

Conner and asked him to walk through the latest fall planning updates that he recently presented to the Board.

3. Reopening Plans: Scenarios & Approaches

President-Elect Conner spoke to reopening the College. He reviewed the Reopening plan with IPPC that that was recently shared with both the Strategic Planning Committee of the Board and the full Board. The work to-date is a direct result of considerable time and effort on behalf on the Academic Planning Working Group (APWG), and the COVID-19 Working Group, who worked collaboratively with various individuals and groups across the campus.

He reminded the IPPC that two key principles of reopening include ensuring the health and safety of the Skidmore Community and providing an intensive liberal arts education in a residential setting. We need to effectively communicate these decision points to the community in a timely manner. In addition, we need to be aware of the financial implications of the various scenarios in the context of ongoing governance from the State.

As planning for the fall continues, four possible scenarios have emerged: (i) public-remote concept, (ii) the cohort concept, (iii) the single-class concept, and (iv) the all-remote concept. In all four scenarios there are two key questions: how many students can be in residence, and how do we deliver the curriculum? We need to be very creative and explore all options. As we are committed to delivering the Skidmore residential liberal arts education to as many students as possible, we will need to make some investments.

President-Elect Conner emphasized that essential to this work is providing timely, clear, and consistent information to our students and their parents and families, and to staff and faculty. He would like to offer regular updates about our findings, State guidance progress, and decisions. He stated that we will engage with key audiences through outreach efforts, collaborative efforts, community meetings, the *Skidmore Weekly Bulletin*, a website, email, and Q&A sessions, as well as virtual open office hours.

Vice President for Finance and Administration and Treasurer Donna Ng presented models representing the financial implications of the various fall scenarios. For each scenario, there are a set of financial assumptions used in developing the models, as well as the corresponding incremental expenses and net loss revenue. VP Ng discussed specific examples of incremental expenses such as additional residential and teaching spaces, increased technology support and equipment, and health and safety expenses testing, contact tracing, quarantine space, PPE, and cleaning supplies. At this time, the incremental expenses for each scenario are being calculated, and financial assumptions made based on the number of students that we can safely have on campus. There are various levers that may be considered to offset lost revenues, such as accessing funds received from the CARES Act, use of contingency and restricted funds, reductions to supplies and services budgets, modifications to the retirement contribution or healthcare benefits, continuation of the hiring freeze, salary reductions, furloughs, and layoffs. The Board of Trustees would have final approval on any decisions as to what financial levers are ultimately utilized. VP Ng stressed that there is a balance between the financial implications of each scenario coupled with our overarching goal of providing a liberal arts education in a residential setting.

especially this year. IPPC normally meets 13 or 14 times in the academic year; however, this past academic year the IPPC held 20 meetings. Members showed up to all these meetings fully engaged, and helped the College make better decisions, be more transparent, and more communicative. The meetings are taken seriously, and the comments and advice that are