

**INSTITUTIONAL POLICY AND PLANNING COMMITTEE**  
**MEETING MINUTES**  
**April 29, 2022**

**PRESENT:** Mary Lou Bates; Adrian Bautista; Joerg Bibow, Vice Chair; Marta Brunner; Marc Conner, Chair; Michelle Hubbs; Jina Mao; Donna Ng; Jason Ohlberg; Michael Orr; Lori Parks; Joe Porter; Kurt Smemo; Joseph Stankovich; Dwane Sterling; Smriti Tiwari; Amy Tweedy; Claire Wang '23; Joshua Woodfork; and Carey Anne Zucca.

**ABSENT:** Geraldine Santoso '22; and Rik Scarce.

**GUESTS:** Ayers Saint Gross (ASG) Design Firm; Sarah Wright; and Eli Shanklin.

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

**1. Campus Master Plan with Ayers Saint Gross (ASG)**

Ayers Saint Gross (ASG) presented the final version of the *Campus Master Plan* and asked IPPC for any comments or edits to the document. This document is the result of nearly 18 months of detailed collaborative conversations with nearly every constituency of the College—staff, students, faculty, retirees, Board of Trustees, and Saratoga Springs community members. The document will be used to guide our campus planning for the next decade and beyond.

ASG noted that the *Campus Master Plan* is student-centered, asking with every project, “how does this impact and support student learning?” It also resonates with Skidmore’s current [\*Strategic Plan, Creating Pathways to Excellence: The Plan for Skidmore College 2015-2025\*](#), which emphasizes access, sustainability, well-being, and integrated learning—core concepts that appear throughout the *Campus Master Plan* (CMP). ASG reminded IPPC of the six guiding plan principles—integration, flexibility, belonging, wellness, humility, and stewardship—developed through the conversations with our entire campus and used to inform each element of the plan and our overarching commitment to Diversity, Equity and Inclusion, and to sustainability and the stewardship of the campus grounds that form the CMP foundation.

The CMP is meant to be a living and flexible document that guides decision-making for the future of the physical campus. It builds upon Skidmore’s mission and strategic goals. This vision for the future includes strategies to foster creative learning and academic success, enhance the student experience, support a vibrant residential experience, create a better campus landscape, and improve campus edges. Creative Thought Matters at Skidmore College and the 2022 CMP aims to elevate this commitment in the physical and built environment in the years to come.

An IPPC member inquired about the Scribner Library accessibility issue that was briefly mentioned in the CMP. ASG member Sarah Wright replied that this was the type of small-to-medium-scale project that was discussed at one of the many listening sessions and that has been incorporated into the CMP as an overall landscape project in that area of campus. President Conner remarked that these are the types of projects that will be reviewed as the College moves into the implementation and funding strategizing phases of the plan. Vice President for Finance and Administration and Treasurer Donna Ng added that the funding strategy section of the report

includes some high-level costing estimates. Moving forward, a multi-pronged funding strategy for campus master planning will be implemented using a combination of future debt, fundraising, and operating budget over the next 15-20 years. Future capital budget and budget surpluses will be incorporated into the funding strategy for these high-level projects.

President Conner stated that the Board of Trustees will hold a special meeting on May 9 for a final review of the CMP and subsequently vote on the Plan at the May Board of Trustees meeting. IPPC expressed their appreciation of the work of ASG and the entire Skidmore community, the collaborative process used in creating the CMP, and the need to keep the document alive. The CMP is an important guidepost to be used as we navigate future projects. The President thanked everyone for their time and effort that went into creating the CMP.

## **2. FY '22 Budget Update, FY '23 Proposed Budget, and the Five-Year Financial Forecast**

VP Ng stated that at this time it is anticipated that the College will yield a balanced budget for FY '22. She remarked that the entire community has worked hard to achieve a balanced budget through careful planning and oversight of department budgets. Planning and oversight combined with a greater than anticipated tuition revenue from over-enrollment has resulted in a budget surplus. She remarked that net tuition revenue is higher than forecasted in large part due to lower than budgeted financial aid expenditures. VP Ng commented on salary and wages continuing to be a major expenditure in the FY '22 budget as well as COVID-19 expenses. An IPPC member inquired about the salary and wages continuing to be such a major expenditure savings in light of some open positions not being filled in FY '22. VP Ng replied that the normal vacancy savings were factored into the FY '22 budget along with strategic hiring practices resulting in some savings to this expenditure line.

VP Ng provided a summary of the proposed FY '23 operating budget that had been recently reviewed by the IPPC Subcommittee on Budget and Finance. She reported that revenue assumptions call for a comprehensive fee increase of 3.5%, an incoming class size of 700, and an overall discount rate of 44%. She commented that in contrast to past years, this year's revenue forecasts were supported by a detailed analysis of both internal and external factors as part of the College's enrollment management project. A result of this analysis estimates a 0.1% increase to the percentage of incoming students on financial aid per year. The FY '23 Skidmore Fund rate increase is projected at 3%, compared to past projections of 1%. FY '23 is year one of an overall phased five-year strategy to increase the Skidmore fund to approximately \$10M per year.

VP Ng stated that expenses for FY '23 include an increase of 4% in general salary adjustment (GSA) for faculty and non-union staff. Compensation is our largest budget item and includes \$1M for market equity adjustments. Supplies and services budgets are budgeted for a 1.5% increase for FY '23. Given the revenue and expenditure parameters the base budget for FY'23 is balanced. It is anticipated that we will have a slight deficit after factoring in COVID-19 expenditures out of an abundance of caution, but we will have an overall operating surplus of \$4.8M that includes below-the-line revenue. The capital budget is set at \$13.5M. Capital projects for FY '23 include completion of the Center for Integrated Sciences (CIS), a new roof for Palamountain and Bolton Halls, residence hall renovations, and the annual computer deployment. The FY '23 operating budget will be presented for approval to the Board of

Trustees at the May meeting, and subsequently shared with the full community at the May 24 state-of-the-college finances session.

VP Ng briefly reviewed Skidmore's Five-Year Financial Plan. The forecast calls for revenue assumptions of increases in the comprehensive fee and in the Skidmore Fund, a discount rate of 44% - 47%, and the continuation of a 0.1% increase each year to the percentage of incoming students receiving financial aid. Expenditures have been estimated with a general salary adjustment (GSA) of 3% in FY '24 and 2.5% in the out years and a continuation of the 1.5% increase to the supplies and services budgets. A balanced budget is projected for FY'24 and FY'25 with slight deficits in FY'26 and FY'27. These projections do not factor in the targeted 10% faculty line and staffing reductions by FY'26. VP Ng stressed that all of these figures are for modeling purposes only and are subject to change. A presentation to the community on the State of the College Finances will be held on May 24.

### **3. IPPC Subcommittee Check-In**

Dean of Students and Vice President for Student Affairs Adrian Bautista and Co-Chair of the IPPC Subcommittee on Student Affairs stated the Subcommittee focused on three areas of concern this year: Student Affairs and Academic Affairs collaboration; campus mental health; and Diversity, Equity, and Inclusion (DEI). Dean Bautista commented on the ability this spring to bring back several large student events and the shared work across campus that the Subcommittee engaged in to ensure the success of these programs. Student Government Association (SGA) Vice President for Financial Affairs Claire Wang '24 commented on the support received and the increase in the amount of cultural and sports clubs this year on campus, which students have greatly appreciated. VP Woodfork commented that the Campus Sustainability Subcommittee (CSS) will report at the next IPPC meeting.

### **4. Call for Agenda Items**

No new agenda items were raised.

### **5. Other Business**

Dean of the Faculty and Vice President for Academic Affairs Michael Orr commented on an open letter to the Skidmore College faculty recently circulated on the Faculty email list issued by a number of non-tenure-track faculty colleagues. The letter raised some timely and important questions about their role at the College. He stated that non-tenure-track faculty colleagues are valued contributors to our community as teachers, scholars, advisers, facilitators, and coordinators. The role they play in the lives of our students is critical. He stated the College is committed to listening to and working together with the non-tenure-track faculty to address and resolve the issues brought forth in a collaborative and meaningful way. He added that the College is conscious that there are a number of legal rights and responsibilities that apply to these issues and that any response by the College would be taken in accordance with all of the applicable labor laws.

On another faculty matter, an IPPC member inquired about the status of tenure-track line reappointments and reinstatements. Dean Orr replied that decisions should be announced very shortly.

VP Woodfork spoke to the members rotating-off IPPC and the new members who will be joining the committee for academic year 2022-2023. All new members will be invited to attend the May 13<sup>th</sup> IPPC meeting.

Meeting adjourned at 11:57 a.m.

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