

HARTWICK COLLEGE ALUMNI BOARD OF DIRECTORS

MINUTES OF THE MAY 7, 2016 MEETING

Members Present In Person: Colin Blydenburgh '14, Michelle Brown '87, Sharon Dettenrieder '65, Kenneth Dobert '61, Mike Doherty '73, Scott Holdren '80, Donald Keinz '75, Katie Meuer '15, Neal Miller '72, Katie Pennings '14, and Peter Prunty '10, Sarah Sanders '11, and Roger Williams '11.

Administration Present: President Margaret Drugovich, Gregg Fort, Karen McGrath, Michael Tannenbaum, George Elsbeck, Meg Nowak, and Alicia Fish

Members Present via Teleconference: Nicholas Forst '09, Beave Rogers '77, and Sarah Sanders '11.

Members Excused: Kristen Brown '91, Kathi Hochberg '73, Dale Pensgen '72, and Steven Suleski '76.

Members Absent: Cody Fiduccia '12, Shanlee Ginchereau '91, William Kitson '86, Charlene Marx '77, Alexis May-Fields '04, Leah Mooradian '13, Lauren Morris '12, Elizabeth Paille '06, Steven Paille '05, William Patton '07, and Mark Smith '13

Additional Guests: Students graduates Raphael Duncan '16, Brianna McKenzie '16, Addison Muller '16, and Amanda Robinson '16.

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

Alicia Fish called the roll. Quorum present—14 present of 25 voting members.

President Drugovich Presentation:

Academic Program Review Process: The Board reviewed the recommendations the administration made on the Academic Program review. These recommendations are one cause of the no confidence vote taken by the faculty in April. Following the recommendations and the faculty vote, the President convened a meeting to include the current faculty chair, incoming chair of faculty, and the provost to chart a path forward. Resulting from this meeting was an agreement that the faculty, through Faculty Council, will take a lead role in the annual review of academic programming; create a set of enrollment related metrics by which programs will be reviewed; take a look at the sustainability, demands of the programming, characteristics, quality, desirability and relevance of the programs.

In this year's class we have over 90 nursing deposits, which represents ~25% of our incoming class (same % as last year). When this happens, we need to be able to evaluate what it means. Student-to-faculty ratio, in terms of number of majors to faculty in business, is about 48:1, as opposed to something like German where we have a student-to-faculty ratio of 3:1; that kind of imbalance needs to be evaluated.

The Board voted on a number of issues yesterday, including elimination of the Information Science major. The Board approved two new majors; Global Studies and Environmental Sustainability. They conditionally approved three new majors; Actuarial Math, Criminal Justice, and Music Performance. Three additional majors are under consideration; Creative Writing, Media Studies, and Public Health. The Board was asked to hold on the dissolution of the German major. The merging of the Philosophy and Religious Studies majors was also approved.

Discussion regarding concerns about the number of incoming nursing majors and supporting and maintaining the quality of the program. We will need to think outside of the box. 25% of our incoming students are nursing majors, which is not the right balance. We still have majors with very small numbers. 50% of our students major in just five areas out of our 31.

With all of the changes we should realize a savings of \$700,000-\$750,000, which will be put into new programming.

President Drugovich stated her goal for her legacy is the same as it was in 2008. She wants a president to stand here in 100 years and talk about Hartwick; that's what this entire process is about—reorienting to what we have to do to make sure that happens. Despite our good news, we're not out of the woods yet.

It looks like we're going to balance the budget this year, but it will be tight. The state has promised us two grants of \$250,000 each, but it's a slow process and it still needs signatures including the governor's.

Center for Craft Food & Beverage: Doing very well. We have \$16,000 in testing revenue. We are becoming a depended-upon resource. We realized \$58,000 in revenue from conference and educational initiatives.

President Drugovich met with the Board to explore options for generating additional revenue streams. They voted yesterday to create a Board-based Strategic Innovation Committee.

IT WAS DULY MOVED, SECONDED AND AFFIRMED TO form an ad hoc Strategy Innovations Committee.

Discussion about the value of the Craft Food & Beverage Center and its place in the community, as well as the lack of funds to build on it.

Moody Bond: We got the bond last year and we're spending it down. We did \$3.6M improvements last summer; about \$6M or \$7M this summer. Because of the no confidence vote we are getting a negative outlook rating, with questions about potential problems with enrollment, whether the president will leave, and others. We will report to them in the fall regarding our new CFO and the success we have in enrollment, but it may not change the rating because the vote of no confidence stands. We've had lots of discussions with them that made them believe we deserve an upgrade.

Campaign Status: We have far exceeded our campaign goal that was set in July of 2010. We're now at \$33,758,000. We have reset the goal to be around \$34,510,000, so that it will end up being the largest campaign in the college's history. 9,473 total donors; 4,199 alumni donors; and 254 faculty and staff. The largest gift was \$1,250,000. This is a huge hallmark for the college. The Celebration of Success is scheduled for October 15.

(11:25 am, Nicholas Forst left the meeting.)

Beer & Wine Event: We raised \$37,000, a lot of which was raised from our current trustees.

New Board Trustees: David Long, Kathy Fallon, Marina Regleman, and Sarah Sanders. Sarah has been voted in by the Board as a young alumni trustee, a one-year term, renewable for up to three years. Bethany Metzgar has done a great job, bringing tremendous strength to the area of audit; she's rotating

out and Sarah will be rotating on. Concluding Board service are Kathi Hochberg, Beth Lillie, Doug Rivenberg, and Rob Rowe. Elected to new terms are Charlene Marx, Elaine Dibrita, Jan Mitchell, and Keith Fulmer.

President Drugovich noted that 258 students participated in the Student Showcase and she encouraged those present to attend future showcases.

Discussion regarding faculty vote of no confidence and will the faculty support the changes. President Drugovich responded that the majority of departments did not struggle with the changes, but we've heard a lot from the departments that have struggled. Some people believed the changes were painful and personal. Neal Miller stated the trustees and alum know that President Drugovich is on the front line and they're 110% behind her and her staff; he encouraged her to keep being who she's being.

Karen McGrath, Vice President for Enrollment Management, described her introduction to Hartwick at the end of May 2015 as abrupt. Her first objective was to establish a realistic and achievable goal for the fall of 2016. We ended the fall of 2015 with under 11,000 inquiries for the college. We are still getting new inquiries for the fall of 2016 and we're at ~21,000! We have improved our completed application rate to 91.2%. We've made our student visitation personalized and customized. It was a campus-wide effort. As of yesterday we're looking at 411 new freshman against a goal of 373, and 32 transfers against a goal of 45, with more to come during the summer. Our average incoming freshman GPA is 87.4. We set a financial aid tuition discount target of 61.4% and today we're at 60.5%. 75% of our freshmen are from NYS vs. 80% last year, with smaller classes. Historically, there is an 8-10% melt. We're not out of the woods yet, but going into the summer we're on a positive trajectory. Karen said the next plan is to figure out a way to reinvigorate the HART Group.

Raphael Duncan '16, and Taylor Johnson '16 have been working with the Interconnectivity Task Team and Professor Pauline Stamp on the annual alumni survey. Raphael described working with annual alumni survey tools and he reviewed some of the questions included in the survey. Use of the internet for surveys was encouraged, the use of incentivizing was suggested, and Raphael was encouraged to continue his work after his upcoming graduation.

Break taken.

IT WAS DULY MOVED, SECONDED AND AFFIRMED TO accept the minutes of the February 6, 2016 meeting.

COMMITTEE REPORTS:

Nursing Committee - Sharon Dettenrieder presented the report. The committee has discussed scholarships, study buddies for nursing students, and department meetings.

Nominee and Recognition Committee - Sarah Sanders discussed nominations and awards. She noted that there are three Alumni Board nominees: Brianna McKenzie, Addison Muller, and Amanda Robinson. The graduates introduced themselves.

IT WAS DULY MOVED, SECONDED AND AFFIRMED TO accept the slate of new members.

IT WAS DULY MOVED, SECONDED AND AFFIRMED TO accept the nomination of Mike Doherty as Vice President of the Alumni Board.

There will now be some leadership openings. Mike currently serves as the Task Team Coordinator and Sarah is the current chair of the Nominee and Recognition Committee.

Alumni Award Nominations: Sarah Sanders reported that they have received a very long list of nominations from Alicia's office. Alicia's office will provide information on the top five candidates. When recipients are chosen, an email with bio information will be emailed to the Board. Chair encouraged members to review the bios and respond quickly.

Legacy Scholarship: Last year we had five applicants and this year we had 10. Personal contacts worked very well. This year's recipient is Abigail White. Both of her parents graduated from Hartwick in '91—Michael and Andrea White. Her mother played field hockey at Hartwick under Anna Meyer. Abigail will be the first field hockey legacy that will be coached by Anna, as her mother was coached by Anna.

Sarah Sanders reviewed the Legacy Scholarship. We maintain a scholarship for an incoming first-year student, \$1,000/year for four years. We will still have an excess of about \$3,500 in the annual allocation from the endowment. Sarah also reviewed the J Term grants, which can be awarded in any amount to any number of students. The Nominee and Recognition Committee's recommendation is to utilize the excess funds to award J Term scholarships.

IT WAS DULY MOVED, SECONDED AND AFFIRMED TO accept the proposal and award J Term scholarships.

In support of continuing the \$1,000 per student, Sarah referenced a thank-you note from last year's scholarship recipient, Ethan Kanarek; he sent it because he was unable to attend the Partners in Scholarship luncheon. Sarah read the thank-you note and she requested an electronic copy of the thank-you note.

Communications: Liz, Shanlee and Alicia are working on the article for the next edition of The Wick which will be out in the summer. This group is working on having quarterly phone calls with Alicia in order to stay current with the Alumni Office in terms of communications. Alicia stated that while current students don't receive copies of The Wick, there are issues available on campus. Discussion about writing profiles of local alumni. Alicia will share this idea with Liz and Shanlee. Discussion about making people aware that reading The Wick will keep them informed about what's going on at Hartwick, as would being involved, which also helps effect change.

Interconnectivity: Donald Keinz presented a summary of the interconnectivity discussions plan. The decision was made to start small with four designated parts of the college with an alumni Board member holding quarterly discussions with Enrollment Management, Faculty Council, the Dean of Student Retention and Assessment, and Career Services.

Touch Points: Michelle Brown discussed the newly formed Engagement Council task team, formerly known Alumni Regional Council. We have staff liaisons which will help us move forward in our work. Marina Cinami is our Alumni Engagement Officer. We're starting the Engagement Council in three geographical areas: Buffalo, Louis Noce; Oneonta, Duncan MacDonald; and Albany, Michelle Brown. A need for accountability has been identified as well as a more holistic approach. Michelle reviewed the Engagement Council's plans. She also encouraged members to call her with questions and/or suggestions. Addison Muller suggested hosting events when students are home.

Affinity Grid: Alicia reported that we have a new Hartwick liaison, Sabrina Lawrence '13. The grid will be put into action in July. The template has been built and Sabrina is currently filling in what we know now. We want to create a baseline; the goal is to develop additional strategies to touch alumni.

Condolences: Alicia reviewed the way the college handles condolences and database updates. We look at the person and their connection with Hartwick and determine who on the Hartwick staff should be offering condolences.

Discussion regarding Vote of No Confidence. A suggestion was made for the Board of Directors to publicly express support for President Drugovich. It was suggested that members write letters individually, as there was concern was expressed about writing a letter on behalf of all alumni.

Alicia reported on the 4/11/16 special faculty meeting: 111 full-time faculty that have voting privileges. 41 voted no confidence, 24 voted no, and 10 abstained; this totals 75 votes, with 36 members not in attendance.

Lengthy discussion about whether or not to write the letter as a group or individually and, if written as a group, what language should be included.

IT WAS DULY MOVED, SECONDED AND AFFIRMED TO call the question.

IT WAS DULY MOVED, SECONDED AND AFFIRMED TO write a letter of support of President Drugovich from the Board of Directors of the Alumni Association to President Drugovich. Lengthy discussion followed.

Discussion on encouraging the graduating students to focus on their overall holistic Hartwick experience, rather than this one issue. Ideas discussed: Creating a Young Alumni Communications Task Force, communicating with seniors about what it means to be a Hartwick alumni.

IT WAS DULY MOVED, SECONDED AND AFFIRMED TO establish a Young Alumni Communications Task Force.

The Chair noted that at the next Executive Committee meeting topic #1 will be establishing this task force; if interested, email chair.

IT WAS DULY MOVED, SECONDED AND AFFIRMED TO adjourn the meeting at 2:05 pm.

Respectfully submitted,

Robin Ahearn, Recorder