

Hartwick College Wickbook 2021-22 (Condensed Version)

Prepared by the Office of Institutional Research & Effectiveness

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**HARTWICK
COLLEGE**

est. 1797

NOTE: For details or questions regarding the data presented in the Wickbook, please
contact the Office of Institutional Research & Effectiveness at InstResearch@hartwick.edu.

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A Message from the President

Hartwick College thrives on equal measures of inspiration, aspiration and a fully grounded understanding of how much progress we have made against the goals that we link to the success of our students. High quality information is essential to our Mission driven cycle of organizational assessment. The Office of Institutional Research and Effectiveness helps us to build capacity through the collection, analysis, and sharing of information that informs this vital work.

This Wickbook presents information that signals our success. It also helps to identify those areas where we can improve. The Wickbook is designed to inform the building of strategies that will enable us to be the organization that we must be to in order to achieve our mission:

Hartwick College, an engaged community, integrates a liberal arts education with experiential learning to inspire curiosity, critical thinking, creativity, personal courage and an enduring passion for learning.

We hope that you find the Wickbook to be a useful tool as we work together to build a better Hartwick College.

Dr. Margaret L. Drugovich
President of Hartwick College

Hartwick College Mission Statement

2011-present

Hartwick College is an engaged community that integrates a liberal arts education with experiential learning to inspire curiosity, critical thinking, creativity, personal courage and an enduring passion for learning.

Hartwick College Statement of Purpose and Philosophy

Effective AY 1998-1999

Our purpose as a college of the liberal arts and sciences is to educate people who will thrive in and contribute to the world of the future; people who are prepared to meet the personal, intellectual, and social challenges of a rapidly changing and increasingly interdependent world.

Hartwick graduates will be noted as being able to thrive in a world of global interdependence in which people of the broadest range of national, ethnic, social, and personal backgrounds will interact personally and technologically.

To thrive in this context will require that Hartwick students learn to: understand the world from a variety of perspectives; work constructively with people from a variety of backgrounds and life experiences; be avid learners and critical thinkers; communicate effectively and have a well-developed personal presence; be purposeful in their actions and value-based in their decisions; and know how to use information technology resources as a routine tool to enhance effectiveness.

Hartwick College Wickbook Fast Facts: October 2021

Admission (Fall 2021)	
Applicants	3,934
Enrollees (Freshman & Transfer)	
Men	152
Women	208
Total Freshman Class	360

Enrollment (Fall 2021)	
Full-time Degree-seeking	1,135
Part-time, Special and Non-degree	26
Total Enrollment	1,161
Three-year Degree Students	98
Full-time Nursing Students	234
Part-time/Special (PNOP) Nursing Students	0

Finance (Fiscal Year 2019-20)		
	Moody's Credit Rating	Ba1 negative
Endowment under College Mgmt. (June 30, 2021)		\$69,576,602
Holdeen Trust under Vanguard Mgmt. (June 30, 2017)		\$10,535,540
Operating Expense		\$77,137,065
Institutional Financial Aid as % of Operating Expense		46.9%
Cost of Attendance		\$59,759
CIC Benchmark Financial Ratios		
CIC Composite Financial Indicator		1.8
CIC Primary Reserve Ratio		0.64
CIC Return on Net Assets Ratio		0.50
CIC Net Operating Revenues Ratio		(21.40)
CIC Viability Ratio		0.77

College Advancement (Fiscal Year 2020-21)	
Total Giving	\$3,863,083
Annual Giving	\$2,076,453
Trustee Annual Giving	\$506,849
Total Donor Count	1,583
Alumni Giving Rate	6.5%
Cost per \$ raised-Fundraising	\$0.48
Campaign Cash Flow	\$ 1,389,955

Governance	
Board Self Assessment	February 2017

Financial Aid Profile - All Full-Time Degree-Seeking Students (Fall 2021 Census)	
Total Institutional Aid	\$39,986,417
Average Institutional Aid	\$34,953
Average Unmet Need	\$5,819
Percent of Students Receiving Pell Grant	34.6%
Tuition Discount Rate	67.3%

Faculty (Fall 2021)	
Full-time Faculty	98
Part-time Faculty	69
Total Faculty	167
Student to Faculty Ratio (by FTE)	10.5 : 1
Proportion of FY students with 1 adjunct professor (Academic Year 2020-21)	84.5%
Proportion of FY students with 2+ adjunct professors (Academic Year 2020-21)	52.4%

Retention/Graduation Information	
First-year to Sophomore Retention Rate (Fall 2020 Entering Class)	62.7%
Sophomore to Junior Retention Rate (Fall 2019 Entering Class)	80.0%
Junior to Senior Retention Rate (Fall 2018 Entering Class - 4-yr Degree Only)	88.3%
First-year to Sophomore Retention Rate (3-yr Degree Fall 2020 Entering Class)	80.0%
Six-year Graduation Rate (Fall 2014 Entering Class)	58.0%
Student Athlete (Division III) Six-year Graduation Rate (Fall 2014 Entering Class)	62.9%
2021 Graduates Top Three Majors:	
1. Nursing	
2. Business Administration	
3. Biology	

Student Satisfaction (NSSE 2016 Measures)	
Student Evaluation of Entire Educational Experience at Hartwick (% Good or Excellent)	
(Compared with peers on NSSE)	First-year Students 73.4% (Peers: 88.9%)
	Seniors 30.6% (Peers: 89.2%)

Employee Support	
Average Faculty Salary to Median of Average Salaries of Peer Institutions (AY2016-17)	97.2%
% College Contribution to Retirement for program participants	7%

Hartwick Peer Institutions: Alfred University, Elmira College, Hobart and William Smith Colleges, Ithaca College, Juniata College, Lycoming College, Moravian College, Susquehanna University, Ursinus College, Wittenberg University

NSSE 2016 Selected Comparison Institutions: Canisius College, Dickinson College, Guilford College, Ithaca College, Lycoming College, Nazareth College, Northwestern College, Pitzer College, Sage Colleges, Skidmore College, St. Bonaventure University, St. John Fisher College, Wartburg College, Wheaton College, and Wittenberg University

Hartwick Governance

	2017-18	2018-19	2019-20	2020-21	2021-22
President	M. Drugovich	M. Drugovich	M. Drugovich	M. Drugovich	M. Drugovich
VP Academic Affairs	M. Tannenbaum	M. Tannenbaum	W. Ehmann	Interim, B. Feldman	Interim, B. Feldman
VP Finance	S. Leo	D. Lewis	D. Lewis	K. Zuill	K. Zuill
VP Student Life¹	M. Nowak	-	-	-	-
VP Enrollment Management¹	K. McGrath	K. McGrath	K. McGrath	K. McGrath	K. McGrath
VP Institutional Advancement	G. Fort	G. Fort	P.L. Hobson	P.L. Hobson	P.L. Hobson
# of Trustees	27	27	25	25	25
# of Emeritus Trustees	17	17	41	41	41
% of Trustees that are Alumni	74%	78%	72%	72%	72%
% of Trustees that are Women	56%	52%	48%	48%	48%
% of Trustees that are White	93%	89%	84%	84%	84%

	2012-13	2013-14	2014-15	2015-16	2016-17
President	M. Drugovich	M. Drugovich	M. Drugovich	M. Drugovich	M. Drugovich
VP Academic Affairs	M. Tannenbaum	M. Tannenbaum	M. Tannenbaum	M. Tannenbaum	M. Tannenbaum
VP Finance	G. Elsbeck	G. Elsbeck	G. Elsbeck	G. Elsbeck	S. Leo
VP Student Life	M. Nowak	M. Nowak	M. Nowak	M. Nowak	M. Nowak
VP Enrollment Management	D. Conway	D. Conway	Interim, L. Bunders	K. McGrath	K. McGrath
VP Institutional Advancement	J. Broschart	J. Broschart	Interim, J. Thornton	G. Fort	G. Fort
# of Trustees	29	28	27	29	27
# of Emeritus Trustees	20	20	18	18	15
% of Trustees that are Alumni	62%	75%	74%	76%	78%
% of Trustees that are Women	45%	46%	52%	48%	52%
% of Trustees that are White	100%	97%	97%	97%	98%

¹Division of Enrollment Management and Division of Student Affairs were combined under the Division of Enrollment and Student Experience in December 2017.



DRAFT ORGANIZATIONAL CHART
PROMISE INITIATIVE

CHART KEY

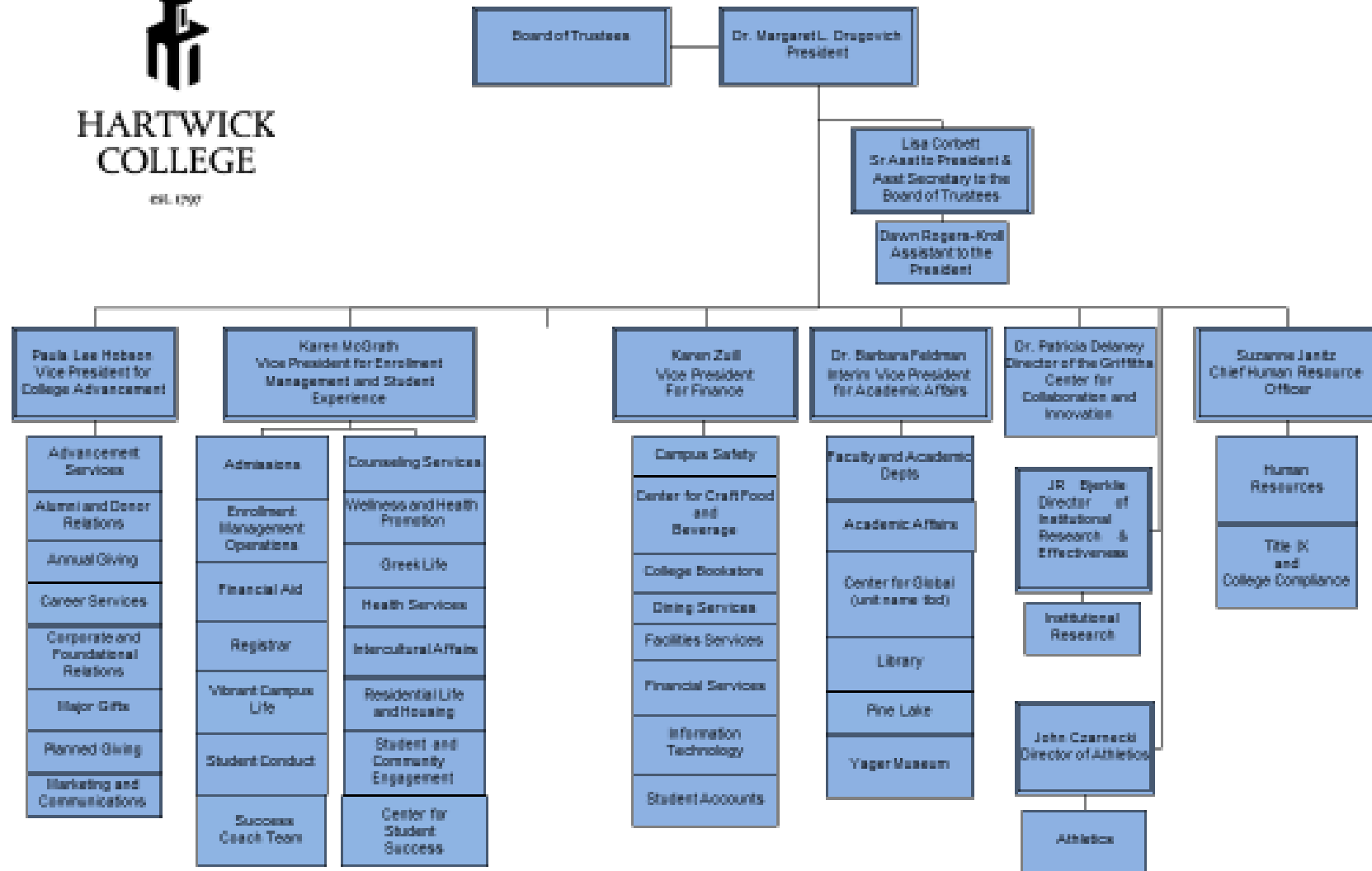
Current Positions

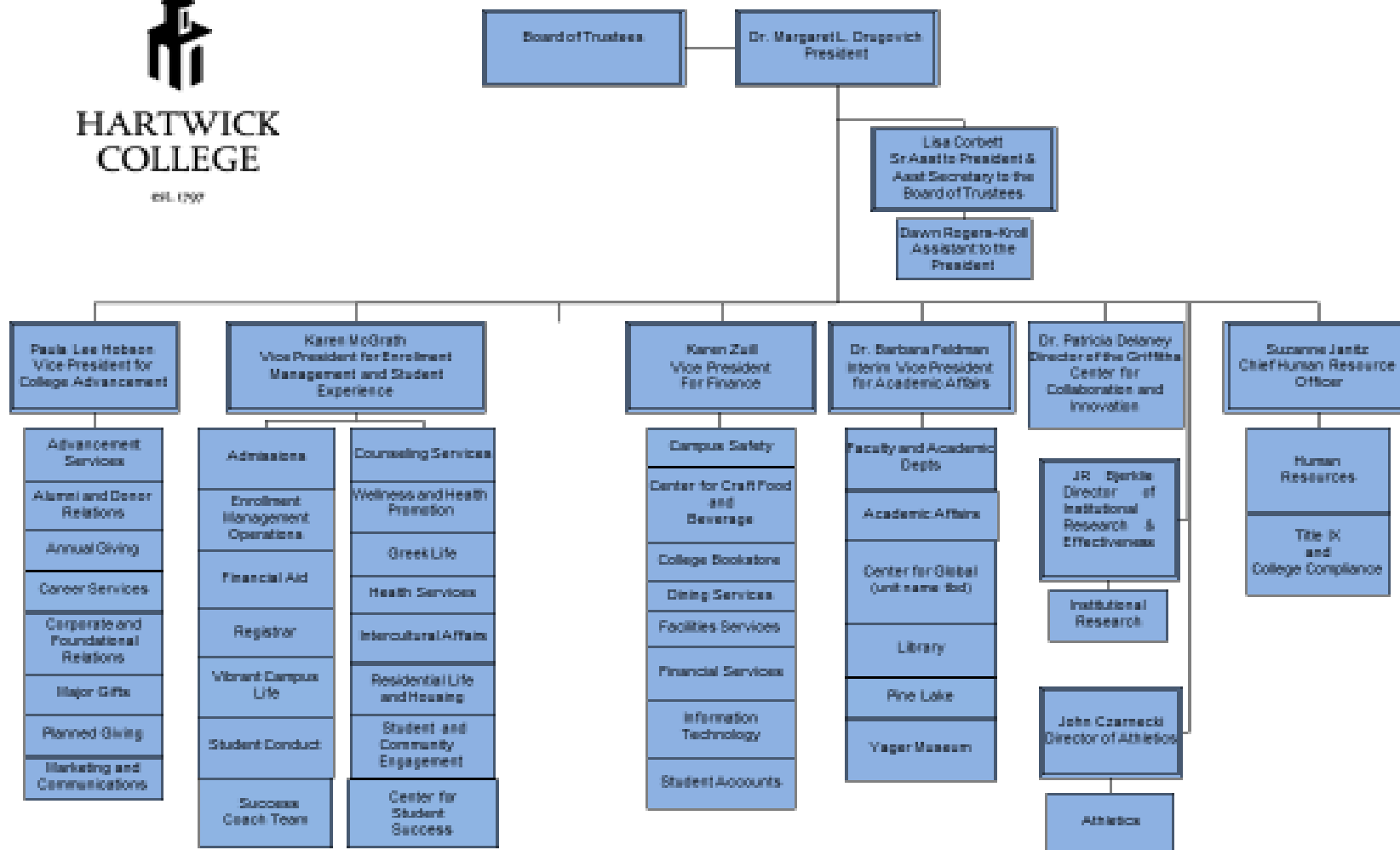
Recommend unit to move to
different division
(All divisions too only)

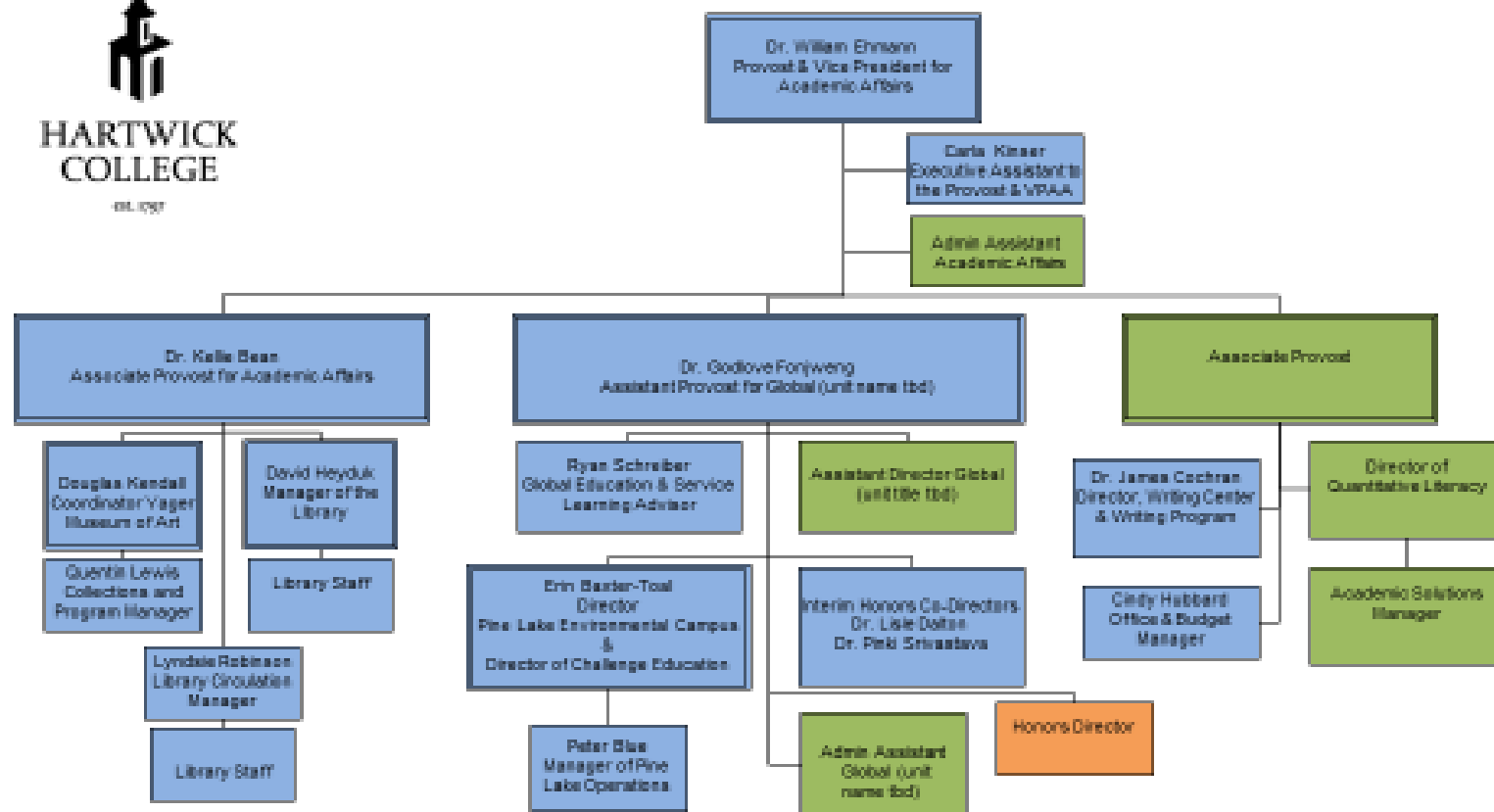
Proposed Positions

Proposed positions
Year 2

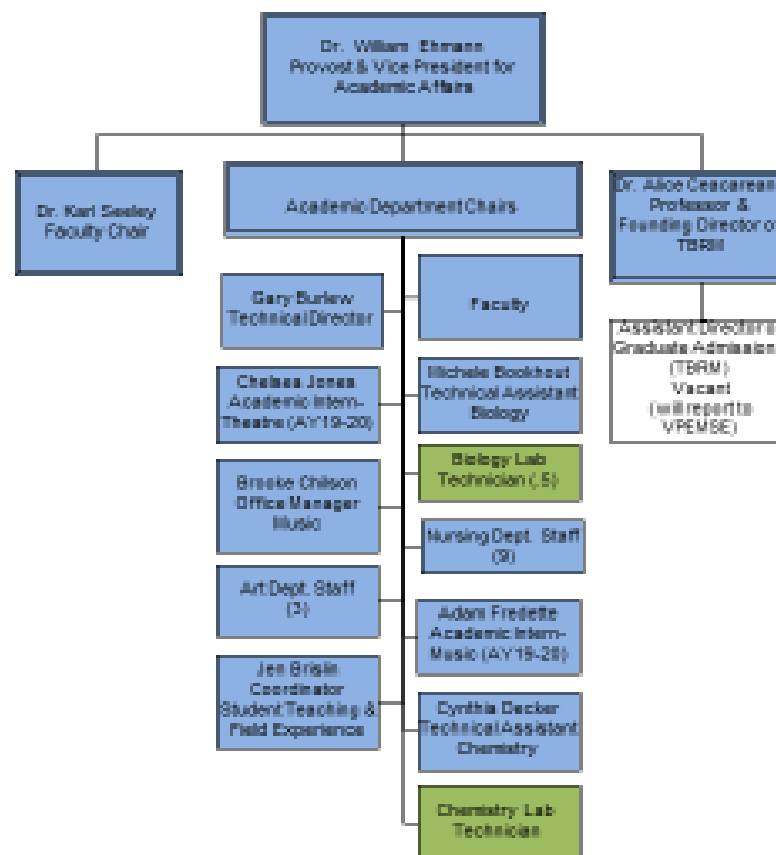
Current vacant positions







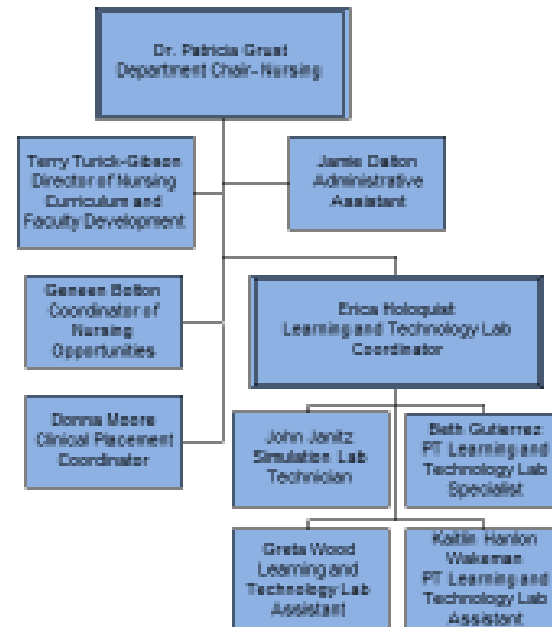
Hartwick College
Academic Affairs
June 22, 2020



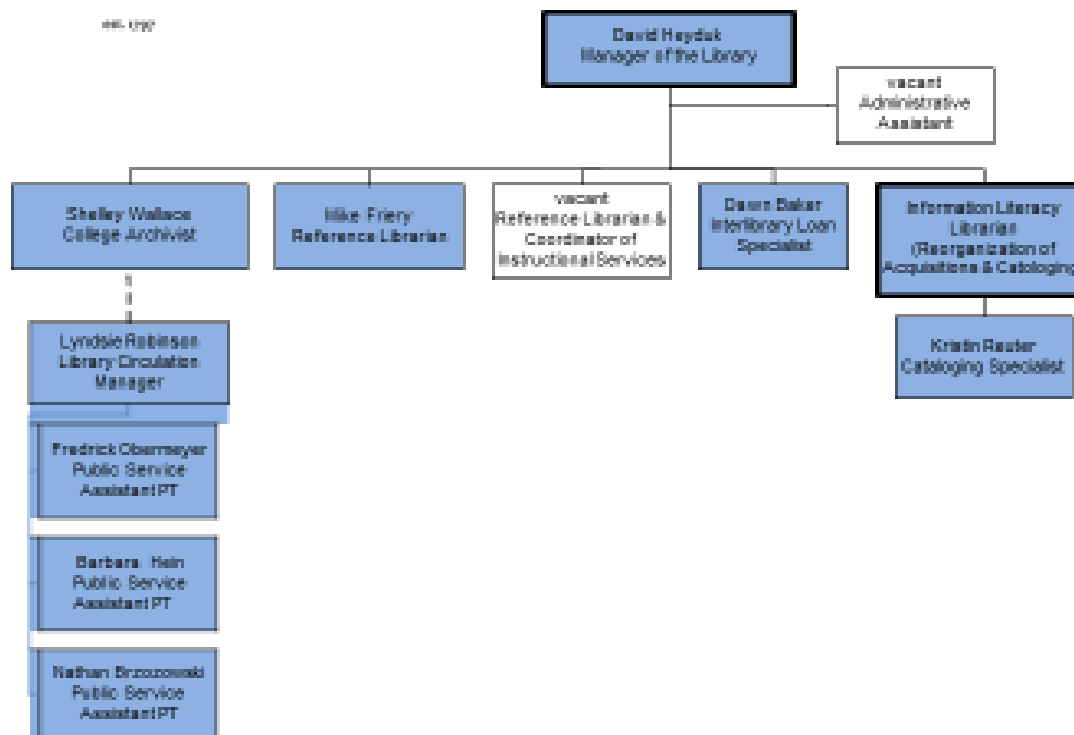
Hartwick College
Academic Affairs-
Academics
June 22, 2020



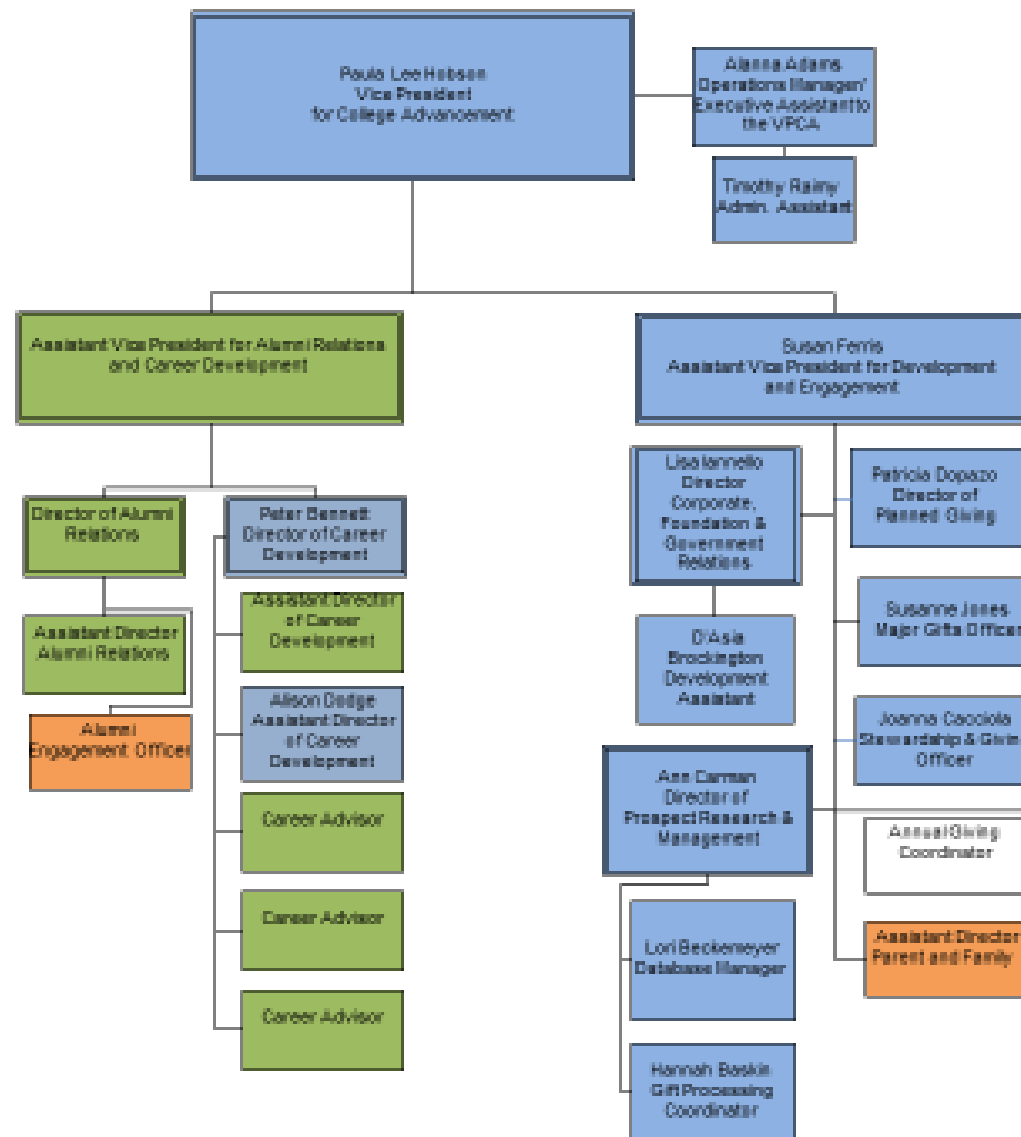
Carla Kiser Executive Assistant to Provost and VP Academic Affairs	Faculty Department Chairs (as supervisors)
Heather Babbitt Administrative Assistant Johnston Science Bldg	vacant Administrative Assistant Colisano Hall
Heather Conroe PT Administrative Assistant Clark Hall	Administrative Assistant for Academic Affairs
vacant Faculty Secretary Anthropology Secretary Yager Hall Library	Jennifer Brubin Coordinator of Student Teaching and Field Experience
Brooke Chilcote Office Manager Music Department	Jamie Dalton Administrative Assistant Nursing Department



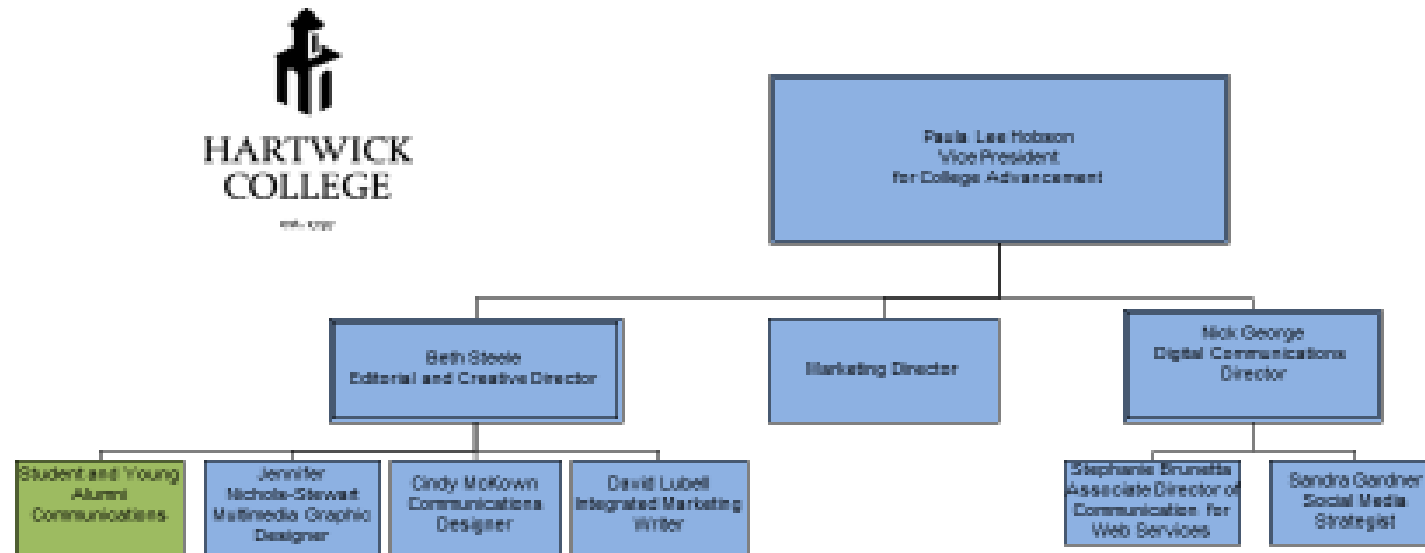
Hartwick College
Academic Affairs
Administrative Assistants, Art
Department, Nursing Department
June 22, 2020



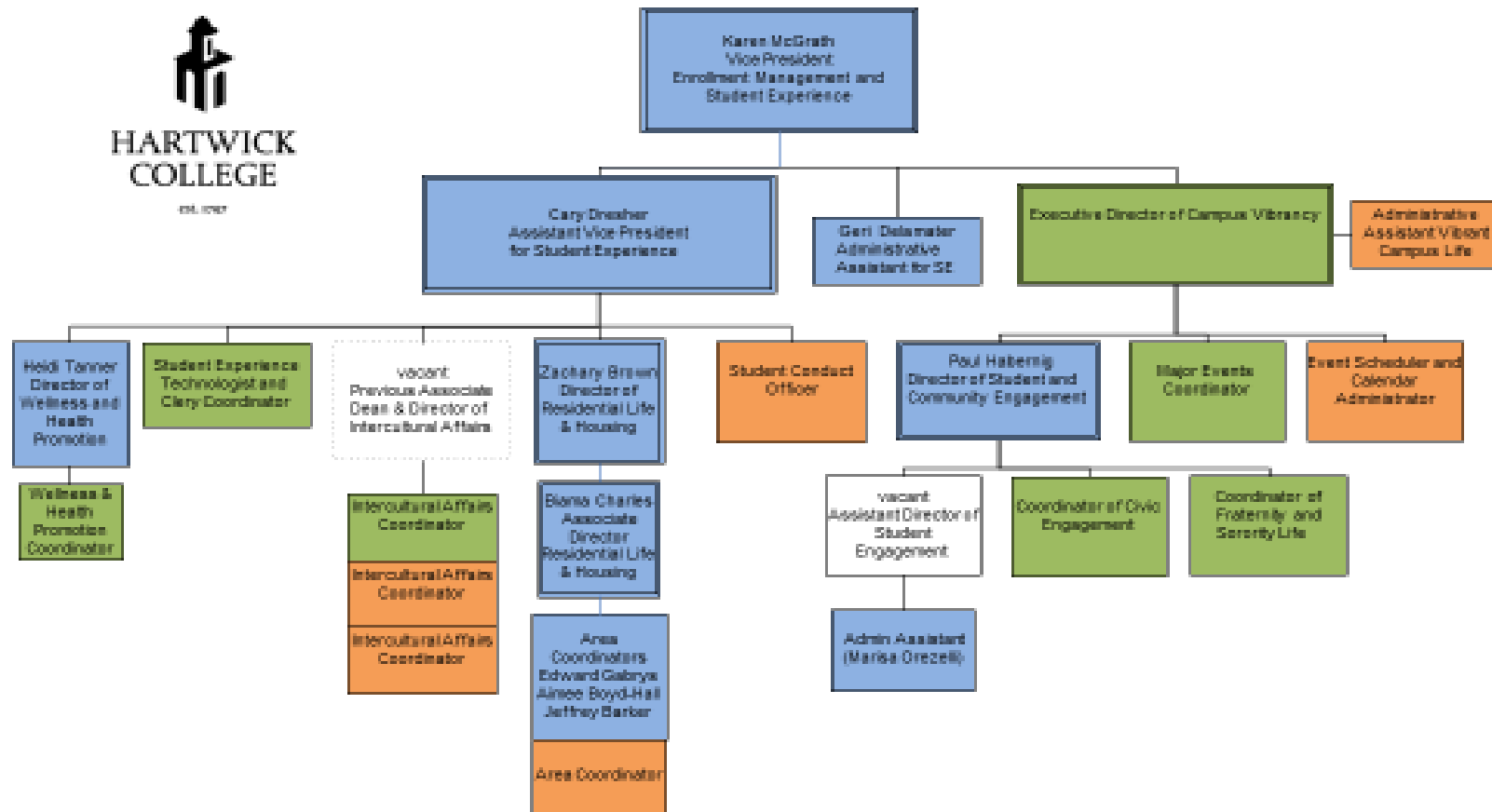
Hartwick College
Academic Affairs
Library
June 22, 2020



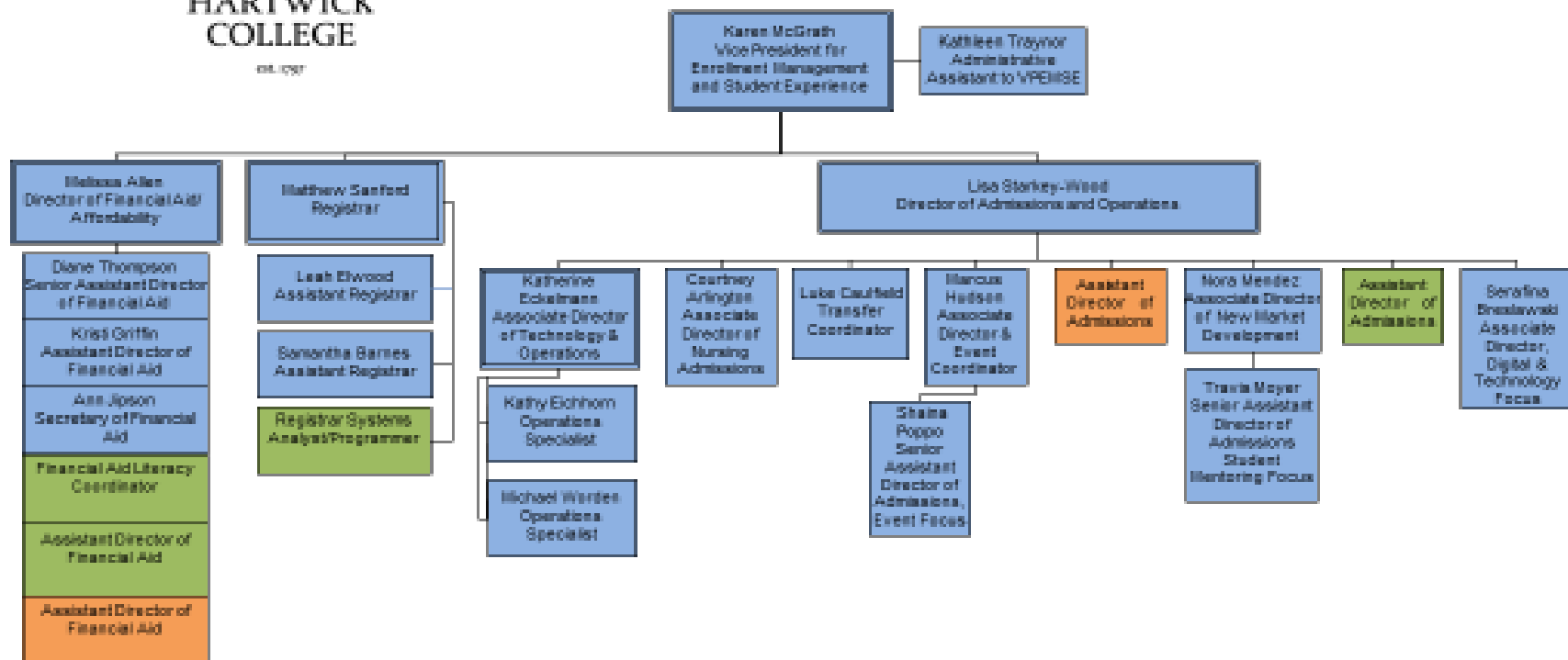
Hartwick College
College Advancement
June 22, 2020



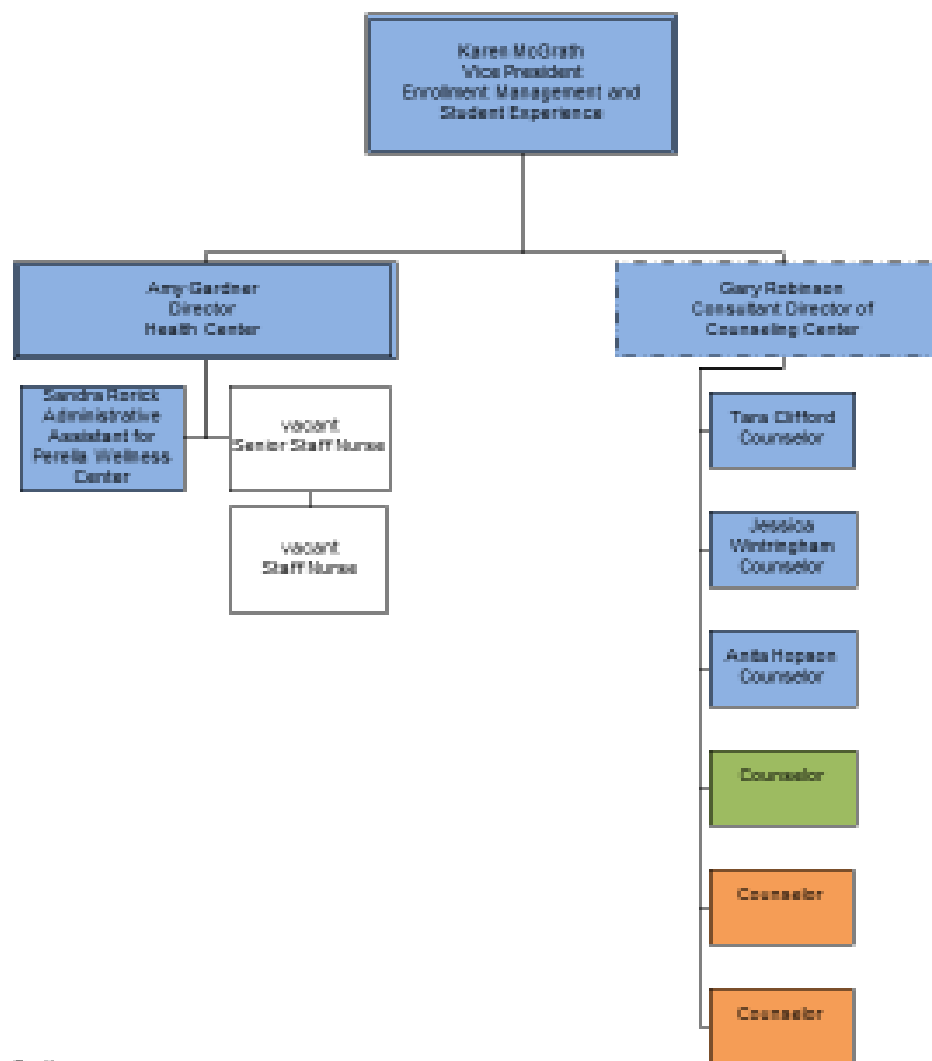
Hartwick College
College Advancement- Marketing
June 22, 2020



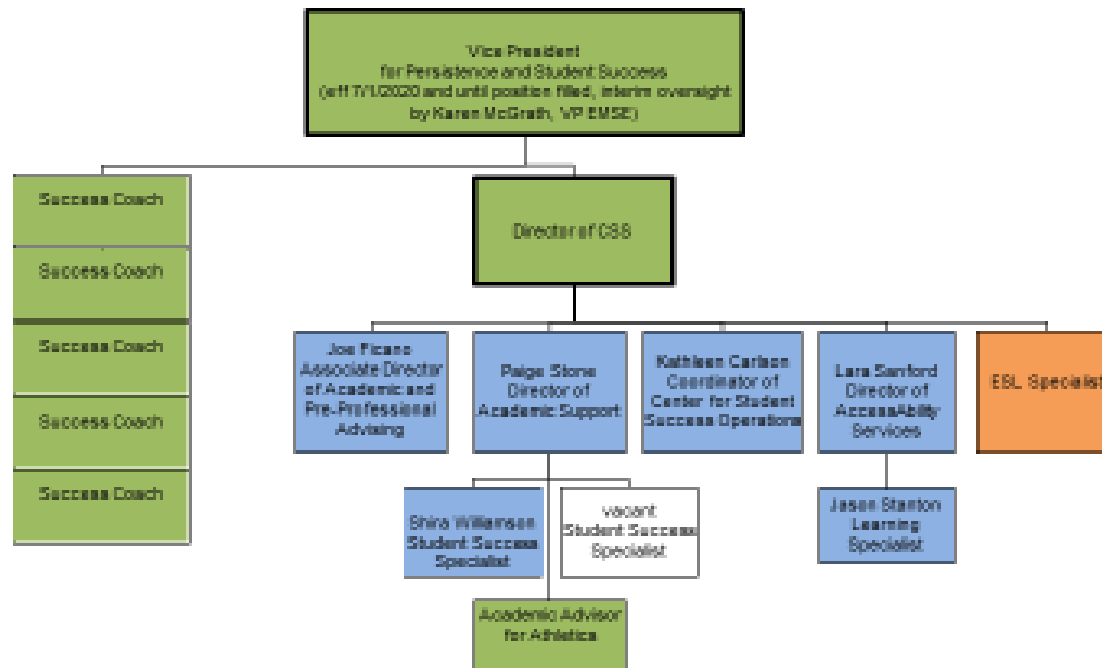
Hartwick College
Enrollment Management and Student Experience-
Student Experience
June 22, 2020



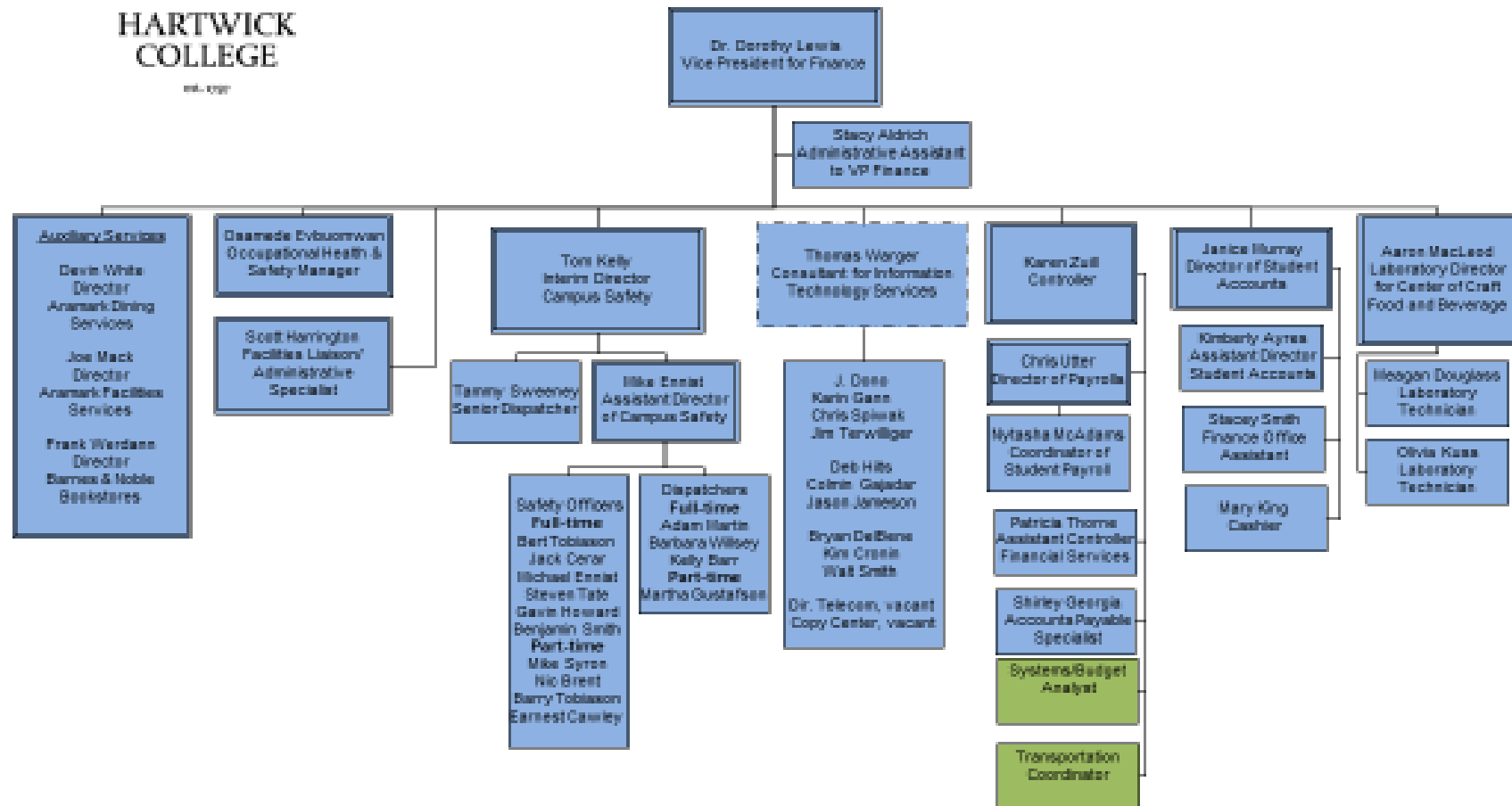
Hartwick College
Enrollment Management and Student Experience-
Admissions, Financial Aid, Registrar
June 22, 2020



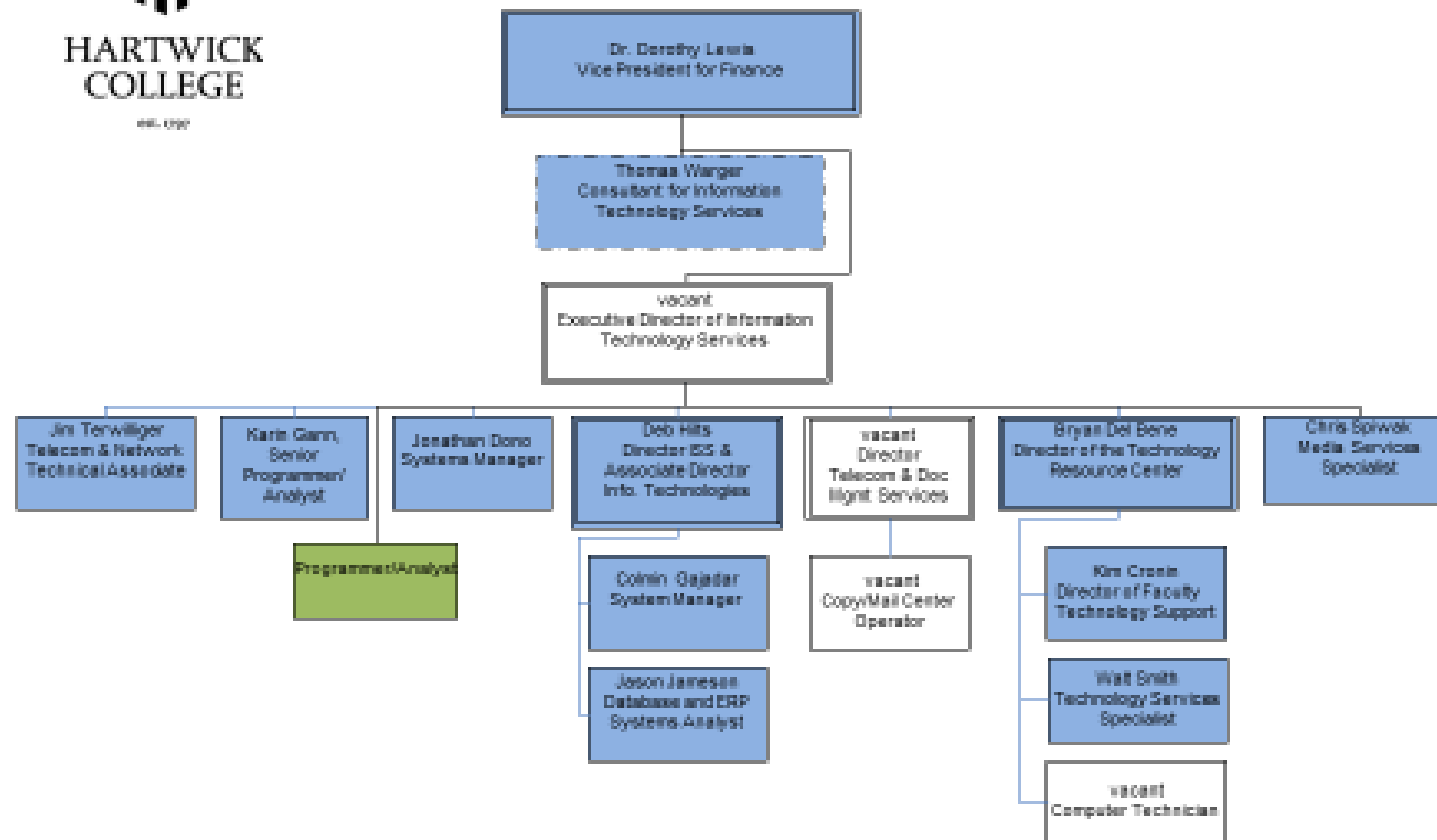
Hartwick College
Enrollment Management and Student Experience-
Perella Wellness Center
June 22, 2020



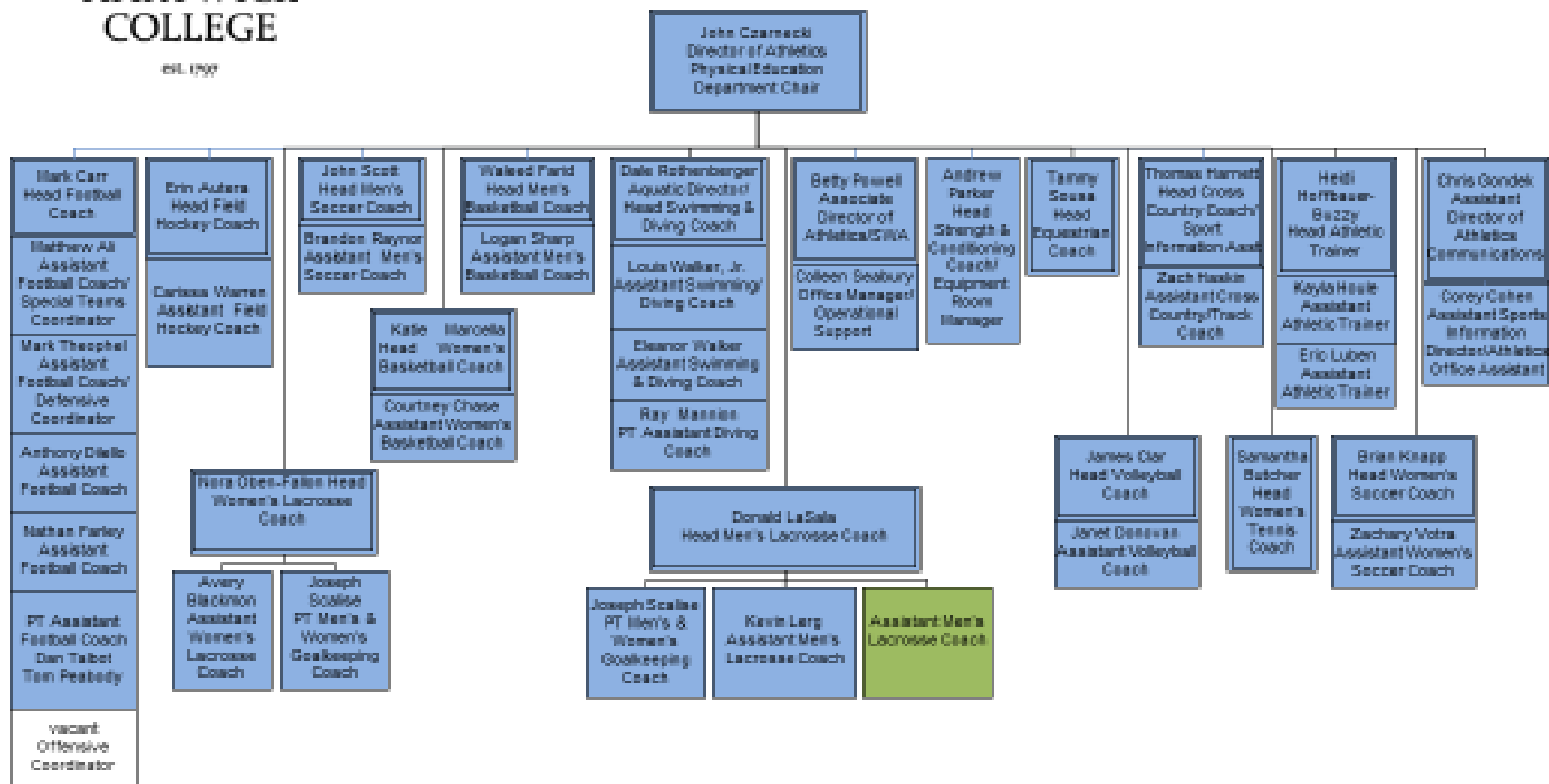
Hartwick College
Persistence and Student Success
June 22, 2020



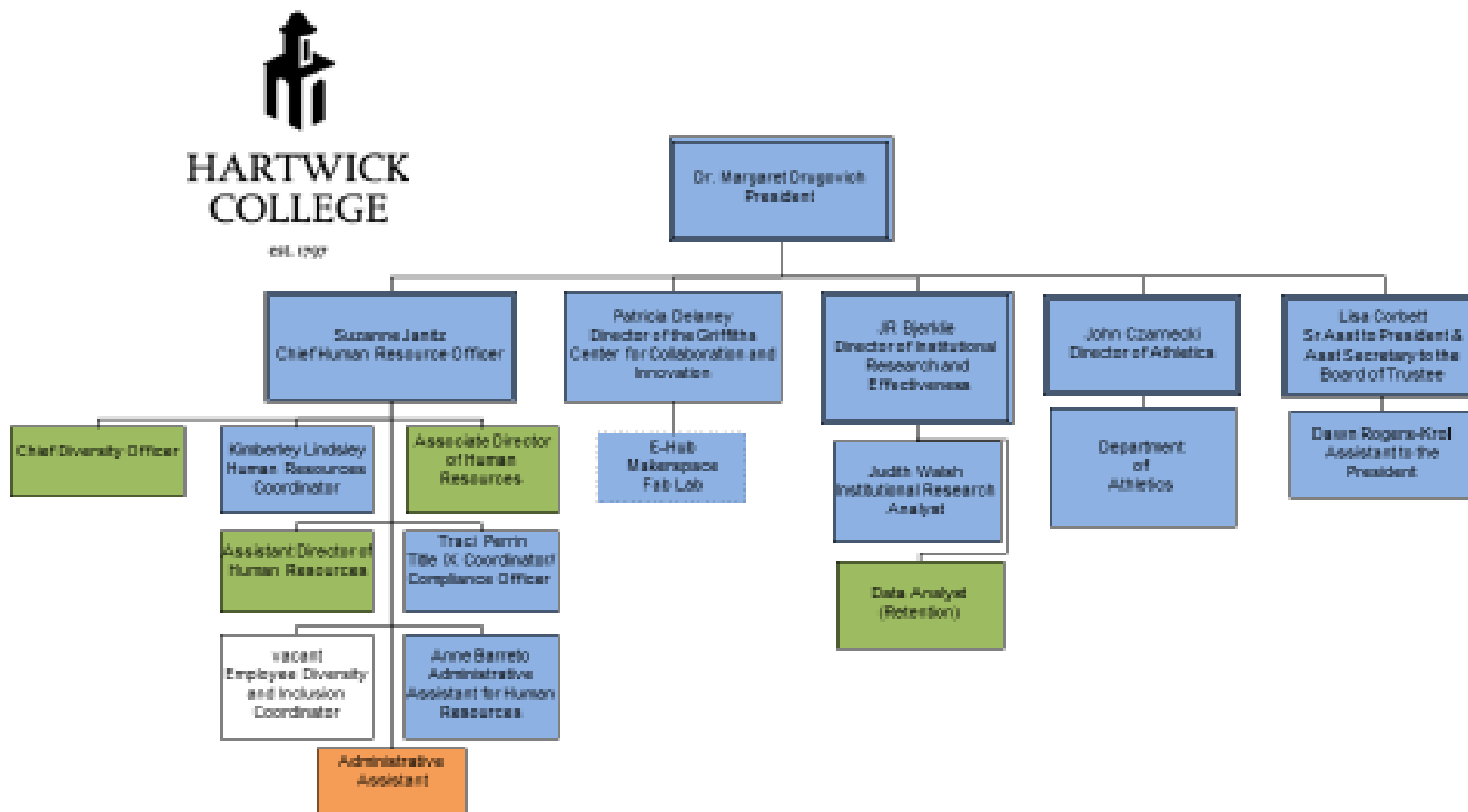
Hartwick College
Finance
June 22, 2020



Hartwick College
Finance
Information Technologies
June 22, 2020



Hartwick College
President's Office-
Athletics
June 22, 2020



Hartwick College
President's Office, Athletics,
Human Resources and Institutional Research
June 22, 2020

Section 2: Academic Affairs



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Hartwick Academic Affairs

Academic Year	2015-2016	2016-17	2017-18	2018-19	2019-20	2020-21
<u>Academic Programs</u>						
# Majors	34	35	35	35	35	35
# Minors	40	45	45	45	45	45
# Individual Student Programs	7	6	5	0	0	0
# Unique Courses Offered	516	532	486	463	493	453
# Sections Offered	757	834	691	785	804	778
# 3-year Program Participants	107	94	98	99		
<u>Experiential Learning</u>						
# J-Term Participants	209	122	136	133	134	na
J-Term Participants (% of all Students)	15.0%	8.9%	11.3%	11.1%	11.2%	na
# Study Abroad Participants (Including J-term)	248	151	153	160	155	na
Study Abroad Participants - Including J-term (% of all Students)	17.8%	10.9%	12.7%	13.3%	13.0%	na
# Internship Participants	213	137	128	110	45	13
Internship Participants (% of all Students)	15.3%	9.9%	10.6%	9.1%	3.7%	1.1%
# Community-based Service Participants	577	482	328	390		
Community Service Participants (% of all Students)	41.5%	34.8%	27.3%	32.4%	na	na
# Students Participating in Scholars Showcase	238	338	204	212	canceled	
# Career Service Advising Appointments	1260	935	618	624	526	167
<u>Academic Affairs Spending</u>						
\$ of all Academic Affairs Spending	\$20,117,813	\$ 16,995,364	\$15,630,424	\$15,382,957		
\$ of Instruction Spending	\$14,838,550	\$ 14,160,898	\$12,862,850	\$12,592,076		
Instruction as % of Academic Affairs Spending	73.8%	83.3%	82.3%	81.9%		
<u>Popular Majors - Top Five by % of Graduates</u>						
Total Graduates	312	392	274	225	233	186
#1 Major	Business (19%)	Business (20%)	Business (19%)	Business (20%)	Nursing (24%)	Nursing (19%)
#2 Major	Nursing (14%)	Nursing (18%)	Nursing (18%)	Nursing (16%)	Business (15%)	Business (12%)
#3 Major	Biology (14%)	Biology (10%)	Sociology (15%)	Biology (10%)	Biology (9%)	Psychology (7%)
#4 Major	Political Sci./ Sociology (8%)	Sociology (9%)	Biology (12%)	Sociology (8%)	Psychology (7%)	Public Health (7%)
#5 Major	English (6%)	Psychology (8%)	Political Sci. (8%)	Political Sci. (7%)	Sociology (6%)	Biology /Sociology (6% each)

Hartwick Academic Affairs

Academic Year	2015-2016	2016-17	2017-18	2018-19	2019-20	2020-21
<u>Faculty Teaching Load</u>						
Student to Faculty Ratio (by FTE)	10.4	10.6	10.8	11.2	10.7	11.4
Number of Courses Taught per Full-time Faculty	6.2	6.3	6.5	6.1	6.2	6.0
Number of Credits Taught per Full-time Faculty	20.0	19.4	20.0	18.5	17.7	16.9
FTE Students Taught by Full-time Faculty	1141	1061	1008	1001	1067	967
% FTE Students Taught by Full-time Faculty	76.2%	77.6%	76.7%	76.8%	70.7%	
% Sections Taught by Full-time Faculty	77.4%	72.5%	72.0%	69.6%	66.4%	64.9%
% Faculty Load Taught by Full-time Faculty	76.8%	75.2%	74.9%	76.1%	75.6%	72.4%
Average Number of Credits per Year (Students)	28.7	29.0	28.7	29.3	27.3	28.0
Proportion of First Year Students with One Adjunct Professor	89.0%	83.6%	74.6%	77.4%	83.0%	73.0%
Proportion of First Year Students with Two or More Adjunct Professors	46.0%	43.2%	18.5%	32.2%	40.7%	40.4%
<u>Faculty Information</u>						
# New Faculty Hires in Tenure-track Lines	7	8	8	10	5	4
# Full-time Faculty Lines	109	111	113	103	103	103
# Tenure Approvals	0	2	0	2	2	2
Promotions: Asst. Professor to Assoc. Professor	0	2	0	2	2	2
Promotions: Associate Professor to Full Professor	3	5	3	2	4	2
% of all Full-time Faculty with Tenure	67.0%	65.9%	57.2%	58.4%	54.5%	50.5%
% of FT lines that are tenure-track	86.2%	84.7%	85.4%	87.1%	81.3%	83.3%
Average Number Years of Hartwick College Service Prior to Tenure Decision Approval	n/a	5.5	n/a	6.5	6.5	5.5
<u>Library Information</u>						
# Library Volumes	337,994	338,162	338,174	266,123	209,301	209,405
# FTE Library Staff	9.4	7.1	7.7	7.7	7.7	7.2
<u>Faculty Achievement</u>						
# Publications in Peer-reviewed Journals	23	N/A	N/A	N/A	N/A	N/A
# Conference Presentations	96	N/A	N/A	N/A	N/A	N/A
# Books	3	N/A	N/A	N/A	N/A	N/A

Hartwick Academic Affairs

Academic Year	2015-2016	2016-17	2017-18	2018-19	2019-20	2020-21
<u>Three-Year Degree Program</u>						
Total Enrollment Headcount	107	94	98	99	99	99
# First Year Student	33	31	40	30	30	30
# Returning Student Enrollment	74	63	58	69	69	69
# 3YD Graduates	24	26	23	25	25	25
Average High School GPA						
3YD First Year Students	91.2	90.6	91.1	91.0	91.6	91.5
non-3YD First Year Students	87.4	86.2	86.4	86.6	87.0	86.4
First-to-Second Year Retention	80.6%	81.5%	86.7%	76.0%	86.3%	78.0%
Average College GPA by the End of First Semester	3.25	3.24	3.18	3.35	3.21	3.31
% Students with 40 credits Completed by the End of First Year	90.9%	80.6%	82.5%	62.5%		60.7%
% Students with 80 Credits Completed by the End of Second Year	90.6%	95.5%	91.7%	87.1%		78.1%
Top Five Majors						
#1 Major	Nursing	Nursing	Nursing	Nursing	Nursing	Nursing
#2 Major	Biology	Biology/ Business	Political Sci	Political Sci	Political Sci	Business
#3 Major	Business	Political Sci	Biology	Biology	Biology	Criminology
#4 Major	Psychology	Psychology	English	Psychology	Psychology	Psychology
#5 Major	5 tied	History/ Computer Sci	Psychology/ Business	Business/ English	Business/ English	Biology

Hartwick Assessment Measures

	Academic Year					
	2015-16	2016-17	2017-18	2018-19	2019-2020	2020-2021
# (%) of Academic Departments (of 23) with Assessment Plans on File	23 (100%)	23 (100%)	23 (100%)	23 (100%)	23 (100%)	23 (100%)
# (%) of Departments with Clearly Stated Student Learning Outcomes	23 (100%)	23 (100%)	23 (100%)	23 (100%)	23 (100%)	23 (100%)
# (%) of Academic Departments who Submitted Annual Assessment Reports	22 (96%)	22 (96%)	19 (83%)	19 (83%)	19 (83%)	14 (61%)
# (%) of Academic Departments that Included Review of Data or Analysis in their Report	22 (95.65%)	22 (95.65%)	19 (83%)	19 (83%)	19 (83%)	14 (61%)
# (%) of Academic Departments Reporting on the "Feedback" Loop (using assessment results to modify program or other assessment processes)	21 (95.65%)	21 (91.30%)	19 (83%)	19 (83%)	19 (83%)	14 (61%)
# (%) of Academic Departments that Included Identified Changes to Improve Student Learning as a Result of Assessment Activities	20 (91.30%)	14 (60.87%)	17 (73.9%)	17 (73.9%)	NA	NA
# (%) of Academic Departments that Included Identified Changes to Improve Assessment Process as a Result of Assessment Activities	8 (35.78%)	13 (56.52%)	16 (69.6%)	16 (69.6%)	NA	NA

Notes: na - all departments are implementing changes to improve student learning and the assessment process as part of Flightpath.

Class of 2021 Graduate Outcomes

Using in-person requests, an email campaign, and personal follow-up by career services, this year the survey yielded a 57% response rate between May and September 2021

Of the repondents:

- 56% are working at a full or part time job.
- Of those employed, 85% are employed by an organization; others are employed freelance, are self-employed, or are engaged in military service.
- **The median reported income is \$56,000**
- 26% are pursuing additional education.

Class of 2020 Graduate Outcomes

Using in-person requests, an email campaign, and personal follow-up by career services, this year the survey yielded a 43% response rate between May and September 2020

Of the repondents:

- 49% are working at a full or part time job.
- Of those employed, 98% are employed by an organization.
- **The median reported income is \$50,000**
- 21% are pursuing additional education.



Class of 2019 Graduate Outcomes

Using in-person requests, an email campaign and personal follow-up by Career Services, this year: the survey yielded an 94% response rate between May and September 2019.

Of the respondents:

- 67% are working at a full or part-time job.
- Of those employed, 64% are employed by an organization; 6% are employed in an internship. Others are either employed freelance, are self-employed, or are engaged in military service.
- **The median reported income is \$45,000.**
- 12% are enrolled in additional education. Of those example degrees being pursued include Medical Doctor, Doctor of Philosophy, Juris Doctor, Master of Business Administration and Master of Education degrees. Most common graduate degrees are in Education, Law and Chemistry.
- Top industries: Health Services; Education; hospitality and business.
- Key Geographic Locations: 81% are working in the Northeast; 57% are working in the West.
- When searching for a post-graduation occupation, 58% searched near their hometown.
- Engagement: While at Hartwick, 57% report having completed an internship; 21% reported having completed service learning; 37% studied abroad.
- Satisfaction: 80% of respondents are doing something now that is related (very or somewhat) to his or her major. 83% are somewhat or very satisfied with their current occupation.]



Class of 2018 Graduate Outcomes

Using in-person requests, an email campaign and personal follow-up by Career Services, this year: the survey yielded an 95% response rate between May and October 2018.

Of the respondents:

- 63% are working at a full or part-time job.
- Of those employed, 37% are employed by an organization; 2% are employed in an internship. Others are either employed freelance, are self-employed, or are engaged in military service.
- **The median reported income is \$40,000.**
- 14% are enrolled in additional education. Of those example degrees being pursued include Medical Doctor, Doctor of Philosophy, Juris Doctor, Master of Business Administration and Master of Education degrees. Most common graduate degrees are in Law and the Physical Sciences.
- Top industries: Health Services; Education; Retail; Social Services; Accounting and Marketing.
- Key Geographic Locations: 71% are working in the Northeast; 48% are working in the South.
- When searching for a post-graduation occupation, 60% searched near their hometown.
- Engagement: While at Hartwick, 53% report having completed an internship; 28% reported having completed service learning; 26% studied abroad.
- Satisfaction: 71% of respondents are doing something now that is related (very or somewhat) to his or her major. 73% are somewhat or very satisfied with their current occupation.



Class of 2017 Graduate Outcomes

Using in-person requests, an email campaign and personal follow-up by Career Services, this year: the survey yielded an 84% response rate between May and October 2017.

Of the respondents:

- 63% are working at a full or part-time job.
- Of those employed, 70% are employed by an organization; 4% are employed in an internship. Others are either employed freelance, are self-employed, or are engaged in military service.
- **The median reported income is \$40,000.**
- 18% are enrolled in additional education. Of those example degrees being pursued include Medical Doctor, Doctor of Philosophy, Juris Doctor, Master of Business Administration and Master of Education degrees. Most common graduate degrees are in Education, Law and Chemistry.
- Top industries: 24% are employed in Health Services; 9% are employed in Education; and 4% are employed in hospitality.
- Key Geographic Locations: 83% are working in the Northeast; 52% are working in the West.
- When searching for a post-graduation occupation, 61% searched near their hometown.
- Engagement: While at Hartwick, 59% report having completed an internship; 30% reported having completed service learning; 41% studied abroad.
- Satisfaction: 74% of respondents are doing something now that is related (very or somewhat) to his or her major. 75% are somewhat or very satisfied with their current occupation.

Section 3: Enrollment Management & Student Experience



HARTWICK
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Hartwick Student Enrollment

Academic Year: Fall:	2016-17 2016	2017-18 2017	2018-19 2018	2019-20 2019	2020-2021 2020	2021-2022 2021
<u>Admission</u>						
# New First Year Total (Including Int'l Students)	402	351	407	376	389	360
# New Transfers Total	36	39	34	41	28	35
# New International Total	12	7	10	6	7	11
# First Year Applications Total	3,505	3,249	4,443	4,731	4,107	3,934
% Admit of Actionable First Year Applications	90.5%	91.2%	90.0%	88.5%	93.0%	95.4%
% Admit of all First Year Applications	84.2%	84.1%	79.9%	76.7%	82.4%	82.9%
% Yield (admit to enroll)	14.0%	12.8%	11.4%	10.4%	11.5%	11.0%
% New First Year by Location						
NYS	76.7%	76.3%	72.4%	71.0%	77.4%	68.3%
CT, MA, NH, RI, ME, VT	9.5%	7.9%	9.1%	9.8%	11.1%	8.9%
PA	1%	2.8%	3.4%	4.2%	2.8%	4.4%
NJ	3.2%	4.8%	4.8%	4.2%	2.3%	4.7%
Other US	6.8%	6.6%	7.8%	9.3%	9.5%	10.8%
Outside of US	2.9%	1.7%	2.4%	1.5%	1.8%	2.8%
<u>Retention Rates</u>						
First to Second Year Retention	70.4%	69.2%	74.0%	74.0%	74.5%	62.7%
Second to Third Year Retention	84.0%	79.9%	76.5%	74.9%	82.4%	80.0%
Third to Fourth Year Retention (4yr-degree Only)	82.8%	87.0%	98.0%	84.5%	81.7%	88.3%
<u>Graduation Rates</u> (Entering Fall Cohort)						
	2010	2011	2012	2013	2014	2015
4-year Graduation Rate	53.9%	50.7%	53.6%	59.8%	54.2%	53.4%
5-year Graduation Rate	59.7%	54.8%	58.3%	64.2%	57.3%	55.1%
6-year Graduation Rate	60.9%	55.6%	59.2%	65.9%	58.0%	55.7%
<u>Enrollment by Semester</u>						
Total Fall Enrollment Headcount	1,396	1,201	1,176	1,193	1,203	1,164
Total Spring Enrollment Headcount	1,305	1,090	1,050	1,107	1,080	
Total Unduplicated Enrollment Headcount	1,435	1,277	1,238	1,191	1,228	

Hartwick Student Enrollment

Academic Year: Fall:	2016-17 2016	2017-18 2017	2018-19 2018	2019-20 2019	2020-2021 2020	2021-2022 2021
<u>Fall Enrollment by Class</u>						
Freshman	437	411	483	472	461	431
Sophomore	267	272	246	274	307	248
Junior	292	238	223	214	230	239
Senior	386	273	213	221	200	240
NonDegree	14	7	11	12	4	5
<u>Fall Enrollment by Academic Load (exc. NonDegree)</u>						
Part Time	52	28	29	24	13	24
Full Time	1,344	1,173	1,147	1,169	1,185	1,135
% New First Year with Declared Nursing Major	21.5%	20.2%	11.6%	17.2%	17.7%	18.6%
% New First Year - White (exc. "Unknown")	62.1%	58.4%	55.0%	56.9%	54.8%	58.3%
% New First Year - ALANA (exc. "Unknown")	25.0%	25.0%	18.0%	28.2%	31.6%	31.1%
<u>Top 5 Declared Majors of New First Year Students</u>						
	Nursing Undeclared Business Biology Psychology	Nursing Business Undeclared Biology Psychology	Nursing Undeclared Business Biology Crim. Justice	Nursing Business Undeclared Psychology Biology	Nursing Business Undeclared Psychology Biology	Nursing Business Undeclared Psychology Biology
<u>Test Scores and HS GPA</u>						
Average Middle 50% SAT Scores of New First Year (of students submitting SAT scores)	950-1110	930-1100	1050-1190	1040-1190	1050-1180	1060-1200
% New First Year Enrollees Submitting SAT (of students submitting SAT scores)	57.9%	51.0%	53.8%	50.2%	50.4%	7.8%
First Year to Second Year Retention of <i>Current</i> Students Submitting SAT Scores	73.5%	68.2%	80.0%	81.4%	70.7%	
First Year to Second Year Retention of <i>Current</i> Students NOT Submitting SAT Scores	66.1%	70.4%	72.8%	67.9%	57.3%	

Hartwick Student Enrollment

Academic Year: Fall:	2016-17 2016	2017-18 2017	2018-19 2018	2019-20 2019	2020-2021 2020	2021-2022 2021
Average HS GPA of New First Year	87.3	86.3	87.2	87.3	84.7	87.6
Avg HS GPA of <i>Current</i> First Year Non-Retained Students	84.7	84.4	84.6	84.2	82.3	
Avg HS GPA of <i>Current</i> First Year Retained Students	88.2	87.6	87.2	88.1	86.6	
<u>Retention Rates</u>						
All First Year	70.4%	69.2%	74.0%	74.0%	74.5%	62.7%
ALANA	62.6%	62.5%	62.7%	62.7%	72.6%	51.2%
Athletes at Entry	77.0%	68.7%	73.9%	73.9%	75.6%	68.2%
Women	77.2%	72.2%	78.7%	78.7%	76.4%	67.0%
<u>Tuition Discount</u>						
Tuition Discount: First Year US	61.0%	65.6%	69.3%	72.5%	73.0%	76.1%
Tuition Discount: First Year non-US	97.0%	73.1%	70.2%	77.5%	80.3%	86.0%
Tuition Discount: All First Year Students	62.0%	65.7%	69.3%	72.6%	73.2%	76.3%
Tuition Discount: All Fulltime Degree-seeking	56.4%	59.6%	62.6%	65.6%	68.1%	70.2%
<u>Financial Aid</u>						
Total \$ Institutional Aid to New First Year	\$10,487,422	\$9,990,826	\$12,595,419	\$12,553,463	\$12,556,732	\$13,635,056
% New First Year who Received Institutional Aid	100.0%	100.0%	100.0%	100.0%	98.7%	99.0%
% Increase From Prior Year	50.7%	-4.7%	26.1%	-0.33%	0.03%	8.59%
Total \$ Required to Meet all Documented Need	\$3,905,241	\$2,562,111	\$3,191,903	\$2,411,484	\$2,319,007	\$2,143,200
Average Unmet Need of <i>Current</i> First Year Students Not Retained to Following Fall	\$8,841	\$12,883	\$8,326	\$9,197	\$7,474	
Average Unmet Need of <i>Current</i> First Year Students Retained to Following Fall	\$7,481	\$8,473	\$7,043	\$7,643	\$5,063	
Total \$ Institutional Aid to Continuing Students	\$20,611,545	\$18,955,025	\$18,246,747	\$21,378,098	\$24,145,589	\$26,572,237
Total \$ Required to Meet all Need	\$7,874,697	\$6,675,403	\$5,630,458	\$5,303,844	\$4,917,047	\$6,826,244

Hartwick Student Enrollment

Academic Year:	2016-17	2017-18	2018-19	2019-20	2020-2021	2021-2022
Fall:	2016	2017	2018	2019	2020	2021
New First Year who Applied for Aid						
Total Unmet Need for First Year Class (\$)	\$3,905,241	\$2,562,111	\$3,191,903	\$2,411,484	\$2,319,007	\$2,143,200
Average Income	\$98,245	\$95,438	\$100,438	\$104,527	\$101,249	\$109,963
Average Need	\$41,649	\$5,558	\$4,788	\$4,446	\$4,087	\$5,864
Average Unmet Need	\$10,612	\$7,883	\$8,650	\$7,010	\$6,302	\$5,953
Average Unmet Need (All Full-time Degree-seeking)	\$8,565	\$8,316	\$8,143	\$7,113	\$6,027	\$5,463
<u>Cohort Default Rates on Student Loans</u>	16.8%	23.1%	13.6%	NA	NA	NA

The retention rate is the percent of the fall full-time degree-seeking cohort from the prior year that re-enrolled at Hartwick as either full- or part-time in the current year.

ALANA includes African American, Hispanic/Latino, Asian American, and American/Alaska Native. Internationals are not counted for this group.

Student athletes were identified based on the NCAA 1st Day of Competition rosters.

Tuition discount rate = total institutional aid/total tuition

Unmet need = cost of attendance - all aid(not private)-EFC

Hartwick College Net Tuition Revenue 2008 - 2020: Year-End Final For All Full-Time Degree-Seeking Students

Academic Year	Total Tuition Revenue	Total Institutional Aid	Tuition Discount Rate	Net Tuition Revenue
2008-09	\$44,509,514	\$19,783,461	44.4%	\$24,726,053
2009-10	\$46,105,980	\$20,549,011	44.6%	\$25,556,969
2010-11	\$50,142,230	\$22,872,929	45.6%	\$27,269,301
2011-12	\$51,563,185	\$24,888,307	48.3%	\$26,674,878
2012-13	\$53,061,445	\$26,600,742	50.1%	\$26,460,703
2013-14	\$58,043,170	\$30,966,426	53.4%	\$27,076,744
2014-15	\$58,897,702	\$31,233,663	53.0%	\$27,664,039
2015-16	\$55,070,405	\$29,470,128	53.5%	\$25,600,277
2016-17	\$55,903,977	\$31,035,645	55.5%	\$24,868,332
2017-18	\$50,827,108	\$29,205,238	57.5%	\$21,621,870
2018-19	\$51,054,294	\$30,784,896	60.3%	\$20,269,398
2019-20	\$54,167,445	\$32,703,990	60.4%	\$21,463,455
2020-21	\$54,064,209	\$36,702,321	67.9%	\$17,361,888

Hartwick Student Experience							
	Academic Year	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
	Fiscal Year ending:	6/30/2016	6/30/2017	6/30/2018	6/30/2019	6/30/2020	6/30/2021
<u>Staffing</u>							
# Residence Life Staff (professional staff)		6	6	6	6	4	5
Full-time		5	5	5	5	4	5
Part-time		1	1	1	1	0	0
# Residence Life Staff (Paraprofessional)		36	36	33	33	42	36
# Challenge Education Staff			1	0.5	0.5	0.5	0.5
# Challenge Education (Paraprofessional)			15	10	8	10	NA
Full-time			2	0	0	0	NA
Part-time			0	0	9	10	NA
# Safety Staff (including Dispatch)		13	16	16	16	18	20
Full-time		12	13	13	13	12	14
Part-time		1	3	3	3	6	6
# Direct Programming Staff (Full Time)		4	5	5	5	5	5
<u>Operating Budget</u>							
Operating Budget for Student Experience		\$5,897,355	\$7,143,896	\$3,549,641	\$4,591,318	\$5,731,670	\$5,348,169
Student Activities Budget as a % of Total Student Experience Operating Budget		11.6%	9.0%	17.8%	13.8%	15.2%	13.7%
<u>General Information</u>							
# Campus Programs		501	726	926	999	842	866
# Alcohol Violations		42	63	96	85	122	62
# Drug Violations		35	43	55	42	60	38
# Suspensions Based Upon SE Infractions		2	6	6	6	5	4
# Expulsions Based Upon SE Infractions		1	2	2	0	0	0
# Campus Beds		1,201	1,134	1,135	1,276	1,125	1,125
% Occupancy at Opening		89.3%	90.8%	82.8%	79.0%	68.0%	88.0%
# Residence Hall Programs		481	334	498	239	331	184

NOTE: Student Experience staff and structure were completely reorganized in AY 2019-2020

3YD Statistics for First Year Students Enrolled in Fall 2021, as of Fall Census				
		3YD	non-3YD FRFT	All FRFT FY
N		98	1061	1159
% of total FRFT class		7.5%	92.5%	
Gender				
	Male	21.4%	44.0%	42.1%
	Female	78.6%	56.0%	57.9%
State				
	NY	73.5%	72.4%	72.5%
	non-NY domestic	21.4%	25.4%	25.1%
	international	5.1%	2.2%	2.4%
	# states represented	11	35	35
Race				
	White	52.0%	60.2%	59.5%
	ALANA	28.6%	25.1%	25.4%
	Unknown or international	19.4%	14.7%	15.1%
% First generation		23.5%	26.6%	26.3%
% filed FAFSA		93.9%	93.5%	93.5%
% Pell		37.8%	34.4%	34.7%
Avg EFC		\$17,832	\$18,184	\$18,154
Avg documented need		\$42,387	\$38,180	\$38,535
Avg unmet need		\$5,332	\$5,936	\$5,885
Avg institutional aid		\$37,384	\$34,410	\$34,661
% from public high school - FRFT only				
<u>Academic Profile</u>				
Avg HS GPA		92.6	87.2	87.6
Avg SAT (for all)		1295	1101	1113
# Academic Programs Represented		19	36	36
Top Three Most Popular Programs - Declared as of FA19 Census (Count reflects students with one or more majors)		Nursing, Psychology, Business	Nursing, Business, Criminal Justice	Nursing, Business, Criminal Justice
Fall-fall retention (returning to Fall 2020)		78.0%	71.9%	72.4%

3YD Statistics for First Year Students Enrolled in Fall 2021, as of Fall Census			
	3YD	non-3YD FRFT	All FRFT FY
N	31	358	389
% of total FRFT class	8.0%	92.0%	
Gender			
Male	24.8%	44.1%	42.4%
Female	75.2%	55.9%	57.6%
State			
NY	83.9%	76.8%	77.4%
non-NY domestic	16.1%	21.2%	20.8%
international	0.0%	2.0%	1.8%
# states represented	6	20	20
Race			
White	51.6%	55.0%	54.8%
ALANA	35.5%	31.3%	31.6%
Unknown or international	12.9%	13.7%	13.6%
% First generation	29.0%	35.2%	34.7%
% filed FAFSA	89.5%	93.3%	92.9%
% Pell	39.0%	39.4%	39.4%
Avg EFC	\$13,962	\$17,503	\$17,194
Avg documented need	\$39,782	\$35,737	\$36,091
Avg unmet need	\$6,025	\$6,020	\$6,020
Avg institutional aid	\$33,469	\$30,253	\$30,534
% from public high school - FRFT only			
<u>Academic Profile</u>			
Avg HS GPA	91.7	85.9	86.4
Avg SAT (for all)	1145	1119	1122
# Academic Programs Represented	24	37	37
Top Three Most Popular Programs - Declared as of FA19 Census (Count reflects students with one or more majors)	Nursing, Psychology, Biology	Nursing, Business, Criminal Justice	Nursing, Business, Criminal Justice/Psychology
Fall-fall retention (returning to Fall 2020)	87.0%	73.7%	74.5%

3YD Statistics for First Year Students Enrolled in Fall 2021, as of Fall Census			
	3YD	non-3YD FRFT	All FRFT FY
N	21	355	376
% of total FRFT class	5.6%	94.4%	
Gender			
Male	68.0%	56.7%	57.4%
Female	32.0%	43.3%	42.6%
State			
NY	60.0%	71.2%	70.5%
non-NY domestic	32.0%	27.6%	27.9%
international	8.0%	1.1%	1.6%
# states represented	8	24	25
Race			
White	40.0%	27.4%	28.2%
ALANA	48.0%	57.5%	56.9%
Unknown or international	12.0%	15.1%	14.9%
% First generation	32.0%	23.6%	24.2%
% filed FAFSA	100.0%	92.6%	93.1%
% Pell	47.8%	42.0%	42.3%
Avg EFC	\$14,495	\$26,614	\$25,817
Avg documented need	\$47,043	\$44,009	\$44,185
Avg unmet need	\$5,376	\$6,612	\$6,535
Avg institutional aid	\$36,043	\$34,466	\$34,563
% from public high school - FRFT only			
<u>Academic Profile</u>			
Avg HS GPA	91.7	87.0	87.3
Avg SAT (for all)	1010	1055	1053
# Academic Programs Represented	13	30	31
Top Three Most Popular Programs - Declared as of FA19 Census (Count reflects students with one or more majors) Fall-fall retention (returning to Fall 2020)	Nursing, Business, 4 tied with 2 86.3%	Nursing, Biology, Business 76.7%	Nursing, Biology, Business 77.4%

3YD Statistics for First Year Students Enrolled in Fall 2018, as of Fall Census			
	3YD	non-3YD FRFT	All FRFT FY
N	29	378	407
% of total FRFT class	7.1%	92.9%	
Gender			
Male	10.3%	43.7%	41.3%
Female	89.7%	56.3%	58.7%
State			
NY	62.1%	73.3%	72.5%
non-NY domestic	34.5%	24.3%	25.1%
international	3.4%	2.4%	2.5%
# states represented	9	23	24
Race			
White	65.5%	61.1%	61.4%
ALANA	10.3%	16.9%	16.5%
Unknown or international	24.1%	22.0%	22.1%
% First generation	17.2%	17.2%	17.2%
% filed FAFSA	92.0%	93.2%	92.9%
% Pell	52.0%	43.6%	44.2%
Avg EFC	\$7,936	\$17,457	\$16,878
Avg documented need	\$52,163	\$44,940	\$45,616
Avg unmet need	\$7,732	\$8,039	\$8,019
Avg institutional aid	\$34,186	\$31,881	\$32,022
% from public high school - FRFT only			
<u>Academic Profile</u>			
Avg HS GPA	93.1	86.8	87.3
Avg SAT (for all)	1148	1044	1054
# Academic Programs Represented	11	30	31
Top Three Most Popular Programs - Declared as of FA18			
Census (Count reflects students with one or more majors)	Nursing, Biology, Psychology	Nursing, Business, Biology	Nursing, Business, Biology
Fall-fall retention (returning to Fall 2019)	79.3%	73.5%	74.0%

3YD Statistics for First Year Students Enrolled in Fall 2017, as of Fall Census			
	3YD	non-3YD FRFT	All FRFT FY
N	30	321	351
% of total FRFT class	8.6%	91.5%	
Gender			
Male	33.3%	45.8%	44.7%
Female	66.7%	54.2%	55.3%
State			
NY	80.0%	76.0%	76.4%
non-NY domestic	20.0%	22.1%	21.9%
international	0.0%	1.9%	1.7%
# states represented	7	19	20
Race			
White	50.0%	59.2%	58.4%
ALANA	16.7%	25.9%	25.1%
Unknown or international	33.3%	15.0%	16.5%
% First generation	6.7%	18.1%	17.1%
% filed FAFSA	90.0%	94.6%	94.2%
% Pell	53.3%	46.7%	47.3%
Avg EFC	\$11,145	\$15,031	\$14,709
Avg documented need	\$47,195	\$44,304	\$44,544
Avg unmet need	\$9,437	\$8,752	\$8,811
Avg institutional aid	\$29,933	\$28,863	\$28,956
% from public high school - FRFT only			
<u>Academic Profile</u>			
Avg HS GPA	91.1	85.7	86.1
Avg SAT (for all)	1043	1002	1006
# Academic Programs Represented	13	26	26
Top Three Most Popular Programs - Declared as of FA17 Census (Count reflects students with one or more majors)	Nursing, English, Political Science & Psychology (tie)	Nursing, Business, Biology	Nursing, Business, Biology
Fall-fall retention (returning to Fall 2018)	83.9%	67.8%	69.2%

Section 4:

Institutional Research, Benchmarking, Retention Rates, Graduation Rates



HARTWICK
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Benchmarking Comparisons against Hartwick Peers and Aspirational Group

1. Ratings from the College-Search Surveys

<i>Benchmark</i>	2021-22 data release year				2020-21 data release year				2019-20 data release year			
	USNews	Forbes	Washington Monthly	THE/ WSJ	USNews	Forbes	Washington Monthly	THE/ WSJ	USNews	Forbes	Washington Monthly	THE/ WSJ
HARTWICK	146		125	359	146	579	83		160	579	130	360
Alfred University	unranked		unranked	>500	unranked	580	102		unranked	580	36 (M)	501-600
Elmira	6 *		unranked	na	6 *	626	unranked		6 *	626	17 (B)	unranked
Hobart & WilliamSmith	75LA/ 67#		55	160	75LA/ 67#	190	44		72 #	190	46	143
Ithaca	10 (reg)		unranked	231	10 (reg)	243	101		unranked +	243	183 °	234
Juniata	75		73	na	75	269	36		82 # +	269	72	unranked
Lycoming	124/ !		61	297	124/ !	554	77		117 +	554	100	351
Moravian	141 / !		104	315	141 / !	440	141		136 +	440	77	285
Susquehanna	117 +		52	207	117 +	453	81		117 +	453	63	208
Ursinus	85LA/ 77#		95	175	85LA/ 77#	296	136		82 # +	296	76	172
Wittenberg	155		107		155	470	110		160	470	115	389

Aspirational

Allegheny	82 # +		34	164	82 # +	351	26		82 # +	351	39	160
Dickinson	50LA/44#		28	99	50LA/44#	120	28		46 #	120	49	100
Gettysburg	54		50	122	54	138	29		53 #	138	54	101
Hamilton	13LA/ 15#		16	58	13LA/ 15#	59	22		14 #	59	19	59
Muhlenberg	67		79	166	67	470	73		72 #	470	78	167
Skidmore	38 LA/ 48#		70	102	38 LA/ 48#	101	62		39 #	101	83	93
St. Lawrence	57LA/ 71#		99	192	57LA/ 71#	158	unranked		58 # +	158	79	187
Union	50LA /75#		38	134	50LA /75#	104	60		45 #	104	41	115

* regional university

** regional college

° Northeast colleges

£ economic diversity

I most innovative

HS counselor rating

T best UG teaching

¥ study abroad

§ UG research

w writing in the disciplines

Best Value

+' A+ Schools for B Students

% least debt

2018-19 data release year				2017-18 data release year				2016-17 data release year			
USNews	Forbes	Washington Monthly	THE/ WSJ	USNews	Forbes	Washington Monthly	THE/ WSJ	USNews	Forbes	Washington Monthly	THE/ WSJ
unranked	541	129	380	165 \$	509	198	360	159	501	192	342
62 *	562	35 (M)	501-600	48*	547	63	500	159	498	74	467
unranked	595	189	498	165	562	166	601-800	174	511	183	501-600
68	173	42	132	65 +	172	57	140	65 +	126	84	147
9 *	214	89 (M)	240	8*# +	237	100 M	211	6 * +	239	107	212
86	279	87	200	106 +	277	99	209	108 +	172	69	237
131	549	134	309	147	532	101	417	154	479	137	444
155	460	77	282	165	459	50	283	159	466	76	279
135	391	36	189	141 +	306	27	172	132 +	318	54	180
90	293	89	177	93 + \$	252	78	191	95 +	175	56	185
168	435	154	446	158 +	340	130	396	154 +	246	119	355
76	306	25	134	82 + \$ I	304	68	128	77 +	285	30	131
51	118	57	116	51 ¥	118	75	113	41	80	73	112
49	130	80	100	46	138	87	110	51	121	93	123
16	60	12	67	18 # % w £ I T	65	21	61	12 # ^ &	50	29	64
81	174	90	195	71 +	164	119	202	65 +	128	111	163
41	102	109	120	41 +	94	159	143	38 + &	85	139	151
56	157	117	173	58 +	179	153	160	53 +	153	177	176
39	101	53	93	36	111	36	92	38	71	48	94

Comparing Rankings:

Each agent has its own method to determine rankings and college characteristics may not be considered equally

Each ranking uses it's own population:

US News - Liberal Arts Colleges unless otherwise noted (released September)

Forbes - overall rankings (released early August)

Washington Monthly - Liberal Arts Colleges unless otherwise noted (released end of August)

Times Higher Ed/Wall Street Journal - Liberal Arts Colleges unless otherwise noted (released August)

Benchmarking Comparisons against Hartwick Peers and Aspirational Group

5. Academic Affairs

(Dollar values are not adjusted for inflation.)

Comparison Group I:

Peers

2019-20

Institution	Student to Faculty Ratio	Total Faculty FTE	Professor Average Salary	Associate Professor Average Salary	Assistant Professor Average Salary	All Faculty Average Salary	Instructional Expense per Student FTE (FY2019)
Alfred University	10	162	\$69,750	\$58,354	\$53,320	\$59,468	\$9,745
Elmira	10	75	\$58,442	\$51,309	\$46,791	\$49,368	\$10,427
Hobart & WilliamSmith	10	203	\$97,820	\$75,159	\$64,359	\$76,837	\$16,518
Ithaca	10	555	\$102,829	\$85,761	\$69,100	\$82,590	\$12,992
Juniata	11	115	\$86,048	\$71,679	\$63,130	\$76,563	\$12,315
Lycoming	12	94	\$88,765	\$74,506	\$61,996	\$69,685	\$11,102
Moravian	9	234	\$80,782	\$73,963	\$64,166	\$70,069	\$12,394
Susquehanna	13	170	\$83,657	\$73,849	\$68,802	\$72,647	\$11,097
Ursinus	10	140	\$101,131	\$83,469	\$73,182	\$80,972	\$13,817
Wittenberg University	12	123	\$75,023	\$63,538	\$58,397	\$66,300	\$9,907
Hartwick College	9	127	\$82,799	\$71,509	\$62,716	\$71,528	\$14,133
Mean of Peers	12	187	\$84,425	\$71,159	\$62,324	\$70,450	\$12,031
Max of Peers	16	555	\$102,829	\$85,761	\$73,182	\$82,590	\$16,518
Median of Peers	12	151	\$84,853	\$73,906	\$63,648	\$71,358	\$11,709
Min of Peers	10	75	\$58,442	\$51,309	\$46,791	\$49,368	\$9,745
Institutions Reporting	10	10	10	10	10	10	10
Total Institutions	10	10	10	10	10	10	10

Comparison Group I:**Peers****2018-19**

Institution	Student to Faculty Ratio	Total Faculty FTE	Professor Average Salary	Associate Professor Average Salary	Assistant Professor Average Salary	All Faculty Average Salary	Instructional Expense per Student FTE (FY2018)
Alfred University	11	163	\$71,069	\$56,434	\$54,632	\$60,132	\$11,299
Elmira	11	83	\$59,568	\$54,542	\$49,985	\$50,134	\$10,818
Hobart & WilliamSmith	10	224	\$111,632	\$82,094	\$70,348	\$83,646	\$16,180
Ithaca	10	595	\$105,001	\$85,328	\$69,798	\$82,132	\$13,745
Juniata	11	136	\$83,664	\$72,029	\$59,511	\$74,314	\$13,226
Lycoming	12	97	\$90,037	\$74,867	\$61,409	\$69,767	\$11,826
Moravian	11	212	\$85,317	\$74,477	\$64,991	\$71,455	\$13,199
Susquehanna	12	183	\$85,842	\$76,219	\$68,792	\$74,057	\$11,181
Ursinus	10	135	\$102,497	\$83,976	\$72,510	\$81,567	\$13,932
Wittenberg University	13	142	\$74,849	\$63,551	\$58,157	\$65,851	\$10,044
Hartwick College	10	119	\$84,046	\$67,174	\$63,738	\$72,186	\$13,948
Mean of Peers	11	197	\$86,948	\$72,352	\$63,013	\$71,306	\$12,545
Max of Peers	13	595	\$111,632	\$85,328	\$72,510	\$83,646	\$16,180
Median of Peers	11	153	\$85,580	\$74,672	\$63,200	\$72,756	\$12,513
Min of Peers	10	83	\$59,568	\$54,542	\$49,985	\$50,134	\$10,044
Institutions Reporting	10	10	10	10	10	10	10
Total Institutions	10	10	10	10	10	10	10

Comparison Group I:**Peers****2017-18**

Institution	Student to Faculty Ratio	Total Faculty FTE	Professor Average Salary	Associate Professor Average Salary	Assistant Professor Average Salary	All Faculty Average Salary	Instructional Expense per Student FTE (FY2017)
Alfred University	10	158	\$68,551	\$55,438	\$53,471	\$58,455	\$10,801
Elmira	10	80	\$60,762	\$53,825	\$49,694	\$50,172	\$10,427
Hobart & WilliamSmith	10	234	\$116,843	\$82,698	\$67,899	\$85,522	\$16,518
Ithaca	10	591	\$104,469	\$84,336	\$68,432	\$80,836	\$12,992
Juniata	12	129	\$85,584	\$68,566	\$60,258	\$72,822	\$12,315
Lycoming	12	99	\$90,356	\$72,295	\$60,506	\$69,126	\$11,102
Moravian	11	191	\$87,612	\$73,865	\$65,633	\$72,151	\$12,394
Susquehanna	13	172	\$86,074	\$73,867	\$67,739	\$72,938	\$11,097
Ursinus	11	135	\$100,000	\$82,303	\$71,129	\$80,035	\$13,817
Wittenberg University	13	136	\$73,903	\$62,430	\$56,960	\$64,880	\$9,907
Hartwick College	10	129	\$83,444	\$66,329	\$61,583	\$70,772	\$12,260
Mean of Peers	11	193	\$87,415	\$70,962	\$62,172	\$70,694	\$12,137
Max of Peers	13	591	\$116,843	\$84,336	\$71,129	\$85,522	\$16,518
Median of Peers	11	147	\$86,843	\$73,080	\$63,070	\$72,487	\$11,709
Min of Peers	10	80	\$60,762	\$53,825	\$49,694	\$50,172	\$9,907
Institutions Reporting	10	10	10	10	10	10	10
Total Institutions	10	10	10	10	10	10	10

Comparison Group I:**Peers****2016-17**

Institution	Student to Faculty Ratio	Total Faculty FTE	Professor Average Salary	Associate Professor Average Salary	Assistant Professor Average Salary	All Faculty Average Salary	Instructional Expense per Student FTE (FY2016)
Alfred University	13	161	\$68,702	\$53,826	\$52,703	\$57,341	\$11,156
Elmira	11	99	\$75,072	\$59,205	\$53,827	\$55,352	\$9,551
Hobart & WilliamSmith	10	213	\$117,583	\$84,069	\$70,053	\$87,008	\$15,924
Ithaca	10	597	\$103,713	\$80,804	\$67,955	\$78,604	\$12,768
Juniata	13	131	\$87,463	\$69,420	\$61,190	\$75,412	\$12,485
Lycoming	12	100	\$88,260	\$72,103	\$59,857	\$66,927	\$10,475
Moravian	12	204	\$84,102	\$71,127	\$62,568	\$69,093	\$11,788
Susquehanna	12	163	\$90,924	\$73,291	\$65,409	\$71,901	\$10,446
Ursinus	11	137	\$97,753	\$79,171	\$69,725	\$78,759	\$12,925
Wittenberg University	14	135	\$72,508	\$60,645	\$54,966	\$63,862	\$9,701
Hartwick College	10	135	\$87,639	\$67,795	\$59,282	\$73,430	\$12,681
Mean of Peers	12	194	\$88,608	\$70,366	\$61,825	\$70,426	\$11,722
Max of Peers	14	597	\$117,583	\$84,069	\$70,053	\$87,008	\$15,924
Median of Peers	12	149	\$87,862	\$71,615	\$61,879	\$70,497	\$11,472
Min of Peers	10	99	\$68,702	\$53,826	\$52,703	\$55,352	\$9,551
Institutions Reporting	10	10	10	10	10	10	10
Total Institutions	10	10	10	10	10	10	10

Comparison Group I:**Peers****2015-16**

Institution	Student to Faculty Ratio	Total Faculty FTE	Professor Average Salary	Associate Professor Average Salary	Assistant Professor Average Salary	All Faculty Average Salary	Instructional Expense per Student FTE (FY2016)
Alfred University	13	162	\$68,994	\$53,478	\$51,363	\$58,275	\$10,992
Elmira	12	112	\$78,705	\$51,759	\$50,742	\$52,011	\$9,077
Hobart & WilliamSmith	10	214	\$116,649	\$84,375	\$68,895	\$86,238	\$15,171
Ithaca	11	588	\$101,331	\$80,325	\$66,753	\$77,607	\$12,932
Juniata	13	125	\$84,753	\$67,401	\$60,255	\$73,935	\$11,555
Lycoming	13	96	\$86,679	\$70,686	\$57,996	\$67,419	\$9,108
Moravian	12	177	\$81,387	\$69,345	\$60,840	\$66,771	\$11,460
Susquehanna	12	163	\$93,006	\$72,576	\$64,278	\$71,856	\$11,158
Ursinus	12	136	\$97,686	\$77,841	\$68,211	\$78,498	\$13,013
Wittenberg University	13	141	\$72,693	\$58,563	\$53,154	\$62,478	\$9,894
Hartwick College	11	135	\$87,741	\$63,432	\$59,157	\$72,810	\$11,582
Mean of Peers	12	191	\$88,188	\$68,635	\$60,249	\$69,509	\$11,436
Max of Peers	13	588	\$116,649	\$84,375	\$68,895	\$86,238	\$15,171
Median of Peers	12	152	\$85,716	\$70,016	\$60,548	\$69,638	\$11,309
Min of Peers	10	96	\$68,994	\$51,759	\$50,742	\$52,011	\$9,077
Institutions Reporting	10	10	10	10	10	10	10
Total Institutions	10	10	10	10	10	10	10

Comparison Group II: Aspirational**2019-20**

Institution	Student to Faculty Ratio	Total Faculty FTE	Professor Average Salary	Associate Professor Average Salary	Assistant Professor Average Salary	All Faculty Average Salary	Instructional Expense per Student FTE (FY2019)
Allegheny	10	164	\$84,188	\$72,104	\$64,948	\$71,584	\$14,021
Dickinson	9	244	\$107,865	\$84,890	\$73,498	\$86,384	\$18,117
Gettysburg	9	256	\$108,889	\$89,591	\$72,791	\$88,705	\$17,067
Hamilton	9	216	\$136,448	\$105,342	\$84,200	\$104,191	\$29,438
Muhlenberg	9	229	\$101,607	\$81,264	\$71,420	\$82,340	\$17,606
Skidmore	8	322	\$125,649	\$99,276	\$73,480	\$91,093	\$22,608
St. Lawrence	11	205	\$117,945	\$93,416	\$71,217	\$91,859	\$17,530
Union	10	225	\$131,081	\$99,403	\$78,326	\$101,220	\$23,786
Hartwick College	9	123	\$82,799	\$71,509	\$62,716	\$71,528	\$14,133

Mean of Peers	9	233	\$114,209	\$90,661	\$73,735	\$89,672	\$20,022
Max of Peers	11	322	\$136,448	\$105,342	\$84,200	\$104,191	\$29,438
Median of Peers	9	227	\$113,417	\$91,504	\$73,136	\$89,899	\$17,862
Min of Peers	8	164	\$84,188	\$72,104	\$64,948	\$71,584	\$14,021
Institutions Reporting	8	8	8	8	8	8	8
Total Institutions	8	8	8	8	8	8	8

Comparison Group II: Aspirational**2018-19**

Institution	Student to Faculty Ratio	Total Faculty FTE	Professor Average Salary	Associate Professor Average Salary	Assistant Professor Average Salary	All Faculty Average Salary	Instructional Expense per Student FTE (FY2018)
Allegheny	10	?	\$91,497	\$72,870	\$65,009	\$73,174	\$17,621
Dickinson	9	255	\$110,028	\$86,823	\$71,317	\$85,901	\$18,739
Gettysburg	9	257	\$108,864	\$89,794	\$72,795	\$88,220	\$17,397
Hamilton	9	?	\$139,090	\$107,021	\$83,597	\$106,233	\$32,474
Muhlenberg	10	236	\$100,513	\$79,477	\$69,194	\$79,835	\$16,931
Skidmore	8	320	\$127,387	\$98,549	\$74,976	\$91,050	\$21,528
St. Lawrence	11	213	\$116,913	\$92,725	\$69,176	\$89,525	\$18,387
Union	10	219	\$133,349	\$100,634	\$79,379	\$103,938	\$23,499
Hartwick College	10	119	\$84,046	\$67,174	\$63,738	\$72,186	\$13,948

Mean of Peers	10	250	\$115,955	\$90,987	\$73,180	\$89,735	\$20,822
Max of Peers	11	320	\$139,090	\$107,021	\$83,597	\$106,233	\$32,474
Median of Peers	9.5	246	\$113,471	\$91,260	\$72,056	\$88,873	\$18,563
Min of Peers	8	213	\$91,497	\$72,870	\$65,009	\$73,174	\$16,931
Institutions Reporting	8	8	8	8	8	8	8
Total Institutions	8	8	8	8	8	8	8

Comparison Group II: Aspirational**2017-18**

Institution	Student to Faculty Ratio	Total Faculty FTE	Professor Average Salary	Associate Professor Average Salary	Assistant Professor Average Salary	All Faculty Average Salary	Instructional Expense per Student FTE (FY2017)
Allegheny	10	179	\$89,362	\$74,125	\$60,822	\$71,046	\$15,278
Dickinson	9	261	\$106,837	\$84,870	\$71,527	\$84,045	\$20,163
Gettysburg	9	259	\$109,181	\$88,493	\$71,183	\$86,773	\$17,050
Hamilton	9	209	\$145,090	\$117,118	\$81,406	\$111,529	\$30,747
Muhlenberg	10	233	\$103,450	\$81,029	\$69,882	\$80,958	\$16,126
Skidmore	8	313	\$121,623	\$96,350	\$75,326	\$89,127	\$21,612
St. Lawrence	11	216	\$112,930	\$90,808	\$67,254	\$85,532	\$17,844
Union	10	226	\$134,676	\$98,171	\$77,603	\$105,795	\$22,626
Hartwick College	10	129	\$83,444	\$66,329	\$61,583	\$70,772	\$14,646

Mean of Peers	10	237	\$115,394	\$91,371	\$71,875	\$89,351	\$20,181
Max of Peers	11	313	\$145,090	\$117,118	\$81,406	\$111,529	\$30,747
Median of Peers	9.5	230	\$111,056	\$89,651	\$71,355	\$86,153	\$19,003
Min of Peers	8	179	\$89,362	\$74,125	\$60,822	\$71,046	\$15,278
Institutions Reporting	8	8	8	8	8	8	8
Total Institutions	8	8	8	8	8	8	8

Comparison Group II: Aspirational**2016-17**

Institution	Student to Faculty Ratio	Total Faculty FTE	Professor Average Salary	Associate Professor Average Salary	Assistant Professor Average Salary	All Faculty Average Salary	Instructional Expense per Student FTE (FY2016)
Allegheny	10	185	\$97,232	\$71,537	\$61,336	\$74,310	\$14,388
Dickinson	9	258	\$109,310	\$84,380	\$68,139	\$82,554	\$17,766
Gettysburg	9	250	\$111,091	\$87,553	\$70,999	\$86,914	\$18,003
Hamilton	9	206	\$130,026	\$99,612	\$77,809	\$100,676	\$31,007
Muhlenberg	11	234	\$98,858	\$79,286	\$66,403	\$78,379	\$15,787
Skidmore	8	303	\$115,731	\$94,843	\$70,367	\$85,863	\$21,035
St. Lawrence	11	216	\$110,728	\$87,084	\$64,569	\$83,842	\$17,390
Union	10	227	\$127,358	\$93,075	\$72,622	\$99,781	\$23,015
Hartwick College	10	135	\$87,639	\$67,795	\$59,282	\$73,430	\$12,681
Mean of Peers	10	235	\$112,542	\$87,171	\$69,031	\$86,540	\$19,799
Max of Peers	11	303	\$130,026	\$99,612	\$77,809	\$100,676	\$31,007
Median of Peers	9.5	231	\$110,910	\$87,319	\$69,253	\$84,853	\$17,885
Min of Peers	8	185	\$97,232	\$71,537	\$61,336	\$74,310	\$14,388
Institutions Reporting	8	8	8	8	8	8	8
Total Institutions	8	8	8	8	8	8	8

Comparison Group II: Aspirational**2015-16**

Institution	Student to Faculty Ratio	Total Faculty FTE	Professor Average Salary	Associate Professor Average Salary	Assistant Professor Average Salary	All Faculty Average Salary	Instructional Expense per Student FTE (FY2016)
Allegheny	10	192	\$99,738	\$72,693	\$61,731	\$73,665	\$13,830
Dickinson	10	250	\$111,825	\$85,419	\$66,915	\$82,728	\$17,661
Gettysburg	10	251	\$113,040	\$86,337	\$701,398	\$85,596	\$17,703
Hamilton	9	218	\$134,271	\$99,675	\$79,371	\$104,076	\$32,385
Muhlenberg	11	223	\$98,289	\$78,642	\$62,514	\$77,175	\$15,136
Skidmore	8	298	\$113,283	\$93,825	\$66,717	\$82,962	\$20,743
St. Lawrence	11	211	\$105,624	\$82,593	\$63,369	\$80,253	\$17,758
Union	10	229	\$112,716	\$83,349	\$63,945	\$87,363	\$21,398
Hartwick College	11	135	\$87,741	\$63,432	\$59,157	\$72,810	\$11,582
Mean of Peers	10	234	\$111,098	\$85,317	\$145,745	\$84,227	\$19,577
Max of Peers	11	298	\$134,271	\$99,675	\$701,398	\$104,076	\$32,385
Median of Peers	10	226	\$112,271	\$84,384	\$65,331	\$82,845	\$17,731
Min of Peers	8	192	\$98,289	\$72,693	\$61,731	\$73,665	\$13,830
Institutions Reporting	8	8	8	8	8	8	8
Total Institutions	8	8	8	8	8	8	8

Benchmarking Comparisons against Hartwick Peers and Aspirational Group

4. Finance

Comparison Group I: Peers

Institution	Tuition 2019-20	Endowment Market Value from NACUBO (FY2020)	FY2020						
			Net Income Ratio	Return on Net Assets Ratio	Net Tuition Dependency Ratio	Financial Viability Ratio	Leverage Ratio	Primary Reserve Ratio	Secondary Reserve Ratio
Alfred University	33,760	136,777	0.00	0.00	0.33	0.00	2.93	2.05	1.87
Elmira	34,578	na	-0.36	-0.04	0.52	6.34	3.82	2.31	0.96
Hobart & WilliamSmith	57,400	224,866	-0.05	0.00	0.61	2.18	1.44	1.29	1.88
Ithaca	46,610	337,239	-0.07	-0.03	0.64	3.73	2.44	2.35	0.60
Juniata	48,350	114,778	-0.05	-0.02	0.52	0.65	0.48	0.82	2.06
Lycoming	41,984	na	-0.30	-0.04	0.35	3.94	2.92	3.88	1.56
Moravian	45,321	na	-0.01	0.00	0.66	0.93	0.78	1.27	1.57
Susquehanna	50,500	171,165	-0.10	-0.03	0.58	2.53	1.93	1.83	1.76
Ursinus	55,210	127,480	-0.24	-0.06	0.54	1.69	1.34	1.65	1.89
Wittenberg University	40,630	na	-0.23	-0.05	0.49	0.44	0.37	0.64	2.58
Hartwick	47,370	na	-0.35	-0.15	0.70	0.14	0.10	0.12	1.64
Mean of Peers	45,434	185,384	-0.14	-0.03	0.52	2.24	1.84	1.81	1.67
Max of Peers	57,400	337,239	0.00	0.00	0.66	6.34	3.82	3.88	2.58
Median of Peers	45,966	153,971	-0.09	-0.03	0.53	1.94	1.68	1.74	1.81
Min of Peers	33,760	114,778	-0.36	-0.15	0.33	0.00	0.10	0.12	0.60
Institutions Reporting	10	10	10	10	10	10	10	10	10
Total Institutions	10	10	10	10	10	10	10	10	10

Institution	Tuition 2018-19	Endowment Market Value from NACUBO (FY2019)	FY2019						
			Net Income Ratio	Return on Net Assets Ratio	Net Tuition Dependency Ratio	Financial Viability Ratio	Leverage Ratio	Primary Reserve Ratio	Secondary Reserve Ratio
Alfred University	28,198	137,928,000	0.09	0.01	0.31	0.00	2.97	2.05	1.88
Elmira	41,900	41,099,256	-0.19	0.34	0.54	0.00	3.22	2.15	1.19
Hobart & WilliamSmith	54,060	229,107,000	-0.04	-0.01	0.57	1.96	1.40	1.21	1.88
Ithaca	43,978	347,335,000	0.09	0.04	0.55	3.73	2.57	2.44	0.55
Juniata	44,772	120,223,000	-0.16	-0.05	0.50	0.71	0.55	0.91	1.80
Lycoming	39,360	39,360,000	0.00	0.00	0.34	4.06	2.95	4.08	1.65
Moravian	41,905	43,636,000	-0.04	-0.02	0.68	0.90	0.77	1.27	1.47
Susquehanna	46,690	173,197,000	0.01	0.00	0.56	2.50	1.97	1.90	1.71
Ursinus	52,050	131,213,000	-0.10	-0.02	0.50	1.73	1.39	1.71	2.04
Wittenberg University	38,680	119,422,000	0.01	0.01	0.53	0.39	0.32	0.62	2.67
Hartwick	44,650	76,792,000	-0.11	-0.05	0.69	0.36	0.27	0.31	1.75
Mean of Peers	43,159	132,664,751	-0.03	0.03	0.51	1.60	1.81	1.83	1.68
Max of Peers	54,060	347,335,000	0.09	0.34	0.68	4.06	3.22	4.08	2.67
Median of Peers	42,942	125,718,000	-0.02	0.00	0.54	1.31	1.69	1.81	1.75
Min of Peers	28,198	39,360,000	-0.19	-0.05	0.31	0.00	0.27	0.31	0.55
Institutions Reporting	10	10	10	10	10	10	10	10	10
Total Institutions	10	10	10	10	10	10	10	10	10

Institution	Tuition 2017-18	Endowment Market Value from NACUBO (FY2018)	FY2018						
			Net Income Ratio	Return on Net Assets Ratio	Net Tuition Dependency Ratio	Financial Viability Ratio	Leverage Ratio	Primary Reserve Ratio	Secondary Reserve Ratio
Alfred University	27,124	129,318,000	0.17	0.07	0.30	19.17	3.32	2.13	1.84
Elmira	41,900	41,129,256	-0.18	-0.05	0.58	0.68	0.48	0.94	1.06
Hobart & William Smith	52,345	230,065,000	0.12	0.04	0.60	1.96	1.38	1.26	1.84
Ithaca	42,884	316,025,000	0.08	0.03	0.61	3.08	2.16	2.14	0.72
Juniata	43,050	123,067,000	0.09	0.04	0.51	0.74	0.56	0.93	1.98
Lycoming	37,888	207,600,000	0.14	0.03	0.35	4.17	3.30	4.35	1.37
Moravian	40,293	116,000,000	0.05	0.02	0.67	1.00	0.85	1.35	1.57
Susquehanna	44,890	167,878,000	0.05	0.01	0.58	2.39	1.90	1.91	1.76
Ursinus	50,360	144,942,166	0.00	0.00	0.51	1.77	1.33	1.74	2.17
Wittenberg University	37,930	106,595,000	0.27	0.12	0.41	0.56	0.38	0.51	2.75
Hartwick	43,312	77,304,468	-0.03	-0.01	0.67	0.56	0.44	0.50	1.71
Mean of Peers	41,998	166,385,282	0.08	0.03	0.51	3.55	1.57	1.72	1.71
Max of Peers	52,345	316,025,000	0.27	0.12	0.67	19.17	3.32	4.35	2.75
Median of Peers	42,392	148,598,000	0.08	0.03	0.55	1.86	1.36	1.54	1.80
Min of Peers	27,124	41,129,256	-0.18	-0.05	0.30	0.56	0.38	0.50	0.72
Institutions Reporting	10	10	10	10	10	10	10	10	10
Total Institutions	10	10	10	10	10	10	10	10	10

Institution	Tuition 2016-17	Endowment Market Value from NACUBO (FY2017)	FY2017						
			Net Income Ratio	Return on Net Assets Ratio	Net Tuition Dependency Ratio	Financial Viability Ratio	Leverage Ratio	Primary Reserve Ratio	Secondary Reserve Ratio
Alfred University	26,108	118,619,000	0.25	0.12	-1.41	6.17	2.77	1.94	1.69
Elmira	41,900	41,362,910	0.07	-0.10	-1.02	2.19	0.51	0.77	1.03
Hobart & WilliamSmith	50,432	211,825,000	0.28	0.13	-0.79	4.41	1.36	1.18	1.77
Ithaca	41,776	300,716,000	0.21	0.14	-0.81	3.70	1.96	1.93	0.73
Juniata	41,390	119,798,000	0.15	0.15	-1.28	2.86	0.57	0.81	1.82
Lycoming	36,432	200,823,000	0.44	0.12	-1.00	5.22	3.17	3.86	1.27
Moravian	38,556	111,317,447	0.14	0.15	-0.78	3.02	0.89	1.27	1.61
Susquehanna	43,160	159,398,000	0.23	0.13	-1.30	4.73	1.84	1.66	1.71
Ursinus	49,370	130,276,000	0.21	0.13	-1.50	4.15	1.40	1.74	2.17
Wittenberg University	37,230	106,595,000	0.15	0.14	-1.45	3.48	0.21	0.25	2.64
Hartwick	42,050	74,348,341	0.12	0.15	-0.86	3.04	0.59	0.62	1.54
Mean of Peers	40,764	150,073,036	0.21	0.11	-1.13	3.99	1.47	1.54	1.64
Max of Peers	50,432	300,716,000	0.44	0.15	-0.78	6.17	3.17	3.86	2.64
Median of Peers	41,583	125,037,000	0.21	0.13	-1.15	3.93	1.38	1.47	1.70
Min of Peers	26,108	41,362,910	0.07	-0.10	-1.50	2.19	0.21	0.25	0.73
Institutions Reporting	10	10	10	10	10	10	10	10	10
Total Institutions	10	10	10	10	10	10	10	10	10

Institution	Tuition 2015-16	Endowment Market Value from NACUBO (FY2016)	FY2016						
			Net Income Ratio	Return on Net Assets Ratio	Net Tuition Dependency Ratio	Financial Viability Ratio	Leverage Ratio	Primary Reserve Ratio	Secondary Reserve Ratio
Alfred University	25,291	105,846,000	0.27	0.10	-0.12	4.38	2.45	1.95	1.54
Elmira	38,300	37,962,109	-0.32	-0.17	-0.09	1.05	0.48	0.75	0.88
Hobart & WilliamSmith	48,586	185,780,000	-0.16	-0.06	0.18	3.03	1.16	1.02	1.64
Ithaca	40,658	267,389,000	0.04	0.02	0.15	2.40	1.74	1.83	0.70
Juniata	39,840	110,955,000	-0.14	-0.05	-0.08	1.77	0.56	0.83	1.79
Lycoming	35,200	183,383,000	-0.31	-0.05	-0.39	3.86	2.90	3.66	1.22
Moravian	37,251	102,415,000	0.16	0.06	0.14	1.88	0.85	1.41	1.70
Susquehanna	41,500	141,624,000	-0.09	-0.02	-0.12	3.35	1.76	1.75	1.59
Ursinus	47,500	123,307,000	0.08	0.02	-0.20	3.96	2.07	1.98	1.81
Wittenberg University	37,230	98,716,000	0.36	0.16	-0.17	2.89	0.24	0.23	2.52
Hartwick	40,630	67,472,000	-0.15	-0.06	0.71	1.91	0.59	0.63	1.41
Mean of Peers	39,136	129,531,737	-0.01	0.00	-0.07	2.86	1.42	1.54	1.54
Max of Peers	48,586	267,389,000	0.36	0.16	0.18	4.38	2.90	3.66	2.52
Median of Peers	39,070	117,131,000	-0.03	0.00	-0.11	2.96	1.45	1.58	1.62
Min of Peers	25,291	37,962,109	-0.32	-0.17	-0.39	1.05	0.24	0.23	0.70
Institutions Reporting	10	10	10	10	10	10	10	10	10
Total Institutions	10	10	10	10	10	10	10	10	10

Comparison Group II: Aspirational

Institution	Tuition 2019-20	Endowment Market Value from NACUBO (FY2020)	FY2020						
			Net Income Ratio	Return on Net Assets Ratio	Net Tuition Dependency Ratio	Financial Viability Ratio	Leverage Ratio	Primary Reserve Ratio	Secondary Reserve Ratio
Allegheny	50,480	233,661	0.02	0.00	0.37	1.47	1.04	1.19	3.14
Dickinson	55,948	452,877	-0.10	-0.02	0.58	3.05	2.19	3.15	1.65
Gettysburg	58,500	320,049	-0.09	-0.02	0.66	2.53	1.62	1.69	1.74
Hamilton	57,930	1,020,321	0.22	0.03	0.60	2.29	1.79	2.40	6.44
Muhlenberg	53,865	286,189	-0.06	-0.01	0.65	4.31	2.83	2.76	1.63
Skidmore	57,066	364,376	0.02	0.01	0.59	4.25	2.06	2.49	1.86
St. Lawrence	58,330	na	0.02	0.01	0.51	1.04	0.78	0.95	2.62
Union	58,956	474,538	0.25	0.06	0.48	1.52	1.26	2.09	3.39
Hartwick			-0.35	-0.15	0.70	0.14	0.10	0.12	1.64
Mean of Peers	56,384	450,287	0.03	0.01	0.55	2.56	1.69	2.09	2.81
Max of Peers	58,956	1,020,321	0.25	0.06	0.66	4.31	2.83	3.15	6.44
Median of Peers	57,498	364,376	0.02	0.00	0.58	2.41	1.70	2.25	2.24
Min of Peers	50,480	233,661	-0.35	-0.15	0.37	0.14	0.10	0.12	1.63
Institutions Reporting	8	8	8	8	8	8	8	8	8
Total Institutions	8	8	8	8	8	8	8	8	8

Institution	Tuition 2018-19	Endowment Market Value from NACUBO (FY2019)	FY2019						
			Net Income Ratio	Return on Net Assets Ratio	Net Tuition Dependency Ratio	Financial Viability Ratio	Leverage Ratio	Primary Reserve Ratio	Secondary Reserve Ratio
Allegheny	47,040	230,452,902	0.16	0.04	0.33	1.50	1.02	1.24	3.10
Dickinson	54,186	455,442,348	0.12	0.03	0.58	2.98	2.29	3.17	1.65
Gettysburg	54,480	330,713,896	-0.01	0.00	0.58	2.53	1.76	1.77	1.70
Hamilton	54,080	969,362,000	0.08	0.01	0.59	2.01	1.62	2.33	6.28
Muhlenberg	51,860	288,973,791	0.05	0.01	0.65	4.29	2.94	2.85	1.59
Skidmore	53,258	384,279,943	0.05	0.02	0.58	4.02	1.95	2.44	1.77
St. Lawrence	54,454	315,660,579	0.12	0.04	0.45	0.99	0.74	0.91	2.57
Union	54,819	466,371,964	0.12	0.03	0.58	1.45	1.18	2.03	3.08
Hartwick	44,650	76,792,235	-0.11	-0.05	0.69	0.36	0.27	0.31	1.75
Mean of Peers	53,022	430,157,178	0.09	0.02	0.54	2.47	1.69	2.09	2.72
Max of Peers	54,819	969,362,000	0.16	0.04	0.65	4.29	2.94	3.17	6.28
Median of Peers	54,133	357,496,920	0.10	0.02	0.58	2.27	1.69	2.18	2.17
Min of Peers	47,040	230,452,902	-0.11	-0.05	0.33	0.36	0.27	0.31	1.59
Institutions Reporting	8	8	8	8	8	8	8	8	8
Total Institutions	8	8	8	8	8	8	8	8	8

Institution	Tuition 2017-18	Endowment Market Value from NACUBO (FY2018)	FY2018						
			Net Income Ratio	Return on Net Assets Ratio	Net Tuition Dependency Ratio	Financial Viability Ratio	Leverage Ratio	Primary Reserve Ratio	Secondary Reserve Ratio
Allegheny	45,470	220,836,000	0.08	0.02	0.38	1.59	1.07	1.31	2.56
Dickinson	52,480	437,527,000	0.16	0.05	0.55	2.94	2.27	3.23	1.40
Gettysburg	52,640	324,007,000	0.17	0.06	0.57	2.33	1.54	1.70	1.84
Hamilton	52,250	964,170,000	0.29	0.05	0.56	1.70	1.39	2.22	6.47
Muhlenberg	50,095	285,350,000	0.10	0.04	0.65	4.16	2.93	2.85	1.57
Skidmore	51,456	376,010,000	0.18	0.07	0.57	0.00	1.94	2.42	1.76
St. Lawrence	52,610	305,689,000	0.13	0.04	0.46	0.92	0.71	0.86	2.47
Union	53,019	452,304,000	0.24	0.07	0.54	1.37	1.10	1.95	3.02
Hartwick	43,312	77,304,468							
Mean of Peers	51,253	420,736,625	0.17	0.05	0.54	1.88	1.62	2.07	2.64
Max of Peers	53,019	964,170,000	0.29	0.07	0.65	4.16	2.93	3.23	6.47
Median of Peers	52,365	350,008,500	0.17	0.05	0.56	1.64	1.47	2.08	2.16
Min of Peers	45,470	220,836,000	0.08	0.02	0.38	0.00	0.71	0.86	1.40
Institutions Reporting	8	8	8	8	8	8	8	8	8
Total Institutions	8	8	8	8	8	8	8	8	8

Institution	Tuition 2016-17	Endowment Market Value from NACUBO (FY2017)	FY2017						
			Net Income Ratio	Return on Net Assets Ratio	Net Tuition Dependency Ratio	Financial Viability Ratio	Leverage Ratio	Primary Reserve Ratio	Secondary Reserve Ratio
Allegheny	43,750	204,513,000	0.27	0.12	-1.36	5.19	1.42	1.29	2.52
Dickinson	50,730	412,810,000	0.32	0.13	-0.69	4.28	2.15	2.66	1.40
Gettysburg	50,860	308,021,000	0.31	0.13	-0.63	4.03	1.42	1.55	1.77
Hamilton	50,730	905,759,000	0.84	0.13	-0.62	5.05	0.97	1.91	6.11
Muhlenberg	47,825	272,865,000	0.33	0.12	-0.68	5.28	2.74	2.64	1.47
Skidmore	49,716	367,158,000	0.31	0.13	-0.46	5.03	2.20	2.03	1.69
St. Lawrence	50,830	295,884,000	0.35	0.14	-1.09	3.87	0.74	0.83	2.40
Union	51,225	423,404,000	0.48	0.14	-0.68	3.83	1.03	1.62	2.81
Hartwick	42,050	74,348,341	0.12	0.15	-0.86	3.04	0.59	0.62	1.54
Mean of Peers	49,458	398,801,750	0.40	0.13	-0.78	4.57	1.58	1.82	2.52
Max of Peers	51,225	905,759,000	0.84	0.14	-0.46	5.28	2.74	2.66	6.11
Median of Peers	50,730	337,589,500	0.33	0.13	-0.68	4.66	1.42	1.77	2.09
Min of Peers	43,750	204,513,000	0.27	0.12	-1.36	3.83	0.74	0.83	1.40
Institutions Reporting	8	8	8	8	8	8	8	8	8
Total Institutions	8	8	8	8	8	8	8	8	8

Institution	Tuition 2015-16	Endowment Market Value from NACUBO (FY2016)	FY2016						
			Net Income Ratio	Return on Net Assets Ratio	Net Tuition Dependency Ratio	Financial Viability Ratio	Leverage Ratio	Primary Reserve Ratio	Secondary Reserve Ratio
Allegheny	41,970	181,636,000	-0.05	-0.02	-0.09	3.71	1.29	1.22	2.29
Dickinson	49,014	381,020,000	-0.22	-0.05	0.25	3.45	2.28	2.53	1.30
Gettysburg	49,140	276,783,000	-0.03	-0.01	0.23	3.11	1.46	1.39	1.57
Hamilton	49,010	817,210,000	-0.34	-0.05	0.25	3.65	0.89	1.81	5.62
Muhlenberg	45,590	246,967,000	-0.08	-0.02	0.26	3.78	2.39	2.49	1.44
Skidmore	48,024	326,934,000	0.15	0.04	0.32	3.68	2.01	1.92	1.61
St. Lawrence	49,060	267,593,000	0.05	0.02	0.00	2.49	0.71	0.84	2.08
Union	49,542	385,195,000	-0.21	-0.05	0.23	3.33	1.24	1.51	2.53
Hartwick	40,630	67,472,000	-0.15	-0.06	0.71	1.91	0.59	0.63	1.41
Mean of Peers	47,669	360,417,250	-0.09	-0.02	0.18	3.40	1.53	1.71	2.31
Max of Peers	49,542	817,210,000	0.15	0.04	0.32	3.78	2.39	2.53	5.62
Median of Peers	49,012	301,858,500	-0.07	-0.02	0.24	3.55	1.38	1.66	1.85
Min of Peers	41,970	181,636,000	-0.34	-0.05	-0.09	2.49	0.71	0.84	1.30
Institutions Reporting	8	8	8	8	8	8	8	8	8
Total Institutions	8	8	8	8	8	8	8	8	8

Benchmarking Comparisons against Hartwick Peers and Aspirational Group

2. Admission and Financial Aid

Comparison Group I: Peers

Institution	Accept Rate (Admits/ Applicants) 20-21	Yield Rate (Enrolls/Admits) 20-21	SAT Mid-50% 20-21	% FY UG students receiving any financial aid 20-21	Average institutional aid received (FR-FT) 20-21	Tuition Discount Rate 20-21
Alfred University	64.1%	13.2%	970 - 1200			
Elmira	83.1%	11.6%	890 - 1302			
Hobart & WilliamSmith	61.8%	16.1%	1180 - 1340			
Ithaca	75.7%	10.2%	na			
Juniata	67.5%	17.7%	na			
Lycoming	65.5%	17.5%	1010 - 1210			
Moravian	80.1%	22.9%	na			
Susquehanna	73.0%	14.3%	na			
Ursinus	80.4%	14.2%	1150 - 1330			
Wittenberg University	97.4%	14.0%	na			
Hartwick	93.1%	11.6%	1020 - 1180			
Mean of Peers	76.5%	14.8%	na	#DIV/0!	#DIV/0!	#DIV/0!
Max of Peers	97.4%	22.9%	na	0.0%	\$0	0.0%
Median of Peers	75.7%	14.2%	na	#NUM!	#NUM!	#NUM!
Min of Peers	61.8%	10.2%	na	0.0%	\$0	0.0%
Institutions Reporting	10	10	5	10	0	0
Total Institutions	10	10	10	10	10	10

Comparison Group I: Peers

Institution	Accept Rate (Admits/ Applicants) 19-20	Yield Rate (Enrolls/Admits) 19-20	SAT Mid-50% 19-20	% FY UG students receiving any financial aid 19-20	Average institutional aid received (FR-FT) 19-20	Tuition Discount Rate 19-20
Alfred University	62.5%	16.4%	940 - 1180	88.3%	\$22,306	50.4%
Elmira	80.1%	14.7%	1020 - 1220	95.1%	\$24,589	55.3%
Hobart & WilliamSmith	66.1%	20.3%	1180 - 1365	97.4%	\$35,550	51.3%
Ithaca	72.8%	14.6%	na	93.9%	\$28,040	50.2%
Juniata	70.8%	24.0%	na	100.0%	\$27,231	62.3%
Lycoming	62.3%	17.0%	1040 - 1220	99.6%	\$36,211	75.0%
Moravian	75.2%	26.8%	na	90.1%	\$25,801	44.0%
Susquehanna	72.0%	15.0%	na	98.3%	\$35,743	63.3%
Ursinus	79.1%	15.4%	1150 - 1350	97.5%	\$36,269	63.9%
Wittenberg University	91.3%	15.8%	1025 - 1200	95.8%	\$28,267	64.0%
Hartwick	80.2%	10.4%	1030 - 1210	99.0%	\$35,482	62.7%
Mean of Peers	73.8%	17.3%	na	95.9%	\$30,499	58.4%
Max of Peers	91.3%	26.8%	na	100.0%	\$36,269	75.0%
Median of Peers	72.8%	15.8%	na	97.4%	\$28,267	62.3%
Min of Peers	62.3%	10.4%	na	88.3%	\$22,306	44.0%
Institutions Reporting	10	10	6	10	0	0
Total Institutions	10	10	10	10	10	10

Comparison Group I: Peers

Institution	Accept Rate (Admits/ Applicants) 18-19	Yield Rate (Enrolls/Admits) 18-19	SAT Mid-50% 18-19	% FY UG students receiving any financial aid 18-19	Average institutional aid received (FR-FT) 18-19	Tuition Discount Rate 18-19
Alfred University	62.7%	16.2%	970 - 1200	90.8%	\$21,832	49.7%
Elmira	84.5%	11.6%	na	93.4%	\$29,759	63.2%
Hobart & WilliamSmith	57.2%	24.0%	1150 - 1340	93.1%	\$33,471	54.5%
Ithaca	68.5%	15.9%	na	93.2%	\$26,936	48.4%
Juniata	70.2%	20.5%	na	100.0%	\$27,242	56.1%
Lycoming	65.6%	20.2%	1010 - 1198	99.2%	\$33,516	67.9%
Moravian	72.8%	25.2%	1050 - 1200	86.1%	\$25,910	42.3%
Susquehanna	72.4%	15.0%	na	96.0%	\$33,436	57.9%
Ursinus	70.9%	15.9%	1140 - 1320	97.6%	\$35,006	59.3%
Wittenberg University	73.7%	8.9%	na	95.8%	\$26,684	62.7%
Hartwick	83.3%	11.7%	1070 - 1190	98.1%	\$32,925	56.3%
Mean of Peers	71.1%	16.8%	na	94.9%	\$29,702	56.2%
Max of Peers	84.5%	25.2%	na	100.0%	\$35,006	67.9%
Median of Peers	70.9%	15.9%	na	95.8%	\$29,759	56.3%
Min of Peers	57.2%	8.9%	na	86.1%	\$21,832	42.3%
Institutions Reporting	10	10	5	10	0	0
Total Institutions	10	10	10	10	10	10

Comparison Group I: Peers

Institution	Accept Rate (Admits/ Applicants) 17-18	Yield Rate (Enrolls/Admits) 17-18	SAT Mid-50% 17-18	% FY UG students receiving any financial aid 17-18	Average institutional aid received (FR-FT) 17-18	Tuition Discount Rate 17-18
Alfred University	62.7%	18.7%	990 - 1210	90.8%	\$20,509	48.7%
Elmira	85.1%	10.9%	na	91.9%	\$28,465	63.9%
Hobart & WilliamSmith	63.9%	22.5%	1150 - 1330	92.3%	\$30,623	48.7%
Ithaca	70.5%	16.3%	na	92.4%	\$25,703	44.9%
Juniata	70.8%	21.0%	na	100.0%	\$25,781	54.0%
Lycoming	64.0%	22.9%	988 - 1200	98.9%	\$30,921	65.5%
Moravian	76.0%	20.5%	1010 - 1210	88.4%	\$22,925	41.3%
Susquehanna	69.5%	15.4%	na	96.1%	\$31,261	53.3%
Ursinus	78.2%	14.7%	1110 - 1310	97.9%	\$33,648	58.7%
Wittenberg University	72.2%	10.3%	na	97.4%	\$25,157	62.2%
Hartwick	88.6%	13.1%	920 - 1100	97.1%	\$30,368	52.7%
Mean of Peers	72.9%	16.9%	na	94.8%	\$27,760	54.0%
Max of Peers	88.6%	22.9%	na	100.0%	\$33,648	65.5%
Median of Peers	70.8%	16.3%	na	96.1%	\$28,465	53.3%
Min of Peers	62.7%	10.3%	na	88.4%	\$20,509	41.3%
Institutions Reporting	10	10	5	10	0	0
Total Institutions	10	10	10	10	10	10

Comparison Group I: Peers

Institution	Accept Rate (Admits/ Applicants) 16-17	Yield Rate (Enrolls/Admits) 16-17	SAT Mid-50% 16-17	% FY UG students receiving any financial aid 16-17	Average institutional aid received (FR-FT) 16-17	Tuition Discount Rate 16-17
Alfred University	62.8%	17.0%	910 - 1140	93.8%	\$18,609	48.3%
Elmira	82.2%	12.1%	na	92.4%	\$26,259	65.9%
Hobart & WilliamSmith	58.0%	21.8%	1160 - 1350	88.6%	\$27,807	42.1%
Ithaca	69.9%	16.3%	na	91.1%	\$24,170	41.8%
Juniata	74.6%	22.1%	na	100.0%	\$24,386	51.7%
Lycoming	69.6%	26.3%	940 - 1120	99.4%	\$29,285	63.7%
Moravian	77.4%	24.2%	900 - 1120	94.2%	\$21,954	38.9%
Susquehanna	67.7%	14.2%	na	99.6%	\$29,222	48.3%
Ursinus	82.4%	18.6%	na	98.8%	\$31,278	56.9%
Wittenberg University	78.3%	10.2%	na	94.7%	\$24,710	61.7%
Hartwick	86.5%	14.0%	900 - 1090	97.0%	\$29,832	52.6%
Mean of Peers	73.6%	17.9%	na	95.4%	\$26,137	52.0%
Max of Peers	86.5%	26.3%	na	100.0%	\$31,278	65.9%
Median of Peers	74.6%	17.0%	na	94.7%	\$26,259	51.7%
Min of Peers	58.0%	10.2%	na	88.6%	\$18,609	38.9%
Institutions Reporting	10	10	4	10	10	10
Total Institutions	10	10	10	10	10	10

Benchmarking Comparisons against Hartwick Peers and Aspirational Group

Comparison Group II:

Aspirational

Institution	Accept Rate (Admits/ Applicants) 20-21	Yield Rate (Enrolls/Admits) 20-21	SAT Mid-50% 20-21	% FY UG students receiving any financial aid 20-21	Average institutional aid received (FR-FT) 20-21	Tuition Discount Rate 20-21
Allegheny	73.2%	12.5%	1140 - 1350			
Dickinson	51.6%	17.7%	na			
Gettysburg	48.2%	20.5%	na			
Hamilton	18.4%	32.0%	1380 - 1510			
Muhlenberg	62.2%	18.3%	1170 - 1350			
Skidmore	32.2%	21.4%	1220 - 1403			
St. Lawrence	47.3%	20.3%	1180 - 1360			
Union	41.3%	14.8%	1210 - 1400			
Hartwick	93.1%	11.6%	1020 - 1180			

Mean of Peers	51.9%	18.8%	na	#DIV/0!	#DIV/0!	#DIV/0!
Max of Peers	93.1%	32.0%	na	0.0%	\$0	0.0%
Median of Peers	48.2%	18.3%	na	#NUM!	#NUM!	#NUM!
Min of Peers	18.4%	11.6%	na	0.0%	\$0	0.0%
Institutions Reporting	8	8	6	8	0	0
Total Institutions	8	8	8	8	8	8

Comparison Group II:**Aspirational**

Institution	Accept Rate (Admits/ Applicants) 19-20	Yield Rate (Enrolls/Admits) 19-20	SAT Mid-50% 19-20	% FY UG students receiving any financial aid 19-20	Average institutional aid received (FR-FT) 19-20	Tuition Discount Rate 19-20
Allegheny	62.2%	15.4%	1170 - 1360	99.5%	\$37,391	66.1%
Dickinson	40.1%	17.6%	na	79.7%	\$37,996	48.8%
Gettysburg	48.0%	24.0%	na	95.5%	\$35,431	47.4%
Hamilton	16.4%	34.6%	1370 - 1520	56.0%	\$44,337	40.1%
Muhlenberg	66.2%	19.2%	1150 - 1340	85.2%	\$32,069	48.8%
Skidmore	30.0%	22.0%	1220 - 1400	51.5%	\$46,581	36.2%
St. Lawrence	42.4%	20.4%	1180 - 1350	97.5%	\$37,624	58.9%
Union	42.9%	21.1%	1220 - 1420	82.0%	\$31,100	41.2%
Hartwick	80.2%	10.4%	1030 - 1210	99.0%	\$35,482	62.7%

Mean of Peers	47.6%	20.5%	na	82.9%	\$37,557	50.0%
Max of Peers	80.2%	34.6%	na	99.5%	\$46,581	66.1%
Median of Peers	42.9%	20.4%	na	85.2%	\$37,391	48.8%
Min of Peers	16.4%	10.4%	na	51.5%	\$31,100	36.2%
Institutions Reporting	8	8	6	8	0	0
Total Institutions	8	8	8	8	8	8

Comparison Group II:**Aspirational**

Institution	Accept Rate (Admits/ Applicants) 18-19	Yield Rate (Enrolls/Admits) 18-19	SAT Mid-50% 18-19	% FY UG students receiving any financial aid 18-19	Average institutional aid received (FR-FT) 18-19	Tuition Discount Rate 18-19
Allegheny	63.6%	13.6%	1120 - 1340	99.1%	\$35,451	62.7%
Dickinson	49.1%	20.7%	na	77.3%	\$36,112	48.4%
Gettysburg	45.4%	26.3%	na	90.2%	\$32,943	42.9%
Hamilton	21.3%	36.2%	1350 - 1510	56.9%	\$41,305	39.9%
Muhlenberg	61.8%	21.4%	1170 - 1360	88.2%	\$27,957	42.7%
Skidmore	26.9%	23.3%	1223 - 1400	45.6%	\$46,408	31.3%
St. Lawrence	46.1%	21.5%	1190 - 1355	98.1%	\$34,882	56.1%
Union	38.7%	22.0%	na	80.3%	\$30,316	41.1%
Hartwick	83.3%	11.7%	1070 - 1190	98.1%	\$32,925	56.3%

Mean of Peers	48.5%	21.9%	na	81.5%	\$35,367	46.8%
Max of Peers	83.3%	36.2%	na	99.1%	\$46,408	62.7%
Median of Peers	46.1%	21.5%	na	88.2%	\$34,882	42.9%
Min of Peers	21.3%	11.7%	na	45.6%	\$27,957	31.3%
Institutions Reporting	8	8	5	8	0	0
Total Institutions	8	8	8	8	8	8

Comparison Group II:**Aspirational**

Institution	Accept Rate (Admits/ Applicants) 17-18	Yield Rate (Enrolls/Admits) 17-18	SAT Mid-50% 17-18	% FY UG students receiving any financial aid 17-18	Average institutional aid received (FR-FT) 17-18	Tuition Discount Rate 17-18
Allegheny	67.9%	13.9%	1140 - 1320	99.1%	\$32,618	57.2%
Dickinson	48.7%	21.0%	na	73.5%	\$34,007	41.6%
Gettysburg	45.8%	24.6%	na	86.8%	\$31,075	38.4%
Hamilton	24.2%	34.9%	1360 - 1510	55.2%	\$41,283	41.8%
Muhlenberg	48.4%	25.2%	1140 - 1340	83.9%	\$26,958	39.2%
Skidmore	24.5%	26.8%	1205 - 1400	45.9%	\$43,986	30.8%
St. Lawrence	48.3%	24.6%	1205 - 1365	97.6%	\$33,803	53.5%
Union	37.4%	22.8%	na	78.1%	\$28,765	39.6%
Hartwick	88.6%	13.1%	920 - 1100	97.1%	\$30,368	52.7%

Mean of Peers	48.2%	23.0%	na	79.7%	\$33,651	43.9%
Max of Peers	88.6%	34.9%	na	99.1%	\$43,986	57.2%
Median of Peers	48.3%	24.6%	na	83.9%	\$32,618	41.6%
Min of Peers	24.2%	13.1%	na	45.9%	\$26,958	30.8%
Institutions Reporting	8	8	5	8	0	0
Total Institutions	8	8	8	8	8	8

Comparison Group II:**Aspirational**

Institution	Accept Rate (Admits/ Applicants) 16-17	Yield Rate (Enrolls/Admits) 16-17	SAT Mid-50% 16-17	% FY UG students receiving any financial aid 16-17	Average institutional aid received (FR-FT) 16-17	Tuition Discount Rate 16-17
Allegheny	67.8%	17.3%	na	99.0%	\$29,798	52.1%
Dickinson	43.2%	22.9%	na	72.5%	\$32,240	38.8%
Gettysburg	42.6%	24.0%	na	82.3%	\$29,420	33.5%
Hamilton	26.1%	34.6%	1300 - 1480	53.0%	\$39,461	38.7%
Muhlenberg	48.3%	25.3%	1130 - 1320	82.4%	\$24,052	36.3%
Skidmore	29.1%	26.7%	1120 - 1330	44.7%	\$41,794	28.5%
St. Lawrence	42.9%	22.4%	na	95.8%	\$31,726	49.9%
Union	36.9%	22.8%	na	77.3%	\$27,922	37.8%
Hartwick	86.5%	14.0%	900 - 1090	97.0%	\$29,832	52.6%

Mean of Peers	47.0%	23.3%	na	78.2%	\$31,805	40.9%
Max of Peers	86.5%	34.6%	na	99.0%	\$41,794	52.6%
Median of Peers	42.9%	22.9%	na	82.3%	\$29,832	38.7%
Min of Peers	26.1%	14.0%	na	44.7%	\$24,052	28.5%
Institutions Reporting	8	8	3	8	8	8
Total Institutions	8	8	8	8	8	8

Benchmarking Comparisons against Hartwick Peers and Aspirational Group

6. Fundraising

Comparison Group I: Peers

	FY2019: 7/1/18 to 6/30/19			FY2018: 7/1/17 to 6/30/18			FY2017: 7/1/16 to 6/30/17		
Institution	Fundraising Expenses	Fundraising Revenue	Cost per Dollar Raised	Fundraising Expenses	Fundraising Revenue	Cost per Dollar Raised	Fundraising Expenses	Fundraising Revenue	Cost per Dollar Raised
Alfred University	\$ 1,561,192	\$ 32,786,449	\$0.05	\$ 1,599,031	\$ 32,945,250	\$0.05	\$ 1,824,694	\$ 31,658,513	\$0.06
Elmira	\$ 995,524	\$ 3,970,884	\$0.25	na	\$ 3,260,224	na	na	\$ 2,370,937	na
Hobart & WilliamSmith	\$ 4,527,746	\$ 17,065,242	\$0.27	\$ 4,460,641	\$ 14,373,658	\$0.31	\$ 3,904,644	\$ 17,503,706	\$0.22
Ithaca	\$ 44,445,719	\$ 37,061,756	\$1.20	\$ 4,873,686	\$ 15,991,270	\$0.30	\$ 3,426,067	\$ 13,413,345	\$0.26
Juniata	\$ 2,133,643	\$ 8,960,245	\$0.24	\$ 293,317	\$ 9,416,051	\$0.03	\$ 273,534	\$ 9,151,018	\$0.03
Lycoming	\$ 1,429,705	\$ 9,288,488	\$0.15	\$ 1,580,730	\$ 6,827,981	\$0.23	\$ 1,570,730	\$ 6,827,981	\$0.23
Moravian	\$ 1,447,867	\$ 11,610,042	\$0.12	\$ 1,735,156	\$ 6,317,243	\$0.27	\$ 1,516,944	\$ 6,836,399	\$0.22
Susquehanna	\$ 2,740,256	\$ 8,572,468	\$0.32	\$ 2,876,954	\$ 5,229,745	\$0.55	\$ 2,988,760	\$ 14,605,253	\$0.20
Ursinus	\$ 2,593,953	\$ 6,782,216	\$0.38	\$ 3,529,246	\$ 8,375,479	\$0.42	\$ 3,547,606	\$ 10,367,892	\$0.34
Wittenberg University	\$ 2,543,481	\$ 10,861,782	\$0.23	\$ 2,615,823	\$ 24,290,897	\$0.11	\$ 2,758,837	\$ 12,142,606	\$0.23
Hartwick	\$ 1,519,054	\$ 4,397,310	\$0.35	\$ 1,544,985	\$ 5,988,663	\$0.26	\$ 1,603,161	\$ 6,638,717	\$0.24
Mean of Peers	\$6,441,909	\$14,695,957	\$0.32	\$2,618,287	\$12,702,780	\$0.25	\$2,423,535	\$12,487,765	\$0.20
Max of Peers	\$44,445,719	\$37,061,756	\$1.20	\$4,873,686	\$32,945,250	\$0.55	\$3,904,644	\$31,658,513	\$0.34
Median of Peers	\$2,338,562	\$10,075,135	\$0.24	\$2,615,823	\$8,895,765	\$0.27	\$2,758,837	\$11,255,249	\$0.22
Min of Peers	\$995,524	\$3,970,884	\$0.05	\$293,317	\$3,260,224	\$0.03	\$273,534	\$2,370,937	\$0.03
Institutions Reporting	10	10	10	9	10	10	9	10	10
Total Institutions	10	10	10	10	10	10	10	10	10

Comparison Group II: Aspirational

	FY2019: 7/1/18 to 6/30/19			FY2018: 7/1/17 to 6/30/18			FY2017: 7/1/16 to 6/30/17		
Institution	Fundraising Expenses	Fundraising Revenue	Cost per Dollar Raised	Fundraising Expenses	Fundraising Revenue	Cost per Dollar Raised	Fundraising Expenses	Fundraising Revenue	Cost per Dollar Raised
Allegheny	\$ 2,767,240	\$ 18,830,018	\$0.15	\$ 3,281,001	\$ 16,412,288	\$0.20	\$ 3,327,050	\$ 13,982,153	\$0.24
Dickinson	\$ 1,880,900	\$ 21,454,475	\$0.09	\$ 5,368,963	\$ 17,028,258	\$0.32	\$ 5,583,964	\$ 11,449,581	\$0.49
Gettysburg	\$ 4,545,710	\$ 9,708,758	\$0.47	\$ 5,178,136	\$ 17,790,915	\$0.29	\$ 5,259,793	\$ 21,588,345	\$0.24
Hamilton	\$ 6,010,734	\$ 35,796,951	\$0.17	\$ 5,250,257	\$ 15,473,045	\$0.34	\$ 6,263,380	\$ 24,129,125	\$0.26
Muhlenberg	\$ 4,445,579	\$ 9,381,318	\$0.47	\$ 4,573,812	\$ 6,224,821	\$0.73	\$ 4,279,635	\$ 9,092,875	\$0.47
Skidmore	\$ 5,696,996	\$ 31,454,239	\$0.18	\$ 5,846,067	\$ 33,511,773	\$0.17	\$ 5,823,136	\$ 25,608,869	\$0.23
St. Lawrence	\$ 8,279,112	\$ 36,287,675	\$0.23	\$ 7,453,727	\$ 33,514,296	\$0.22	\$ 7,117,740	\$ 37,657,630	\$0.19
Union	\$ 4,437,577	\$ 55,767,172	\$0.08	\$ 6,074,104	\$ 24,674,932	\$0.25	\$ 6,576,070	\$ 43,627,311	\$0.15
Hartwick	\$ 1,519,054	\$ 4,397,310	\$0.35	\$ 1,544,985	\$ 5,988,663	\$0.26	\$ 1,603,161	\$ 6,638,717	\$0.24
Mean of Peers	\$4,757,981	\$27,335,076	\$0.23	\$5,378,258	\$20,578,791	\$0.32	\$5,528,846	\$23,391,986	\$0.28
Max of Peers	\$8,279,112	\$55,767,172	\$0.47	\$7,453,727	\$33,514,296	\$0.73	\$7,117,740	\$43,627,311	\$0.49
Median of Peers	\$4,495,645	\$26,454,357	\$0.17	\$5,309,610	\$17,409,587	\$0.27	\$5,703,550	\$22,858,735	\$0.24
Min of Peers	\$1,880,900	\$9,381,318	\$0.08	\$3,281,001	\$6,224,821	\$0.17	\$3,327,050	\$9,092,875	\$0.15
Institutions Reporting	8	8	8	8	8	8	8	8	8
Total Institutions	8	8	8	8	8	8	8	8	8

1st Year to 2nd Year Retention Rates for the Fall Entering Cohorts 2018-2020

	FA18 Enrollment	FA18 to FA19 Retention Rate	FA18 to FA19 Returns	FA19 Enrollment	FA19 to FA20 Retention Rate	FA19 to FA20 Returns	FA20 Enrollment	FA20 to FA21 Retention Rate	FA20 to FA21 Returns	FA18- FA20 Total Enrolls	FA18- FA20 Total Returns	3-Year Aggregate Retention Rate
Student Athletes												
Non-athlete	265	74.0%	196	241	73.9%	178	238	59.2%	141	744	515	69.2%
Athlete	142	73.9%	105	135	75.6%	102	151	68.2%	103	428	310	72.4%
Grand Total	407	74.0%	301	376	74.5%	280	389	62.7%	244	1172	825	70.4%
Sport Team*												
Men's Basketball	1	100.0%	1	8	62.5%	5	3	33.3%	1	12	7	58.3%
Men's Cross Country	3	100.0%	3	1	100.0%	1	1	0.0%	0	5	4	80.0%
Men's Football	36	55.6%	20	48	66.7%	32	62	51.6%	32	146	84	57.5%
Men's Lacrosse	14	92.9%	13	10	90.0%	9	27	48.1%	13	51	35	68.6%
Men's Soccer	13	53.8%	7	10	80.0%	8	8	100.0%	8	31	23	74.2%
Men's Swimming&Diving	12	75.0%	9	12	75.0%	9	10	90.0%	9	34	27	79.4%
Men's Track	7	100.0%	7	8	100.0%	8	5	60.0%	3	20	18	90.0%
Women's Basketball	6	83.3%	5	2	50.0%	1	6	100.0%	6	14	12	85.7%
Women's Cross Country	5	80.0%	4	2	100.0%	2	2	50.0%	1	9	7	77.8%
Women's Equestrian	6	100.0%	6	6	83.3%	5	2	100.0%	2	14	13	92.9%
Women's Field Hockey	10	90.0%	9	5	80.0%	4	10	80.0%	8	25	21	84.0%
Women's Lacrosse	2	100.0%	2	6	83.3%	5	4	75.0%	3	12	10	83.3%
Women's Soccer	5	80.0%	4	8	75.0%	6	4	75.0%	3	17	13	76.5%
Women's Swimming&Diving	12	66.7%	8	8	75.0%	6	9	88.9%	8	29	22	75.9%
Women's Tennis	7	57.1%	4	1	0.0%	0	3	100.0%	3	11	7	63.6%
Women's Track	13	84.6%	11	15	100.0%	15	4	75.0%	3	32	29	90.6%
Women's Volleyball	8	100.0%	8	2	100.0%	2	5	80.0%	4	15	14	93.3%
Grand Total	160	75.6%	121	135	75.6%	102	165	64.8%	107	460	330	71.7%

***NOTE: The overall "Grand Total Athletes" does not reflect that some athletes participate in more than one sport.**

	FA18 Enrollment	FA18 to FA19 Retention Rate	FA18 to FA19 Returns	FA19 Enrollment	FA19 to FA20 Retention Rate	FA19 to FA20 Returns	FA20 Enrollment	FA20 to FA21 Retention Rate	FA20 to FA21 Returns	FA18- FA20 Total Enrolls	FA18- FA20 Total Returns	3-Year Aggregate Retention Rate
Honors												
Non-Honors	375	72.8%	273	#DIV/0!			363	60.3%	219	738	492	66.7%
Honors	32	87.5%	28	#DIV/0!			26	96.2%	25	58	53	91.4%
Grand Total	407	74.0%	301	376	74.5%	280	389	62.7%	244	1172	825	70.4%
Gender												
Female	239	78.7%	188	216	76.4%	165	206	67.0%	138	661	491	74.3%
Male	168	67.3%	113	160	71.9%	115	183	57.9%	106	511	334	65.4%
Grand Total	407	74.0%	301	376	74.5%	280	389	62.7%	244	1172	825	70.4%
Ethnicity/Race												
ALANA	67	62.7%	42	106	72.6%	77	123	51.2%	63	296	182	61.5%
non-ALANA	340	76.2%	259	270	75.2%	203	266	68.0%	181	876	643	73.4%
Grand Total	407	74.0%	301	376	74.5%	280	389	62.7%	244	1172	825	70.4%
Ethnicity/Race												
Native American	9	66.7%	6	5	80.0%	4	-	-	-	14	10	71.4%
Asian American	12	66.7%	8	13	61.5%	8	13	61.5%	8	38	24	63.2%
African American	45	57.8%	26	51	74.5%	38	58	51.7%	30	154	94	61.0%
Hispanic	5	60.0%	3	37	73.0%	27	52	48.1%	25	94	55	58.5%
Hawaiian/Pacific Islander	1	100.0%	1	-	-	-	-	-	-	1	1	100.0%
Unknown/unreported	84	73.8%	62	56	82.1%	46	46	69.6%	32	186	140	75.3%
White	251	77.7%	195	214	73.4%	157	213	66.7%	142	678	494	72.9%
Grand Total	407	74.0%	301	376	74.5%	280	382	62.0%	237	1165	818	70.2%
1st Academic Major												
Declared	359	73.5%	264	327	76.1%	249	339	64.0%	217	1025	730	71.2%
Undeclared	48	77.1%	37	49	63.3%	31	50	54.0%	27	147	95	64.6%
Grand Total	407	74.0%	301	376	74.5%	280	389	62.7%	244	1172	825	70.4%

	FA18 Enrollment	FA18 to FA19 Retention Rate	FA18 to FA19 Returns	FA19 Enrollment	FA19 to FA20 Retention Rate	FA19 to FA20 Returns	FA20 Enrollment	FA20 to FA21 Retention Rate	FA20 to FA21 Returns	FA18- FA20 Total Enrolls	FA18- FA20 Total Returns	3-Year Aggregate Retention Rate
Academic Major*												
Accounting	16	68.8%	11	8	75.0%	6	3	100.0%	3	27	20	74.1%
Accounting - CPA	-	-	-	1	100.0%	1	6	66.7%	4	7	5	71.4%
Actuarial Mathematics	-	-	-	2	50.0%	1	1	100.0%	1	3	2	
Anthropology	4	100.0%	4	3	66.7%	2	2	50.0%	1	9	7	77.8%
Art	10	70.0%	7	5	0.0%	0	5	40.0%	2	20	9	45.0%
Art History	1	100.0%	1	3	100.0%	3	-	-	-	4	4	100.0%
Biochemistry	6	100.0%	6	4	100.0%	4	2	50.0%	1	12	11	91.7%
Biology	43	60.5%	26	37	78.4%	29	38	47.4%	18	118	73	61.9%
Business Administration	65	64.6%	42	47	66.0%	31	60	51.7%	31	172	104	60.5%
Chemistry	5	100.0%	5	2	100.0%	2	2	50.0%	1	9	8	88.9%
Computer Science	19	63.2%	12	14	78.6%	11	11	90.9%	10	44	33	75.0%
Criminal Justice	43	62.8%	27	26	69.2%	18	36	66.7%	24	105	69	
Economics	6	50.0%	3	3	100.0%	3	3	66.7%	2	12	8	66.7%
Environmental Chem.	2	50.0%	1	-	-	-	-	-	-	2	1	50.0%
English	9	66.7%	6	6	66.7%	4	3	33.3%	1	18	11	61.1%
Environ, Sustain & Society	7	85.7%	6	8	62.5%	5	1	100.0%	1	16	12	
French	-	-	3	2	0.0%	0	1	0.0%	0	3	3	-
Geology	5	80.0%	4	6	66.7%	4	2	0.0%	0	13	8	61.5%
Global Studies	-	-	-	2	100.0%	2	2	50.0%	1	4	3	
History	10	90.0%	9	9	33.3%	3	10	60.0%	6	29	18	62.1%
Mathematics	9	88.9%	8	2	100.0%	2	4	100.0%	4	15	14	93.3%
Medical Technology	3	33.3%	1	2	100.0%	2	5	80.0%	4	10	7	70.0%
Music Education	4	50.0%	2	4	100.0%	4	5	100.0%	5	13	11	84.6%
Music	3	0.0%	0	9	88.9%	8	3	66.7%	2	15	10	66.7%
Nursing	91	83.5%	76	63	93.7%	59	69	79.7%	55	223	190	85.2%
Philosophy	-	-	-	-	-	-	1	0.0%	0	1	0	0.0%
Physics	4	75.0%	3	3	100.0%	3	3	100.0%	3	10	9	90.0%
Political Science	14	71.4%	10	7	71.4%	5	14	42.9%	6	35	21	60.0%
Psychology	34	79.4%	27	34	67.6%	23	39	61.5%	24	107	74	69.2%

	FA18 Enrollment	FA18 to FA19 Retention Rate	FA18 to FA19 Returns	FA19 Enrollment	FA19 to FA20 Retention Rate	FA19 to FA20 Returns	FA20 Enrollment	FA20 to FA21 Retention Rate	FA20 to FA21 Returns	FA18- FA20 Total Enrolls	FA18- FA20 Total Returns	3-Year Aggregate Retention Rate
Public Health	12	75.0%	9	8	62.5%	5	5	100.0%	5	25	19	
Religious Studies	-	-	-	-	-	-	-	-	-	0	0	-
Sociology	8	75.0%	6	7	85.7%	6	3	33.3%	1	18	13	72.2%
Spanish	4	100.0%	4	-	-	-	-	-	-	4	4	100.0%
Theatre Arts	6	33.3%	2	-	-	-	3	66.7%	2	9	4	44.4%
Undeclared	48	77.1%	37	49	63.3%	31	-	-	-	97	68	70.1%
Creative Writing	12	83.3%	10	6	66.7%	4	2	100.0%	2	20	16	
Grand Total*	503	73.2%	368	382	73.6%	281	344	64.0%	220	1229	869	70.7%

***NOTE: Reflects students with multiple majors. For example, a student is counted twice if they double-majored in Biology and Psychology.**

Residence Hall

Apartment Complex	-	-	-	-	-	-	-	-	-	-	-	-
Commuter	30	80.0%	24	11	90.9%	10	101	51.5%	52	142	86	60.6%
Farmhouse	-	-	-	-	-	-	-	-	-	-	-	-
Hilltop House	47	76.6%	36	54	66.7%	36	35	74.3%	26	136	98	72.1%
Holmes Hall	-	-	-	15	73.3%	11	7	57.1%	4	22	15	68.2%
Oyaron House	50	72.0%	36	39	69.2%	27	29	62.1%	18	118	81	68.6%
Robertson Lodge	3	66.7%	2	1	100.0%	1	-	-	-	4	3	75.0%
Saxton Hall	70	68.6%	48	58	69.0%	40	47	53.2%	25	175	113	64.6%
Smith Hall	59	83.1%	49	90	88.9%	80	92	67.4%	62	241	191	79.3%
Van Ess Hall	79	63.3%	50	51	70.6%	36	33	66.7%	22	163	108	66.3%
Wilder Hall	69	81.2%	56	57	68.4%	39	45	77.8%	35	171	130	76.0%
Grand Total	407	74.0%	301	376	74.5%	280	389	62.7%	244	1172	825	70.4%

Many students stayed remote due to Covid

	FA18 Enrollment	FA18 to FA19 Retention Rate	FA18 to FA19 Returns	FA19 Enrollment	FA19 to FA20 Retention Rate	FA19 to FA20 Returns	FA20 Enrollment	FA20 to FA21 Retention Rate	FA20 to FA21 Returns	FA18- FA20 Total Enrolls	FA18- FA20 Total Returns	3-Year Aggregate Retention Rate
Instate/Out of State												
NYS	295	75.6%	223	265	75.8%	201	301	61.1%	184	861	608	70.6%
OOS	111	70.3%	78	111	71.2%	79	88	68.2%	60	310	217	434.6%
New England (CT, RI, MA, VT, NH, ME)	37	70.3%	26	37	66.7%	25	43	66.7%	30	117	81	68.6%
NJ	18	66.7%	12	16	75.0%	12	9	77.8%	7	43	31	72.1%
PA	14	85.7%	12	15	80.0%	12	11	63.6%	7	40	31	77.5%
Other U.S.	30	70.0%	21	34	54.5%	22	17	54.5%	8	81	51	67.1%
International	10	60.0%	6	6	100.0%	6	7	100.0%	7	23	19	82.6%
Unknown	2	50.0%	1	3	66.7%	2	1	100.0%	1	6	4	66.7%
Grand Total	407	74.0%	301	376	74.5%	280	389	62.7%	244	1172	825	70.4%
Need												
0_NoFAFSA	26	61.5%	16	21	81.0%	17	22	68.2%	15	69	48	69.6%
1_ZeroNeed	34	64.7%	22	34	70.6%	24	31	58.1%	18	99	64	64.6%
2_1-10000 Need	7	85.7%	6	6	33.3%	2	20	75.0%	15	33	23	69.7%
3_10001-20000 Need	14	50.0%	7	22	63.6%	14	12	33.3%	4	48	25	52.1%
4_20001-25000 Need	16	68.8%	11	21	66.7%	14	16	56.3%	9	53	34	64.2%
5_25001-30000 Need	16	68.8%	11	25	64.0%	16	29	44.8%	13	70	40	57.1%
6_30001-35000 Need	26	38.5%	10	23	60.9%	14	49	51.0%	25	98	49	50.0%
7_35001-40000 Need	23	91.3%	21	20	85.0%	17	15	86.7%	13	58	51	87.9%
8_GT40000 Need	245	80.4%	197	204	79.4%	162	195	67.7%	132	644	491	76.2%
Grand Total	407	74.0%	301	376	74.5%	280	389	62.7%	244	1172	825	70.4%

	FA18 Enrollment	FA18 to FA19 Retention Rate	FA18 to FA19 Returns	FA19 Enrollment	FA19 to FA20 Retention Rate	FA19 to FA20 Returns	FA20 Enrollment	FA20 to FA21 Retention Rate	FA20 to FA21 Returns	FA18- FA20 Total Enrolls	FA18- FA20 Total Returns	3-Year Aggregate Retention Rate
Unmet Need												
0_NoFAFSA	26	61.5%	16	21	81.0%	17	22	68.2%	15	69	48	69.6%
1_Zero Unmet Need	95	75.8%	72	125	81.6%	102	128	73.4%	94	348	268	77.0%
2_1-5000 UnmetNeed	61	82.0%	50	46	63.0%	29	51	62.7%	32	158	111	70.3%
3_5001-10000 UnmetNeed	67	65.7%	44	70	64.3%	45	81	54.3%	44	218	133	61.0%
4_10001-15000 UnmetNeed	74	75.7%	56	74	79.7%	59	65	63.1%	41	213	156	73.2%
5_GT15000 UnmetNeed	84	75.0%	63	40	70.0%	28	42	42.9%	18	166	109	65.7%
Grand Total	407	74.0%	301	376	74.5%	280	389	62.7%	244	1172	825	70.4%
Pell Recipients												
Non-Pell Recipients	227	74.4%	169	215	76.7%	165	220	74.1%	163	662	497	75.1%
Pell Recipients	180	73.3%	132	161	71.4%	115	169	47.9%	81	510	328	64.3%
Grand Total	407	74.0%	301	376	74.5%	280	389	62.7%	244	1172	825	70.4%
HS GPA												
0_NO GPA	-	-	-	-	-	-	-	-	-	-	-	-
1_below 70	-	-	-	-	-	-	1	0.0%	0	-	-	-
2_70-79.99	40	57.5%	23	27	51.9%	14	65	29.2%	19	132	56	42.4%
3_80-84.99	109	66.1%	72	84	61.9%	52	96	56.3%	54	289	178	61.6%
4_85-89.99	110	71.8%	79	115	77.4%	89	96	72.9%	70	321	238	74.1%
5_90 and higher	148	85.8%	127	150	83.3%	125	131	77.1%	101	429	353	82.3%
Grand Total	407	74.0%	301	376	74.5%	280	389	62.7%	244	1172	825	70.4%

	FA18 Enrollment	FA18 to FA19 Retention Rate	FA18 to FA19 Returns	FA19 Enrollment	FA19 to FA20 Retention Rate	FA19 to FA20 Returns	FA20 Enrollment	FA20 to FA21 Retention Rate	FA20 to FA21 Returns	FA18- FA20 Total Enrolls	FA18- FA20 Total Returns	3-Year Aggregate Retention Rate
SAT (for those with scores)												
0_No SAT scores	184	71.2%	131	193	67.9%	131	232	57.3%	133	609	395	64.9%
2_1400 to 1499 SAT	2	100.0%	2	2	100.0%	2	1	100.0%	1	5	5	100.0%
3_1300 to 1399 SAT	12	91.7%	11	10	80.0%	8	5	100.0%	5	27	24	88.9%
4_1200 to 1299 SAT	42	85.7%	36	31	90.3%	28	26	80.8%	21	99	85	85.9%
5_1100 to 1199 SAT	74	87.8%	65	65	78.5%	51	56	75.0%	42	195	158	81.0%
6_1000 to 1099 SAT	60	70.0%	42	49	75.5%	37	44	63.6%	28	153	107	69.9%
7_900 to 999 SAT	22	50.0%	11	19	89.5%	17	19	57.9%	11	60	39	65.0%
8_800 to 899 SAT	5	0.0%	0	6	83.3%	5	5	60.0%	3	16	8	50.0%
9_0 to 799 SAT	6	50.0%	3	1	100.0%	1	1	0.0%	0	8	4	50.0%
Grand Total	407	74.0%	301	376	74.5%	280	389	62.7%	244	1172	825	70.4%
SAT Optional												
SAT	223	76.2%	170	193	67.9%	131	157	70.7%	111	573	412	71.9%
NO SAT	184	71.2%	131	183	81.4%	149	232	57.3%	133	599	413	68.9%
Grand Total	407	74.0%	301	376	74.5%	280	389	62.7%	244	1172	825	70.4%
Academic Rank												
Unknown	-	-	-	3	33.3%	1	-	-	-	3	1	33.3%
1	70	58.6%	41	61	62.3%	38	96	37.5%	36	227	115	50.7%
2	84	63.1%	53	72	61.1%	44	71	57.7%	41	227	138	60.8%
3	74	71.6%	53	75	74.7%	56	60	66.7%	40	209	149	71.3%
4	107	86.0%	92	89	88.8%	79	81	74.1%	60	277	231	83.4%
5	72	86.1%	62	76	81.6%	62	81	82.7%	67	229	191	83.4%
Grand Total	407	74.0%	301	376	74.5%	280	389	62.7%	244	1172	825	70.4%
First Generation Status												
First Generation	70	64.3%	45	91	63.7%	58	135	55.6%	75	296	178	60.1%
Not First Generation	337	76.0%	256	285	77.9%	222	254	66.5%	169	876	647	73.9%
Grand Total	407	74.0%	301	376	74.5%	280	389	62.7%	244	1172	825	70.4%

	FA18 Enrollment	FA18 to FA19 Retention Rate	FA18 to FA19 Returns	FA19 Enrollment	FA19 to FA20 Retention Rate	FA19 to FA20 Returns	FA20 Enrollment	FA20 to FA21 Retention Rate	FA20 to FA21 Returns	FA18- FA20 Total Enrolls	FA18- FA20 Total Returns	3-Year Aggregate Retention Rate
Three-Year Degree (3YD) Students: 1st Year to 2nd Year Retention Rates for the Fall Entering Cohorts 2017-2019 (for students returning as 3YD - does not include students that transitioned to 4YD programs)												
Gender												
Female	23	73.9%	17	14	100.0%	14	23	73.9%	17	60	48	80.0%
Male	2	100.0%	2	5	100.0%	5	8	62.5%	5	15	12	80.0%
Grand Total	25	76.0%	19	19	100.0%	19	31	71.0%	22	75	60	80.0%
Ethnicity/Race												
ALANA	2	50.0%	1	10	100.0%	10	11	81.8%	9	23	20	87.0%
non-ALANA	23	78.3%	18	9	100.0%	9	20	65.0%	13	52	40	76.9%
Grand Total	25	76.0%	19	19	100.0%	19	31	71.0%	22	75	60	80.0%
Academic Division												
Arts and Humanities	2	50.0%	1	1	100.0%	1	2	0.0%		5	2	40.0%
Physical and Life Sci.	15	80.0%	12	8	100.0%	8	16	62.5%	10	39	30	76.9%
Social & Behavioral Sci.	8	75.0%	6	10	100.0%	10	13	92.3%	12	31	28	90.3%
Grand Total	25	76.0%	19	19	100.0%	19	31	71.0%	22	75	60	80.0%
Pell Recipients												
Non-Pell Recipients	13	76.9%	10	10	100.0%	10	11	81.8%	9	34	29	85.3%
Pell Recipients	12	75.0%	9	9	100.0%	9	20	65.0%	13	41	31	75.6%
Grand Total	25	76.0%	19	19	100.0%	19	31	71.0%	22	75	60	80.0%

Retention from Fall 2020 to Fall 2021

Headline Retention Rates

Fall 2020 Entering Cohort: 62.7%

Fall 2020 Entering Cohort, Pell Recipients: 47.9%

Fall 2020 Entering Cohort, ALANA: 51.2%

Fall 2020 Entering Cohort, First Generation: 55.6%

Fall 2020 Entering Cohort

	Fall 2020 Count	Fall 2021 Retention Rate	Returned Fall 2021 Count
Pell Recipient	169	47.9%	81
Non-Pell	218	74.1%	163
Grand Total	389	62.7%	244

Fall 2020 Entering Cohort

	Fall 2020 Count	Fall 2021 Retention Rate	Returned Fall 2021 Count
First Gen	135	55.6%	75
Not First Gen	254	66.5%	169
Grand Total	389	62.7%	244

Fall 2020 Entering Cohort

	Fall 2020 Count	Fall 2021 Retention Rate	Returned Fall 2021 Count
Pell Recipient	169	47.9%	81
First Gen	90	48.9%	44
Not First Gen	79	46.8%	37
Non-Pell	220	74.1%	163
First Gen	45	68.9%	31
Not First Gen	175	75.4%	132
Grand Total	389	62.7%	244

Fall 2020 Entering Cohort

	Fall 2020 Count	Fall 2021 Retention Rate	Returned Fall 2021 Count
ALANA	123	51.2%	63
International	7	100.0%	7
White	213	66.7%	142
Unknown	46	69.6%	32
Grand Total	389	62.7%	244

Fall 2020 Entering Cohort

	Fall 2020 Count	Fall 2021 Retention Rate	Returned Fall 2021 Count
Athlete	151	68.2%	103
Non-Athlete	238	59.2%	141
Grand Total	389	62.7%	244

Fall 2020 Entering Cohort

	Fall 2020 Count	Fall 2021 Retention Rate	Returned Fall 2021 Count
Athlete	151	68.2%	103
First Gen	42	57.1%	24
Not First Gen	109	72.5%	79
Non-Athlete	238	59.2%	141
First Gen	93	54.8%	51
Not First Gen	145	62.1%	90
Grand Total	389	62.7%	244

All Fall 2020 Students

Excluding Graduates	Fall 2020 Count	Fall 2021 Retention Rate	Returned Fall 2021 Count
Freshman	461	63.1%	291
Sophomore	307	81.4%	250
Junior	218	82.1%	179
Senior	44	59.1%	26
Grand Total	1030	72.4%	746

All Fall 2020 Students

Excluding Graduates	Fall 2020 Count	Returned Fall 2021 Count - Freshman	Returned Fall 2021 Count - Sophomore	Returned Fall 2021 Count - Junior	Returned Fall 2021 Count - Senior
Freshman	461	70	199	19	3
Sophomore	307		24	188	38
Junior	218			13	166
Senior	44				26
Grand Total	1030	70	223	220	233

All Fall 2020 Students

Excluding Graduates	Fall 2020 Count	Fall 2021 Retention Rate	Returned Fall 2021 Count
ALANA	273	62.6%	171
International	18	94.4%	17
White	591	75.5%	446
Unknown	148	75.7%	112
Grand Total	1030	72.4%	746

All Fall 2020 Students**Excluding
Graduates**

Cohort	Fall 2020 Count	Fall 2021 Retention Rate	Returned Fall 2021 Count
2012	1	0.0%	0
2016	7	28.6%	2
2017	39	41.0%	16
2018	230	88.3%	203
2019	280	80.0%	224
2020	389	62.7%	244
NonCohort	85	65.9%	58
<i>NonCohort Start Term</i>			
15/FA	1	0.0%	0
16/FA	1	0.0%	0
17/FA	3	33.3%	1
17/SP	1	0.0%	0
18/FA	9	66.7%	6
19/FA	25	68.0%	17
19/SP	4	100.0%	4
20/FA	28	71.4%	20
20/SP	13	69.2%	9
Grand Total	1030	72.4%	746

Retention from Fall 2019 to Fall 2020

Headline Retention Rates

Fall 2019 Entering Cohort: 74.5%

Fall 2019 Entering Cohort, Pell Recipients: 71.4%

Fall 2019 Entering Cohort, ALANA: 72.6%

Fall 2019 Entering Cohort, First Generation: 63.7%

Fall 2019 Entering Cohort

	Fall 2019 Count	Fall 2020 Retention Rate	Returned Fall 2020 Count
Pell Recipient	161	71.4%	115
Non-Pell	215	76.7%	165
Grand Total	376	74.5%	280

Fall 2019 Entering Cohort

	Fall 2019 Count	Fall 2020 Retention Rate	Returned Fall 2020 Count
First Gen	91	63.7%	58
Not First Gen	285	77.9%	222
Grand Total	376	74.5%	280

Fall 2019 Entering Cohort

	Fall 2019 Count	Fall 2020 Retention Rate	Returned Fall 2020 Count
Pell Recipient	161	71.4%	115
First Gen	62	66.1%	41
Not First Gen	99	74.7%	74
Non-Pell	215	76.7%	165
First Gen	29	58.6%	17
Not First Gen	186	79.6%	148
Grand Total	376	74.5%	280

Fall 2019 Entering Cohort

	Fall 2019 Count	Fall 2020 Retention Rate	Returned Fall 2020 Count
ALANA	106	72.6%	77
International	6	100.0%	6
White	214	73.4%	157
Unknown	50	80.0%	40
Grand Total	376	74.5%	280

Fall 2019 Entering Cohort

	Fall 2019 Count	Fall 2020 Retention Rate	Returned Fall 2020 Count
Athlete	135	75.6%	102
Non-Athlete	241	73.9%	178
Grand Total	376	74.5%	280

Fall 2019 Entering Cohort

	Fall 2019 Count	Fall 2020 Retention Rate	Returned Fall 2020 Count
Athlete	135	75.6%	102
First Gen	30	66.7%	20
Not First Gen	105	78.1%	82
Non-Athlete	241	73.9%	178
First Gen	61	62.3%	38
Not First Gen	180	77.8%	140
Grand Total	376	74.5%	280

All Fall 2019 Students

Excluding Graduates	Fall 2019 Count	Fall 2020 Retention Rate	Returned Fall 2020 Count
Freshman	472	71.8%	339
Sophomore	274	85.8%	235
Junior	187	87.7%	164
Senior	36	55.6%	20
Grand Total	969	78.2%	758

All Fall 2019 Students

Excluding Graduates	Fall 2019 Count	Returned Fall 2020 Count - Freshman	Returned Fall 2020 Count - Sophomore	Returned Fall 2020 Count - Junior	Returned Fall 2020 Count - Senior
Freshman	472	51	269	19	
Sophomore	274		18	190	27
Junior	187			14	150
Senior	36				20
Grand Total	969	51	287	223	197

All Fall 2019 Students

Excluding Graduates	Fall 2019 Count	Fall 2020 Retention Rate	Returned Fall 2020 Count
ALANA	215	72.6%	156
International	17	88.2%	15
White	596	79.2%	472
Unknown	141	81.6%	115
Grand Total	969	78.2%	758

All Fall 2019 Students**Excluding
Graduates**

Cohort	Fall 2019 Count	Fall 2020 Retention Rate	Returned Fall 2020 Count
2015	4	0.0%	0
2016	38	50.0%	19
2017	166	91.6%	152
2018	301	82.4%	248
2019	376	74.5%	280
NonCohort	84	70.2%	59
NonCohort Start Term			
15/FA	1	100.0%	1
16/FA	3	66.7%	2
17/FA	7	71.4%	5
17/JA	1	0.0%	0
18/SP	2	100.0%	2
18/FA	20	70.0%	14
19/SP	9	77.8%	7
19/FA	41	68.3%	28
Grand Total	969	78.2%	758

Retention from Fall 2018 to Fall 2019

Headline Retention Rates

Fall 2018 Entering Cohort: 73.9%

Fall 2018 Entering Cohort, Pell Recipients: 73.3%

Fall 2018 Entering Cohort, ALANA: 62.7%

Fall 2018 Entering Cohort, First Generation: 64.3%

Fall 2018 Entering Cohort

	Fall 2018 Count	Fall 2019 Retention Rate	Returned Fall 2019 Count
Pell Recipient	180	73.3%	132
Non-Pell	227	74.4%	169
Grand Total	407	74.0%	301

Fall 2018 Entering Cohort

	Fall 2018 Count	Fall 2019 Retention Rate	Returned Fall 2019 Count
First Gen	70	64.3%	45
Not First Gen	337	76.0%	256
Grand Total	407	74.0%	301

Fall 2018 Entering Cohort

	Fall 2018 Count	Fall 2019 Retention Rate	Returned Fall 2019 Count
Pell Recipient	180	73.3%	132
First Gen	48	58.3%	28
Not First Gen	132	78.8%	104
Non-Pell	227	74.4%	169
First Gen	22	77.3%	17
Not First Gen	205	74.1%	152
Grand Total	407	74.0%	301

Fall 2018 Entering Cohort

	Fall 2018 Count	Fall 2019 Retention Rate	Returned Fall 2019 Count
ALANA	67	62.7%	42
International	10	50.0%	5
White	250	77.6%	194
Unknown	80	75.0%	60
Grand Total	407	74.0%	301

Fall 2018 Entering Cohort

	Fall 2018 Count	Fall 2019 Retention Rate	Returned Fall 2019 Count
Athlete	144	73.6%	106
Non-Athlete	263	74.1%	195
Grand Total	407	74.0%	301

Fall 2018 Entering Cohort

	Fall 2018 Count	Fall 2019 Retention Rate	Returned Fall 2019 Count
Athlete	144	73.6%	106
First Gen	14	57.1%	8
Not First Gen	130	75.4%	98
Non-Athlete	263	74.1%	195
First Gen	56	66.1%	37
Not First Gen	207	76.3%	158
Grand Total	407	74.0%	301

All Fall 2018 Students

Excluding Graduates	Fall 2018 Count	Fall 2019 Retention Rate	Returned Fall 2019 Count
Freshman	483	70.6%	341
Sophomore	245	83.3%	204
Junior	201	91.0%	183
Senior	33	51.5%	17
Grand Total	962	77.4%	745

All Fall 2018 Students

Excluding Graduates	Fall 2018 Count	Returned Fall 2019 Count - Freshman	Returned Fall 2019 Count - Sophomore	Returned Fall 2019 Count - Junior	Returned Fall 2019 Count - Senior
Freshman	341	83	230	28	
Sophomore	204		16	156	32
Junior	183			15	168
Senior	17				17
Grand Total	745	83	246	199	217

All Fall 2018 Students

Excluding Graduates	Fall 2018 Count	Fall 2019 Retention Rate	Returned Fall 2019 Count
ALANA	201	65.7%	132
International	22	68.2%	15
White	597	81.1%	484
Unknown	142	80.3%	114
Grand Total	962	77.4%	745

All Fall 2018 Students**Excluding
Graduates**

Cohort	Fall 2018 Count	Fall 2019 Retention Rate	Returned Fall 2019 Count
2013	1	0.0%	0
2014	5	20.0%	1
2015	24	33.3%	8
2016	202	94.6%	191
2017	243	74.9%	182
2018	407	74.0%	301
NonCohort	80	77.5%	62
<i>NonCohort Start Term</i>			
15/FA	3	66.7%	2
16/FA	9	55.6%	5
16/SP	3	100.0%	3
17/FA	22	86.4%	19
17/JA	1	100.0%	1
17/SP	2	50.0%	1
18/FA	36	75.0%	27
18/SP	4	100.0%	4
Grand Total	962	77.4%	745

Returning Students - Fall to Spring and Following Fall

Entering Cohort

Cohort	Starting Count	Returned for Spring	Spring Count	Fall 2020			
				Returned Fall	Following Fall	Returned Fall	Following Fall
ALANA	123	75.6%	93	63.4%	59	51.2%	63
First Generation	135	78.5%	106	68.9%	73	55.6%	75
Pell Recipient	169	75.7%	128	60.2%	77	47.9%	81
Athletes	151	85.4%	129	78.3%	101	68.2%	103
Female	206	85.4%	176	78.4%	138	67.0%	138
Male	183	82.0%	150	68.0%	102	57.9%	106
New York Resident	301	83.1%	250	72.0%	180	61.1%	184
Out of State Resident	80	85.0%	68	76.5%	52	65.0%	52
TOTAL	389	83.8%	326	73.6%	240	62.7%	244

ALL DEGREE SEEKING STUDENTS (excluding graduates)

Term	Starting Count	Returned for Spring	Spring Count	Fall 2020			
				Returned Fall	Following Fall	Returned Fall	Following Fall
ALANA	273	80.6%	220	75.5%	166	62.6%	171
First Generation	244	81.6%	199	78.9%	157	65.2%	159
Pell Recipient	413	82.8%	342	74.6%	255	63.2%	261
Athletes	343	90.4%	310	85.2%	264	77.8%	267
Female	583	88.5%	516	83.3%	430	74.1%	432
Male	447	86.8%	388	78.9%	306	70.2%	314
New York Resident	778	87.0%	677	80.4%	544	70.7%	550
Out of State Resident	232	89.7%	208	83.2%	173	76.3%	177
Fraternity/Sorority	97	93.8%	91	84.6%	77	79.4%	77
TOTAL	1030	87.8%	904	81.4%	736	72.4%	746

Entering Cohort

Cohort	Starting Count	Returned for Spring	Spring Count	Fall 2019			
				Returned Fall	Following Fall	Returned Fall	Following Fall
ALANA	106	88.7%	94	81.9%	77	72.6%	77
First Generation	91	81.3%	74	79.5%	58	63.7%	58
Pell Recipient	161	89.4%	144	79.9%	115	71.4%	115
Athletes	148	90.5%	134	82.3%	102	75.6%	102
Female	216	89.4%	193	85.5%	165	76.4%	165
Male	160	91.3%	146	79.9%	115	71.9%	115
New York Resident	265	89.1%	236	85.5%	201	75.8%	201
Out of State Resident	111	92.8%	103	76.3%	71	69.6%	71
TOTAL	376	90.2%	339	83.1%	280	74.5%	280

ALL DEGREE SEEKING STUDENTS
(excluding graduates)

Term	Fall 2019						
	Starting Count	Returned for Spring	Spring Count	Returned Following Fall	Returned Following Fall	Returned Following Fall	Returned Following Fall
ALANA	213	88.3%	188	81.4%	153	72.3%	154
First Generation	169	84.0%	142	81.0%	115	68.0%	115
Pell Recipient	384	89.3%	343	82.8%	284	74.5%	286
Athletes	306	94.8%	290	86.6%	251	82.4%	252
Female	558	90.7%	506	88.1%	446	80.8%	451
Male	401	89.0%	357	82.9%	296	74.8%	300
New York Resident	711	89.9%	639	86.7%	554	78.9%	561
Out of State Resident	224	90.6%	203	83.3%	169	76.3%	171
Fraternity/Sorority	135	95.6%	129	93.0%	120	89.6%	121
TOTAL	959	90.0%	863	86.0%	742	78.3%	751

Entering Cohort

Cohort	Fall 2018						
	Starting Count	Returned for Spring	Spring Count	Returned Following Fall	Returned Following Fall	Returned Following Fall	Returned Following Fall
ALANA	67	88.1%	59	71.2%	42	62.7%	42
First Generation	70	84.3%	59	76.3%	45	64.3%	45
Pell Recipient	180	87.8%	158	82.3%	130	73.3%	132
Athletes	144	84.7%	122	85.2%	104	73.6%	106
Female	239	90.4%	216	85.6%	185	78.7%	188
Male	168	83.3%	140	80.7%	113	67.3%	113
New York Resident	295	88.5%	261	84.7%	221	75.6%	223
Out of State Resident	100	87.0%	87	81.6%	71	72.0%	72
TOTAL	407	87.5%	356	83.7%	298	74.0%	301

ALL DEGREE SEEKING STUDENTS
(excluding graduates)

Term	Fall 2018						
	Starting Count	Returned for Spring	Spring Count	Returned Following Fall	Returned Following Fall	Returned Following Fall	Returned Following Fall
ALANA	201	84.6%	170	77.1%	131	65.7%	132
First Generation	134	82.8%	111	82.9%	92	69.4%	93
Pell Recipient	384	85.4%	328	82.0%	269	71.1%	273
Athletes	307	89.3%	274	90.5%	248	81.8%	251
Female	562	91.5%	514	88.9%	457	82.2%	462
Male	400	83.5%	334	84.4%	282	70.8%	283
New York Resident	731	88.6%	648	88.0%	570	78.7%	575
Out of State Resident	204	87.3%	178	84.8%	151	74.5%	152
Fraternity/Sorority	106	92.5%	98	88.8%	87	83.0%	88
TOTAL	962	88.1%	848	87.1%	739	77.4%	745

Number of Graduates by Major, 2010 to 2021

Academic Year:	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-2020	2020-2021
Total Grads	322	315	316	362	342	325	410	283	236	228	207
Accounting	10	5	10	12	6	10	8	2	4	3	4
Actuarial Mathematics	0	0	0	0	0	0	0	0	1	0	1
Anthropology	13	16	17	17	13	8	13	8	4	6	6
Art	19	8	14	18	12	11	11	3	5	4	4
Art History	8	3	1	2	4	5	3	1	1	1	1
Biochemistry	6	0	2	5	8	6	4	2	6	4	2
Biology	17	25	33	41	38	46	43	34	22	18	13
Business Administration	53	47	43	51	52	49	61	45	45	31	23
Business Management	0	1	0	2	0	0	0	0	0	2	0
Chemistry	3	7	7	4	7	7	3	5	1	2	1
Computer Science	3	5	4	5	2	7	2	8	8	3	6
Creative Writing	0	0	0	0	0	0	0	0	2	2	1
Criminal Justice	0	0	0	0	0	0	0	1	5	9	10
Economics	9	11	7	14	10	7	11	7	7	6	7
English	24	26	12	19	14	13	17	4	7	6	6
Environ, Sustain and Society	0	0	0	0	0	0	0	0	2	2	3
Environmental Chemistry	2	0	0	1	0	1	0	0	0	0	0
French	0	2	1	0	1	1	3	0	0	0	0
Geology	7	4	5	4	7	2	10	10	2	4	1
German	1	1	1	2	2	2	1	0	0	0	0
History	13	15	19	17	10	12	12	9	9	3	7
Individual Student Program	9	3	4	1	2	6	8	5	0	0	0
Information Science	4	3	1	2	3	3	6	3	1	0	0
Mathematics	4	16	5	6	4	6	9	2	6	2	0
Medical Technology	0	0	1	1	2	0	1	0	0	0	1
Music	4	1	0	3	7	1	5	5	0	5	1
Music Education	2	7	2	5	4	3	3	2	1	1	5
Nursing	36	40	33	51	54	44	69	47	37	55	44
Philosophy	7	4	5	5	4	1	4	4	0	3	2
Physics	3	2	3	2	3	9	2	1	5	1	0
Political Science	14	14	16	19	11	20	22	16	12	10	11
Psychology	18	22	25	20	28	16	33	14	12	16	17
Public Health	0	0	0	0	0	0	0	1	11	11	14
Religious Studies	1	0	1	2	0	4	0	0	1	1	1
Sociology	24	22	33	24	28	19	33	43	16	12	13
Spanish	3	2	7	2	2	0	4	0	1	1	1
Theatre Arts	5	3	4	5	4	6	9	1	2	4	1

Section 6:

Human Resources



Hartwick Human Resources: Employees

Academic Year	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Unduplicated Total Enrollment Headcount	1,459	1,435	1,277	1,238	1,227	1,225
Employees by Type (Support, Admin, Faculty):						
Full-time Support	48	46	44	42	45	44
Part-time Support	10	14	10	10	13	10
Total Support	58	60	54	52	58	54
Full-time Admin	137	138	142	135	132	134
Part-time Admin	12	9	7	10	8	9
Total Admin	149	147	149	145	140	143
Total Full-time Non-faculty (Support & Admin)	185	184	186	177	177	178
Total Part-time Non-faculty (Support & Admin)	22	23	17	20	21	19
Total Non-faculty (Full-time & Part-time)	207	207	203	197	198	197
Full-time faculty	106	110	106	98	101	103
Part-time faculty	87	74	68	63	67	72
Total faculty	193	184	174	161	168	175
Total Employees (Support, Admin, Faculty)	400	391	377	358	366	372
# Students per Non-faculty Employee	7.9	7.6	6.2	6.5	6.2	6.2
# Students per Full-time Faculty Employee	13.8	12.7	10.8	11.7	7.3	7.0
% of all Employees by Type that are Part time						
Support	17.2%	23.3%	18.5%	19.2%	22.4%	18.5%
Administrative	8.1%	6.1%	4.7%	6.9%	5.7%	6.3%
Faculty	45.1%	40.2%	39.1%	39.1%	39.9%	41.1%
Average Salary by Classification						
Support with salary < 20,000	-	-	-	-	-	-
Support with salary > 20,000	\$29,811	\$29,934	\$29,617	\$29,533	\$32,288	\$36,655
Admin with salary < 40,000	\$32,205	\$31,611	\$30,517	\$30,142	\$31,131	
Admin with salary > 40,000	\$71,661	\$70,463	\$66,524	\$66,783	\$68,552	
Faculty with salary < 50,000	-	-	-	-	-	-
Faculty with salary > 50,000	\$73,634	\$72,785	\$70,925	\$70,772	\$72,471	\$71,812

Hartwick Human Resources: Employees

Academic Year	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
# Full-time Employees by Type and Classification [e.g. % of all Full-time Faculty]						
Support with salary < 20,000	-	-	-	-	-	-
Support with salary > 20,000	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Admin with salary < 40,000	37.2%	33.3%	18.3%	18.5%	18.5%	18.6%
Admin with salary > 40,000	62.8%	66.7%	81.7%	81.5%	81.4%	81.4%
Faculty with salary < 50,000	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Faculty with salary > 50,000	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Average Salary by Faculty Rank						
Assistant Professor	\$60,022	\$59,282	\$60,225	\$61,583	\$63,738	\$62,716
Associate Professor	\$64,331	\$65,433	\$65,663	\$66,329	\$67,174	\$71,509
Professor	\$87,788	\$87,639	\$83,868	\$83,444	\$84,051	\$86,001
% Women Employees by Classification						
Support with salary < 20,000	-	-	-	-	-	-
Support with salary > 20,000	79.2%	80.4%	79.5%	76.2%	69.1%	60.9%
Admin with salary < 40,000	21.2%	22.5%	12.7%	11.9%	40.0%	57.7%
Admin with salary > 40,000	32.8%	36.2%	43.7%	44.4%	58.3%	54.4%
Faculty with salary < 50,000	-	-	-	-	-	-
Faculty with salary > 50,000	44.3%	44.5%	45.3%	50.0%	50.5%	52.4%
% White Employees by Classification						
Support with salary < 20,000	-	-	-	-	-	-
Support with salary > 20,000	95.8%	97.8%	97.7%	95.2%	92.7%	88.4%
Admin with salary < 40,000	87.0%	87.8%	83.3%	90.0%	90.0%	92.3%
Admin with salary > 40,000	93.3%	92.3%	93.4%	88.5%	88.3%	87.7%
Faculty with salary < 50,000	-	-	-	-	-	-
Faculty with salary > 50,000	86.8%	84.5%	81.1%	79.6%	80.2%	84.4%

Hartwick Human Resources: Employees

	Academic Year	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
% of all Full-time Faculty							
	Assistant	25.5%	29.1%	34.9%	37.8%	38.6%	44.7%
	Associate	30.2%	27.3%	24.5%	24.5%	22.8%	20.4%
	Full	43.4%	41.8%	39.6%	36.7%	36.6%	34.0%
	Other	0.9%	1.8%	0.9%	1.0%	1.0%	1.0%
% of all Full-time Faculty with Tenure		72.6%	65.5%	60.4%	56.1%	59.4%	55.3%
Average Length of Service by Employee Type							
	Full-time Support	10.0	11.6	11.3	10.1	12.6	11.3
	Full-time Administrative	8.3	8.9	9.1	7.5	11.6	7.4
	Full-time Faculty	14.3	14.8	13.2	12.1	12.5	12.4
Functions Outsourced							
		Dining Facilities Bookstore	Dining Facilities Bookstore	Dining Facilities Bookstore	Dining Facilities Bookstore	Dining Facilities Bookstore	Dining Facilities Bookstore
\$ Medical Office Visit Copay		HD/\$35/\$25	HD/\$35/\$25	HD/\$35/\$25	HD/\$35/\$25	HD/\$35/\$25	HD/\$35/\$25

Human Resources Notes

of student per full time faculty is not the same calculation as student faculty ratio.

Per student data based on unduplicated enrollment for the year.

"Full-time Administrative" includes Executive/Administrative/Managerial, Other Professionals, and Technical/Paraprofessional.

"Full-time Support" includes Secretarial/Clerical, Skilled Craft, and Service/Maintenance.

"Part-time Administrative" includes PT Executive/Administrative/Managerial, PT Other Professionals, and PT Technical/Paraprofessional.

"Part-time Support" includes PT Secretarial/Clerical, PT Skilled Craft, and PT Service/Maintenance.

NA = Not Available