna Ng

- **Financial impact in FY 2020 related to COVID-19:**
 - We will need to refund room and board – amount is estimated to be over \$4 million.
 - Work study students who are able to work remotely can continue to do so and get paid for hours worked, and work study students who are unable to work remotely will receive \$25 per week or \$175 total. *(This item was updated after the April 2 IPPC meeting)*
 - We have provided cash assistance to students in local Saratoga Springs area.
 - Students who participated in study abroad programs over the Spring semester will receive pro-rated room and board refunds for leaving program early.
 - There is lost revenue from closed Greenberg and Early Childhood Center.
 - We must comply with the Governor's Executive Order on "essential" staff only on campus but continue to pay staff who are unable to work remotely.
 - We implemented a process to achieve savings in supplies and services budget.
 - We anticipate that forecasted surplus "below-the-line" will be able to offset net lost revenues.
- **FY 2021 Budget:**
 - The FY 2021 budget is almost complete – need to submit balanced budget.
 - Planning scenarios needed for uncertainties in the future:

- Summer – we may not be able to operate summer programs such as summer school. Lost net revenue is estimated to be over \$2 million.
- Fall semester uncertainties:
 - Will we need to have a late start date for the Fall semester?
 - Are we able to meet the budgeted enrolled class?
 - Will the number of students who return be less than the projection based on retention rates?
 - Will there be more students who have a higher than budgeted financial need?
- **Major Construction:**
 - Background: The Governor’s Executive Order allows for “essential” construction only.
 - Planning continues for Greenberg with construction documents and permitting.
 - CIS will be delayed. Completion date was planned for May 1. With delay, we hope to still have North Wing ready for occupancy for the Fall semester.
 - Annex will be delayed. Completion date was planned for August 1. We will need to review construction schedule for next phase of CIS (East Wing and New Dana).

Admissions update - *Mary Lou Bates*

Class of 2024 Update:

- We have received 10,400 applications for a class target of 710, including 36-40 students in London. Applications were down 6% from last year’s record 11,100.
- Early Decision (ED) applications were up slightly (5%) and, for the first time, we were able to admit and enroll over half of the class ED.
- Our Regular Decision (RD) notifications were posted on March 16th –and soon after it became clear that we would be unable to host an on-campus programming. We have worked closely with Communications & Marketing to virtually provide programming and contact information from the Accepted Candidate Day and Discovery programs we traditionally host on campus.
- Our enrollment deadline is May 1. While some colleges have moved their enrollment deposit deadlines from May 1 to June 1, most of the schools with which we overlap are still using a May 1 deadline.
- It is too early at this time to attach any significance to RD enrollment numbers since we have only received 9% of our target (slightly ahead of last year).

- We want to thank all of you who are responding to accepted candidates. We know exchanges with Faculty in the Sports Center have been one of the most valuable parts of Accepted Candidate Day programs for many students as they make their choice.
- Some of you have reached out to create a short video and/or schedule a weekly Zoom hour for accepted candidates to talk with faculty. Please let us know if you are interested in working with Communications & Marketing to put something like this together.
- Finally, please know how much we appreciate your support as we work to enroll the class under these extraordinary circumstances.

Advancement update - *Sean Campbell*

- Solicitation strategy and plans have been recalibrated to be responsive to the COVID-19 crisis.
 - Direct-mail and digital mass appeals are paused for now. We're revising our strategy and messaging, and will resume them when conditions permit.
 - We remain in contact with dozens of individual donors and foundations with "open solicitations" to continue an appropriate dialogue around timing for projected gifts.
 - Strategic, personalized engagement of lead prospects, donors and volunteers continues through individual outreach by President Glotzbach, Trustees, campaign leaders and Advancement staff.
 - In consultation with student leaders, a Student Emergency Fund was created and raised \$31,000 in two weeks from 200+ donors. We will continue to solicit for it and welcome your support.
- General outreach to both alumni and parents and to donors and volunteers at all levels has pivoted to align with the communications needs resulting from this situation. Examples include:
 - Webinars for current parents featuring a panel discussion with President Glotzbach and college leaders, and for the President's Advisory Council and other leadership groups.
 - Special resources for alumni to connect with and support the College and one another.
 - Alumni and parents are receiving all community updates from College leadership and FAQs about Skidmore's response to the crisis.
- As President Glotzbach announced, Commencement and Reunion will be rescheduled.

- *Creating our Future: The Campaign for Skidmore* exceeded its \$200M goal in January and stands at \$208M.
 - Our FY20 solicitation plan and a push to document verbal pledges yielded \$16M+ in new commitments between October 1 and March 1.
 - Before the COVID-19 crisis, the campaign was projected to achieve \$214M by its May 31 conclusion.
 - The “Campus Campaign” stands at 57% participation by the College’s faculty and staff making gifts totaling nearly \$980,000. THANK YOU!
 - On-campus events this spring to mark the conclusion of the campaign have been postponed.

- Visit [here](#) for more information about the campaign’s six stated priorities and fundraising progress for each.

- Gift processing, account transfers, tax receipts and other “back office” procedures continue uninterrupted.