



Cabinet members will report back to President Glotzbach by May 15. It was noted that this approach differs somewhat from the process originally anticipated. Assuming this approach does go forward, the next major question would be: Where should the College invest, and where might it cut to find additional resources to support strategic priorities? Vice President Kress suggested that IPPC should then examine how this work would be done: as a subcommittee of IPPC? What role would CEPP have? It was suggested that IPPC should decide this process.

Questions and comments included the following:

- It is difficult to state in the abstract what the ideal discount rate should be. It was noted that many factors affect the discount rate at other institutions, including significantly more substantial endowments. It was noted, however, that the range under consideration is a matter of a few points, not multiples of 10. It also was noted that some schools measure discount rate in different ways and that merit aid becomes a factor.
- Dean of Admissions and Financial Aid Mary Lou Bates stated that very few schools at our level of selectivity do not give merit aid. Skidmore has a number of very strong students each year who need aid but cannot be admitted because of our discount rate constraints.

### **3. Admissions Update**

Dean of Admissions and Financial Aid Mary Lou Bates reported on Admissions activity. She reminded IPPC members that this year's goal was to open the fall with a class of 580-630 on campus with an additional 36 students in London. "Summer melt" is projected at 50 studentsTJETBT1 0 0 1 30

Vice President for Academic Affairs Kress then offered a summary of the new Academic Affairs initiatives that would be supported in the budget overall, not just in the New Initiatives Budget. All in all, a total of approximately \$479,000 will be added to

President Glotzbach indicated that there remains work to do. He has heard the concerns of IPPC members and appreciates the manner in which they have been articulated. He also noted that there were some faculty members who were not able to be present, and that many of the IPPC members present at this meeting were Cabinet members.

Other comments at this time included the following:

- One member noted that some faculty members, he included, have been very supportive of the Transition and Transformation initiative. While respectful of the process concerns, he noted that some faculty members certainly do support the initiative.
- It was suggested that for next year, IPPC should engage in the question of how we balance new initiatives to support strategic priorities against the necessary increases to support the College's Operating Budget.
- It also was suggested that the College should determine the process by which the administration partners with the faculty in the shared governance structure in order to advance new initiatives in a transparent way.

President Glotzbach acknowledged that it is the administration's responsibility to address these issues and to ensure transparency. If the College is indeed at a place where the faculty feels it has not had substantive feedback, he will own that situation and will work to resolve it.

## **5. Space Planning Working Group**

Paty Rubio, who has chaired the Space Planning Working Group, reported that there has been a recommendation to continue that group for one additional year. Mike West noted that the Budget and Finance Subcommittee had been asked to look at this question and that the Subcommittee supports this recommendation.

All members of IPPC supported the recommendation to continue the group for one additional year. It was noted that in the fall, the Space Planning Working Group will conduct a review and make a recommendation to IPPC regarding its ongoing status.

President Glotzbach thanked Associate Dean Rubio for her leadership of the Space Planning Working Group.

## **6. Admissions Building**

Vice President Mike West referred members to materials distributed in advance of the meeting showing three preliminary site options for the location of a new Admissions building. He noted that President Glotzbach had asked for this work9dti





After thanking again all of the people named above, President Glotzbach offered his special thanks to Susan Kress for chairing IPPC and serving as Acting President during the past six months; he also expressed deep appreciation to Muriel Poston, who served as Acting VPAA and to Paty Rubio, who served as Acting Dean of the Faculty. He also noted his appreciation of the President's Cabinet and of the staff in the President's Office for their leadership during his sabbatical. He closed by noting that while the College does have serious issues to address, as identified during the past semester, he expressed optimism for Skidmore College and noted his deep appreciation for the opportunity to serve as its President.

*Please notify Barbara Krause of any changes to these minutes.*