

Rose-Hulman Alumni Advisory Board

Fall Meeting Minutes

Friday, November 5, 2021

- I. Call to order – Kedar Murthy
 - a. Kedar called meeting to order at 1 pm

- II. Roll Call – Holly Kowalski
 - a. **AAB**-Allison Bowman-Rogers, Gary Bullock, Jason Carlyle, Mike Chaney, Kameron Eisenhour, Steve Gillman, Greg Gotwald, Nellie Hohne, Matt Iwema, Jason Karlen, Alyssa Lobo, Jessica Long, John McClain, Kedar Murthy, Kelly Noel, Kali Nordquist, Craig Pohlman, Dan Price, Nyle Riegle, Steve Schmitz, Amanda Stapleton, Deiter Schultz
ARBOT-Jeff Papa
Absent-Bill Bess, Mark Renholzberger, Paul Palmer, Robert Stone
Staff Present-Steve Brady, Charlie Ricker, Katie Hoffmann, and Holly Kowalski; Guests speakers: Jared Goulding and Megan Elliott

- III. Approval of Minutes – Kedar Murthy
 - a. Greg Gotwald made a motion to approve minutes; Nellie Hohne seconded; motion carried.

- IV. New Business- Kedar Murthy
 - a. Guest Speaker Introductions – Kedar Murthy
 - i. Two guest speakers will be presenting to the group.
Jared Goulding from Career Services and Megan Elliott, Vice President of Human and Environmental Resources.

Jared Goulding stated there is a primary platform that Rose-Hulman uses called Handshake. The Handshake platform is for alumni and students to be able to connect with potential job opportunities and employers. With the Rose-Hulman.edu email credentials now being lifelong, our hope is that alumni will create and maintain an account in Handshake. Of the 4,800 jobs posted in Handshake, specific to Rose-Hulman, there is a subset that is particularly for alumni looking to make a move. It is free to create a profile.

Career Services was asked about the mechanics of a virtual career fair. Career Services tried one platform in the spring of 2020 when everyone was trying to go completely virtual

and after that experience realized that we want to keep students in a single platform if possible. Handshake came out with their virtual career fair, and it allowed students to not have to learn multiple systems and allowed employers not to have to learn multiple systems. The latest virtual career fair allowed students to go in and see what employers were there and if they selected an employer, they would be able to see what that employer is recruiting for, whether it be an internship or full-time position, and what majors that employer is looking at hiring. Once they determine they are interested and a possible fit with the company, they can go to the companies Handshake page and be able to see job postings, whether internships or full-time and then they would have the opportunity to establish either a one on one or group session reservation. Once a reservation is established, the students and companies have a 10-minute window to determine whether a conversation should continue. Students have had to be prepped on this, understanding that they really must have one question ready to ask because that is all the time they are going to get. Employers need to know that it's just two questions and what are the most important things you want to learn from the student. Employers can pull resumes ahead of this and see who has signed up for the one-on-one sessions. They can pull resumes and prep ahead of time to have an idea of who is of particular interest. That one on one session is very quick. The group sessions have not been as successful due to student schedules. Employers are encouraged to do one on one sessions.

Recruiting overview. A snapshot of the class of 2020 – 92% placed and 39 that Career Services are still working with. The pandemic had a significant effect on offers being cancelled. There was a dip in the placement rate but then worked its way back up. The class of 2021 is at 98% placed and there are nine students that Career Services is working with, but Rose is very close to being at 99% placed. Placement percentages are posted December 1 (as of December 1, Rose is at 99% placement). The graduate school process has increased and there are now two graduate school fairs. There is a virtual one in the fall and an in-person in the spring. Rose wants that engagement to be with Juniors and younger. Rose added a fourth virtual fair

this year along with the three in-person and those combined this fall, there were over 200 companies. With travel restrictions in place, Rose created the hybrid booth option. This was a great opportunity for those companies that could not attend but also for companies that have never attended. A question was asked about the graduate career fair. Jared did not have the numbers during the presentation but provided the following information: "There were 69 graduate programs represented and 127 students who pre-registered but only 62 who signed up for a 1:1 session. In total, there were 85 1:1 sessions filled. We will hold an in-person Graduate School Fair in the spring with the intention to capture juniors before they need to apply so that they are engaged with the program reps well ahead of submitting their applications."

Handshake full time job opportunities are over 4,800 and over 3,200 internships and co-ops are posted. We have added over 400 company approvals in this academic year.

Offers are tracked that are made to students through our CRM system. All offers are tracked whether they are accepted or declined.

Top three employers are Milwaukee Tool, NavSea Crane, and Texas Instruments.

ii. Megan Elliott spoke about diversity -

Megan shared slides with demographics breaking down the diversity on campus by race and ethnicity. Rose was trending very well right up through 2017 and some areas have plateaued in the last couple of years. The addition of Tom Bear and the enrollment staff has shifted the focus of a lot of our enrollment and getting Rose back on track. Some of that trending is international students and seeing a decrease with our international population of the last few years. The chances of Rose getting those numbers back will probably not happen in the regions and areas that Rose had been focused on in the past. Tom Bear's focus, through enrollment and engagement, is to broaden the scope for international focus but also recognizing that there is work to be done domestically as well.

Student population by biological sex is also trending in a positive direction. There had been a lot of conversation around hitting a 30% mark, about five years ago, obviously that did not happen, but Rose is doing work to improve those numbers. The Noblitt Scholars program has really shined a light on high achieving students and rewarding those students and attracting those students, who has helped with our attraction for diversity and inclusion.

Employees at Rose are also trending in a positive direction, both faculty and staff. Three years ago, Rose was at about 23% for female faculty and that has jumped considerably from focused recruitment and active participation from the departments. Race and ethnicity are also trending in a positive direction for employees. This increase is from targeted recruitment practices.

Rose offers many initiatives and events for faculty, staff, and students. There have been several programs in the fall quarter that provide education and opportunity for our faculty, staff, and students. Rose has brought in speakers to educate, inform, and entertain. There have also been opportunities to touch on difficult subjects, offered through the Safe Zone training such as talks about gender equality and gender-neutral terms. Another thing that has been a focus for Rose is accessibility and recognizing that it is a part of diversity and inclusion and talking about that in the classroom. There was a positive uptick in faculty participating in those programs and looking for those inclusive classrooms for anyone in the room. Some programming has been more popular than others. Rose must look at what are we trying to do, how do we get the attention, getting creative and looking at what is currently in, such as TikTok. We must look at the current generation and the “Now”, and what will attract people to an event.

Exciting news from an employer/employment perspective, is having hiring guidelines that will be launched in the next year. Part of that is having diversity and inclusion components to hiring. Rose has been working with departments and hiring authorities on having these components implemented but they have not been a part of the expectation at Rose. Rose is moving forward with

including these components in the hiring process. For example, when in the hiring process, what language is being used, what is on the website, how is Rose showcasing that commitment, is Rose considering non-traditional educational backgrounds. Statistics that have been shared are for the likelihood, specifically for female, who apply for a job, that they don't meet 100% of the qualifications. For a male candidate it's over 90%; for a female candidate, it's less than 60%. If there are very strict requirements or we don't consider non-traditional options; are we losing well-qualified candidates for our positions who self-select to not apply. Most higher education institutions have required a statement that has been a part of the hiring process for over 10 years. This will now be a part of our search process. Again, it is a diversity statement. Someone can come from a varied background and be very supportive of diversity and inclusion and still be considered. Some people think that a diversity statement removes certain individuals from being able to apply but that is not actually the case. That is part of the work that needs to be done to educate our hiring authorities and search committees on what the use for some of these tactics are. Rose is also going to have a Diversity and Inclusion requirement for our search process and all those will be reviewed by the Vice Presidents so that the diversity and inclusion initiative is being made a part of every search.

A new Athletic Director, Ayanna Tweedy, has been hired and will start in January. There were conversations at the beginning with the search committee about a national search and looking at diversity and inclusion initiatives in that search process. Certain positions can be looked at on a national level and can attract candidates from a lot of different backgrounds and an athletic director is an example of a position that could be recruited from anywhere in the US. Rose had 50% diversity numbers at every stage of the search process. Rose met our goals in diversity. The committee itself did not have those aggregate numbers in hand. Until those candidates came face to face or had a virtual interview, they didn't know the demographics of their search. This leads to a fair and balanced search and leads to getting the best qualified candidate for the position, which is very important to the community at Rose.

Another example of a current position is our Public Safety Director. Public Safety often has a particular look and there are currently 36 applicants in that pool and is at 50% diversity and from a varied background and varied demographic. Not just Indiana residents, there are individuals willing to move for that position both from within the region and from outside. These examples of recent positions show that Rose is moving in a positive direction, as far as diversity and inclusion in the hiring process.

Another initiative that launched last summer was Rose Prime. Rose Prime is a two-week, on campus, summer math program for selected students to seek building their math skills to prepare them for college. The math department has expressed concern over how ready students are for math classes at Rose, specifically calculus. There has been an increase in students not passing their first calculus class and then pushing them back academically. The withdrawal rate has steadily been going up. The focus is to prepare underrepresented students for the transition to college and review pre-calculus materials, introduce new academic strategies and resources, and offer a sense of belonging. The student selection was done with the Rose Prime Committee and IRPA. 100 invitations were sent and 19 out of the 100 participated and this was funded by the Lily Endowment.

The program elements were pre-calculus lectures in the morning in class, academic strategy lectures by Dr. Sarah Forbes, field trips, afternoon homework time and there was also social time with afternoon activities. The mentors were there supporting their homework time, and, in the evenings, they had activities and free time and on the weekend were exams and free time. This was a two-week program. There was a survey done with the student participants so that they could give feedback on the program. The program received very high marks and mentors were appreciated. There were a lot of activities and some students felt it was overwhelming for their first college experience.

Two years ago, there was a climate survey that was put out to the faculty and staff and within the task force itself, that

evaluated the data, there are two sections in it. One to equity and one to diversity and inclusion that speak to some of the comments that were brought to us by the staff and faculty that also touched on some initiatives and other things that will be looked at this next year. The task force consisted of individuals from academics, non-academics, employees at varying levels within our structure. There were five categories within the questions that covered, workplace employment, future of our community, taking seriously the perspective of others, respect for cultural diversity and openness to diversity and challenge.

Initiatives were identified that speak directly to what the conversation is today – equity, diversity, and inclusion. There were three levels identified, Level A being a high importance initiative, Level B being achievable, and Level C being lower importance but recognizing that time and more direction for those initiatives is needed. Under equity, some of the initiatives brought forward were a full review of workload and that was listed as Level A, underneath it was review of committee assignments, of management and compensation and benefit development. Another initiative suggested was bringing in support groups and a way for information to be shared up the chain of command, specifically looking for affinity groups; an increase to leadership forums and create a targeted sharing date.

The next initiative was diversity and inclusion – increase training and educational offerings, building out current Title IX and Title VII training, turning on or finding an anonymous reporting tool – giving employees and students an opportunity to make a report without having to go to HR or student affairs but also have an opportunity to have a conversation about it, this is something that is being investigated.

Develop an exit interview process for students; develop a more tailored exit interview process.

Highly functional culture added to the 10-year strategic plan. First thing would be to define what a highly functional culture is according to Rose-Hulman.

- V. ARBOT Report – Jeff Papa
- a. The Board of Trustees elected or re-elected officers: Niles Noblitt, Chair; Carl Cook, Vice Chair; Thomas Dinkel, Treasurer and Greg Gibson, Secretary. Robert Stone was selected as the Alumni Representative.
 - b. There was a moment of silence for Erin Canning, the student who passed away in September.
 - c. Incoming class stats - 32% of the domestic first year students are from historically underrepresented groups in STEM, 24.4% of first-year students are female, 19.4% are first generation and/or Pell grant recipients, 28% are non-white, 643 total enrolled, 4,536 applications to get those 643, and there were 3,511 offers of admission.
 - d. 2020-21 budget shows very small surplus. That is after some government grants and planned drawdowns from the capital account and rainy-day fund.
 - e. Budget planning guidelines for the 2022-23 budget is targeting the freshman class as 630 and total undergraduate class of 2,190. That planning will also include a 3% increase in tuition, room cost, and food service. 0% increase for bookstore and laptop. Also includes additional draw from rainy day fund of \$1 million and \$3 million from capital reserves. Freshman discount rate of 56% with overall discount rate of 54.55%. This will also include a salary increase of 2%. Goal is to lower first-year student discount rate from 56% to 53% by fall 2026. Need to replace declining international enrollment, particularly from China, with expanded domestic focus and targeting enrollment from new and other foreign countries.
 - f. There are also at least three programs targeted due to underutilized. Total enrollment for the last three years, Chemistry 13 students, Bio-chem 10 and Biology 6. Enrollment for these is almost non-existent. Econ has been suspended. It was mentioned that if you attend for two years and decide that science/engineering is not for you, there is no other major to fall back on at Rose.
 - g. Rose is highly dependent on SAT/ACT takers and grabbing that data and encouraging those kids to apply. This may be a problem with many schools going test optional, so kids stop taking the test. So far, high performing STEM students still tend to take SAT/ACT. Right now, not a problem but in the future it could be.
 - h. Declining student retention seems tied to students who did not have calculus in high school and/or do not perform well in calculus 1 when they get to Rose. Efforts to address this with recruiting emphasis, online summer calculus course for high school students, and purchase of calculus test taker lists.
 - i. Declining net tuition revenue per student has been going down. For the last two years, office of financial aid has requested that first year students who appeals their aid offer must show Rose what their competing offers

are for comparison. Rose will take that data and check and see if they are off market.

- j. Rose starting a 2-tier strategic planning process.
 - i. Tier 1 - 3-year timeframe – goals to examine revenues and expenses, especially considering enrollment cliff beginning in 2025-26
 - ii. Tier 2 - 10-year timeframe (executed 2024-31) – realign/pivot to improved or new long term strategic direction
 - 1. Tier 1 elements or goals -
 - a. Look at declining enrollment of international students – Tom Bear
 - b. Growing mismatch between student enrollment and capacity – Rick Stamper
 - c. Changing methods to identify and engage prospective students – Tom Bear
 - d. Decreasing student retention – Rick Stamper
 - e. Decreasing net tuition revenue per student - Matt Davis
 - f. Strengthening a culture of trust – Megan Elliott
 - 2. Tier 2 elements or goals –
 - a. Appoint strategic planning steering committee by President – done in August 2021
 - b. September 2021 to May 2022 solicit input, gather data, develop rough outline
 - c. May 2022 to May 2023 draft and review with all constituencies
 - d. October 2023 to May 2024 reveal the plan in conjunction with sesquicentennial and implement and plan
 - e. July 2024 -2031 execute, measure, and evaluate
- VI. Staff Reports – Charlie Ricker, Interim Director for Alumni Relations and Steve Brady, Vice President for Institutional Advancement
- a. Charlie Ricker – Alumni Relations
 - i. The big news out of Alumni Relations is that Katie Hoffmann is leaving Alumni Relations, but she is not going far, she is joining the Admissions team as Assistant Director. Congratulations to Katie!
 - ii. Homecoming was very successful this year, just over 1,400 alumni came back to campus. That number is probably more but there is just not a great way of catching everyone who returns to campus. 300-400 participated in the alumni beer tent, which was sponsored by four breweries that have some type of alumni ownership or investment. There were several hundred people who participated in

reunions both on and off campus. There were also special events that were planned for the Class of 2020, who very unceremoniously had to leave Rose-Hulman in March of 2020 and did not get to return before commencement. There was a walk down the hill for them and recreated that part of commencement for them. There were over 250 participants in this event. There was also a brunch on Sunday morning for the Class of 2020.

- iii. Alumni Relations is continuing with the virtual Rose Talks series. Dr. Jen O'Connor just presented on coronaviruses from before COVID19 and its mutation into the human version of coronaviruses now. This series has had great success in the last 6-7 months. There has been consistent attendance. Kelly Noel presented on facilities use around COVID when the pandemic took off. The plan is to continue to develop and grow this series in the new year.
 - iv. Alumni Relations continues to think about starting up the regional alumni events. These were put on hold during the pandemic but as the country starts to open more, these events will start up again.
- b. Steve Brady – Institutional Advancement
- i. Plans will move forward to fill positions in Alumni Relations
 - ii. Lego kits have been selling very well.
 - iii. COVID requirements on campus are still in place. Campus community is required to wear masks indoors. As the rates drop in Vigo County, will look to update those requirements but will allow faculty to decide if they want class to remain masked if they choose so.
 - iv. As a follow-up from the last meeting, there was a parent who was willing to sponsor a national act to campus once the class had surpassed 85% vaccination rate. The class voted on a hip-hop act. The goal is to have a nationally recognized band. The class is past 90%.
 - v. Rose has not had an employer mandate for vaccinations but if we do, it will only affect a handful of people. There are some students that are still being tested and few students here are there that are getting vaccinated. There have been no significant outbreaks on campus. It has been a much calmer academic semester than last year.
 - vi. Students are enjoying being back on campus. There have been a lot of activities and they are full of energy.
 - vii. Campaign wrapped up at the end of the last fiscal year. Rose is still fundraising.
 - viii. If you have not had a chance to tour the new academic building, it is open and is something to see. It is one of the most popular

places on campus, a lot of small study areas for students. It is a big part of our tours.

- ix. Renovations on Moench are just starting. Like all renovations, it will be a burden until completed and once completed no one will remember the inconveniences and will be excited about the new space.

VII. Committee Reports

a. Executive Committee – Kedar Murthy

As mentioned before, the AAB is trying to align with the institute and its priorities. Some ideas will be discussed during committee reports. This is an ongoing process that will continue to develop.

b. Board Membership – Nellie Hohne

If anyone is wanting to change committee assignments, please inquire. Intent is to have committees even in members. Updated committee list will be sent out in the event committees are meeting in the next couple of months.

Membership renewals – Kali Nordquist will renew. Jeff Papa is finishing up his term on the ARBOT. Bill Bess is going to step down at the end of next year, but he will join us at the March meeting. That leaves us with 4-5 open positions next year for our next membership cycle. The board will need someone from the 70's, 80's, 2000's, 10's and the 20's. Kedar added that if anyone has suggestions for the AAB or ARBOT positions, please reach out to them and ask them to apply or reach out to the committee so that we can reach out to those individuals.

Lastly, Kedar has charged us with developing an international membership plan and Mike Chaney has been instrumental in developing guidelines. Mike discussed some details. There are 529 international alumni across 43 countries. Current requirements state that an individual must come to every meeting; that is probably an unreasonable requirement for someone living internationally. The proposal is that the board identifies the person who would become the international representative but create a committee of 5-6 people living internationally. Ideally those reps would be spread throughout Europe, Asia, India, etc. Those individuals would meet quarterly via Zoom or Teams to give input. The thought is that they would meet a couple of weeks before our meeting and then the representative would give input into our meeting. It is tough to give input if you are living in China and you are trying to represent people living in Europe or India. The idea would be to get a team of representatives and then they can provide input to us. That person would

then call in on the day of the meeting via Teams and give their input at two of the meetings and then only attend one meeting per year. Most people living internationally can get back to the US at least once a year and getting back once a year for a meeting is a reasonable request, the other meetings would be virtual. The logic behind this is that this committee will give the board broad-based international input and will allow us to meet this person face to face at least once a year. That is the proposal but open for ideas and input from others. Brief discussion followed.

c. Awards Committee – Jason Karlen

Awards banquet and ceremony was last August. Dan Price did a great job emceeding that event. There were profound speakers and a wide breadth of experiences.

At the last meeting a motion was passed to add an alumni volunteer award. There was a lengthy discussion about an entrepreneurship award at the last meeting. Gary Bullock did an outstanding job of putting together a proposal for that however, as a group, it was decided that our awards already cover entrepreneurship.

Katie did a fantastic job of putting together the packet on nominees for the awards. The breadth of applications is a little less than last year but there were still some good candidates. The choices were straight forward. The proposed slate for approval is as follows: Distinguished Young Alumni – Dereck Archer and Tim Balz; Career Achievement – Kristin Dahle, Mitch Landess, Sophia Percival, and Larry Schiefer; Honor Alumni – Justin Smith and John Elzufon Kedar Murthy made a motion to approve, Nellie Hohne seconded, motion passed.

d. Career Services Committee – John McClain

Career Services is doing very well, and our question is how the AAB can help. One issue they are having is with more students coming from more diverse parts of the country, Rose is trying to get more companies from big cities or targeted areas across the country. After working with Jared, the AAB is going to target two areas – southern California and Texas. The intent is to do a search for alums in those areas that are in management positions with hiring, primarily with LinkedIn data. Once that group has been identified that data will be presented to Jared to find out if Rose is currently working with that company and if not, is it a company that Rose wants to pursue. At that point, the AAB will try to pair these individuals with willing members of this group who have some commonality and then reach out to those people to see if their companies can be added on to the

recruitment list. It is a lengthy process to get new companies to be added as recruiters. This will be an opportunity to expand the employer base. As board members, if you do not have an account on Linked In, please do so as this will help the committee in their search efforts.

e. Student Recruitment – Jessica Long

There has been a lot of feedback from the committee on how we can be more engaged with the institution. Kedar has addressed how the committee is trying to revamp. More to come with student recruitment. Student recruitment will meet in the coming months and give an update on how the committee will support the institution going forward.

f. Young Alumni Committee – Matthew Iwema

Young Alumni, like Student Recruitment, is trying to figure out how they can serve the institution. The committee is starting to see the merge of two groups, young alumni -0-5 years out and alumni 6-10 years out and catering towards different needs and different requirements. The committee is focusing more on the needs of the alumni that have just graduated, that 0-5 group. They are starting their careers, out on their own and trying to get established, have not started a family yet. The 6-10 group has more depth in their career, is a little more established, more family oriented. The further you get out of Rose, the harder it is to come back and what does that mean and how to support the school.

*Steve Brady added that another concept that Tom Bear has brought up as far as student recruitment is to engage alumni around the recruitment process through the scholarships for regional alumni groups. Looking at different areas that have strong recruitment such as Chicago, the West coast, Texas, trying to build a scholarship that would be an endowed fund but allow the scholarship to be awarded to someone locally, still hitting the other goals of financial need along with excellent academics, but the idea would be to have momentum around groups trying to grow that scholarship. IA is interested in this as a fundraising opportunity along with a way to engage our alums and Tom Bear is interested to offer more scholarships to our students. It is not a unique idea, but we need to look at who can start these. Again, \$100,000 is what we need to start these. \$100,000 in our endowment spends off about 4.5% of the spend rate, so about \$4500 to \$5000 a year. It's not going to be life changing but it is still a significant amount of money because it would be an on-top scholarship. Our financial aid awards are made, and the students will find out who their scholarship donor is 6-8 months later. Once we've done the scholarship matching. It is a backwards process but Rose is not unique in this process, it is just how it works. This is something that we can add on top

of; once they have their financial award, then we can add \$4500 -\$5000 and that often does make a big difference as to whether a student decides to go to Rose-Hulman or somewhere else. The idea is to get some momentum or ideas from the committee as to what messages will be receptive and these are people that can help do this and build this. Kedar clarified the AAB will not be involved in the fundraising aspect of this.

VIII. Old Business – Kedar Murthy

a. Upcoming meetings

- i. Spring 2022 – Saturday, March 26 (Terre Haute)
- ii. Summer 2022 – Saturday, August 6 (Boston)
- iii. Fall 2022 – Friday, November 4 (Indy)
- iv. Spring 2023 – Saturday, March 25 (Terre Haute)
- v. Summer 2023 – August 12, TBD
- vi. Fall 2023 – November 3, (Indy)
- vii. Depending on COVID, meetings will be planned accordingly

IX. Adjournment – Kedar Murthy

- a. Kedar made a motion to adjourn