

---

# Lycoming College AAEB Meeting Spring 2023

---

## **Call to order at 1:06 pm by AAEB President Phil Levesque**

A meeting of AAEB Spring 2023 was held in person on June 1, 2023. Attendees included Holly Andrews, Sarah Balduino, Jamie Brown, Andy Bucke, Bobby Cook, Cassidy Deppen, Paul Ferrante, Sandi Gackenbach, Mindy Gunn, Len Hahn, Nancy Hoerner, Kerri Kearney, Donald (DC) Keys, Jake Kiessling, Phil Levesque, Chuck McCall, Ron McElwee, Shauna McQuillen, Holly Meckley, Brad Myhre, Mary-Louise Paucke, Michael Ruddy, Jasmine Sanders, Bob Schildt, Tara Shaffer, Brenda Soder, Chris Spadoni, Erica Vargo, Brad Webb, & Lillian Weekes

## **Welcome**

President Phil Levesque welcomed everyone, & we jumped our agenda directly to remarks from President Trachte.

## **President Kent C. Trachte**

### **Topics:**

1. Enrollment & Retention
2. Academic Affairs
3. Diversity, Equality & Inclusion (DEI)
4. Project List
  - Baseball facility
  - Debt restructuring
  - Old City update

## **Enrollment & Retention**

- Enrollment dropped about 10% across America's higher education
- Drop in the College going rate during pandemic, not a decline or rejection in size of the College
- National Group divides into Public & Private Cohorts
  - ✓ Private was optimistic with applications up in meaningful ways
  - ✓ Each sector, admits were also up Nationally & Public
  - ✓ Deposits from April to early May flattened out & next Fall shows continued shrinkage
- New student deposits (shown a 5 year comparison)
  - ✓ On parallel with last year & in the same place with 2021
  - ✓ Outperformed the Private Cohort but underperformed National

- ✓ Admissions funnel equals Partnerships (relationships formed with Regional & National charters), International (transfer/ exchange), & Domestic Non-Partnerships (everyone else). We are underperforming in the partnership space, but over performing in domestic & non-partnership, & the transfer number will likely go up
- ✓ 320 new students
- ✓ Total net revenue a little higher than last year; 1/2M
- Retention is good news!
  - ✓ Entering Cohorts (2022-2026), First-Year, Sophomore, Junior along with pre-registration - looks like retention will be significant
  - ✓ Fall to Spring retention shows early signs of institutional gains (strong pre-pandemic levels)
- Pre-registration data; pandemic higher education experienced a contraction. Our sector was about 10%. We were about 4.5% from Fall 2019, & since 2021 we have at least stabilized. No big bounce back but some encouraging signs returning

## Academic Affairs

### Highlights

- ✓ Struck a 3+3 agreement with Widener Law Commonwealth (Alum & PA Supreme Court, Kevin Brobson helped us broker) that allows students to enroll 3 years at Lyco & in 4 year go to law school
- ✓ Agreement with Philadelphia College of Osteopathic Medicine for preferred admissions
- ✓ Humanities (part of our Strategic Plan 2021 to invest in it vs abandon), we've opened the Humanities Research Center.
  - Pull faculty & students together to develop internships with a focus on the research space
  - Hosted the 1<sup>st</sup> annual Humanities Undergraduate Research Conference. Included original research under supervision, not only from Lyco students, but students from Susquehanna, Juniata, Bucknell, John Hopkins, Villanova, etc.

### DEI (Diversity, Equity, & Inclusion)

- Commitment to not only achieve 30% plus domestic students of color, but to expand our faculty & staff diversity, & look at the inclusion environment to support success for all
  - ✓ Hired Dr. Kortet Mensah (Special Assistant to President & Chief Diversity Officer)
  - ✓ Work accomplished since January included engaging in multiple meetings with individuals & small groups, & conducted listening fora including:
    - Student groups like Student Senate, DEI Committee, BSU, MAG, etc.
    - Students & employees from historically excluded groups
    - Faculty leaders & committees such as FEC, P&T, Student Evaluation Form Committee, & department chairs
    - Staff members in various departments such as Student Success, CEAE, Student Life, IT, Library, Marketing & Communications, Advancement, & Institutional Research
- ✓ Work underway
  - Integrating DEI principles & concerns into assessment
  - Partnering with Dean of College on retention initiatives, academic support services & partnership program

- Partnering with VP Student Life on student leadership development & opportunities, community standards & bias response protocols
- Partnering with academic & administrative unites on inclusive hiring protocols (e.g. Art Department/ IT/ Library)
- Partnering with President & other campus members to address pressing DEI grievances & disparities
- Priorities for 2023-2024
  - ✓ Introduce & define the concept of inclusive excellence & move towards a shared understanding of the vision, framework, & language guiding the College's DEI work
  - ✓ Track & access the outcomes of the past & current DEI efforts to determine priority areas for action
  - ✓ Reviewing quantitative & qualitative data regarding DEI efforts

## Q&A:

Shauna: DEI - what is the plan to make sure that both the Board of Trustees & AAEB are more representative of this? Is there something in place?

Trachte: We have not finalized a plan with regard to the Trustees on how to achieve greater diversity but it's in the strategic plan & on the agenda. AAEB, I think that you've discussed, & can develop how you take that on.

## Projects

### Debt Structure Overview:

Lycoming's debt structure is unusual in a positive position relative to our peers. We have about \$37M in long term debt but our endowment is roughly \$190M. There's also something called a "maximum annual debt service percentage" which is how much operating budget. Anything below 4.5% is considered very good, & we're around 3%. A very responsible place. We've invested in physical infrastructure & we've done \$60M+ in renovations & new buildings but there's still work to be done in order to stay competitive.

**Priority:** (costs between \$13M-\$15M +)

- 1) East Hall (2<sup>nd</sup> phase)
  - ✓ \$2.6M renovations (2 phases)
  - ✓ \$1.5M; May-July 2023
  - ✓ Replace heating & cooling system
  - ✓ Last of the bathrooms
- 2) Baseball Field (First time here since 1971)
  - ✓ \$2.5M-\$5M; June-December 2023
- 3) Heim chiller replacement
  - ✓ \$400,000; July 2023-2024
- 4) Williams Hall renovation
  - ✓ \$6.5M; May-July 2024
- 5) Crever & Rich Halls air conditioning
  - ✓ \$2M; May-July 2024
- 6) Forrest Hall demolish
  - ✓ \$220,000; May-July 2024 or sooner (so many updates/not worth it to save)

**Future:**

Lamade/Keiper renovation  
Library/Learning Commons  
New apartment style housing  
Cafeteria back of house equipment/layout  
Skeath/ Asbury Halls renovations of halls & common areas  
Skeath/Asbury/Wesley Halls air conditioning  
Wertz Student Center/ dining hall

**Donor Fund:**

Football locker room (\$279,000)  
Stadium concessions/retail stands (\$342,000)

**Baseball Update:**

- ROI net operating annual revenue over \$700,000
- Stalled collegiate baseball fields on the west side of town with the Chamber of Commerce, Penn College, & us between financing, funding, sponsorships, & projected costs
- Partnered with City of Williamsport at Brandon Park's baseball diamond
- Turf field & infield
- Board approved not to exceed \$2.5M
  - ✓ Phase 1:
    - Field – turf (batting cages & 3 bullpen areas)
    - Dugouts & concrete pads for bleachers
    - Fencing/ protective netting
    - Electrical/ conduits for lighting/pole bases
    - Scoreboard
  - ✓ August late July start date
- Targeted public dollars for a 2<sup>nd</sup> phase by approaching the City for \$1/2M along with identifying 5 programs supported by public funding
  - ✓ Phase 2 (\$5M):
    - Permanent spectator seating
    - Pressbox/storage/equipment
    - Field lighting
    - Site work/lighting/pedestrian walkways
    - Existing restroom renovations
  - ✓ We'll own the stadium but lease the land

**Williams Hall**

- become all singles vs doubles

**Old City Williamsport**

Challenges & Interest Rate Changes:

- Stalled at the moment due to financing, construction costs, etc.
- Rates jump from 3.25% in 2021 to 8.25% in May 2023
- Phase 1: Building \$5.25M in 2021 to \$8.5M in 2023
- Phase 2: Building \$7M in 2021 to an estimated \$10M in 2023
- Eminent domain considerations, & a house near the property feels it's worth more than appraised for

### **Debit Service Payments Overview:**

- There's an unevenness. If we didn't do anything, debt goes up \$3M, then down, & then back up to \$3M
- Debt only goes out for 20 years, whereas, it's typical for colleges to have debt spread over 30 years. We have a lot of room to work with spreading debt out into the 2040s-2050s
- Refunded debt – receive \$3M more quickly, & the Trustees are thinking about how to support part of our Endowment

President wrapped that we have challenges but are making good investments. Areas like our Computer Science majors are running & we think we may have 30 new students attracted by it. We will continue to innovate.

### **Q&A**

MLP: Funding – are the County Commissioners supportive of the baseball field?

Trachte: They've been supportive. We have good relationships with all 3 & we remain nonpartisan as an institution. They contributed about \$1M towards the parking structure here, & we'll ask them regarding baseball.

### **Housekeeping Items**

**Minute Approval:** Phil entertained a motion for approval. DC motioned, & Paul seconded. Minutes passed.

**By-laws Approval:** Most recent version being proposed was received by all prior to the meeting. Phil motioned for “as written” approval. Tara seconded & “as written” changes passed. Discussion closed. Phil moved for approval of by-laws. Len motioned, & Tara seconded. By-laws approved. Phil thanked Tara for all her work.

**Treasurer Report:** Erica stated that we had one \$6 transaction that was paid to the state for our license plate program. Ending balance is \$2,998.85. Motion made, & seconded by Shauna. Report approved.

### **New Business**

AAEB Brick Program

- Cost \$225
- Close out of fiscal year in July with more deposits added to account
- Advertise at Homecoming/ Reunion Weekends during registration in addition to current methods such as the Lycoming Magazine

**Website** – add AAEB drop down to the site on landing page? Our page is very hard to find.

- Amy will look into it further

Break for Committee Meetings

**Alumni Director Report Amy Reyes**

**Advancement & Staffing Updates** - We've had some turnover in the last 4 years.

**Filled 4 positions:**

- ✓ Director of Annual Giving Lindsay Crist
  - ✓ Annual Giving Officer Katie (Arestad) Von Culin
- '20
- ✓ Senior Major Gift Officers Jennifer Hessert '87 & Josh Gildea '17 (Assistant Men's Soccer Coach)

**Upcoming virtual opportunity:** Meet our new Assistant Professor of Music & Choral Activities, Dr. Robert Chiu.

**Alumni Events**

**Coming Events:**

Williamsport Crosscutters  
Knoebels  
Iron Pigs  
Avalon

**Large Event Weekends (Homecoming/Reunion)**

- Last year (2022) we had 424 people on campus for the weekend & this year we have over 440 pre-registration
- Homecoming continues to be strong for us

**Days of Giving** - April/5<sup>th</sup> year/most successful to date

- Total given \$485,320
- 1,439 # donors & 1,749 # gifts
- Alumni participation before Day of Giving was 14.30% & after was 19.93%
- Participation is key driver to our ranking
- Goal now 24%
- We continue do challenges & promotions
- Social fundraising has become a more important strategy for us
- Athletics most success
- Earlier decades strongest giving
- Sending out loyalty cards

**End of Fiscal Year** - May- June

- Campaign to draw it out of alumni with emails, social media
- Need \$500 to get to our 24% & we'll be marketing that
- Every Warrior Every Year Gift Matters

**Reunion Weekend Highlights**

Alumni & Reunion Weekend 2023

- Golf Tournament

- 50<sup>th</sup> & Heritage Club Reunion Dinners
- Welcome Party
- AAEB Pub Crawl (follow the globe), Corn Hole & Coolers
- Yoga on Quad, park run
- All-Alumni Rally & Breakfast
- Alumni Classes
- Hall of Fame
- Reunion Reception & Bash on the Quad

### Homecoming Weekend 2023

- Golf Tournament
- Beer & Pretzel Tent
- Forrest Party??
- Greek Life Anniversaries  
KDR (70) & Lambda Chi (75)
- 40<sup>th</sup> Anniversary Cross Country
- Choir Read-Off

### Chip Edmonds, EVP update

**Football Stadium Dedication:** Bears Coach Frank Girardi name, top ten winningest coach of all time for Division 3, & will be dedicated & celebrated at The Pub on September 9, 2023.

**Shangraw Athletic Complex:** Area encompasses football, soccer, concession/retail stands, etc., We are working on fundraising & we also have Associate Head Football Coach, Steve Wisner, celebrating 50 years of coaching so more to come on that. We have some updating to do for the 25+ primary stadium including the football locker rooms.

**Baseball Field:** Planned for Spring 2024, we are fundraising \$2.5M (with an overall \$5M cost) that we are breaking down into 2 essential phases discussed prior by the president. We own the structure, not the land. We have naming opportunities!!! Phil???

### Q&A:

Holly A: Parking?

Chip: There's parking along Elizabeth Street & near complex. Fairly connected to the school so students can walk & there will be equipment areas so no lugging heavy equipment will be needed. The City feels there's sufficient parking.

Holly M: What about the visiting team bus?

Chip: We are okay with buses at the stadium. They drop off & park closer to the campus.

Holly M: Going to be lit up for night games?

Chip: Yes, part of the plan. There's infrastructure there now & we'll ask for the City's support. We haven't had lighting complaints from neighborhoods. Very little light pollution. Managing sound will be more of an issue.

Holly M: Brandon Park Commission been corporative?

Chip: Yes!!

Phil: Available for local leagues to rent out? Revenue?

Chip: Revenue stream since it's College owned, there's some potential but it depends on the entity that's purely public use; we can't, but if it's a league, local games, etc., there's some potential.

Gal: Seating – how many?

Chip: 200-300

Holly M: Is this a secured field? If kids want to play kickball, can they access it?

Chip: There will be parts of this field unable to access but parts that are accessible.

This is a long time coming!!!

Phil: How do Rick & the student athletes feel about this?

Chip: They are pretty pumped up about this.

DC: Kickball – outfield opportunities!?

Chip: Opportunities for lots of programs, kickball, etc.

MLP: What about girls' softball/ fast pitch?

Chip: They do have their own field, & the dimensions, etc., are different but it is something that we'll visit.

## **Enrollment Update**

### **Four Pillars**

- Product Offerings
- Lead Generation (Search)
- Annual Price Setting & Merit Scholarships Strategy
- Enrollment Team & Ground Game

### **Number 1: Product Offerings**

- Institutional Mission & Brand, Academic Quality, & Partnerships
- Understanding the HIED Marketplace & demand for education we provide
- New Products/Programs
  - ✓ Facilities (Lynn, Krapf, Trachte, Keiper + renovations)
  - ✓ Academics (CEAE, Entrepreneurships Neuroscience, Biochemistry, Computer Science)
- Co-Curricular (OLE, Baseball, Field Hockey)

### **Number 2: Lead Generation**



- Utilization of External Partner (EAB)
- Top of Funnel Search (name buys)
- Web based search – Niche, College Board, Princeton Review, digital leads, social media
- Institutional marketing/messaging
- Travel to fairs, high schools, athletic travel
- Means by which to expand Lycoming’s reach into new markets & student populations

### **Number 3: Annual Price Setting & Merit Scholarship Strategy**

- External Partner (currently Education Advisory Board – EAB, moving to Whiteboard); vast majority, but not all institutions, use a financial aid optimization firm/company
- Capacity to accurately price our product to maximize revenue & academic quality
- Market awareness
- Supply/ demand considerations
- Product offerings & cost relative to peers & aspirants

### **Number 4: Enrollment Team & Ground Game**

- Staffing & organizational model
- Talent acquisition, management, & retention
- Recruitment territories & travel strategies
- Athletic recruitment
- On-campus events & activities
- Internal marketing to suspects/prospects

### **Looking Forward (Focus, Change, & Emphasis)**

#### **Number 1: Product Offerings**

- Residential Facilities
- Lamade Gym & Keiper Recreation
- External audit/review of newly added & current programs for marketing prioritization/messaging

#### **Number 2: Lead Generation**

- RFP underway for new search & financial aid modeling partner(s)
  - ✓ Selecting a partner that prioritizes quality over quantity (i.e. leads with stronger likelihood of interest in Lycoming)
  - ✓ Less “noise” in the enrollment funnel
- International Lead Generation (Global Match)

#### **Number 3: Annual Price Setting & Merit Scholarship Strategy**

- RFP underway for new financial aid & modeling partner that will result in a review of our pricing/cost in the market
- Examine opportunities to create distinctive talent/performance/service awards that track with learning enhancements rather than tuition discounting

## **Number 4: Enrollment Team & Ground Game**

- Stabilize the team & get the right people in right roles; reorganize departmental structure
- Revise recruitment territories – examine Lycoming’s historic/traditional markets & where we lost ground & reprioritize important geographic areas
- Reestablish relationship between athletes & enrollment with clearly outlined annual goals & objectives
- Assign EVP & AVP portfolios of key independent schools & affluent public high schools
- Revise the quality/character of on-campus events
- High caliber yield events in 5-7 cities where we enroll a meaningful number of students

### **Q&A:**

Brad: What’s the end game after graduation? What will students make?

Chip: It’s front & center of all our communications & I think that’s why we’ve been able to maintain enrollment.

## **Campus Planning & Summer 2023 & 2024**

East Hall  
Williams Hall  
Add’l Air Conditioning  
Forrest Hall

We know there’s a need to renovate the library, Keiper/ Lamade, & residential. We know that students want higher quality housing, signals, & apartment styles.

### **Priorities:**

- 1) Renovating Keiper/Lamade
  - ✓ Lobby, gym, extend the building, new frontage/ façade, classrooms, fitness, trainer/office areas, sports medicine, turf, new basketball courts
- 2) Williams Hall
  - ✓ Footprint remains the same but convert to singles

### **Q&A:**

Tara: Reclaim green space?

Chip: We’ve moved parking over the years, & Forrest!!!!

Jasmine: Educational Department move?

Chip: Not yet but it will be looked at.

Andy: Is there a fear of students disengaging with singles?

Chip: The thinking is what kind of programming is drawing the students out. It’s a delicate balance that we have to navigate.

## **Day 2 Breakfast**

### **Call to order by President Phil Levesque at 8:32 am.**

Alliance House (struggling with domestic abuse/safe house) & Keiper Stadium Tour (at Shangraw Athletic Complex)

### **Committee Reports**

#### **Communications & Career Services:** Paul Ferrante, Chair

Looked at ways to support student's transitions, engage & communicate stronger whether it's by a task force of general students, diversity officers, student government, etc.; or by sending postcards from our outgoing grads welcoming new students, or by using postcards by AAEB members to welcome grads to the alum family, or as congratulation notes, etc. Make contact.

#### **Alumni Engagement & Event Committee:** Mike Ruddy, Chair

Engage new students earlier regarding annual giving. Help them make the connection between giving & how it benefits the institution. All agreed that messaging from professors, coaches, etc., worked well with the donor challenges. Maybe a Mini Day of Giving? Also targeting new graduates & decades now vs later. Maybe think about opportunities for Freshman to donate later by earning money or service hours/ credits to the College. Come up with more giving challenges like a staff member gets a tattoo if donations come in, or someone streaks across campus.

We have a bunch of events coming up from the Iron Pigs, Avalon, Knoebels, & a Phillies night.

#### **Recruitment & Recognition Committee:** Holly Andrews, Chair

Recruitment – now that by-laws have passed for 40 members; we'll have 37 members. We've picked from each decade, & we really need alumni from the 80s.

New members

Joe Ciccone '95

Sherry Macpherson '74

Rebakah "Beckie" Sweet '82

Patrick Welteroth '12

Holly A motioned to approve new members; seconded by Bobby Cook. New members approved.

Recognition - Gary Spies Committee

Looking for ideas. Please see Brenda, Jamie, or Holly A.

Phil also inquired about naming the golf tournament after him & Amy advised to look for other options. It was also suggested to recognize a senior athlete each year – such as the "Spirit of Lycoming Athlete" but there may be endowment obstacles.

Anyone is interested in the recruitment/ recognition committee, please see Chuck or Nancy.

### **Final thoughts:**

DEI – suggested to have the new officer/ staff member meet with us to hear our thoughts, ideas, & help guide us through at our next meeting.

Food drive to local pantry or Amazon Wishlist to the Alliance House? Professional attire?

Outgoing members recognized. Thanked for their service.

**Adjournment**

Phil L. motioned to adjourn meeting. Len seconded, & the meeting was officially adjourned at 10:35.

Erica D. Vargo  
Secretary \_\_\_\_\_

\_\_\_\_\_  
Date of approval