

SINCE 1795

# UNION COLLEGE

## PRESIDENT'S REPORT

08/09

STEPHEN C. AINLAY

### PRESIDENT'S MESSAGE

2008/2009

### DIVERSE PERSPECTIVES



A WORLD-CLASS LEARNING ENVIRONMENT

### INTELLECTUAL LEADERSHIP

INNOVATIVE & INTERDISCIPLINARY ACHIEVEMENT

### BREAKING NEW GROUND

UNION'S COMMITMENT TO EDUCATING ENGAGED GLOBAL CITIZENS

### GLOBAL IMPACT

MINERVA FELLOWS RETURN WITH NEW GLOBAL PERSPECTIVE





# Union College President's Report

2008/2009

## A Message from the President

Stephen C. Ainlay  
(Following page)



Page 4    **The Academic Year  
at a Glance**



Page 6    **Global Impact**



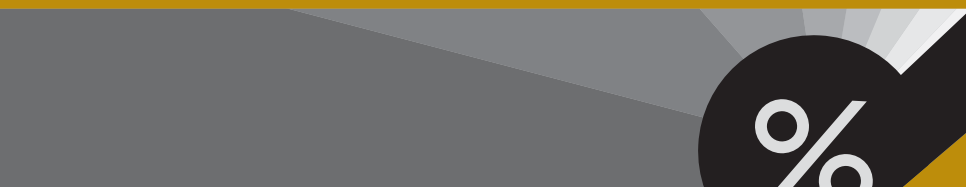
Page 14    **Diverse Perspectives**



Page 20    **Innovative & Interdisciplinary  
Achievement**

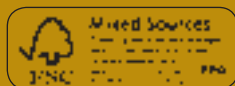


Page 28    **A World-Class  
Learning Environment**



Page 36    **08/09 Financial Recap**

Page 40    **Leadership of the College**



# *A Message from President Stephen C. Ainlay*



*I never cease to be awed  
by our institution's  
rich history, reminders  
of which can be found  
in every part of our  
beautiful campus.*

*Signs of our promising  
future, like our  
remarkable past,  
abound.*

This February, Union College will celebrate its 215th year. In that context, it is humbling to consider that I am in only my fourth year as its president. I never cease to be awed by our institution's rich history, reminders of which can be found in every part of our beautiful campus.

Yet one need only walk by the impressive site of the future Wold Center, sit in on one of our numerous interdisciplinary courses, visit the annual Steinmetz Symposium showcasing innovative student research or hear the stories from our Minerva Fellows—one of which is brought to life on the cover of this publication—to realize that our history is only one piece of the Union story.

Signs of our promising future, like our remarkable past, abound. I see it in the faces of our students, who pursue their intellectual passions across disciplinary boundaries and assume leadership roles in a staggering array of extracurricular activities. I see it in the work of our distinguished faculty, who collaborate hand-in-hand with students to lead cutting-edge research and inspire innovative thought both inside and outside the classroom. I hear it in the voices of our alumni, who remain fiercely proud of their alma mater and unfailingly generous in their support of its mission. Union has always been a bold institution, unfettered by convention and undeterred in pursuit of its goals. Even our founding charter—16 years in the making—resulted from the efforts of a determined group of intellectual activists who repeatedly petitioned for a college in upstate New York, even after they were turned down. Little wonder, then, that Union College continues to thrive in the face of today's challenges. Little wonder that we continue to educate the young men and women who will be the leaders of modern-day society. We've had nearly 215 years of practice.

As we look back at the 2008-09 academic year in this third annual President's Report to the Community, it is impossible not to acknowledge the context and the challenges posed by the severe economic downturn that hit the nation in the fall of 2008. Like the rest of our peers in higher education, Union was impacted by this downturn. The financial information at the end of this report provides a detailed look at how the economy affected our endowment and our 2008-09 operating results.

But the recession, too, was just one piece of our story over the past year. I am extremely proud, but not at all surprised, to share examples in these pages of the extraordinary successes the Union community achieved in the midst of the economic crisis. You will see new evidence of our global impact, from students supporting an impressive range of causes overseas to engaging in service learning at home.





## Emboldened by the Past, Embracing the Future

---

You will be inspired by the rich diversity of backgrounds, experiences and perspectives that flourish on our campus and contribute so critically to our academic mission. You will learn about our newest avenues of interdisciplinary thought, our latest platforms for innovation and the people who were instrumental in creating those opportunities. You will read about our continuing efforts to cultivate a unique and world-class learning environment on campus.

Thus far, Union has been spared some of the sobering decisions faced by other institutions as a result of the economic downturn. But as I've mentioned in my economic updates over the past year, we are working hard to anticipate the long-term effects of that downturn and to reduce costs proactively in order to maintain our position of strength. Given the incredible people and pursuits on the following pages, I think you will agree with me that the characteristic Union spirit of determination and leadership will carry us through the current economic crisis as successfully as it has carried us through all the challenges that

preceded it. I hope you will enjoy reading how the past continues to shape Union and, perhaps more importantly, how Union continues to shape the future. Despite the challenges of this past year—or maybe because of them—we made great additional strides toward implementing our Strategic Plan, all while upholding the ideals of intellectual curiosity and superior academic quality that have always been our hallmarks.

I frequently catch glimpses of the future we are building at Union. And I recognize it as a future born of the same boldness, determination and creativity that have characterized this unique community for more than two centuries.

– Stephen C. Ainlay, Ph.D.

# The Academic Year at a Glance

September 2008–June 2009

## 2008

### September

Union, Skidmore awarded \$500k from NSF to research women in STEM disciplines

Campus Diversity and Multicultural Affairs Office launches Union Unity Quilt project to mark College's 215th anniversary in 2010

Alumnus Armand Feigenbaum '42 receives the National Medal of Technology and Innovation

Taif Jany '12 is first student to attend Union as part of the Iraqi Student Project

Pattern from the Unity Quilt Project, celebrating our 215th anniversary



### October

New campus Prayer and Meditation Room unveiled

Second alumni symposium addresses health care reform

Civil Rights attorney Lani Guinier speaks to campus

"Parabolas Mexicanas" art exhibit opens at the Mandeville Gallery



Bernardo Gonzales  
*"Arbor de las Regiones"*  
Oil on canvas, 2004

Featured in "Parabolas Mexicanas," an exhibit of Mexican art at the Mandeville Gallery

### November

Sudanese activist/former NBA player Manute Bol visits campus

First Presidential Green Grants for sustainability solutions are awarded to 10 campus projects

### December

Students take part in "mini-terms"—intense, three-week study abroad programs led by faculty—in places like Mexico, Louisiana, Argentina and New Zealand

# 2009

## January

Students attend President Obama's inauguration

Two Union students work as hospice volunteers in South Africa as part of their independent study abroad project

Joseph James '69 awarded \$100k Purpose Prize for project to help black farmers

Campus celebrates Martin Luther King Jr. Day with the Human Race Machine, which allows observers to see themselves as a different race

## February

Founders Day celebrates Union's role in the abolitionist movement with the unveiling of a painting of former slave Moses Viney and a keynote address by James M. McPherson

Cybil Tribié '11 awarded a service learning grant for her project to clean up a Schenectady park

## March

Economics professor Stephen J. Schmidt receives the inaugural Byron A. Nichols Endowed Fellowship for Faculty Development

Engineering students spend spring break bringing water to Ethiopian villages

## April

19th annual Steinmetz Symposium showcases undergraduate research  
  
Class of 2013 announced; most diverse in College history

Novelist/physicist Alan Lightman speaks at Nott Memorial and addresses classes

Inaugural Minerva Fellows return to campus to discuss their humanitarian efforts

First "Ozone Cookbook" benefits The Global Child in Cambodia

President Ainlay receives Alpha Phi Alpha's prestigious Sphinx Award for leading campus diversity initiatives

## May

Union alumni from Hollywood speak at ReUnion

Groundbreaking held for Lippman Hall, thanks to a gift from Jim Lippman '79

Kaitlyn Evans '09, Jared Iacolucci '09 and Erin Schumaker '09 win national "peace scholar" award to assist migrant workers in Naco, Mexico

Union community rallies around student's mission to build a library for schoolchildren in Ghana

## June

Construction begins on \$20 million Peter Irving Wold Center for Science and Engineering

Union College Hillel selected to take part in the prestigious "Small and Mighty Campuses of Excellence" program

Union hosts 2nd annual symposium on Engineering and Liberal Education

Commencement speaker Paul A. Volcker emphasizes the importance of a global education

Union joins Colgate, Hamilton, Hobart & William Smith, St. Lawrence and Skidmore to form the "New York Six" Consortium

Fireworks at ReUnion, May 2009





Union's commitment to educating engaged global citizens is one of the central themes of the College's strategic plan. We are small, but global, bringing the world to campus through a variety of programs, activities and initiatives and sending our students and faculty out into the world through study abroad, internships and research opportunities.

*Kara Lighman '09 captured this image of children in Cambodia.*

# GLOBAL IMPACT

The First Minerva Fellows Return









# MINERVA FELLOWS RETURN

## WITH NEW GLOBAL PERSPECTIVE

Last May, the first group of Union's Minerva Fellows returned to campus after spending nine months working to provide solutions to some of the world's most pressing humanitarian challenges. These members of the Class of 2008 were the first recipients of the Minerva Fellowships, a unique opportunity that provides Union graduates with funding for a year of study and service in a developing nation. The first class of Minerva Fellows returned to Union after visiting such countries as Southern Uganda, Cambodia, India, South Africa and Southern Malawi, where they worked on creating entrepreneurial solutions to social problems and developed a lasting commitment to the poor.

Upon their return to campus, the Minerva Fellows shared their experiences through a month-long series of forums for Union students, faculty, staff and alumni. Shortly afterward, in July, the second group of Minerva Fellows departed for their own projects in China, Uruguay and other parts of the world. They, too, will return to campus in the spring to share their experiences and insights. Applicants to the Minerva Fellows program are selected in the winter, take a social entrepreneurship course in the spring and report to their overseas locations a few weeks after graduation. Some work on projects initiated by non-government organizations (NGOs) in the developing nation, while others organize their own projects.

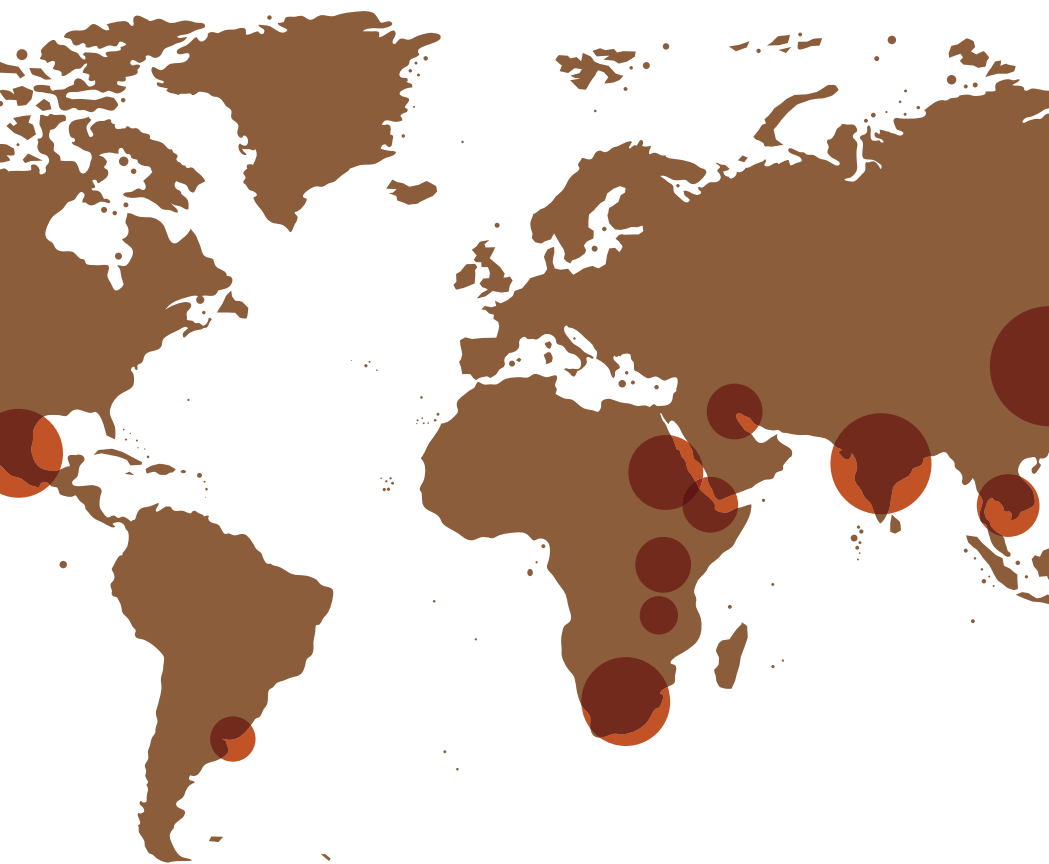
The Minerva Fellows program underscores Union's commitment to helping alleviate poverty and to providing young people with the opportunity to make a positive impact on a community that has experienced hardships. Students often care deeply about the less fortunate but don't always know about opportunities to help; this program provides them with such an opportunity. In many cases, the time abroad has an even greater impact on the participating volunteers than on the participating communities. Many volunteers came back changed for life. As Robert Flick '08 said, "There were children [in Cambodia] living on the streets with no parents, with basically nothing. And they still got up every day for class. You learn a lot about the strength of the human spirit from something like this."

"These young graduates surpassed all our expectations in terms of what they've given our NGO partners," said Associate Dean of Students and Director of Minerva Programs Thomas McEvoy. "The NGOs can't say enough about Union students."

"There were children [in Cambodia] living on the streets with no parents, with basically nothing. And they still got up every day for class. You learn a lot about the strength of the human spirit from something like this."

"These young graduates surpassed all our expectations in terms of what they've given our NGO partners. They can't say enough about Union students."





*Top: Map of the locations visited by the Minerva Fellows  
Bottom: A street child stands near a garbage dump in Phnom Penh, Cambodia.  
Photographed by Minerva Fellow Robbie Flick '08*



## Bringing Union to the World

Union students made a global impact in other ways over the course of the year. Through a partnership with the Foundation for Hospices in Sub-Saharan Africa (co-founded by Phil Di Sorbo '71), two students, Jeremy Fritzhand '10 and Sara Jacobson '10, spent the winter term on an Independent Study Abroad venture that included an internship at South Coast Hospice in Port Shepstone, KwaZulu-Natal, South Africa. Both students, trained hospice volunteers, offered support to families enrolled in hospice care. They also conducted academic projects that included comparing hospices in the U.S. with those in South Africa and working to strengthen the connection between this South African hospice and its community hospice partner in the U.S.

Proceeds from the annual Winter Ball were also directed to Africa to help victims of HIV/AIDS through the Diana Legacy Fund. The fund, which also works with the Foundation for Hospices, is named after the late Diana, Princess of Wales, who supported AIDS causes.

## CAMBODIA



Students partnered with Executive Chef William Roy of Dining Services to create and sell “The Ozone Cookbook” as a fundraiser for The Global Child organization in Cambodia, a nonprofit, nonpartisan organization founded to build and operate specialty schools and safe houses for gifted children in war-torn countries. The cookbook was a collection of 37 of the popular meals created by Roy and served up every Friday at the organic Ozone Café in Old Chapel. Students worked with Roy to pick the recipes and contributed their own original artwork.

## MEXICO



Many students took advantage of vacation periods to remain globally engaged. Led by sociology Professor Janet Grigsby and Residence Life Director Molly MacElroy, 19 students spent a portion of their winter break taking part in a mini-term in Louisiana. The course combined community service with the academic study of New Orleans in the aftermath of the hurricane disasters. Upon their return, participants shared their projects with the campus community through poster presentations that summarized their research on topics ranging from wetland restoration and health care to indigenous peoples.

## ETHIOPIA



Another mini-term, led by Professor of Spanish Victoria Martinez, took a group on a trip along the Mexican-American border from Tijuana to El Paso and Juarez. The group met with experts on topics such as immigration and human rights and visited a number of sites, including maquiladoras (assembly plants), safe houses and water stations in the desert. Students presented the results of their experience at the Steinmetz Symposium, and many returned after graduation to work on the border either through AmeriCorps or as volunteers.

## GHANA



Over spring break, a group of mechanical engineering students, led by Mechanical Engineering Professors Ron Bucinell and David Hodgson with Assistant Professor Ashok Ramasubramanian, traveled to Boru, Ethiopia to help tap a clean water source for the village's 5,000 residents. This was the first official trip for the College's chapter of Engineers Without Borders, a nonprofit international humanitarian organization that partners with developing communities to improve their quality of life. The idea for the water project came from Tehtena Tenaw '09, who was born in Ethiopia.

In the case of Mike Clarke '11, a simple idea became the catalyst for a community-wide effort. Having spent time in Ghana and seen the country's need for educational resources, Clarke wanted to build a library at the Redemption Hour Christian School outside Accra, Ghana. He enlisted his friends at Union to help raise funds and contribute books. “It went from this little idea to a project everyone wanted to help with,” Clarke said. “The response was amazing.” In May, Clarke and a dozen other students filled a 10-foot-long U-Haul truck with 5,000 donated books that will help stock the library's shelves. Union students, faculty and staff helped him raise more than \$1,600 for his cause.

Over the summer of 2009, Erin Schumaker, Jared Iacolucci and Kaitlyn Evans, all recent graduates, lived with migrant workers at the Migrant Resource Center in Naco, Mexico. The three were winners of the Kathryn Wasserman Davis Projects for Peace award. The \$10,000 prize helped support the team's efforts to research life in border towns and raise awareness of the plight of people there. They plan to compile a book of personal stories printed alongside the migrants' own art, photographs and poetry. This marked the third year Union students were honored by Davis Projects for Peace, which is designed to encourage motivated youth to create and implement ideas that promote peace.



## Global Insight at Home

In addition to contributing vital resources to communities around the world, Union brought international perspectives home to campus. Manute Bol, who at 7'7" gained notoriety as the NBA's tallest player, spoke in Memorial Chapel last fall about some of the issues facing his native Sudan. The graduating class of 2009 had an opportunity to get a unique perspective on the global economic crisis when Paul A. Volcker, head of President Obama's Economic Recovery Advisory Board and former chairman of the Federal Reserve, headlined the College's 215th Commencement ceremony. Volcker told Union's newest graduates that "the abrupt downward slide in the economy may be slowing...but there still is a long way to go to restore and sustain prosperity." He also spoke of the emerging importance of China and Africa and emphasized the value of a global education.

Meanwhile, Taif Jany '12, a biology major who hopes to be a cardiologist, finished his first year at Union after arriving as part of the Iraqi Student Project. The College is among the first 14 schools in the nation to participate in the project, which helps refugees attend U.S. colleges and supports Union's mission of educating the next generation of leaders.

The Mandeville Gallery mounted a major exhibition of Mexican art last October, "Parabolas Mexicanas," featuring works by noted Mexican artists Bernardo González and Francisco Verástegui. The interdisciplinary endeavor brought together Union faculty and students from Modern Languages, Political Science, Religious Studies, Visual Arts and other campus departments and programs. The College hosted a series of events in connection with the four-month long show, including forums with the artists, a film series, performances and lectures in the fall and winter terms.



## Local Involvement, Lasting Impact

For Cybil Tribié '11, a sense of global responsibility began right in Schenectady. Tribié became interested in cleaning up the park on the corner of Park Place and South Avenue after volunteering during Union's annual John Calvin Toll Day. The environmental science and policy major from Haiti then worked closely with the Kenney Community Center to see what else could be done for the park. The center steered her toward the Carter Academic Service Entrepreneur Center, a program sponsored by the Jimmy and Rosalynn Carter Partnership Foundation to recognize excellence in academic service learning. Tribié pursued the opportunity and was awarded \$1,000 for her winning proposal to fix up the park.

Tribié was not the only student interested in building closer connections between the College and the local community. The Union-Schenectady Alliance, a student-initiated organization created in 2007 to enhance town-gown relationships, hosted "Welcome Back Students Day" last fall to encourage Union



Cybil Tribié '11 is pictured in front of the Kenney Community Center.

President Ainlay discusses campus safety initiatives while flanked by Schenectady Mayor Brian Stratton, Public Safety Commissioner Wayne Bennett and Schenectady County District Attorney Robert Carney '75.



students to explore local venues and amenities. The event, designed by the Alliance in partnership with the Downtown Schenectady Improvement Corporation, also included students from Schenectady County Community College. The College itself also worked with the city on a number of projects for mutual benefit. Through a partnership with the Schenectady County district attorney's office, Union donated a number of public surveillance cameras to enhance safety in neighborhoods near the campus. It also donated \$162,000 to renovate "Diamond C," one of three baseball fields in Schenectady's Central Park, with a new infield, new bases and a sprinkler system. The field was dedicated in April during a ceremony attended by both President Ainlay and Schenectady Mayor Brian Stratton.

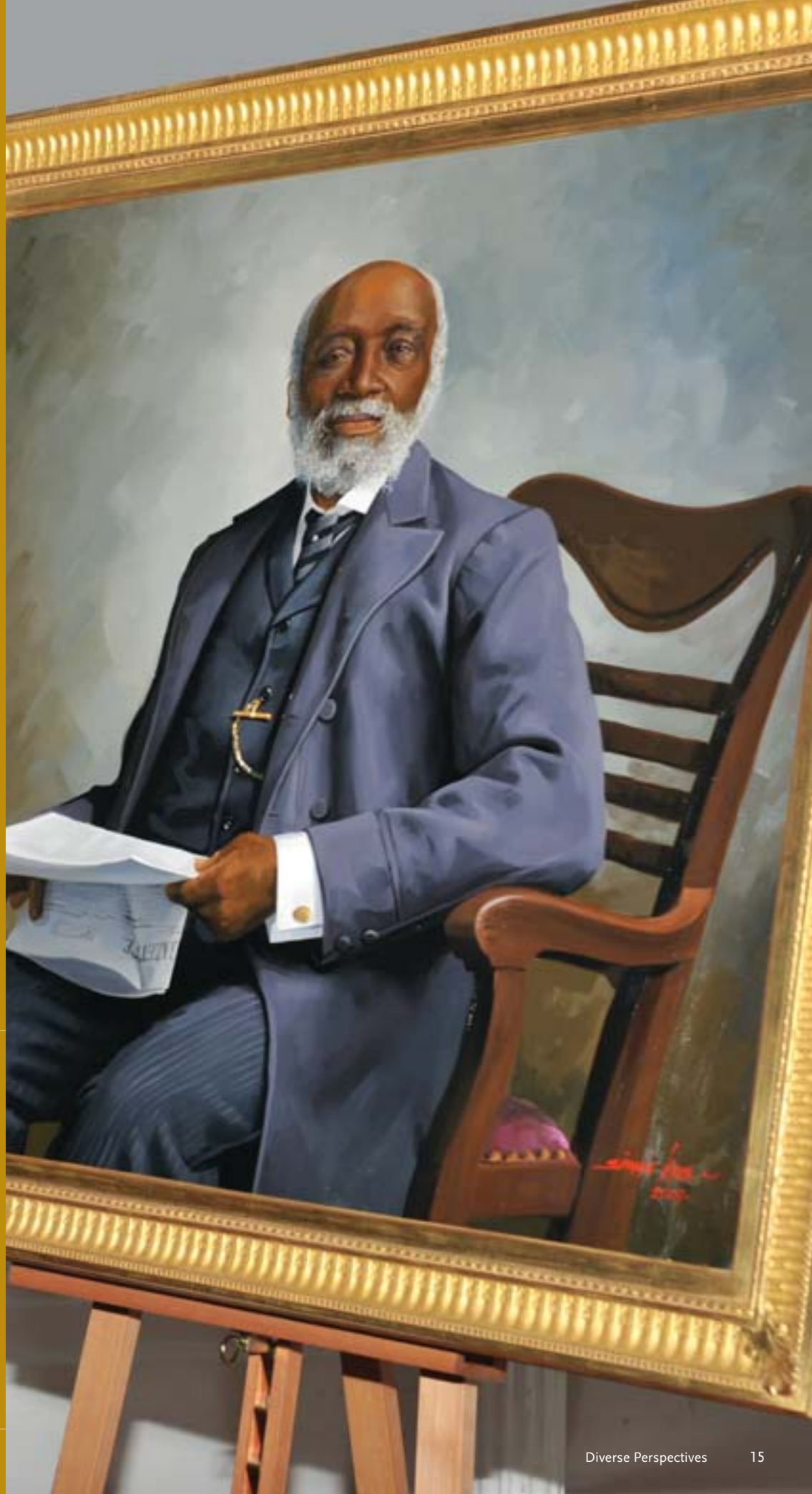
The Kenney Community Center, Union's hub for community service projects, helped the College community log over 7,000 hours of community service, earning Union an appointment to the President's Higher Education Community Service Honor Roll with Distinction in 2009. The Center also helped arrange for invaluable service learning components to be incorporated into a sociology class on Sex and Motherhood and a class on the Anthropology of Poverty. Finally, in April, the Kenney Community Center worked to bring 120 English and science students from Schenectady High School to campus for a discussion of the book "The Kite Runner" along with science demonstrations, lunch and a campus tour. Nine Union students facilitated small circle book discussions, and six science clubs presented interactive workshops as part of the event.

## Diverse Perspectives

Since its earliest days as one of the first non-denominational colleges in the country, Union College has cultivated an intellectual community where diverse perspectives are valued and welcomed.

Founded by people from different traditions and backgrounds who became united by a common educational mission, Union is still animated by a spirit of tolerance and open-mindedness. Both inside and outside the classroom, students are encouraged to seek out and appreciate a wide array of viewpoints and to see the world through new eyes as often as possible.

*Moses Viney as painted by Simmie Knox*





# FOUNDERS DAY CELEBRATES HISTORY OF DIVERSITY AT UNION

Union's annual Founders Day celebration in February was a powerful tribute to the positive impact of diversity on the College throughout its history. Students, faculty and staff from all corners of campus came together to honor Union's role in the abolitionist movement and one of its notable historical figures, escaped slave Moses Viney.



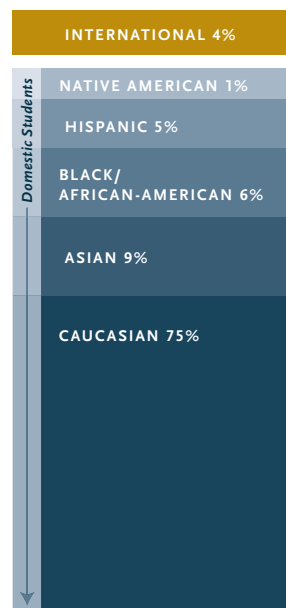
Historian James M. McPherson delivers a keynote address.

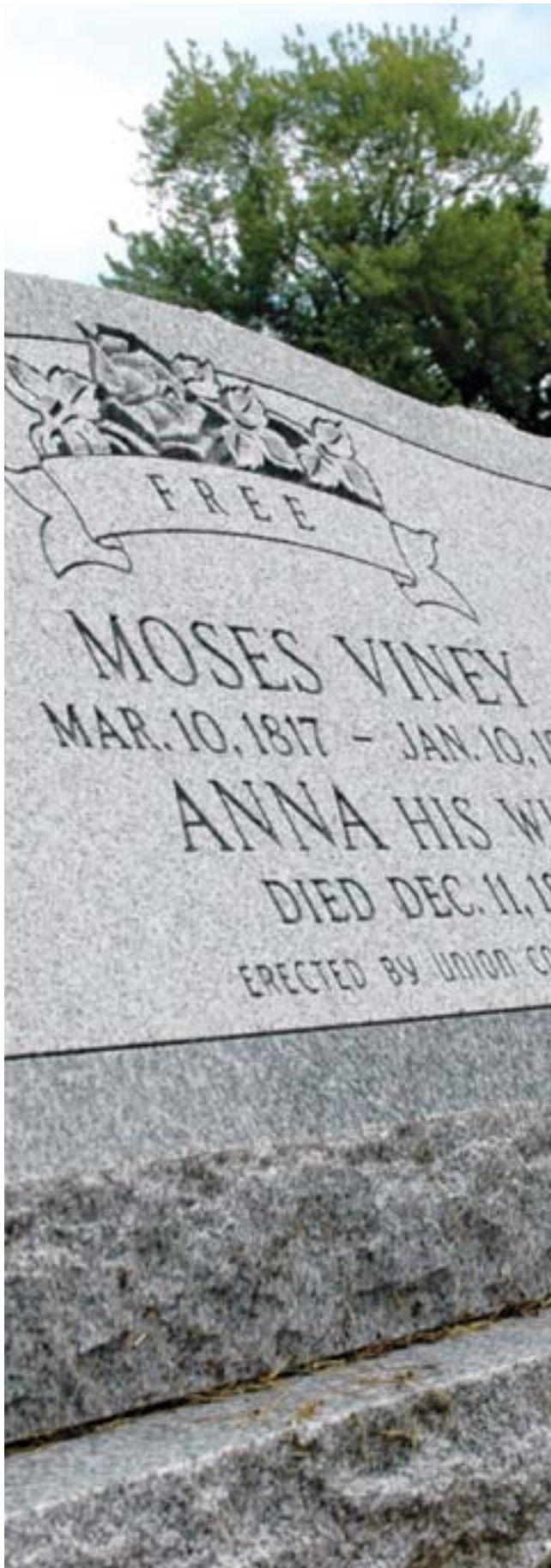
The Founders Day celebration, held in a packed Memorial Chapel, centered around the unveiling of a portrait of Viney, a runaway slave from Maryland who escaped to Schenectady on the Underground Railroad. Viney was a coachman, messenger and constant companion for President Eliphalet Nott, who eventually secured his friend's freedom. Viney's portrait was painted by Simmie Knox, a renowned African-American artist who painted the official White House portraits of former President Bill Clinton and First Lady Hillary Rodham Clinton and other political and cultural figures. President Ainlay praised Knox by borrowing the words of Jared Gourrier '10, who gave a passionate introductory speech in which he spoke about Moses Viney and encouraged Union students to take the time to learn about their institution's history. Ainlay told Knox,

## Ensuring a Multicultural Future

Despite national declines in college applications due to the economy, the Office of Admissions successfully recruited the most diverse class in Union's history. For the first time, 21 percent of the Class of 2013 is composed of domestic multicultural students, including 9 percent Asian students, 6 percent Black/African-American students, 5 percent Hispanic students and 1 percent Native American students. Four percent of the class is made up of international students, an increase of 1 percent over previous years. Union students today include individuals from 38 states and 34 different countries. In addition, the Office of Admissions recently hired a new associate director whose responsibilities include increasing Union's geographic outreach. In the coming year, the Admissions team will continue to focus on growing diversity at Union by emphasizing the critical role it plays in promoting rich intellectual life on campus.

### Class of 2013





Above: The recently placed grave of Moses Viney  
Right: The new Prayer and Meditation Room at Union College

who was in attendance, that he captured the “integrity, capability and intelligent humility” of one of the campus’s central figures. Knox based his astonishingly lifelike portrait of Viney on a photograph from the College’s archives.

Pulitzer Prize-winning author and historian James M. McPherson delivered a keynote address at the ceremony in which he described Nott’s strong anti-slavery convictions. The College also hosted “The Underground Railroad, Its Legacies and Our Communities,” the eighth annual Underground Railroad History Conference, at College Park Hall later in February. Schaffer Library staged an exhibit, “Abolitionism and the Struggle for African-American Freedom: The Union College Experience,” which included an 18th-century sermon by President Jonathan Edwards that speaks out against slavery, photographs of Moses Viney and copies of Union’s African-American student newspapers from the 1970s.

## Seeing Through New Eyes

To support and encourage appreciation of different faith traditions at Union, a new Prayer and Meditation Room was opened on the second floor of Reamer Campus Center in October 2008. Students offered prayers from multiple faiths at the dedication of the new room, which was the result of a student-led initiative.



As Ariel Sincoff-Yedid '09 said at the dedication ceremony, “I may not agree with every tenet of every tradition or every belief or practice. But I believe these beliefs and practices must be protected and understood. This space, our prayer and meditation room, is a necessary step in the protection and encouragement of religion and spirituality at Union.” The room is open to all and is stocked with sacred texts, prayer rugs, prayer cushions and other articles of religious observance from multiple faith traditions.



One religious group on campus received an important honor this past spring. Union College Hillel, the Jewish student life group, was selected by Hillel International to take part in the “Small and Mighty Campuses of Excellence II,” a pilot program to enhance Jewish life on small college campuses. The program offers specialized training and financial resources to Hillel, including new opportunities for alternative spring break projects, grants, site visits from a Hillel Schusterman International Center representative and priority from Taglit, an organization that provides educational trips to Israel for young Jewish adults. Union Hillel Director Bonnie Cramer observed that the program will also allow networking opportunities between Union and similar small campuses looking to enhance Jewish life. Union and six other colleges – Dickinson College, Elon University, Hamilton College, Kenyon College, Smith/Amherst Colleges and Wellesley College – are part of the second cohort of schools to be designated Small and Mighty.

As part of the Dr. Martin Luther King Jr. Celebration Series in January, Union students, faculty and staff had an opportunity to experience the Human Race Machine. The machine, invented in 2000, has appeared at colleges across the country. It resembles an instant photo booth that gives users a chance to “try on” a different ethnicity via a computerized morphing program that subtly changes facial features to those of another race. The accompanying discussion sessions encouraged participants to talk about the experience and their perceptions of race.

## Embracing Diverse Viewpoints

The brothers of Alpha Phi Alpha Fraternity acknowledged a variety of recent diversity initiatives on campus by honoring President Ainlay with the fraternity’s

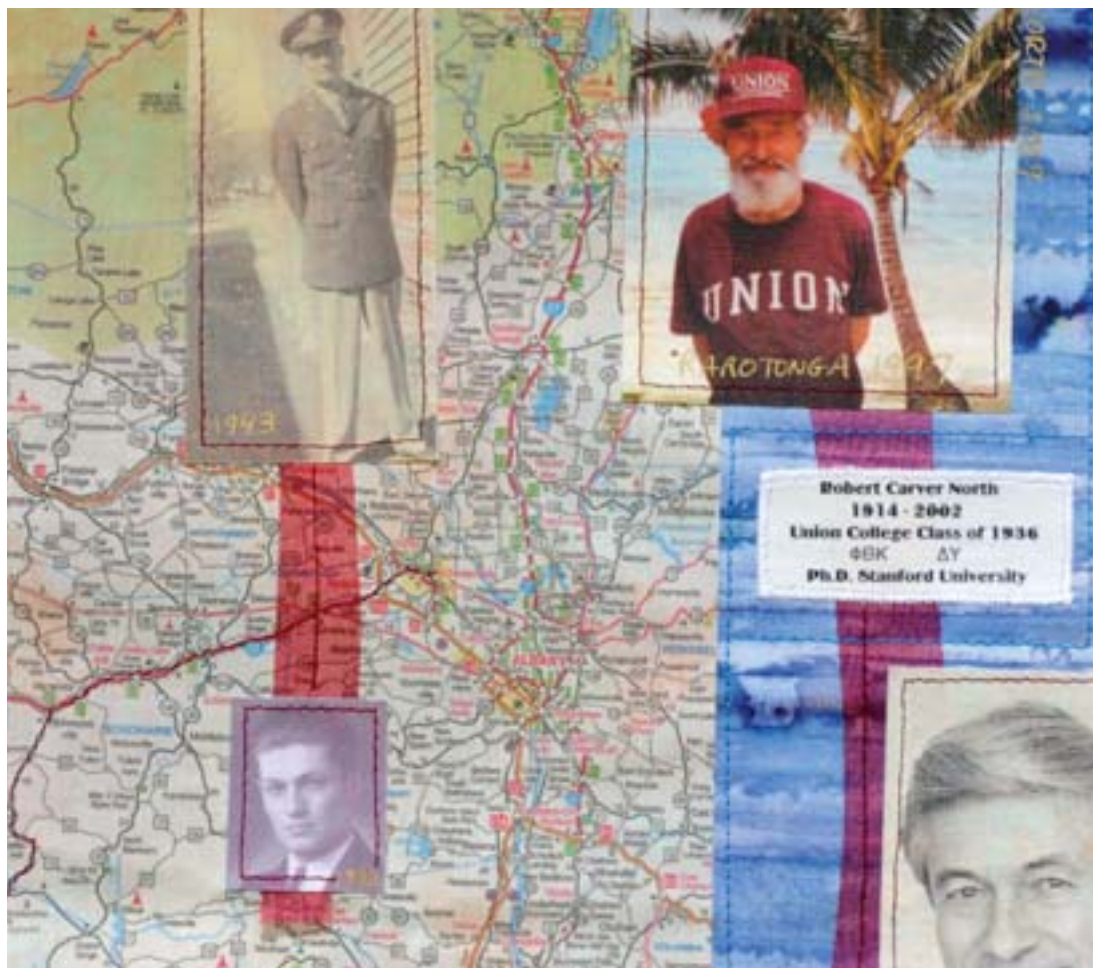


distinguished Sphinx Award. The historically black fraternity, which has a 26-year history at Union, cited the president’s support of the Posse Scholars program, the creation of a senior staff position for campus diversity and affirmative action and strong support for a variety of multicultural organizations and issues. The Union chapter of the fraternity, Pi Pi, typically gives two Sphinx community service awards each year. James Hidalgo ‘10, chapter secretary, entered Union when President Ainlay joined the College in 2006 and said of the president, “From the time he came to campus, he made diversity initiatives a priority and has shown multicultural clubs great support.”



*All: Sections of the Unity Quilt*





As Union looks ahead to its 215th birthday in 2010, the offices of Multicultural Affairs and Campus Diversity are planning to “cover” the event in a unique way through the Union Unity Quilt project. The project entails stitching together individual squares of personal or group history from the campus community to make a large quilt that will be displayed on Founders Day 2010. Students, faculty, staff and alumni are all invited to donate pieces of fabric. Each swatch should represent a bit of the giver’s own history. “We bring our family histories with us when we come to Union,” said Karen Ferrer-Muñiz, director of Multicultural Affairs and Campus Diversity. “Our diversity goes beyond skin color, religion and gender. I hope people will leave little pieces of themselves behind in the quilt.”

Other important campus diversity initiatives in 2008-09 included a lecture on campus by noted civil rights attorney Lani Guinier, the first black woman to achieve a tenured professorship at Harvard Law School. Guinier gave a talk that touched on her memoir, “Lift Every Voice: Turning a Civil Rights Setback into a New Vision of Social Justice.” In addition, the second annual LGBTQ exhibit

was held in the Nott Memorial’s Wikoff Student Gallery. “LGBTQ: A Union Perspective” explored issues of the lesbian, gay, bisexual and transgender community through the works of 10 artists. The campus also had a chance to hear from Anthony Rapp, star of the acclaimed musical “Rent” and an advocate for AIDS, LGBT and poverty issues, as part of the Presidential Forum on Diversity speaker series. Rapp spoke on “Diversity and Being True to Yourself” and viewed the LGBTQ exhibit during his visit.

Union also undertook efforts to improve technology for students with disabilities. The College purchased several netbooks and two laptops for students with written language abilities or hand/arm injuries to use for essay exams. Students with visual disabilities will also have access to Kindles, electronic book readers with “read aloud” options and enlarged text. The purchase of a Dolphin Easy Converter unit also makes it possible to convert books to audio, to enlarged versions or to Braille versions quickly and easily.



*Students engage in hands-on learning.*

2008-2009 was once again a productive year for interdisciplinary projects and innovation at Union. Students worked closely with faculty members on a variety of in-depth research projects, alumni and friends gave generously of their talents and resources to support Union's educational mission, and student-athletes exemplified excellence on and off the field—all while the College began construction on a building that is the very embodiment of innovation and collaboration.

# INNOVATIVE & INTERDISCIPLINARY

ACHIEVEMENT

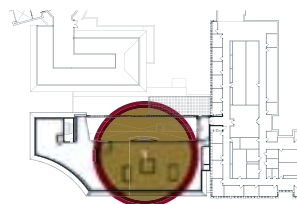


Slated to open in February 2011, the 35,000-square-foot Peter Irving Wold Center for Science and Engineering will house state-of-the-art labs and teaching facilities dedicated to fields that will shape the 21st century.

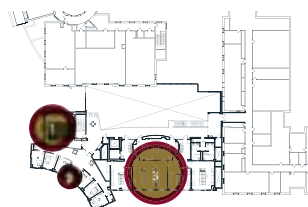


# UNION BREAKS NEW GROUND

## WITH SCIENCE AND ENGINEERING CENTER



1. Rooftop Energy Research Lab



1. Electronic Classroom
2. Faculty/Student Interaction
3. Biochemistry Research and Teaching Labs



1. Electronic Classroom
2. Faculty/Student Interaction
3. Aerogel Fabrication and Characterization Lab
4. Environmental Science Research Lab
5. Multi-Purpose Atrium



1. Public Computer Lab
2. High-Performance Computer Lab
3. Phasor Lab For Electrical Engineering and Music Research
4. Environmental and Energy Engineering Research and Teaching Labs

Construction of the Peter Irving Wold Center for Science and Engineering began in the spring and is set to be completed in 2011. The interdisciplinary center will serve as a platform for learning, research and innovation and will solidify the College's role as a national leader in the integration of science and engineering with the social sciences and humanities.

The three-story facility will house space for interdisciplinary programs in biochemistry and environmental science as well as engineering. Building highlights include a high-performance computer lab, state-of-the-art laboratories and classrooms and flexible spaces for cutting-edge interdisciplinary research. The center will also house a rooftop renewable energy lab and undertake research and demonstration projects related to energy and the environment.

The building was made possible, in large part, due to a lead gift from John Wold '38 and his wife, Jane. The Wolds directed a substantial portion of their \$20 million commitment to the You are Union campaign to be a catalyst for the project. Wold, of Casper, Wyo., is a geologist and president of Wold Minerals Company. The building is named in honor of his father, Peter Irving Wold, a physics professor at Union College from 1920-1945.

As Doug Klein, dean of Interdisciplinary Studies and Special Programs, noted, “In addition to providing Union with much-needed state-of-the-art interdisciplinary research and teaching facilities, the Wold Center will also create a ‘front door’ to all of Science and Engineering. It will bring those fields, both intellectually and physically, back into the historic Ramée plan for Union College.”

The center, located next to the F.W. Olin Building, will feature prominent display areas to showcase student and faculty projects. In addition, its public spaces will help bring Union’s liberal arts tradition into closer collaboration with its science and engineering programs. The central glass-walled atrium, for example, will create a sort of academic town square for student and faculty collaborations. The center is also designed to achieve LEED Gold status from the U.S. Green Building Council through the incorporation of sustainable approaches to site development, water savings, energy efficiency, materials selection and indoor environmental quality.

“The Wold Center will enhance the College’s reputation as an academic pioneer at the forefront of the nation’s leading undergraduate institutions. Science and engineering communities, academic leaders and prospective students all will take note,” said College Trustee John E. Kelly III ’76, Senior Vice President and Director of Research for IBM. “In short, the Wold Center has the potential to transform the future of the campus and contribute to the revitalization of New York’s Capital Region.”

“The Wold Center will enhance the College’s reputation as an academic pioneer at the forefront of the nation’s leading undergraduate institutions. Science and engineering communities, academic leaders and prospective students all will take note.”

**Read more about the new center at  
[www.union.edu/campus/wold](http://www.union.edu/campus/wold)**



## Transcending Disciplinary Boundaries

The 2008 presidential race was the topic of lively interdisciplinary discussion among students, faculty and guest speakers throughout the first half of the year. To prepare for freshman orientation, the incoming Class of 2012 delved into the life stories of both candidates, with half reading Obama's "Dreams From My Father," and half reading McCain's "Faith of My Fathers." During orientation weekend, the first-years discussed the campaign with Joshua Micah Marshall, founder of the popular blog, "Talking Points Memo." Union offered an election course as well, covering everything from the role of the media to the psychology of polling. The course provided an interdisciplinary look at the nuances of the presidential race, and faculty members from the departments of political science, psychology, biology, sociology, mathematics, economics and engineering each covered specific facets of the campaign.

At the second national symposium on Engineering and Liberal Education, hosted by Union in June, Rollins College President Lewis M. Duncan declared that a cultural reconciliation between the humanities and the sciences is critical if graduates are to succeed in an increasingly technological world. Duncan said, "In this complex, modern world, a truly liberal education liberates the minds of our graduates so that they will be not merely informed spectators, but engaged participants in the great issues, debates and challenges that define their times." Among the conference participants were Princeton, Dartmouth, Harvard, Smith, Lafayette and the U.S. Military Academy.

A number of new interdisciplinary majors were recently introduced to enhance Union's academic offerings. The bioengineering program, for those interested in the interface between engineering and the life sciences, teaches students to apply engineering principles and analytical approaches to the study of biological systems. A new religious studies major enables students to gather insights from philosophy, psychology, sociology, anthropology, political science, history, literature and other disciplines to illuminate their study of different faith traditions. The environmental science and policy program gives an overview of many of the diverse aspects of modern environmental issues, including science, technology,



public policy and economics. Students may major in environmental science or environmental policy and will find the program useful for a variety of environmentally-related careers in the public or private sectors.

The College appointed a new Dean of Studies last year as well. Kristin Bidoshi, associate professor of Russian and interim Dean of Studies, was appointed Dean of Studies. She holds a Ph.D. from the Department of Slavic and East European Languages and Literatures at The Ohio State University. The author of several studies of Albanian and Russian folklore as well as papers on language learning, Bidoshi has served as the Russian Program Section Leader since coming to Union in 2001.





Associate Professor of English Bernard Kuhn, left, speaks with noted physicist and author Alan Lightman. Doug Klein, dean of Interdisciplinary Studies & Special Programs, and Michelle Wu '09 look on.

## Alumni and Friends: Supporting Our Mission From Beyond the Gates

In further support of Union's interdisciplinary mission, a generous gift from Jim Lippman '79 and his wife, Linda, will fund a major renovation of the Social Sciences building. The renovation will revitalize the teaching and learning environment of one of the most heavily-used academic buildings on campus. The building will be renamed Lippman Hall in honor of Jim Lippman's father, Robert G. Lippman '50. Renovations are expected to begin in January 2011 and be completed before the end of the year. The renovations are an important component of the College's comprehensive campus plan. They will include "smart classrooms" that employ state-of-the-art technology and will support the work of faculty and students both within and across departments. A groundbreaking ceremony during ReUnion weekend in May honored the Lippman family and the impact of their gift on Union's academic mission. Highlights of the ceremony can be viewed online at [www.youtube.com/unioncollege](http://www.youtube.com/unioncollege).

Alumnus Armand V. Feigenbaum '42 received the 2007 National Medal of Technology and Innovation last September, the highest honor for technological achievement bestowed on America's leading innovators. Feigenbaum and the other seven recipients were honored at a White House ceremony that was also attended by President Ainsley and his wife, Judith Gardner Ainsley. The award is given to individuals, teams and/or companies for outstanding contributions to the nation's well-being through the development and commercialization of technological innovation. Armand and his brother, Donald S. Feigenbaum '46, of Pittsfield, Mass., are longtime Union benefactors. Armand Feigenbaum is the originator of Total Quality Control. His book on the subject, published in many languages, is the leading text on quality systems and improvement.

A group of 40 alumni took part in the second annual Alumni & Friends Symposium on campus in October. This year's topic, health care reform, brought together thought leaders and innovators from the fields of medicine, law and insurance for a weekend of lively intellectual discourse. Attendees participated in a series of workshops to define major problems facing America's health care

system and propose solutions. Ezekiel Emanuel, chairman of the Department of Bioethics, Clinical Center of the National Institutes of Health, was the keynote speaker.

Alan Lightman, parent of Kara Lightman '09, inspired students across disciplines during a guest lecture given in April. Lightman is the author of the international best-seller "Einstein's Dreams" as well as "The Diagnosis," a National Book Award finalist. He is also a noted physicist and prominent humanitarian. Lightman founded the nonprofit Harpswell Foundation a decade ago to empower disadvantaged young people, particularly women, in developing countries through providing housing, education and leadership training. Currently, Ned Lincoln '09 is working with the foundation in Cambodia as a Minerva Fellow.

Joseph James '69 received a Purpose Prize worth \$100,000 for his latest initiative in a lifelong career of economic development. "The Greening of Black America – A Rural Development Opportunity" sprung from James's realization that participating in the south's growing "green" economy was a way to stabilize the declining number of black farmers and reduce rural poverty. It focuses on black farmers in South Carolina and on creating opportunities for them within the growing biomass industry.

Alumni and members of the Union community were treated to a rare insider's look at Hollywood and the entertainment industry when three noted members of the industry spoke during ReUnion weekend festivities in May. Among the more than 1,500 alumni who returned to campus for ReUnion was Alan Horn '64, president and COO of Warner Bros. Studios, the company behind such blockbusters such as "The Dark Knight," and the Harry Potter franchise. Horn enthralled the audience with stories about some of Hollywood's biggest stars and insights about the challenges facing the entertainment industry. Fellow Hollywood notables Chris Sheridan '89, a writer and character voice for "Family Guy," and Scott Siegler '69, the creative executive behind shows like "Growing Pains" and "Night Court," also spoke during the weekend. All emphasized how innovative opportunities at Union contributed to their eventual success. A highlights video of the three Hollywood speakers can be viewed at [www.youtube.com/unioncollege](http://www.youtube.com/unioncollege).



Men's lacrosse player Derek Mayer '11

## Achievement On and Off the Field

Union's student-athletes are no strangers to achieving excellence across disciplines. Matt Cook '09, co-captain of the men's ice hockey team, is a good example. Cook was named the ECAC Hockey Student-Athlete of the Year, beating out students from Dartmouth, Harvard, Princeton and Yale to become the second Dutchman in three years to earn the award. The New Jersey native, an economics major and math minor, made the Dean's list every term while finishing his collegiate hockey career tied for 10th on the school's all-time points list.

The men's ice hockey team turned in the best season in the history of the program at Division I, winning 19 games, its first playoff series and the Governor's Cup. Forward Adam Presizniuk '11 was named the team's most valuable player for the second consecutive season after a record-setting 38 points. An equally groundbreaking season was had by the women's volleyball team, which achieved a school record of 36 wins. Meanwhile, the men's and women's crew program celebrated its own milestone when the program turned 25 years old. The team marked the occasion with a reception for alumni and family members during Homecoming Weekend, and several speakers gave moving accounts of how the program evolved from its meager beginnings to one with strong participation and loyal support.

Like many Union students and faculty, athletes and coaches also actively supported philanthropic causes throughout the year. The women's hockey team hosted its second Pink at the Rink fundraiser for breast cancer research, in which pink-wrapped hockey sticks were auctioned online. The men's team got into the act as well, auctioning pink-trimmed jerseys worn in a game. Women's ice hockey coach Claudia Asano and men's hockey defenseman Mike Wakita '10 also donated several inches of their hair to Pantene Beautiful Lengths, which gives wigs to the American Cancer Society. In the last year and a half, the women's ice hockey team has raised more than \$15,000 for the fight against cancer, inspired in part by volunteer assistant coach George Morrison, who lost his battle with brain cancer earlier this year.

Men's lacrosse player Derek Mayer '11, aided by team captain Ian Dempsey '09, began a Union College bone marrow donor registry last spring, recruiting the entire men's lacrosse team and staff as well as the women's ice hockey and men's soccer teams to sign up as potential marrow donors. Mayer became passionate about the issue of bone marrow donation when his mother was diagnosed with leukemia and received a life-saving donation from the National Marrow Donor Program. The New Jersey native plans to expand the effort at Union this year, as well as approach the Liberty League to see if other schools might be willing to get involved.

## Foundations for Future Innovation

Union students pursued numerous innovative research projects over the course of the year, many of which were presented at the Steinmetz Symposium in May. The annual symposium is a gratifying experience for students and their faculty advisors and an impressive display of talent for the attending students, staff members and parents. Students give formal presentations on research projects from a wide variety of different disciplines and interdisciplinary fields. Projects are conducted in close partnership with faculty advisors, providing an opportunity for undergraduates to collaborate with faculty in ways that are rarely possible at larger institutions. A video overview of the Steinmetz Symposium can be found online at [www.union.edu/Academics/Steinmetz/video](http://www.union.edu/Academics/Steinmetz/video).



*"Illustrated Organism," a class that integrates biology and visual arts, encourages cross-disciplinary thinking.*



*Kara McCabe '09 presents her research on D.H. Lawrence's relationship to women at the Steinmetz Symposium.*

The College itself formed an innovative new partnership with five other liberal arts colleges in Upstate New York. The "New York Six" consortium, which includes Union, Colgate University, Hamilton College, Hobart and William Smith Colleges, St. Lawrence University and Skidmore College, received a one-year planning grant of \$100,000 from The Andrew W. Mellon Foundation to begin a collaborative partnership with the goals of sharing ideas and best practices, controlling collective costs and finding ways to promote Upstate New York as a dynamic region for intellectual creativity and top-notch educational opportunities. The group will focus on six broad areas of collaboration and cooperation ranging from harnessing shared technology to promoting sustainable practices, such as recycling operations and use of alternative energy supplies.



# A WORLD-CLASS

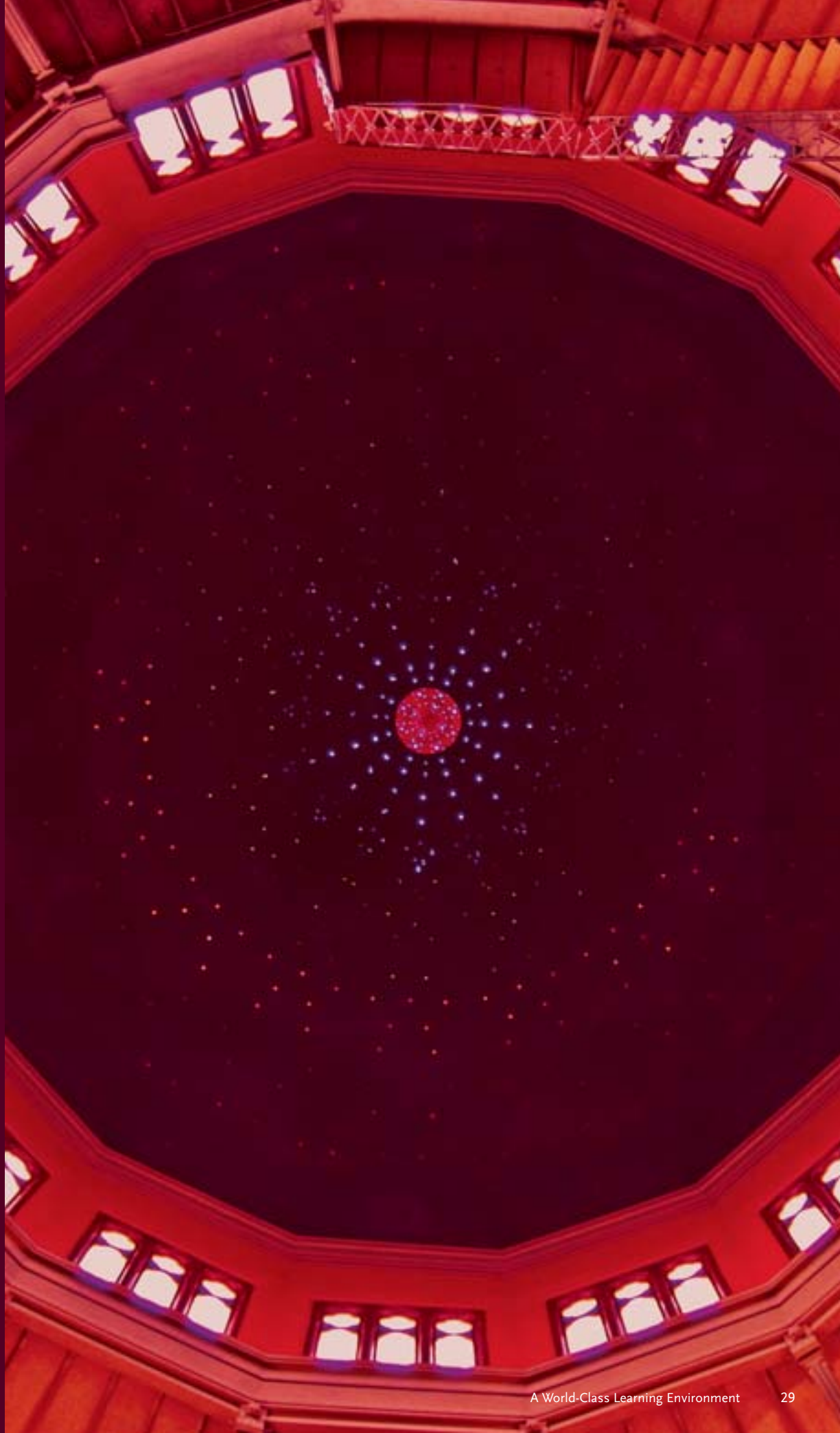
## LEARNING ENVIRONMENT



The original campus plan for Union College called for an open vista facing the West, allowing students and faculty to look upon the “frontier,” an apt description of the Mohawk Valley at the time and a symbol of the challenges faced by an expanding nation at the dawn of a new century. Today, although our frontier has become a global and technological one, Union still provides a learning environment that prepares students to tackle it. By facilitating lively intellectual exchange, preserving and enhancing academic resources and equipping students with the skills to pursue their passions, we continue to educate the pioneers of the next generation.



*Left: Aerial view of the Union Campus  
Right: Interior ceiling of the Nott*





# UNION FACULTY HONORED

## FOR INTELLECTUAL LEADERSHIP



*Jennifer Matsue, professor of music, anthropology and East Asian studies, is pictured with a student in Taylor Music Center.*

Union's distinguished faculty were recognized with numerous awards and grants last year for their groundbreaking research and accomplishments. A \$500,000 grant from the National Science Foundation will support a three-year study by Union and Skidmore college researchers on recruiting and retaining female professors in the fields of science (including social science), technology, engineering and math—the "STEM" disciplines. Brenda Johnson, professor of mathematics at Union, and Alice Dean, professor of mathematics at Skidmore, are co-principal investigators for the project.

The NSF also awarded funding to Assistant Professor of Chemistry Laura MacManus-Spencer to acquire a liquid chromatography-tandem mass spectrometry instrument. The instrument will enable chemistry, biology and environmental science faculty to advance their analysis of environmental contaminants, biomolecules, and unknown compounds. Associate Professor of Electrical and Computer Engineering Palmyra Catravas also received instrumentation funding from the NSF to help establish a multi-disciplinary acoustic laboratory in the new Wold Center. The instrumentation supported by the grant will permit students and faculty to conduct advanced scientific research such as experimental studies of human speech production and sonification work.

Robert Lauzon, an associate professor of biology, was awarded a prestigious fellowship from the Marine Biological Laboratory, an internationally renowned biomedical and environmental research center in Woods Hole, Mass. The Frederik B. and Betsy G. Bang Fellowship Fund provides funding for visiting investigators to study the immune capability of marine animals and the use of marine models for research in molecular biology or biomedicine.

Stephen Schmidt, professor of economics and chair of the Economics Department, was awarded the inaugural Byron A. Nichols Endowed Fellowship for Faculty Development. The fellowship, which covers a two-year period, is designed to support College faculty in developing programs and skills that



*Aerogels Research Team member Michael Bono '09 uses an electron microscope to investigate the structure of aerogels.*

Union's distinguished faculty were recognized with numerous awards and grants last year for their groundbreaking research and accomplishments.

enhance intellectual, social and personal interactions with students. Schmidt proposed a new course on normative economics, which is the study or presentation of "what ought to be" rather than what actually is.

Tarik Wareh, assistant professor of classics, received two prestigious awards to support work on his book, "The Lost Years: Literary Competition, Philosophy and Politics in the Generation After Plato and Isocrates," a study of the interconnected ideas and careers of intellectuals of the fourth century B.C. One award was a stipend from the National Endowment for the Humanities to support summer research. The other will take Wareh and

his family to Washington, D.C. for a year-long residence at Harvard University's Center for Hellenic Studies, a premier research library. There, Wareh will work in the company of other elected fellows.

Jennifer Matsue, professor of music, anthropology and East Asian studies, was awarded a prestigious \$35,000 fellowship from the American Council of Learned Societies to complete a book about identity and meaning within contemporary music scenes in Japan. The year-long fellowship will fund her field research in Kansai, Japan, beginning in January. Before beginning her field work, Matsue will teach a Union term abroad in Osaka.



*Students listen attentively in Assistant Professor of Biology Jeffrey Corbin's ecology class.*





*For his senior project, David Sanders built a sustainable garden shed.*



## Creative Preservation of Resources

Several innovative student projects in 2008-09 were inspired by the campus's emphasis on sustainability and sought to preserve both Union's and the earth's resources. David Sanders '09, for example, wanted his senior project to be solid and make a solid difference. The project, a 110-square-foot garden shed, fit the bill perfectly. It now occupies a corner patch of grass beside Union's organic garden, Octopus's Garden. The shed was built with earth-friendly materials and practices. Sanders started constructing it in late March with help from his architect stepfather, and the two included features such as south-facing windows for natural light and warmth, earthen plaster siding, salvaged doors and windows, and sustainably grown timber. Sanders's efforts were supported by a Presidential Green Grant, the Minerva Program and the Intellectual Enrichment Fund.

Initiatives ranging from a new way to clean car exhaust to the design of a micro-wind turbine also received Presidential Green Grants. The new grant program supports environmentally sustainable projects at Union. The 10 selected projects shared \$16,000 in grant funding. Each project receives between \$500 to \$2,000, and plans call for similar grants to be awarded over the next two years.

Additional student research in an environmental studies class determined that the College emitted between 19,500 and 28,000 metric tons of greenhouse gas in 2008 and recommended ways for the College to reduce its carbon footprint. The emissions, equivalent of the carbon dioxide released by 7,100 tailpipes during a typical year of driving, can be cut by up to 13 percent in a variety of ways. Most of the reductions would come from paring down campus energy consumption through such tactics as using hand dryers instead of paper towels, turning down thermostats in dorms and installing more efficient vending machines.





## Enhancing Our Historic Campus

2009 marked the first year of Union's 10-year facilities renewal program, designed to enhance the College's physical resources by addressing various deferred maintenance needs with an annual budget of \$3 million. Each year, a list of projects proposed by Facilities Services will be presented for review and approval. Once approved, the projects will be designed and completed during the following fiscal year. The list approved for 2009 includes a variety of projects intended to enhance the accessibility or safety of campus buildings, such as construction of ramps, installation of sprinkler systems and upgrades to roofs and electrical systems. One noteworthy project is the installation of a new environmental control system for Schaffer Library archives, which will help preserve valuable items in the library's Special Collections.



*Views of Schaffer Library*

*Lativa Holder '09, student coordinator of the Kenney Community Center Homework and Skills Development program, works with an elementary school student.*



## The Union of Living and Learning

The Office of Student Affairs, under the leadership of Dean of Students Steve Leavitt and a dedicated staff, undertook a number of initiatives over the past year to facilitate an optimal learning environment on campus. The Minerva Houses continued to play an integral role in this process by sponsoring a wide variety of intellectual and social programming for students, faculty and staff. The seven houses sponsored roughly 420 events over the course of the year, 56 percent of which had an intellectual or cultural component. Faculty initiated about 80 events, many directly related to their courses. It was also a strong year for co-programming between Greek houses and Minerva houses, including an evening last April when campus fraternities closed in order to co-host a series of social events at the Minerva houses.

Members of Union's fraternities and sororities demonstrated leadership in a number of intellectual and service learning activities and enhanced self-governance in the Greek system. In fall 2008, the Inter-fraternity Council (IFC) was expanded with additional representatives to become the Greek Judicial Board. The Board adopted the North-American Inter-fraternity Conference Standards of



*Economics Professor Shelton Schmidt joins students at Blue House to discuss cultural stereotypes in an event sponsored by the Asian Students Forum.*



Ethics and Conduct and is empowered to resolve any issue relating to fraternity and sorority misconduct. It also instituted the Greek Chapters Accreditation Program, which sets minimum levels of community involvement, academic programming and campus involvement for chapters, and it raised the minimum GPA required for membership in a Greek organization.

Seventeen students represented Union at the Northeast Greek Leadership Association, where they attended educational workshops covering topics such as values-based recruitment, academic success, creating a culture of service and risk management. The IFC sponsored its first Men's Day of Service to encourage the men of Union College to engage in service to the local community. Union students helped clean up Schenectady's historic Vale Cemetery as part of that effort.

The Multicultural Greek Council took the lead on raising money to fund a tombstone for Moses Viney and his wife in the Ancestral Plot at the cemetery. In March, the Office of Greek Affairs launched the Sophomore Leadership Experience, a series of educational programs designed to engage newly initiated members and prepare them for leadership roles in their fraternity or sorority.

A new programming model was adopted by Residential Life to help implement its philosophy of educating each student through one-on-one interactions. A shift in resources resulted in five Residence Directors living in each residence hall. The directors supervise Residence Advisors (RAs) and work on programming for the halls in four major thematic areas: student learning, global awareness, engagement and personal development. RAs must also meet various programming requirements, including looking for opportunities to involve faculty and leading a service activity.



08/09

# Financial Recap

## Union by the Numbers

Total Endowment Value

**\$291 Million**

Operating Budget

**\$131 Million**

Number of Employees

**851**

Full-Time Enrollment

**2,192**

Student/Faculty Ratio

**10:1**

Size of Incoming Class

(Class of 2013)

**520**

Acceptance Rate for Incoming Class

**41%**

Freshman Retention Rate

**93%**

6-Year Graduation Rate

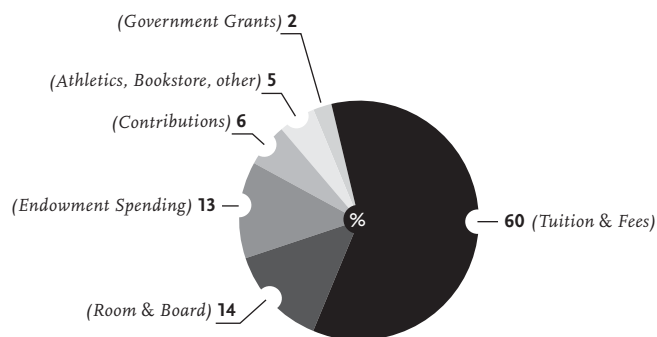
**85%**

Estimated Annual Economic Impact  
on Schenectady County

**\$333 Million**

## Pulling Together, Planning Ahead

Like all colleges and universities across the country, Union has been significantly impacted by the economic downturn that began in the fall of 2008. Our endowment lost approximately 24 percent of its value in the 08-09 fiscal year. Union uses a three-year average of the endowment value to determine the endowment income that will support our operations each year, so while the full impact of the downturn is not immediately felt, we cannot afford to be complacent. Current budget models predict a significant shortfall in the operating budget for the 2012-13 academic year, meaning we must act aggressively and proactively to control expenditures and cut costs before then.

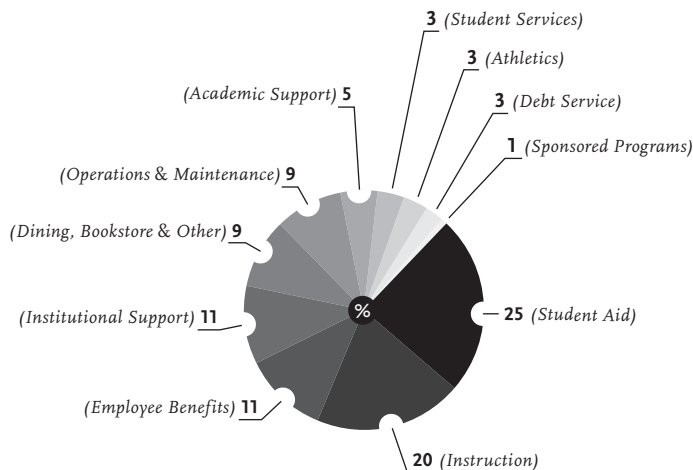


### Sources of Funds

(Unrestricted)

as of June 30, 2009

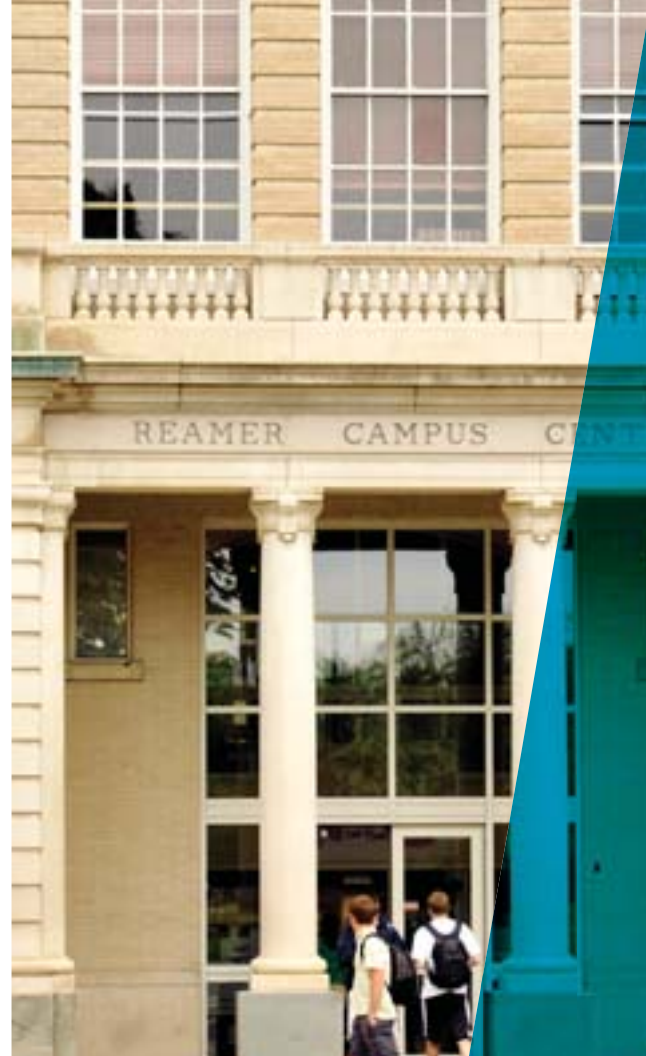
Other factors also impact our budget models. Despite a late-year rally in giving last spring, Union ended the year below its Annual Fund target. And while the budget model was conservative in estimating total enrollment, the size of the incoming class fell short of expectations. At the same time, the financial need of families increased, and appeals for aid went up 20 percent from the previous year. As we plan ahead, we will focus on predicting how these major budget drivers—endowment, enrollment, financial aid and giving—will continue to impact us. The College must also be cautious about relying too heavily on tuition increases as a way of solving budgetary challenges. Our comprehensive fee surpassed \$50,000 for the first time last year, and there is no question that the price of a private college education has become a significant issue for many families.



**Uses of Funds**  
(Unrestricted)  
as of June 30, 2009

But there is good news as well. Because of our relatively conservative investment strategies in the past, our endowment did not experience declines of the same magnitude as many of our peer institutions. And while the administration, Board of Trustees and Planning and Priorities Committee have been working to identify cost reduction opportunities in preparation for anticipated shortfalls, we have not had to resort to eliminating positions or programs as many of our peers have done. We have been able to move ahead with important building projects, address deferred maintenance needs of the campus and undertake other initiatives in support of our Strategic Plan. The Planning and Priorities Committee has already been greatly assisted in its efforts by cost saving suggestions and recommendations from the Union community, and each of the College's responsibility centers have worked hard to identify areas for possible savings.

As Union continues to address the challenges before us, we are mindful of the situation of those who work at and contribute so much to the College, as well as the situation of families who send their sons and daughters here. We will seek to avoid layoffs, control tuition increases, meet enrollment targets and increase giving—especially unrestricted annual giving. We will continue working with our families to meet financial need. We will work diligently to preserve the integrity of the educational process and the experience of our students. We have more work to do, but we remain committed to the vision articulated in our Strategic Plan and to moving Union College forward in the face of current economic challenges.



## Tuition, Room & Board

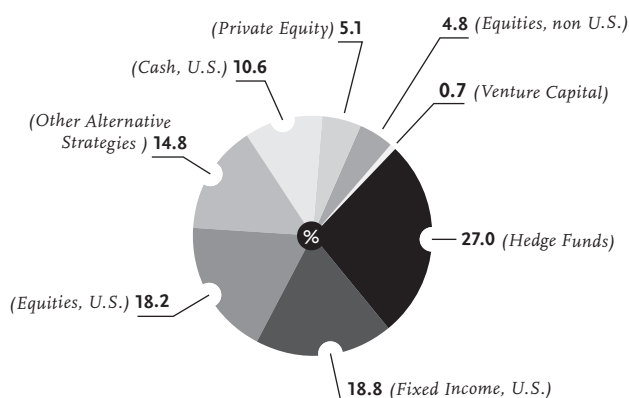
In 2009, the total cost of tuition, room and board at Union exceeded \$50,000 for the first time. At the same time, Union remained committed to our policy of meeting the full financial need of our families.

Currently, tuition, room and board cover only about 74 percent of the actual cost of attending Union. Like all colleges and universities, we rely heavily on the income generated by our endowment, as well as contributions to our Annual Fund, to make up the difference and support day-to-day operations. Unrestricted contributions to the Annual Fund—those that are not earmarked for a specific use—are especially important because they allow the College to direct them toward the areas of greatest need.



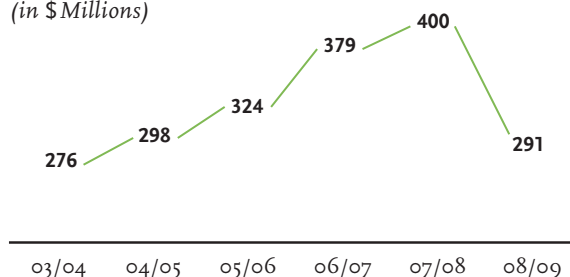
# Endowment

Final results from the fiscal year ended June 30, 2009 show that our endowment was down approximately 24 percent. While better than the 30 percent decline our budget models had assumed, this decline will still impact our operating budgets for the foreseeable future, and particularly in the 2012-13 fiscal year. Given the magnitude of this loss and the uncertain nature of the current economic recovery, we do not expect the endowment to return to its record level any time soon.

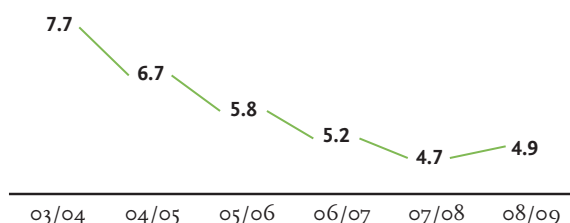


**Endowment Asset Allocation**

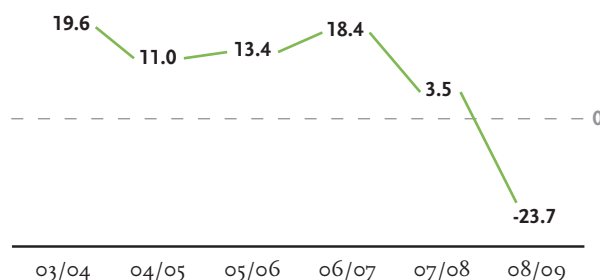
**Endowment Total Market Value**  
(in \$ Millions)



**Endowment Spending Rate (%)**



**Endowment Total Return (%)**



## Fund Performance

Peer Analysis/NACUBO Endowment Universe

	One-Year Ended 6/30/08	Three-Year Ended 6/30/08	Five-Year Ended 6/30/08
<b>Union's Total Return</b>	<b>3.5%</b>	<b>11.6%</b>	<b>12.9%</b>
Percentile within peer group *	10	30	47
Percentile within NACUBO study **	6	8	11

\* Peer group return data represents 32 liberal arts institutions similar in quality, size and asset allocation to Union College as reported in the 2008 NACUBO endowment study.

\*\* The NACUBO study is a national study of college and university endowments completed annually with results published nine months subsequent to June 30. The results for the fiscal year ended 6/30/09 will be published in March 2010. The number of institutions included in the 2008 NACUBO study were 728 (one-year return), 699 (three-year return) and 652 (five-year return). All returns are reported net of fees.

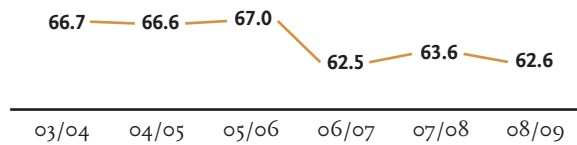


# Financial Ratios

## Contribution Ratios (%)

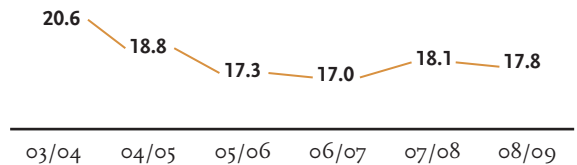
### Tuition/Room & Board (Net of Financial Aid)

Measures the reliance on tuition, room and board revenue



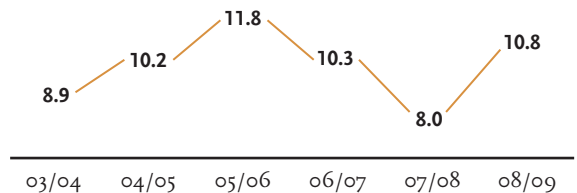
### Investment Income

Measures the contribution of investment income to total operating revenue



### Gifts & Pledges

Measures the contribution of gifts and pledges to total operating revenue



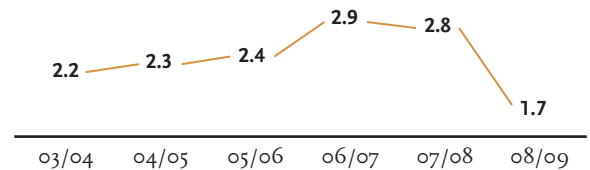
Our contribution ratios have remained relatively constant with the exception of gifts and pledges, which increased in fiscal '09. This resulted in an increased contribution vs. fiscal '08

Our financial operating ratios (measured by Moody's Investor Service) declined in fiscal year '09 due to the significant decline in endowment investment values.

## Operating Ratios (%)

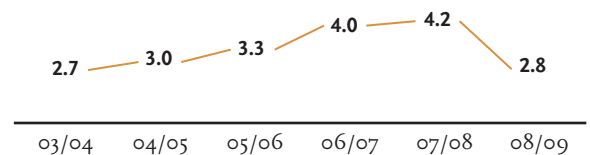
### Expendable Resources to Operations

Measures the buffer provided to the annual operating budget by total expendable reserves



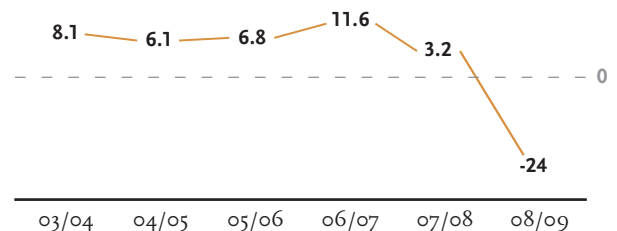
### Expendable Resources to Debt

Measures resources available from total expendable reserves as a percentage of debt outstanding



### Return on Net Assets

Indicates the direction and degree to which the institution has improved its total resource base



# Leadership of the College

## Board of Trustees

Hon. David A. Paterson,  
Governor of the State of  
New York, Ex-Officio

## Life Trustees

David B. Chapnick, A.B., LL.B.  
Of Counsel, Simpson Thacher  
& Bartlett

Stephen J. Ciesinski, B.S.E.E.,  
M.B.A., Vice President of  
Strategic Business Development,  
SRI International

Robert DeMichele, B.A., M.B.A.  
President & CEO, Strategy Asset  
Managers, LLC

Neil M. Golub, B.A., M.S.  
President & CEO, Price Chopper  
Supermarkets/Golub Corp.

## Term Trustees

Robert D. Bertagna, B.A., M.B.A.  
Managing Director,  
Barclays Capital, Inc.

David J. Breazzano, B.A., M.B.A.  
Principal, DDJ Capital  
Management, LLC

John J. Castellani, B.A.  
President, The Business  
Roundtable

William J. Curtin, B.A., M.B.A.  
President, Curtin Financial  
Management, Inc.

David L. Henle, B.S., M.B.A.  
President, DLH Capital, LLC

Valerie J. Hoffman, B.A., J.D.  
Partner, Seyfarth Shaw, LLP

Adrian Jay, B.A., M.S.J., Executive  
Producer, Doublejay Creative

Douglass Karp, B.S.  
Senior Vice President,  
New England Development

John E. Kelly III, B.S., M.S.,  
Ph.D., Senior Vice President  
& Director of Research,  
IBM Corporation

Paul LeClerc, B. S., M.A., Ph.D.  
President & CEO,  
New York Public Library

James M. Lippman, B.A.  
President, JRK Asset  
Management

Kathy E. Magliato, B.S., M.D.  
Director of Women's Cardiac  
Services, St. John's Health  
Center

Frank L. Messa, B.A., J.D.  
Retired Senior Vice President,  
Aycos Co., L.P.

Stanley O'Brien, B.A., M.B.A.  
Vice President, Mellon Capital  
Management Corporation

Steven Odre, B.S., M.S., J.D.  
Retired Senior Vice President,  
General Counsel & Secretary,  
Amgen, Inc.

Lawrence Pedowitz, B.A., J.D.  
Partner, Wachtell, Lipton,  
Rosen & Katz

Stephen W. Ritterbush, B.S.C.E.,  
B.A., M.S., M.A., Ph.D.  
Managing Partner,  
Fairfax Partners

James Taylor, B.S., Chairman &  
CEO, Taylor Made Group, Inc.

David A. Viniar, B.A., M.B.A.  
Chief Financial Officer,  
Goldman Sachs & Company

Mark L. Walsh, B.A., M.B.A.  
Vice Chairman,  
Genius Rocket, Inc.

Kelly M. Williams, B.A., J.D.  
Managing Director,  
Credit Suisse First Boston

## President of the College

Stephen C. Ainlay, B.A., M.A.,  
Ph.D.

## Alumni Trustees

Robert Danziger, B.A., M.B.A.  
Managing Director, Deutsche  
Bank Securities, Inc.

Michael Newell, B.S.  
CEO, Ener-G-Rotors, Inc.

Jason Oshins, B.A., J.D.  
Attorney, Law Offices of  
Jason A. Oshins

John Vero, B.A., J.D.  
Partner, Couch White, LLP

## Chair, President's Council

Nancy Eppler-Wolff, B.S., M.S.,  
Ph.D., Clinical Psychologist

## Campus Trustees

Leo Fleishman, B.A., Ph.D.

James M. Kenney, B.A., Ph.D.

Gabriel Harris, Class of 2010

Anthony Perez, Class of 2011

#### **Trustees Emeriti**

Robert T. Abbe, A.B.  
Retired Manager for Corporate  
Purchasing, General Electric  
Company

Gerald Barandes, A.B. PSD, LL.B.  
Of Counsel, Beckman,  
Lieberman, Barandes, LLP

Philip Beuth, A.B. PU, M.S.  
Retired President of  
Entertainment Capital Cities/  
ABC-TV

Arnold I. Burns, B.A., LL.B.  
The Quanstar Group, LLC

William G. Burns, B.C.E.  
Retired Vice Chairman  
& Director, NYNEX

Lee L. Davenport, B.S., M.S.,  
Ph.D., Retired Vice President-  
Chief Scientist, General  
Telephone & Electronics  
Laboratories Corporation

Robert B. Enemark, B.S.  
Retired Vice President &  
Director of Research &  
Development, Electro  
Signal Laboratory

Joseph M. Hinchey, B.S.E.E., J.D.  
Retired Senior Vice President  
for Finance & Administration,  
Analog Devices

Norton H. Reamer, A.B., B.E.E.,  
M.B.A., President, Asset  
Management Finance Corp.

Kenneth J. Whalen, A.B.  
Retired Executive Vice President,  
American Telephone &  
Telegraph Company

John S. Wold, A.B., M.S.  
President, Wold Minerals  
Company

#### **Officers of the Board**

Frank Messa, Chairman

Mark Walsh, Vice Chairman

Lawrence Pedowitz,  
General Counsel

Kathryn L. Quinn,  
Assistant Secretary





**PHOTO** by Robbie Flick '08. During his time as a Minerva Fellow, Robbie served in Phnom Penh, Cambodia and taught street children in a school run by a group called The Global Child.