

**Rose-Hulman Alumni Advisory Board  
Summer Meeting Minutes  
Saturday, August 10, 2019, Noon  
Fluno Center, Room 203, 2nd Floor  
Madison, Wisconsin**

- I. Call to Order - Kelly Noel, President
- II. Roll Call - Holly Kowalski
  - a) In attendance: Bill Bess, Gary Bullock, Jason Carlyle, Steve Gillman (call in), Greg Gotwald, Nellie Hohne, Jason Karlen, Alyssa Lobo, John McClain, Kedar Murthy, Kelly Noel, Kali Nordquist, Dan Price, Dieter Schultz, Jessica Toth, Ashvin Lad. Not Present: Allison Bowman-Rogers, Matthew Iwema, Chris Meyer, Anthony Primozich, Mark Renholzberger, Nyle Riegle, David Sanborn, Robert Stone, Stefani Vande Lune, ARBOT - Jeff Myers, Jeff Papa, Guest Speaker: Megan Elliott.
- III. Purpose of Alumni Advisory Board (page 31 in board book)
  - a) There have been some conversations about what our purpose is and why are we here.
    - 1) Article II - Section 1 states the following:
      - i) The Rose Hulman Alumni Association exists for the primary purpose of serving, supporting, and promoting Rose-Hulman Institute of Technology ("RHIT") by fostering RHIT's culture and by engaging, educating, and communicating with RHIT alumni. The RHAA will strive to: (1) promote good fellowship among alumni; (2) act as a liaison between the Institute and its alumni; (3) assist the Institution in fostering a culture of lifelong connection with all of the institute's constituents.
      - ii) Also, on page 22 of the board book there is an outline of the board's expectations. Kelly thanked those in attendance for being there. Under Section 3 - a - 1,2,3 - talks about attendance requirements and if you are not able to be here, what the expectations are. Going forward, these two items will be located in the front of the board book.
- IV. Approval of minutes-Kelly Noel
  - a) Greg Gotwald made a motion to approve the minutes. Dan Price seconded, motion carried.
- V. New Business - Kelly Noel
  - a) Introduction of New Members
    - i) Dieter Schultz, has been to a couple of meetings as an interim board member. Jason Karlen, Dieter's sponsor, officially introduced him. Dieter works at Exxon Mobil as a project manager. Welcome to the board.
    - ii) Greg Gotwald, Jason Carlyle's sponsor, officially introduced him. Jason is a '98 grad, is married and has three children and is employed by Fiserv. Jason stated that he grew up in southern Illinois and his graduating class consisted of 28 people. He went to Rose-Hulman because it was a great cultural fit. After Rose, he ended up in the suburbs of Chicago as a consultant, then went to JP Morgan Chase, and is now at Fiserv.
    - iii) Board members and staff introduced themselves to Dieter and Jason.
- VI. New Business: Kelly Noel
  - a) Diversity & Inclusion Initiative: As the new president, my platform was based on diversity and inclusion (D&I). Greg and Dan both have worked to have a foundation in place and

worked on the Constitution and Bylaws to get this in place. This is important to the institution and I think we need to become a more diverse and inclusive group. Hopefully in the next couple of years we can build a more diverse and inclusive environment.

With that in mind, at the beginning of each meeting, we are going to take a moment to have a D&I moment. Kelly shared a three minute video (<https://www.youtube.com/watch?v=PX34C1Mq9kc&feature=youtu.be>) and then asked the group to talk to their neighbor about what they took away from the video. The whole group then discussed what they thought about the video and what they took away as far as diversity and inclusiveness.

Kelly stated that diversity is really different than you, than however you categorize yourself and your experiences what diversity is and what Rose-Hulman might be tracking in the diversity space might be different than what your company is tracking. Some of the metrics are that teams make better decisions than individuals 66% of the time. Male teams 58% of the time, an average team 66% of the time, gender diverse team 73% of the time make better decisions than independents. You add age and gender you get 80%, age, gender, and geographic diversity you get 87%. It's about having different thought at the table to make better decisions.

The alumni base of about 17,000 is 92% white and the next largest category is 4.5% Asian. Male is 89% and female is about 11%. The average female age of an alum is 32. The average male age is 47. These are interesting points of reference for conversation for where the institution is where it is going and where its been.

- b) Megan Elliott shared a powerpoint presentation with the group on diversity and inclusion, which was shared with the Board of Trustees during graduation week. There have been a few adjustments. Obviously we were expecting a different class in May than what we are seeing today so some numbers have been updated. There is also a little bit of history here. Megan stated that she has been here for a year but did not become a cabinet member until after the new year. This presentation also has information that started with cabinet and Board of Trustees. In the fall of 2018 when President Conwell was here as well as our Provost, Anne Houtman. Some of this started from their time and we are looking at it today in a refreshed new model. With Jim Goecker's departure, we also have a new VP of Enrollment and I was able to capture some of his thoughts on Thursday night. So he has provided a little window of what he is thinking about for this next year and what some of his goals are for the coming year.

Megan stated that she is often asked what is it that we are tracking; what does diversity look like; how do we define it; what is our metric; what is our end goal and what are we looking for. Megan stated that she likes to think back to the original format of affirmative action and remind people that it failed. When we look back to the 90's when the government came out and said that for state agencies and federally controlled business that they were going to mandate statistical changes to your workforce; and why were they doing that? They were looking for diversity even at that time of our lives in our country. I was an affirmative action/diversity hire for the Department of Wildlife and Fisheries in Louisiana. Megan was the first female biologist ever hired for that particular group and also the first degreed person in that office. Prior to her joining the team, not only did she start her career as the first female with a degree but her colleagues had been hired when all that was required was a fishing/hunting license. Huge change of thought. Technically, they had hired a female before but she only lasted for two days. Statistically, she was not relevant to them. Megan gave herself a timeline of two years and lasted exactly to that day.

Again, Affirmative Action was not working back then. It was forced, people weren't open to it and they were able to make the environment so miserable that nobody stayed, but

then they had to refill that position with whatever that statistic was. Affirmative Action changed their voice. It is still in existence. We are an Affirmative Action school, but it is more about rights and less about force.

Today, what does our country look like? What does the Midwest look like? What do our fields of study look like? Those are some of the numbers that we are looking at from a cabinet and board perspective at hallmarks of where we would like to head. Again, it's a balancing act. We can recruit all day long, but if we can't keep you, then what have we done or accomplished? There is a balancing between the recruitment side of our conversation and also our culture and making people feel welcome and included and that's all voices involved and not just what federal box did I check.

Sadly, when you think of the advertisements for diversity, what do we see? We see a picture, and what do we try to do? We try to make it look diverse. It's because that is our current lens with a multitude of generations that we have looking at this. To our younger generation, they don't look at that, they don't see boy and girl, they see children. Again, how do we advertise diversity? Right now the mode is to specifically ask individuals to participate in whatever photo I'm putting together or advertisement I'm doing so that you visually see, believe, think—diversity. From that, the hope then is, inclusion.

The following are broad sweep statistics that were shared in the fall of 2018. We looked at the US population and what the current demographic looks like across the US. We then specifically looked at areas tracking engineering for women and what do those ratios look like. Then we looked at staff diversity and benchmarking. We looked at Rose-Hulman then we looked at our target fields then at the Midwest and then the US. We then dove deeper and looked at our faculty and again Rose-Hulman ?????? And then we challenged ourselves with our student body. This is where Cabinet put together some institutional goals. We recommend from a national standpoint that many of our student populations are historically below on the national level. Recognizing that trying to reach a national level for the US demographics. The hope would always be that we are a representation of what we want to say. Rose-Hulman is a representation of what our students will be experiencing when they enter the workforce.

Do we target the field or do we target national averages? The hope would be to match them all; recognizing that the education we are providing but that we are also a Midwest school in Terre Haute, Indiana, with a very select program. So it's not just that we are trying to attract you to Rose-Hulman but we have other factors involved. So this is where the Cabinet started over a year ago.

What's nice to see is the efforts that the admissions team and enrollment team worked on last year, we have seen some increases in some of our demographics. We've seen a decrease in international and there is a lot of conversation over why that is, with the biggest drop being China. But we have steady for Asian American but look at the jump for African American. The other difference we are starting to see is the reporting of two or more races. There is a lot of research in regards to the two or more races, of shared marriage and shared demographics. We will continue to see this as an uptick, especially as we continue to push new ways to recruit students. The expected class this year is 505.

We increased our faculty size from 200 to 215 and we've gone up by five females, which is great from 51, but we went up to 161 males, keeping our percentage very similar. We have two faculty/staff that are identified as other. We don't have a lot of fluidity within our gender within our staff and faculty. Again, we make assumptions and in a culture that I don't think people are comfortable identifying or self-identifying today, we don't have accurate statistics from that perspective.

Megan stated that the Diversity and Inclusion office from March through May put on 28 programs across campus with various topics. The focus from the past Diversity and Inclusion office was very student centric and the current office is going to try and reform that this year to be more inclusive of faculty and staff but not at the diminishment of the work being done for students. So we are hoping to increase not decrease attendance. Faculty and staff expressed that programming was directed at students and student organizations.

We are pushing some of the recruitment boundaries where we haven't before. We had a presence at NESB this last year for the first time, both our students and the Diversity and Inclusion office participated and we are going to continue that work going forward, hopefully with the coalition of enrollment. We also had Eva Kor, who passed away this last summer, we were one of her big speaking events. The hall was filled with students, faculty and staff to see her talk.

Moving forward we would like to change up our advertising, have general ads in a lot of different modes in the media to say, have you thought about us. We need to compete on that level. Building relationships internally and externally. Working on our hiring and retention efforts, targeted advertisements and then cultural surveys and sensitivity training, We want to broaden our programming to include staff and faculty.

This is the message from enrollment. We strive to provide an education (copy and paste)

The last piece is to present a report this fall to the Board highlighting our statistics, looking at metrics and timeline and building out a strategic goal or map to make this happen.

There was a period of discussion and questions asked during Megan's session.

## VII. ARBOT Report—Ashvin Lad

### a) President's Report

- i) For the second year in a row, we missed our enrollment target of 580. Around graduation that number was 520 and as of now our number is 505. We are way off on our enrollment numbers. This is not unique to Rose-Hulman, it is happening all over.
- ii) This led to a budget not being balanced. Basically, as of May 2019, there was a \$3 million shortfall. Since then we have balanced the budget through standard budgetary cuts in departments and not filling positions that were open. There were a couple of positions that were cut as well.
- iii) We got a new Provost, Rick Stamper. One thing I talked to the President about was keeping the title of Provost to get a higher caliber of candidates for Rose-Hulman. Salary range with title is in line with budget.
- iv) Tom Bear was hired as the new VP of enrollment management. He comes from Notre Dame.

### b) Academic Affairs

- i) In academic affairs, there were new or reappointed department heads.
- ii) Approval of Data Science as second major. It can't be your only major, it has to be combined with another major.
- iii) After years and years of talking, increased passing time between periods to ten minutes. The big push for this was for students with special needs to be able to get from point A to point B and that really helps. The school day is the same. Classes start on the hour and are 50 minutes.

c) Student Affairs

- i) As of graduation, we had 90% students place with job offers or grad school offers. At Homecoming during the career fair there were companies being very aggressive. Rockwell Collins made 18 offers and half of those were on the spot.
- ii) Also good news was that 82 offers were from new companies.
- iii) Starting in 2020 with the incoming class, freshman with a GPA under 2.5 at the end of the winter quarter will be required to live on campus. This is two-fold, one is to help the student get better grades and two having more kids on campus can help with revenue. Some discussion was held on the pros and cons of this decision.

d) Enrollment Management

- i) We fell short of our target of 580; we only had 520 and at graduation that number was 505.
- ii) Domestic numbers have rebounded from the year before.
- iii) International numbers continue to dip due to perception of being less welcoming in rural Indiana, difficulty of working in the US after graduation, some international students required to take English but that does not count towards college credit, and they pay full tuition.
- iv) Good news is we have a record number of underrepresented populations—African and Asian Americans.

e) Institutional Advancement

- i) Mission Driven campaign hit the \$175 mm milestone in May.
- ii) Brandon Zollner name new Executive Director of Alumni Relations.

f) Enterprise Information Technology

- i) Lifetime emails went live a couple of weeks ago.
- ii) Bandwidth has doubled on campus.

g) Communications and Marketing

- i) Priority continues to be recruiting, the fundraising campaign, and ongoing name recognition.
- ii) There were two digital campaigns last year. Enhanced awareness to students and parents in California, measured by call to action. Enhanced awareness in Midwest, measured by website traffic.
- iii) Also did some test ads on Spotify and Pandora.
- iv) Mary Atteberry, VP of C&M, will be leaving in September. The President has put together a search committee to work on filling her position.

h) Finance

- i) Rotz Lab has been demolished to make room for new academic building.
- ii) Dining pavilion should be done by September.
- iii) Our endowment has gone up to \$209mm, up from \$196mm at the end of 2018.

VIII. Staff Reports-Steve Brady

- a) Brandon Zollner is our new Executive Director of Alumni Relations. We put together a video as a way to introduce him to the Board (video was shown). As of now, the Alumni Relations Team consists of Katie Hoffman, Charlie Ricker, Holly Kowalski and Carrie Bose

just started as the Special Events Coordinator. It has expanded the Alumni Relations Team and that team is growing in the right direction. Steve stated that as we move forward, it is important to have consistency from Alumni Relations, to Development, to Presidential events, etc. Charlie and Katie are both Assistant Directors and Brandon is working with them in splitting their responsibilities. Charlie is in charge of Homecoming and Katie will be working with Alumni Awards. What is really nice about this setup is that there is some overlap and there should be consistency with policy and procedure. Brandon will bring that consistency, policy and process to this team.

If you have not activated your email for life email or if you have questions, see Charlie. What is really nice about this email is that it is allowing our graduating seniors to keep their email. If you have a gmail address you don't want to give up, you can set up your .edu email to be forwarded.

The new alumni portal is currently being launched and the alumni newsletter is going to change to a bi-monthly newsletter in conjunction with Echoes. Echoes just had their first digital / online issue and we are waiting to see how that was perceived. Katie is working on expanded offerings for alumni and making Rose meaningful at every stage of life. One of the things that the Alumni Relations office is doing is looking back at historical data going back to 2013, which is when some of that information went into our trackable database and seeing a cost return on investment for certain events. As you can imagine, the networking/pub events are rather inexpensive but other events are very costly. If we were to look at the cost per event per person for an event such as Homecoming, that is much higher. There is some money that is captured back but we are looking at what type of events to do and what are they costing, not only Rose-Hulman, but also the individual, and are they the right events for the right location. Knowing that we have lots of alumni in different stages of their life we could have an event in Indianapolis that was a lunch followed by a trip to the museum for our retirees and a public event for our young alumni. If you go to Seattle and the target demographic is mostly under 40, how do we make sure we are providing what the alums are looking for in a venue that matches what their interests are—so family events, art venue and education events. Another thing is virtual alumni events, how are we connecting our alumni that are in areas that are not in large enough volume to bring an event to. Alumni in Nebraska, we do very little if any programming in Nebraska. How do we keep them engaged? We are also trying to build up the premium alumni experiences such as the Wrigley Rooftop game.

We are also trying to build up the network coordinators across the country. This is an Area that we are seeing more and more alumni staying out of the 200 mile radius of 5500 Wabash and how are we engaging those alumni around the country. Network Coordinators are working with Katie and she is developing our first volunteer manual for the network coordinators.

There will also be a Presidential tour in 2020. We are hoping to be able to work with the AAB in key target demographic areas.

Homecoming is coming up October 4-6 with the usual slate of events. Game will be played on the new turf field in Cook Stadium. You can see pictures of it on social media, it looks gorgeous, football team is very excited. Alumni Awards will also be coming up very quickly.

## IX. Committee Reports

### a) Executive Committee—Kelly Noel

- i) High level of review—we discussed diversity and inclusion (D&I) and with the serving of two year terms and the way the executive team is set up we have the

- same executive team.
- ii) Kelly asked all to check the board book and verify their committee assignments. If there are corrections needing to be made, please contact Charlie or Brandon.
- b) Board Nominating Committee-Kedar Murthy
- i) Plans to reach out to those whose terms are up this July by sometime in September. In October, the Exec Team will evaluate the future needs of the AAB and open up nominations in November being continued into December. The application process will begin in January and February with a vote at the spring meeting. Kelly asked members to remember diversity is a priority as they reach out to alumni in their networks who may be a positive addition to the AAB.
- c) Awards Committee—Nellie Hohne
- i) Proposed some changes to the process of award nominations in the policy document including adding a timeline. The committee reserves the right to switch a nominee to a different award category if needed. The Exec Team agreed to the changes and Nellie will forward an official document to the Awards Committee, the AAB President, and Alumni Relations.
- d) Career Services—Kedar Murthy
- i) John McClain will be taking over the Career Services Committee and adding a new policy document. They want to focus on retaining companies who want to recruit and those students graduating without offers.
- E) Student Recruitment—Jessica Toth
- i) Update was given on student recruitment notecards from last year gleaned results. Faculty is very supportive of the project. On page 27, there are tables illustrating how the notecard campaign impacted enrollment. 90+% of people contacted were from diverse backgrounds. Jessica recommended waiting to make a determination on the success of the initiative until we have another year's worth of data. Kedar asked if the alumni could reach out to students once they are on campus. Jessica didn't know the answer to this. The AAB is interested in knowing from the students if the postcard was impactful in their decision to attend Rose.
  - ii) Dr. DeVasher is head of the task force to identify how we better target potential Rose-Hulman students. Dr. Bear is very open to alumni involvement in recruitment; he is working to push alumni events in the fall combined with an admissions event.
  - iii) A day in the life at Rose-Hulman in video; Communications and Marketing wants the branding to be the same in all videos. It was suggested alumni receiving awards in the spring are videoed while on campus and Communications and Marketing is nearby.
  - iv) Jessica spoke about the overall cost of Rose-Hulman and how the AAB can proactively impact the sticker shock by addressing student debt vs. starting salaries. One member suggested capitalizing on the Robotics program on campus that works with the high school programs. How can alumni get involved there? Steve Brady Pointed out Project Select and Catapult are programs that sustain large impact on K-12. We do not have a person dedicated to managing the alumni involvement in robotics, but there are plenty of other opportunities for alumni to get involved. Jessica asked that if anyone has suggestions for specific alumni to be contacted in the area of Robotics, etc., to send them to her.

- f) Young Alumni Committee—Stefanie Vande Lune, Matthew Iwema—page 30
  - i) Kelly Noel reported for Stefanie Vande and Matthew. The YAC want to reach out and have a welcome to recently graduated Rose students when they get to their new city, as well as reaching out to the young alumni recipients to try for reengagement. The committee would like input and direction from the AAB in regards to their goals.

X. Old business -

- a) Kelly reminded AAB of all upcoming meetings—please mark your calendars.
  - i) Fall-Friday, Nov 1, 2019—Indy
  - ii) Spring-March 28, 2020-Terre Haute, Alumni Awards following AOG
  - iii) Summer-August 1 or 8, 2020, Chicago
  - iv) Fall-Nov 6, 2020—Indy
  - v) Spring-March 27, 2021, Terre Haute, Alumni Awards following AOG
- b) Homecoming is Oct 4-6.
- c) No AAB annual meeting.
- d) Kali Nordquist inquired why there are Friday meetings. Kelly explained some staff are not available on Saturdays. This will allow a balance of Friday and Saturday dates.
- e) Kelly gave an update on the Exec Team meeting.
  - i) Board books one week in advance.
  - ii) Kelly discussed the AAB will begin utilizing a Microsoft Teams folder to house documents.
  - iii) Kelly asked for feedback on the location of this meeting and everyone said things were great.

XI. Adjournment—Kelly Noel

- a) President adjourned meeting.