

HARTWICK COLLEGE ALUMNI BOARD OF DIRECTORS

MINUTES OF THE OCTOBER 2, 2016 MEETING

Members Present In Person: Colin Blydenburgh '14, Michelle Brown '87, Sharon Dettenrieder '65, Kenneth Dobert '61, Nicholas Forst '09, Donald Keinz '75, Brianna McKenzie '16, Katie Meuer '15, Addison Muller '16, Bill Patton '07, Joe Pellegrino '13, Katie Pennings '14, Dale Pensgen '72, Amanda Robinson '16, Beave Rogers '77, and Steven Suleski '76.

Administration Present: President Margaret Drugovich P'12, Gregg Fort, Louis Noce and Alicia Fish '91.

Members Present via Teleconference: Mike Doherty '73, Scott Holdren '80, and Peter Prunty '10.

Members Absent: Kristen Brown '91, Shanlee Ginchereau '91, Alexis May-Fields '04, Leah Mooradian '13, Elizabeth Paille '06, Steven Paille '05, and Mark Smith '13.

Additional Guests: Neal Miller '72

Meeting was called to order at 10:35 am by Scott Holdren.

Alicia Fish called the roll. Quorum present—19 present of 26 voting members.

President Drugovich Presentation:

Academic Program Review: The Trustees will likely approve 4 new majors at their fall meeting. These are Criminal Justice (B.A.), Environment, Sustainability and Society (B.A.), Actuarial Mathematics (B.S.), and Global Studies (B.A). These have been sent to NYS for approval and four more will be sent soon. The approval of these new majors will be revenue drivers for the College. The College is waiting for approval of our first Master's degree program and several additional programs are being considered. The Trustees will also receive a report on the academic departments that were tasked with increasing enrollment.

Revenue: The administration is focused on creating a sustainable base of revenue for the College. Strategies include continuing to support the Center for Craft Food and Beverage which is almost self-supporting and increasing the availability of online summer courses. An ad hoc committee of the Board of Trustees has been established to focus on innovation. "We need to protect our core and innovate". Ideas about innovation and/or additional revenue streams can be shared with this group by submitting an email to strategicinnovationcommittee@hartwick.edu. President Drugovich is serving on a local committee managing plans to use a \$10 million state grant to revitalize Oneonta.

Class of 2020: We enrolled a strong class in the fall of 2016 with over 100 more students than fall of 2015. This class included 402 first years and 37 transfers. This exceeded our goal by 25 students. We are focused on increasing diversity; these students often come with a lower ability to pay for a Hartwick education. There was a larger than expected enrollment of nursing majors, 90 enrolled vs. 62 expected. We are meeting their needs and currently reviewing the structure of the Nursing program.

Budget: We will continue to carry the burden of last year's small class. The budget for FY17 has an operational gap due to this. We will use an unrestricted bequest to fill this gap. FY16 ended with a balanced budget and a surplus of \$300,000. FY18 budget will be a challenge.

Campaign: We are celebrating exceeding our campaign fundraising goal. Over 9,700 donors helped us to raise over \$34.7 million. We need to begin to think about the next campaign. It won't start immediately, but we need to be ready.

New Construction: The new Living Learning Residential Center is a 72-bed apartment style residence that will be ready for student occupants in fall 2017. Funding from the bond is being used to build the new residence. We have 1,176 beds available for ~1,500 students; we need to encourage seniors to remain on campus. Naming rights for this building are available for \$4 million. Holmes Hall is closed for this academic year as the new elevator in Dewar is installed and the walkway over the lower Dewar entrance is completed. Campus roadways will be resurfaced after construction is complete.

Director Dettenrieder asked "What is the sense of the faculty regarding the challenge of small liberal arts schools closing?" President Drugovich responded that most faculty understand the challenge and the strategies being employed at Hartwick to address this. She shared that 5 faculty submitted a proposal to the Howard Hughes Medical Institute addressing strategies to retain and graduate the new majority. Hartwick was one of 90 schools invited to submit a proposal from an initial group of over 500 proposals.

Governance: The president indicated that 82% of current trustees are alumni. All trustees are now term positions and conversations are occurring about connecting the Trustees and the Alumni Board.

College Advancement – Gregg Fort Presentation:

Vice President Fort offered his thanks to the staff from College Advancement, Student Affairs and the Center for Student Success on a successful True Blue Weekend. We had the highest number of pre-registrations in history.

Annual Giving: Our budgeted goal for Annual Giving was \$1.832 million. Our internal goal for the same was \$1.9 million. We finished by raising \$1.87 million. This is the third most successful annual fund in Hartwick's history.

Participation: Our focus is participation and stopping the decline. We were within 81 total donors of our FY15 number and within 63 alumni donors. Our participation rate continues to stay above the national average of 10%. We will always be chasing this number as we graduate more alumni than we are losing. 2% of the 4,275 donors were new. Parent giving is at 10%; we are organizing a Parent's Council to address this. We have stabilized staffing, enhanced systems and made progress. We are still challenged. We would like to work with the Alumni Board to increase strategies to increase alumni participation.

Director Pensgen indicated there may be donor fatigue coming off the campaign. Vice President Fort responded that we are using a new phoneathon vendor and are part of an analytics beta project. This will help us to better understand our donors and their behaviors.

Director Muller asked "does running multiple campaigns negatively affect the larger campaign?" Vice President Fort responded that we have been successful with filling all buckets of the campaign.

IT WAS DULY MOVED, SECONDED AND AFFIRMED TO accept the minutes of the May 7, 2016 meeting.

COMMITTEE REPORTS:

Nominee and Recognition Committee – Alicia Fish presented the report. Alumni Award recipients were selected and honored during True Blue Weekend. A manual outlining the work of this committee was developed by former chair and director Sarah Sanders.

Nursing Committee - Director Dettenrieder presented the report. 275 of our 1,400 students are nursing majors. This department has only 3 tenure track lines.

Interconnectivity: Director Keinz presented the report. He reviewed the purpose of the committee and the 4 areas of focus. *Career Services* – Director Pensgen reported his team is in the 1st phase of idea building. He is working with Melissa Marietta, director of career services, and one of the strategies being discussed include having alumni “adopt a student. *Enrollment Management* – Director Dettenrieder is working with Karen McGrath. The goal is to start small and demonstrate success before moving to larger projects. The initial focus is to increase the conversion rate with strategies that may include alumni calling accepted students to create a personal connection. If we can provide the alumni volunteers, Karen’s team will manage the program from there. The following Directors volunteered to contact students: Bill Paton, Nick Forst, Amanda Robinson, Katie Meuer, Don Keinz, Colin Blydenburgh, Addison Muller. In the future, alumni may be asked to staff college fairs to help us expand into new markets or possibly adopt a high school. Director Meuer suggested we also consider asking alumni to interview potential candidates. *Faculty Council* - Director Meuer indicated that a meeting with Carli Ficano is scheduled for next week. Initial discussions have included the development of a database of students and employers or potentially connecting an alumnus/a with each First Year Seminar. *Retention* – Director Paton shared an update of his conversation with Kim Yousey-Elsener, dean of assessment and retention regarding the revised retention plan. Our current retention rate of 75% is equivalent to our peers. Our goal is 84% but Kim feels that 78-80% is more attainable. They are also reviewing the summer experience. Director Forst shared his experience with TREK/AWAKENING and suggested that getting students oriented to the college experience before they arrive on campus will help keep them here. Director Williams made the suggestion to research if alumni of the AWAKENING program give at a higher rate than other alumni as a method to advocate for additional resources.

Touch Points: Director (Michelle) Brown presented the report. The affinity grid has been completed. The next step is to assemble a task team to review and provide feedback.

Giving: Director Dobert presented the report. The expectation that all Directors will make a pledge in support of the College was reviewed. Louis Noce, major gifts officer, reviewed the suggested template for the thank-a-thon program.

True Blue Review: Director Blydenburgh presented the report. 8 new volunteers were recruited. Feedback regarding the location of the Alumni Board recruiting table included placing it closer to the main entrance and creating larger and more effective signage as a way to increase traffic. The possibility of motivating alumni to update their directory information was also discussed.

Young Alumni Engagement: Director Pennings presented the report. The committee has discussed using social media to keep young alumni engaged. The committee developed and implemented a

survey that garnered approximately 100 responses. The responses will be used to shape the activities moving forward. The committee tested the use of Snap Chat during True Blue Weekend. The strategy resulted in 60 followers with 30-40 views of each post. The use of Snap Chat during events is being assessed. This committee is also discussing strategies to engage seniors with the Alumni Association. The possibility of a meet and greet with the Senior Class Council was discussed.

IT WAS DULY MOVED, SECONDED AND AFFIRMED TO adjourn the meeting.

Respectfully submitted,

Alicia Fish, Staff Liaison and Recorder