

Hartwick College Alumni Board of Directors
October 10, 2015 | Golisano #103

Members Present: Colin Blydenburgh '14; Michelle Brown '87; Sharon Dettenrieder '65; Kenneth Dobert '61; Michael Doherty '73; Peter Fiduccia '12; Scott Holdren '80; Elizabeth Paille '06; Steven Paille '05; Katie Pennings '14; Dale Pensgen '72; William Rogers '77; Sarah Sanders '11; Mark Smith '13; Steven Suleski '76

Members Excused: Shanlee Ginchereau '91; Donald Keinz '75; Alexis Mays-Fields '04; Leah Mooradian '13

Members Absent: Kristen Brown '91; Kathi Hochberg '73; William Kitson '86; Ashley Martin '07; Charlene Marx '77; Neal Miller '72; Lauren Morris '12;

Staff Present: Gregg Fort – Vice President for College Advancement; Louis Noce – Major Gifts Officer; Alicia Fish '91 – Executive Director of Engagement; Kerri Green – Alumni Events Assistant

Guests: Karen McGrath – Vice President for Enrollment Management; Michael Tannenbaum – Provost and Vice President for Academic Affairs

Meeting was called to order at 10:31 a.m. by President, Steve Suleski '76

College Update by President Margaret L. Drugovich

- Comments on the success of True Blue weekend. President Drugovich remarked on the positive energy from all attendees and thanked Alicia Fish '91 and her team for all the hard work.
- President Drugovich is starting her 8th year as the Hartwick College President
- We have a balanced budget (EOY FY'15)
 - Bond offer was approved in April '15
 - Moody and S&P upgraded our rating
 - We were able to borrow 42 Million with no letter of credit
- Campus Improvements (with 42 Million borrowed)
 - New Town House residence hall
 - Refurbishing the other halls
 - “Green” Hartwick drive
 - Upgrades to our entrances
 - Air Conditioning in one residence hall
 - These improvements are necessary to keep Hartwick competitive.
 - 8 Million of these improvements are coming directly from the campaign
- Gregg Fort, VP for College Advancement, will lead the residence hall improvement project
- *Director Dettenrieder asked where the new hall would be located.*
 - They are still reviewing possible locations. One possibility is to remove the pole barn but the committee is still reviewing.
- The current freshman class is 292 students with 34 transfers.
- There are four reasons for the small class size, despite the efforts by Karen McGrath, our new Enrollment Vice President.
 - Reason 1: Environment. Declining high school graduation class sizes – especially on the East coast. We will continue to see this trend until 2022. There is a possibility of a refugee movement that will help sooner than 2022, however the potential students would most likely be 1st generation and multi-cultural students who have less resources for higher education.
 - Reason 2: Competition for students. We can't do anything about competition. Even Binghamton University has to go to the wait list and the governor has stepped in and will be investigating ways to help with declining class sizes. The improvements we are making to campus will help make us more competitive to future students.

- Reason 3: Financial Aid. We underbid the market this year. We were offering a discount rate on tuition of 58% and other schools were in the 60% range.
- Reason 4: Change in leadership. We had a Vice President of Enrollment change in March 2014. From October 2013 through March 2014, the correct student prospecting process was not done like it should have been, which resulted in the not having the right number of applicants and the correct applicants for our school. The new VP, Karen McGrath, has already made changes in a positive direction to increase our applicant pool. We will be offering more financial aid, our prospect pool will be better developed and having an applicant pool with greater affinity.
- Budget Modeling. We are hoping for a freshman class in 2016 of 350-365 students. We are also looking at calculating our financial aid differently in the future.
- *President Suleski asked what we were doing about retention.*
 - This is something we are looking in to. We currently have a retention rate from Freshman to Sophomore year of 74 ½%. Our goal is 85%. A variety of factors play into this; some are financial, often we deal with homesick students, etc.
- June Layoffs.
 - We looked closely at our incoming class sizes and we were faced with a 1.68 million dollar deficit for FY'16. President Drugovich spoke with the VPs and the board to discuss ways to fix the problem now, rather than later. We did not want to cut aid to our students; we did not want to cut retirement packages or employee benefits. We match employee contributions of 7% and we did not want to decrease this or take it away.
 - *Director Doherty remarked that the federal government only matches contributions of 5%. The fact that Hartwick is 7% shows our investment into our employees and should be commended.*
 - President Drugovich commented that this was the hardest thing she has ever had to do. She tried to communicate with all of the constituents. She commented on the letter of censure by the faculty that was shared with the Daily Star. President Drugovich communicated that she was embarrassed for the college and that this extra drama was not needed. Especially at a time when we are trying to attract students. Now when a student or family researches Hartwick, this is what they will see.
 - We have made attempts to hire back some of the staff that were let go. Jane Bachman was one that took a position in a new office; she is now in the College Advancement division. Others have been offered positions, but no one else has taken it.
 - The good news is that we are starting the year with a balanced budget.
- What can we do now to continue our success?
 - Net tuition revenue; increasing our income by increased programs. Looking at expanding our online classes. We saw a jump in this and with no aid available, this was \$1,000.00 per class revenue.
 - We have a proposal out for our first Masters' program; we have yet to hear back from the state on an approval.
 - The faculty is working on new programs including Public Health, Global Studies, Environmental Science and Criminal Justice. We have been looking at programs that will yield jobs and programs students have asked for. We need to add programming that will increase our revenue, while maintaining our Liberal Arts base.
 - *Director Dobert asked if President Drugovich could comment on Hartwick preparing students for their 5th or 6th job, not their first and also about the high ratings we have received recently.*
 - We have received excellent ratings. Business Insider rated us the 13th best college in a list 361 under-rated colleges. US News and World Report listed us at the 164th best Liberal Arts colleges in America.
 - We are not educating students for their first jobs. We are educating them for their 5th or 6th jobs – training our students to be agile learners and being able to fit into the vertical structure of today, compared to the usual hierarchy structure.

- We are continuing to look at the programs that have low enrollments and we need to decide what we should “stop doing”. Programs that have low numbers and looking into those majors. Our goal is not to eliminate but to evaluate and make these programs cost-effective. President Drugovich started working with the faculty last year on this and the faculty has chosen not to participate. The Board is pushing her to make these decisions so with the help of the faculty, it has fallen to her to try and determine next course of action. She had a first meeting with the Theater department that went well; she will bring her recommendations to the faculty and the Board.
- *Director Doherty asked if using the word “Theater” was the wrong way to describe this program. With acting and the parts that go with the program, should we call it something else? Is Musical Theater the way to go?*
 - Musical Theater is very expensive to run. The rights alone can cost thousands of dollars. President Drugovich expressed that we are not looking to change simply to make changes. It’s to make these programs more relevant, but certainly worth looking at how this program is promoted.
- *Director Dobert asked about the possibility of doing a summer program with prospective students, to get them engaged and excited about Hartwick.*
 - The Faculty tried to do a summer music program and it didn’t work. The need for low price points and the financial impact to run these programs does not meet. We had a difficult time getting critical mass.
- *Director Pensgen commented that no organization can survive if they don’t change. He commended President Drugovich for making these difficult decisions. Academia needs to follow business practices and be able to do business at a lower cost.*
 - President Drugovich responded that a college can’t survive public criticism. She thanked him for his support and said that the members of the Alumni Board being supportive is critical.
- *Director Doherty asked about the proposed new residence hall and with the decreased enrollment, if this was a good idea?*
 - The new hall makes up competitive.
 - Currently we have 1176 beds, which we can push to 1200 but it is difficult to do.
 - The community is anxious about it because there will be less students in town.
- *Director Doherty asked if we do exit interviews with our students when they leave.*
 - Yes. Mostly it is due to money and others it is personal issues.
- *Director Doherty remarked that President Drugovich engages well with our students.*
- *Director Dettenrieder asked if 1st Generation College Students be a niche for us? What costs are associated with that?*
 - We need more money and more support. The Alumni Board can help with this – “you want Hartwick College and here’s why ...” Personal experience will go a long way with prospective students.
- *Director Doherty asked if we engage with our teacher alumni to promote Hartwick College to their students?*
 - No. We have not made a purposeful effort to do this.
- President Drugovich said that she is encouraged by our campaign. We will hit our goal next June and she wants us to hit 35 million and make this the largest campaign ever.

College Advancement Update by Gregg Fort, VP of College Advancement

- Gregg will be making the same presentation to the board next week and he will send the power point to Scott so he can distribute to the board.
- Gregg showed the new organizational chart for the College Advancement division. We have had some staff changes and movement within the office.
- The various areas of College Advancement and what each department does was reviewed

- The Campaign: We have reached 91% of our goal. To date, we have raised \$29,266,676; the goal is 32 million by June 30, 2016. We are ahead of our goal, but this last stretch is the hardest. We would like to make this the most historic campaign in history!
- Annual Giving: The goal this year is 1.832 million, but internally our goal is 1.9 million.
- Alumni Giving: We have over 17,000 alums we can solicit. We do not see a lack of affinity. Our alumni giving goal is 20%. In fiscal year 15 we reached 14%.
- Fall Appeal: The past two years the fall appeal has gone out at the end of October and they were not being received until Thanksgiving. This year the mail went out in September.
- Wick Wire: Since 2010 our number of donations has dropped. We were losing 1500 gifts per year, which is a problem with our overall giving.
 - We have hired a new Wick Wire Supervisor, Shelby Palmer. Since she began in August our pledge rate, weekly average and daily average have all gone up, which will help us meet our goal.
 - We have to find better ways to do what we do – simplification
- Alicia Fish '91 has been promoted to Executive Director of Engagement.
- *Director Dobert asked about electronic communications.*
 - We use iModules for this and we can and will be using more of email communications for this. This technology has been available and a part of the iModules system, but we have only just started using it. Wick Wire callers are sending out video thank you messages to those who donate – immediately after the donation has been done. We also have a new JCH mailer that has just gone out.
- *Director Sanders asked who we are calling, if not JCH donors.*
 - Louis Noce answered that we are calling SYBNT, LYBNT and strategically placing calls to affinity group segments. This new segmentation is part of the reason we are having such success.
- *Director Fiduccia asked if we segment and contact recent graduates.*
 - Yes we do. We want to start putting this in front of them. We understand loans, finding work, etc but hopefully by reaching them earlier they give something.
- *Director Paille (E) asked if we asked for perpetual, sustainable gifts.*
 - Yes and many take advantage of this.
- *Director Holdren asked about regular giving.*
- Gregg remarked about the increased participation rate, new strategies we are using to increase gifts and we some changes regarding Giving Tuesday; we will be taking a new approach with this.
- *Director Paille (E) asked if there is an annual fund portion of the whole budget for Hartwick.*
 - Yes, the Annual Fund – the 1.8 million we discussed earlier.
- *Director Dobert asked what percentage of our recent grads receive scholarships and do we go back and ask them for money to give back, after they have graduated.*
 - 98 ½% of our students receive aid of some kind. Once we get a system for this in place we can start soliciting.
 - Follow up question: Do we ask current students and parents to give?
 - Yes. This is going up; with new data modeling, parent giving has become more of a focus and we have seen increases in this segment.
- *Director Paille (E) asked about J term giving.*
 - Our goal is 5 million; we are currently at 3.3 million. Part of the J term endowment, which is part of the campaign.
- Director Dobert reminded alumni board members about director level pledges; board members are asked to give to the college as part of their service on the alumni board. Gregg will provide pledge cards; reminded that monthly pledges can be done by credit card; he will also send the pledge form electronically. Would like to see 100% of the board give.
- Director Dettenrieder feels the board should write a letter in support of President Drugovich.

- Many board members supported this and it was agreed that this would be drafted by Director Dettenrieder and President Suleski and discussed at the executive meeting later this month.

Approval of Minutes

- Director Dobert made a motion to approve the minutes from the May 9, 2015 meeting. Seconded by Director Doherty. Ayes all.

Committee Reports:

Nominating & Recognition: Director Sanders

- Legacy Scholarship Winner: the committee has selected and will notify the Legacy Scholarship winner: Ethan Kanarek '19 – his father is a 1990 graduate.
- Changes to Legacy Scholarship: There has been discussion whether to increase the award amount or to award 2 scholarship winners. It was decided by the committee that they would like to look deeper into the process before deciding. There will be more discussion on this at the February board meeting.
- New Board Members: will be working with Alicia Fish to get up to speed on roles, responsibilities, etc.
- Associates: after a great recruitment during True Blue weekend, we have approximately 39 alums who have signed up to be associates. It was questioned how we will be assigning roles to these volunteers. Task team leaders will select and assign. Director Holdren will update this information and post it on the website. It will be in the member area.
- *Director Dettenrieder asked how we will make sure that our volunteers are being used?*
 - The executive team will be looking at this process and we will have to learn and develop it as we go.
- *Director Dobert asked if we are considering an increase in the scholarship award. We have \$160,000 or more in the legacy fund.*
 - We had more than 20 applicants and only 5 were returned and completed; this is why we need to look at the process. College policy is that we return 5% of what we have so we need to look at how the award is given. We will work with our campus partners to redefine this and will put forward in February.
- *Director Paille (E) asked if we have an admissions liaison?*
 - Not currently. This is being added under a tenant and working with an ongoing task team.
- This spring a slate of candidates were discussed and the committee reached out to possible new board members. The slate of candidates for the alumni board include:
 - Re-Election: Michelle Brown '87
Elizabeth Paille '06
Dale Pensgen '72
Sarah Sanders '11
 - New: William (Bill) Paton '07
Nicholas Forst '09
 - Young Alum: Katie Meuer '15
- Motion to accept slate as presented made by Director Dobert; seconded by Director Doherty. Ayes all.

Nursing: Director Dettenrieder

- The committee has not met since the May meeting.
- They are working on awarding the scholarship for transcultural nursing. The selected students must pay a deposit and if they don't the committee will need to start over and select a new recipient.
- Meeting in November via conference call

- Director Dettenrieder also reported on the Golden Jubilee Induction Dinner. She acted as a class ambassador and assisted with gathering alums back for the celebration. She said it was a nice gathering and she gave remarks at the dinner.

Task Team Quarterly Report: Director Doherty

- Director Paille (S) Thank-a-Thon: no progress yet. Contact him if you would like to help with this task.
 - *Alicia Fish '91 remarked that they are reviewing this process with the board and that Jane Bachman will be the representative from the College Advancement office that they will be working with.*
 - *Director Sanders asked if we can have the Board of Trustees make calls, regardless of the gift amount.*
 - Yes. We need to segment the gifts and incorporate this into the plan.
 - *Director Paille (E) remarked that this would go a long way with our alums. Getting a thank you call from a board member without an ask would be great.*
 - *Director Doherty remarked that we need to get everyone on a list and that they should receive a call, if no answer than a voicemail and even writing a note.*
- Director Pensgen Career Services: Nothing has been crafted. He is working with Directors Brown, Miller, Rogers on this. They are looking for suggestions and Alicia Fish '91 directed them to communicate with Melissa Marietta from PSGE.
- Director Paille (E) & Alicia Fish '91 Wick/Alumni: They have discussed a process on how to include more alumni to communicate in the Wick. A new board photo will be taken every October and published in the Wick and they will continue to discuss ways to engage alumni.
- Director Pennings and Mays-Field Pitch Kit: The new T-Shirts, business cards, decals worked very well at the ABOD table. Discussion took place of having a different location during the next True Blue. They felt that after alums received their mug, they left and didn't make it to their table. They are waiting on images to use in a brochure.
- Director Brown and Alicia Fish '91 Affinity Grid: They are working on this

Tenet Theme Reports

Communications – Director Paille (E)

- Looking at areas to begin focusing on
- Thank-a-Thon and having a consistent article in the Wick

Touchpoints – Director Brown

- Need to look at how to get our volunteers engaged – we picked up 39 volunteers at the table during True Blue weekend.
- Alumni Event Callers is on hold at the moment
- Assessment is also on hold while they work on priorities
- Director Sanders asked where we are with Regional Councils.
 - Director Brown has not met with Alicia Fish '91 and Gregg Fort yet. The need to meet with council leaders and assess what works and what doesn't before moving forward.
- Director Holden asked if the ABOD is notified when there are events.
 - Alicia Fish '91 responded that yes, they are included in all event mailings.
- Director Smith remarked that the Future Alumni initiative is on the back burner for now; they need to focus in other places and will come back to this.

Adjournment and additional notes

- Director Holdren noted that the February Board meeting is an e-meeting, the date is TBD. The Executive committee will figure out the date and will get in touch with everyone.
- Alicia Fish '91 True Blue 2016 is slated for September 30th – October 2nd

- Alicia Fish '91 – New Hartwick Website will be up and running in mid-October. The alumni site should be fully integrated into the new .edu site by the end of November.
- Motion to adjourn made by Director Dettenrieder; seconded by Director Doherty; ayes all.
- Adjournment was at 1:26 p.m. by President Suleski.