

**Hartwick College Alumni Association Board of Directors Meeting  
Sunday, October 8, 2017**

**Members Present:** Colin Blydenburgh '14, Katie Blydenburgh '14, Michelle Brown '87, Kenneth Doberst '61, Cody Fiduccia '12, Nicholas Forst '09, Scott Holdren '80, Donald Keinz '75, Brianna McKenzie '16, Addison Muller '16, William Paton '07, Joe Pellegrino '13, Dale Pensgen '72, Amanda Robinson '16,

**Administration Present:** Margaret Drugovich, Gregg Fort, Alicia Fish '91 and Sabrina Lawrence '13.

**Members Excused:** Mike Doherty '73, Alexis May-Fields '04, Katie Meuer '15, Elizabeth Paille '06, and Steven Paille '05

**Absent:** Shanlee Ginchereau '91, PJ Prunty '10, Beave Rogers '77

Meeting was called to order by Scott Holdren.

Alicia Fish called the roll. Quorum present—14 present of 22 voting members.

**Update from President Margaret Drugovich:**

- 50<sup>th</sup> Reunion went very well for the class of 1967.
- True Blue weekend also went well. First Walk was the center piece of the weekend with its positive change.
- The campus is so beautiful now and it's more welcoming with all the changes.
- 0: The number that the NYS governor has told NYS families they will pay for their children's education at a SUNY or CUNY if they make \$125,000 or less a year. 22,000 students were awarded at least a dollar. The program was released late in the year so we are unaware of the affects it's having on Hartwick.
- 36: The percent of all students who attend college in the US who have an Expected Family Contribution of \$0.
- Operating budget has declined while financial aid has gone up.
- Leadership group work from 2013 found it very important for us to compete with the way our campus looks. The master facilities plan in 2012 made that the top priority. \$57 million spent on capital improvements funded by the capital improvement of The Campaign, operational surplus, and borrowed money.
  - Apartment community will give students a sense of independence. We want students to live on campus and the NAC gives them that opportunity.
- 6 new majors.
  - First new academic programs in over 10 years.
- Master's program was approved.
  - Bio Medical program
  - Working on getting a Masters of Nursing online
- New changes to other programs coming.
  - Business Program
- Hartwick 225: Students First. Groups of volunteers (students, staff and faculty) are working together to ask a series of questions that are core to our being able to move forward. They will be working for 1 year and the board will review their proposals in June 2018 and act upon them. This plan will guide us to 2022 which will be Hartwick's 225<sup>th</sup> anniversary
  - How do we create an environment where we can maximize the development and implementation of traditional, education-centered revenue streams
    - Expand undergraduate, start online classes, enable disaggregation of current program offerings (certificate programs).
    - Need to institutionalize that change is good.
  - Develop a plan for fully realizing our Organizing Principle to "be the best at melding a liberal arts education with experiential learning" as envisioned by the LAiP
    - How do we incentivize our students to complete internships, do research, and study abroad?
    - Last year was the lowest year for participation in J-Term.
  - How do we maximize our enrollment in nursing, business, biology, psychology and other majors that are currently in high demand while the College retools recruitment strategy for all programs?
  - Develop recommendations regarding the adoption and development of programs or approaches that better position students for career success; explore the idea of whether these or other approaches could be program or institutional 'differentiators.'

- a. Explore the integration of “humanities and business” as a viable institutional differentiator and experiential learning platform
  - b. Explore the integration of “alumni mentorship” as a viable institutional differentiator and experiential learning platform
  - c. Explore the position of “regional economic development” as a viable institutional differentiator and experiential learning platform
- Develop a plan to fully integrate the Center for Collaboration and Innovation (CCI) as a platform for progress and institutional renewal.
  - Makerspace
- Develop a plan to improve the rate of degree completion
  - This year we had the lowest return rate for sophomores to juniors and juniors to seniors
  - 160 students left Hartwick last year and 120 of them went on to another college. 80 % of the 120 went on to SUNY or CUNY. We do not know what happen to the 40 left. Our goal is to get them educated and we want them to graduate from Hartwick
    - Do not know if it was excelsior or not
  - We are going to be doing some reorganization and keep changing until we get it right.
    - Financial counselor: Need to increase our first year discount by 4%
    - Operational expenses have gone down because of reallocation and cuts
    - Not a sustainable model so we need to bring in additional revenues to fix that.
- There are a couple more but she did not want to go through them all.
- We had a successful Campaign. Last year we raised more money for the annual fund than our goal. Thank you to everyone who contributed. It takes all of us to make Hartwick great.
- Questions:
  - **Colin Blydenburgh '14:** of the students who are not returning, is there any data on why they are not coming back? Is it financial?
  - **President Drugovich:** Students today are very transparent and are more likely to stand in front of you and tell you exactly what’s on their mind. They just want to talk and are willing to talk but historically, it has been difficult for us to understand why people actually leave. The clearing house data is the best source of what their educations plans are and it is a national database but we keep doing exit interview to see why they are leaving. If they tell us it’s too expensive, it’s hard for us to know because they could have come here in the first place because of all the financial aid they received. It could be that a parent lost a job or if their parent doesn’t qualify for the PLUS loan.
  - **Michelle Brown '87:** Is there any data from other private colleges that have similar numbers and what they are experiencing in that area?
  - **President Drugovich:** Only about 30% of private colleges in NY met their enrollment goal. Private colleges will be consolidating, merging and closing. There are already a few who have experienced this. The first tier are the weakest colleges that will go first. Second tier with reasonable endowment, around 25 – 30 million, will go next and the third tier colleges like us and it will depend on the market place.
  - **President Drugovich:** Over 30 states are thinking about some form of free college. We know that for every student that went to a SUNY or CUNY last year was underwritten by state taxpayers to the tune of just over \$9,000. The taxpayers in NY subsidize a Hartwick student on average at \$1,000. We are the best option for tax payers.
  - **President Drugovich:** I’ve got lots of good help. All the volunteers on 225, the leadership group, the board, the best board in the world. They are well informed, understand what the challenges are and have a look forward attitude. They are totally dedicated to Hartwick. We have great faculty, top quality. I can do this with all your help and it’s going to take all of us. If you’re in, I’m in.
  - **President Drugovich: Good News**
    - Peace Core Prep: We will be able to offer student who take certain classes a certificate that they can take to the Peace Core that will qualify them for consideration.
    - Otsego County Chamber of commerce honored the CCFB with their Excellus BCBS breakthrough business of the year award. We were also recognized as partner of the year by Otsego Now for our increasing role as an advocate and partner in driving economic growth in Oneonta and the county.

- Even though we are down in our J-Term study aboard numbers, the Institute of International Education ranked us as number 12 among all 4 year colleges.
- We ranked 191 on Forbes for having the highest percentage of grateful graduates.
- Wall Street Journal recognized us again.

**Scott Holdren: Approval of Minutes from May Meeting.**

**Motion: Ken Dobert**

**Second: Nick Forst**

**Minutes approved.**

**Nominations & Recognition Committee Update: Provided by Alicia Fish**

- We are behind this year.
- 7 Alumni are being approached for a director position. 1 will be for the young alumni director position.
- Selection of Legacy scholarship recipient. We have 4 recipients. Two from 2018 with one being in the three-year degree program and one from 2020 and 2021.
- Legacy J-Term Scholarship: 2 receipts and possibly a 3<sup>rd</sup> so we will most likely be supporting 3 students in their study aboard trips.

**Nursing Committee:**

- Committee has not met.

**Tenet Theme Reports**

- **Communications: provided by Alicia Fish**  
Shanlee and I have been working closely together planning for the Next Edition of The Wick. The focus will be Change. Class of 1992 just celebrated their 25 reunion and they opened a time capsule. We may be focusing on them.
- **Touch Points: Michelle Brown**  
There has not been any progress with the FYS. No one from the board has any expertise with the classes being offered. She wants to meet to discuss it with Kim. Many were not aware of this initiative. She'd like to hear from everyone else on their thoughts about the program and what could be better.  
**Alicia Fish:** Look at the list of FYS and determine where you would be able to share something.  
**Addison Muller:** Pauline Stamp asked her to be a representative on the innovation founders programs. There are regular stakeholders meeting with faculty and staff. There are 4 students. She will find out more and report back.
- **Interconnectivity - Alumni Survey - Don Keinz:**  
**Alicia Fish:** Don has agreed to come to campus to work with Amanda Moske and myself to work on the alumni survey. There was a 16% response rate so we were really happy about that.  
**Scott Holdren:** When do you think that report will be coming out? Will it be done prior to our February meeting so we can email it out to everybody?  
**Alicia Fish:** That is the goal.
- **Director Giving: Ken Dobert**  
We had two board members who did not give last year but one has already made a gift this year and the other has committed to giving this year. He reminded everyone that there is the expectation of giving when you are a board member and encouraged everyone to sign up on the Make a Gift from for monthly payments. Last year we contributed \$2,692 to the College. There were seven directors who gave to the legacy fund. Those directors gave \$3,895 to the legacy fund. He encouraged everyone to not only give to the college but also to the legacy fund because that is the AB scholarship. We are around 100-200,000 in the legacy fund.  
**Scott Holdren:** He would love it if everyone could go in and make their contribution before Christmas so Ken can tell us we are all set by the February meeting.
- **Proposal for an ALANA Alumni Advisory Council: Alicia Fish**  
From January to March (2017) there was a lot of dialogue around our campus and community regarding the diversity on campus and how we respond to it. After our May meeting, a proposal was brought to me from a

specific group of alumni. This board already does a lot of the items in the proposal so her recommendation is either creating a task team to address ALANA concerns or incorporate their proposal into the current structure. If the board is willing to bring these concerns into our purview, we can bring it back to that group and invite them to become directors or associate directors and be represented on a variety of our task teams.

**Scott Holdren:** Indicated items on the proposal that we already have tasks teams involved in vs other items that would make a good task team. Recommended that we fold this group under the alumni board and design a task team. This will help improve our demographics and potentially make a new list of tasks that cover other issues that are in the proposal.

**Ken Dobert:** Would they be associate directors?

**Scott Holdren:** We would have them follow our already existing process and have them sign up as associates, create and define a task that addresses these extra issues and have that group become the task team.

**Alicia Fish:** Nick Forst has been working with Karen McGrath, VP for Enrollment Management to recruit alumni who will work on behalf of the college to recruit prospective students. One of ALANA goals is around admission so rather than establishing a new, separate initiative, I would ask their members work with Nick on his task team to incorporate their goals into the work that is already being done. Dale Pensgen is working on career development and already has a structure and has been working with the PSGE center. There are already some of these structures in place and asking them to collaborate with us on those structures may be the path forward.

**Cody Fiduccia:** This seems like that natural way to incorporate this group. Have you heard any pushback because it seems like a great idea that way it's being described?

**Alicia Fish:** We have not gone back with a response because it needed to be brought up to the board for thoughts as this structure wasn't fully prepared to address some of their issues. I wanted to make sure we had to full support of this board before going back to them with an answer.

**Michelle Brown:** So there could be future collaborations because there might be certain issues that might not be appropriate for us to provide advice to.

**Alicia Fish:** As much as many other members on the board, this team will also collaborate with other campus partners, like student affairs.

**Scott Holdren:** I think if we have the blessing of this group, Alicia and I will sit down and separate the items in this proposal into two piles: 1 is where we are already addressing these issues so let roll some new associates into it and 2 is where we are not currently addressing these issues so let's design a task team and get leaders in place.

**Group agreed.**

**Alicia Fish:** They are anxious for a response so we need to get this done sooner rather than later.

**Cody Fiduccia:** Thoughts about this issue and the goals we want to achieve: Should we think about increasing the diversity of the demographics represented on the board?

**Scott Holdren:** We've been struggling over the last couple of years with this and I think that this allows us to address this better.

**Bill Paton:** I want to caution us as I would consider our response a slap in the face. I agree that our response is the right response but I am worried that what they are trying to get across, thinking about culture, that they think we are a part of the problem. We need to make sure that we are doing everything we can because offering an associate membership would be a slap in the face.

**Alicia Fish:** I respect and appreciate that. I want to make sure our response if thoughtful and appropriate but there is a process. Directorship is not a hidden secret or limited in any way. We need to be very open to an opportunity for anybody to become involved. I want to make sure we are inclusive. When we choose directorship, we are making sure we are hitting a variety of elements in our demographics whether its class year, gender, etc. I think the next step is to take this back to the executive committee and craft that thoughtful response.

**Cody Fiduccia:** I think we need to share with both groups that we in fact do a lot of this already. They may or may not already know this.

**Brianna McKenzie:** I feel like they already know this however I think they are trying to make it more personal and may need to be a separate group that reports back even though it would be duplicating efforts so that you can see the representation.

**Alicia Fish:** I think having that structure already in place gives them the opportunity to participate through that structure and accomplish their goals.

**Scott Holdren:** Next step, bring to the executive committee to work through it.

- **Addison Muller: Awakening**

Extend a thank you to the board for participating in awakening financially and through people being there.

**Young Alumni Engagement: Katie Pennings Blydenburgh**

- Chicken and Waffles for seniors: 35 seniors participate along with three directors and Scott. We talked to them about what the AB does and what connections they have.
- Kan Jam Tournament: A multi-regional event over September. They weren't as successful as we hoped for but we are going to figure out more ways to get young alumni more involved.

**Scott Holdren:** Motion to adjourn.

Ken Dobert: Motion

Nick Forst: Second

Motion passed.