The bronze lights that flank the entrance to the Memorial Chapel were a gift of Edwin Wilbur Rice, Class of 1854. Although the chapel was not constructed until 1926, it is considered part of the Ramée design because it continues on the south side of the open courtyard. Today the Memorial Chapel hosts a range of campus events.
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Leadership of the College

Union College
President’s Report
2009/2010
A Message from
President Stephen C. Ainlay

I am pleased to bring you the annual President’s Report, which never fails to serve as an inspiring reminder to me of all the reasons I came to Union College. The report affords a rare opportunity to pause and reflect upon the truly extraordinary accomplishments that take place in our community every day. This year’s reflections have special meaning, not only because I am celebrating my own milestone of five years at Union’s helm, but because 2009–10 was a milestone year for the College on a number of levels.

We are now two years into the economic crisis that has occupied so much of the country’s time and resources and challenged so many organizations to rethink how they operate. While Union has certainly been affected by the downturn, the past year proved once again that the spirit and character of our community are equal to any challenge.

The fact that we have successfully maintained our financial soundness, as you will read in the financial recap at the end of this report, is due in no small part to the creativity of our campus community. Led by the Planning and Priorities Committee, we successfully identified opportunities to reduce costs without jeopardizing the superior quality of a Union education.

I am also deeply grateful to all the loyal alumni and friends of the College who went out of their way to support us and whose generosity has enabled us to stay the course toward our bright future. As you will read, their contributions to the College in 2009–10 were nothing short of inspirational, allowing us to achieve record-breaking success in our fund-raising efforts.

Even beyond our financial resilience, it was a year of incredible progress for Union. Our talented faculty were recognized with numerous grants and awards for their research, all while continuing to teach, mentor and inspire students inside and outside of the classroom.

Our students themselves achieved extraordinary successes in their academic, athletic and extracurricular pursuits, embodying Union-style leadership and initiative.

After evaluating record numbers of early decision applications, the Admissions team recruited a Class of 2014 that is one of the strongest groups of incoming students we’ve seen. Meanwhile, the staff in College Relations and Communications elevated Union’s resources and reputation to new levels through diligent relationship-building and public outreach, and the teams in Student Affairs and Finance supported our students and managed our fiscal environment with care and diligence.

This past year also represented a milestone for our diversity efforts, with the graduation of our first class of Posse Scholars in June. Deborah Bial, founder of the Posse Program, was among the year’s notable visitors to campus and delivered the keynote address at the Founders Day celebration honoring Union’s 215th year. The Posse Program continues to thrive at Union, as do our recruiting efforts with international students. Each new year finds more countries and cultures represented at Union, to the benefit of our entire community.

As I reflect on what it means to reach the five-year mark as Union’s president, I cannot help but appreciate all this institution has already taught me, along with the many ways in which it continues to inspire me every day.

—Stephen C. Ainlay, Ph.D.

"As I reflect on what it means to reach the five-year mark as Union’s president, I cannot help but appreciate all this institution has already taught me, along with the many ways in which it continues to inspire me every day."
The Academic Year at a Glance

SEPTEMBER
Convocation welcomes Class of 2013 to Union community
New interdisciplinary course, “The Business of Visual Art and Contemporary Entrepreneurship,” brings together current topics in art and economics

OCTOBER
Beuth House chosen as test site for new fuel cell by Plug Power, Inc.
Union recognized in national “Saviors of Our Cities” survey as a “good neighbor” for positive contributions to Schenectady
Union reclaims Dutchmen Shoes trophy from RPI in Homecoming weekend football victory

NOVEMBER
Political activist and Newark, N.J. Mayor Cory Booker speaks at the Nott Memorial
Second round of Presidential Green Grants is awarded to seven campus projects promoting sustainability

DECEMBER
Admissions receives record number of Early Decision applicants for Class of 2014
Union is featured in Southwest Airlines’ Spirit magazine as part of special section on the Capital Region
New mini-term launches on Civil Rights Public History

’10

JANUARY
Peter Irving Wold Center construction reaches a milestone with topping off ceremony
Campus community comes together to raise money for Haitian earthquake disaster victims

FEBRUARY
Union named to the President’s Higher Education Community Service Honor Roll with distinction
Students partner with Dining Services to launch Campus Kitchens, an anti-hunger initiative
Founders Day celebrates diversity with a keynote address by Posse Foundation creator and leader Deborah Bial
Special Schaffer Library exhibit showcases “Charles Dickens in America”

MARCH
Union is featured in a New York Times article for its role in revitalizing Schenectady
Blue House is renamed Messa House, thanks to gift from Frank Messa ’73 and family
Nano-art show of “Astounding Images” draws campus community to F.W. Olin Center

APRIL
The “Smart Grid” is the focus of the third alumni symposium
Marlee Matlin, leading advocate for the deaf community, speaks at the Nott Memorial as part of the Presidential Forum on Diversity series
Union named one of nation’s greenest colleges by the Princeton Review
President Ainlay is the guest DJ on WRUC

MAY
20th annual Steinmetz Symposium showcases undergraduate research
ReUnion weekend welcomes more than 2,000 visitors back to campus
Union hosts major conference on bioethics and the disabled

JUNE
First class of Posse scholars graduates
Union hosts Third Symposium on Engineering and Liberal Education
Bloomberg Businessweek ranks Union 13th in the nation and first in New York State for return on investment
Alan Horn ’64, head of Warner Brothers Studios, delivers 2010 Commencement address
Despite a lagging economy, Union wraps up fiscal year with record Annual Fund contributions

The Academic Year at a Glance

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The Academic Year at a Glance 5
Throughout the academic year, Union continued to demonstrate its commitment to providing a superior academic experience through innovative coursework and creative student-faculty collaborations. Our students’ and faculty’s impressive achievements demonstrate that the Union name is indeed synonymous with an outstanding liberal arts education that prepares its students for leadership in the 21st century.
Learning at the Intersections

Interdisciplinary learning continues to be a hallmark of the Union academic experience. One of the most memorable examples of such learning in action this year was the spring’s “Nano Grande” exhibit at the Wikoff Student Gallery. The intriguing exhibit featured a collection of striking images produced by students from various majors using the College’s scanning electron microscope. The images presented close-ups of worlds rarely seen: electrospun fibers, bees, electrical circuits, even metal shavings from the construction site of the Peter Irving Wold Center.

The project, a collaboration among Professors Palma Catravas (Electrical and Computer Engineering) and Kevin Bubriski and Martin Benjamin (both from Visual Arts), merged two classes: Photography II and The Frontiers of Nanotechnology, which is co-taught with Michael Hagerman (Chemistry) and Brian Cohen (Biology). Students from the nanotechnology course shared their knowledge of scanning electron microscopy imaging techniques and sample preparation, which was acquired through weekly hands-on laboratories with the instrument. Students from the photography course shared their experience in image composition and aesthetics. The collaborative project was sponsored by the National Science Foundation, the Dean of Interdisciplinary Studies and an Internal Education Fund grant.

Members of Union’s mechanical and electrical engineering departments also offered some hands-on technical expertise by designing and building part of a new exhibit on superconducting technology at the Schenectady Museum and Suits-Bueche Planetarium.

The display, “Superconducting City of Lights,” was part of the 10th anniversary celebration of SuperPower, Inc., a leader in the development of second-generation high temperature superconductors and related devices.

“This was a fantastic opportunity for our students to work together on an interdisciplinary project and put into action many organizational and team project skills taught in the classroom,” said Rebecca Cortez, assistant professor of mechanical engineering.

Computation is another area that cuts across multiple disciplines and can help students enhance their understanding of those disciplines. As a result of a National Science Foundation grant awarded to Computer Science Department Chair Valerie Barr, computation is now being infused into courses in other departments as an integral part of the curriculum. Classes like “Observational Astronomy,” “Sex, Lies and Videotape” and even the mini-term on Ancient and Modern Egypt now explore the uses of computation in these fields and its applications to real-world research.

In June, Union hosted its third annual Symposium on Engineering and Liberal Education. The symposium brings together academic leaders and scholars to explore different models for integrating engineering, technology and the traditional liberal arts.

This year saw participants from two dozen colleges and universities, including Dartmouth College, Lafayette College, Smith College, the University of Georgia, Olin College and the U.S. Military Academy. Proceedings of the symposium and a complete list of attendees are posted at the symposium website: www.union.edu/integration. The symposium continues to solidify Union’s reputation as a leader in this arena.

Meanwhile, one of the most recognizable new symbols of interdisciplinary study on campus, the Peter Irving Wold Center for Science and Engineering, continued to take shape in preparation for its opening at the end of 2010. At a “topping off” ceremony to place the final beam in January, the Union community had a chance to reflect on the importance of the building, a gift from John Wold ’38 and his wife, Jane. When completed next year, the 35,000-square-foot facility will host interdisciplinary programs in biochemistry and environmental science and engineering. It will include a state-of-the-art laboratory for electrical engineering and music research designed by an architectural acoustics firm, as well as an advanced computing lab, classroom space and a rooftop renewable energy lab to undertake research related to energy and the environment.

“The exhibit on superconducting technology was a fantastic opportunity for our students to work together on an interdisciplinary project and put into action many organizational and team project skills taught in the classroom.”
Faculty Help Advance Union’s Mission

Every day, our distinguished faculty carry out Union’s educational mission through their exemplary teaching and cutting-edge research. In 2009-10, several faculty members helped the College secure funding from the National Science Foundation (NSF), the American Recovery and Reinvestment Act and other sources to augment campus resources, enhance research opportunities and, ultimately, broaden the intellectual experience available to Union students.

Karen Brison, professor and chair of the Anthropology Department, received $96,983 for “A Cosmopolitan Ethnography of Global Pentecostal Networks: the View from Fiji” under the University of California’s Pentecostal and Charismatic Research Initiative (PCRI). The award was issued through USC’s prime sponsor, the John Templeton Foundation.

Brad Bruno, associate professor of mechanical engineering, was awarded $600,000 from the NSF Scholarships in Science, Technology, Engineering and Mathematics (S-STEM) Program to support future cohorts of Union’s Converging Technology Program. Bruno, along with co-investigators Joanne Kehlbeck (chemistry), J. Douglass Klein (economics/interdisciplinary studies) and Cherrice Traver (computer engineering), was also awarded $265,255 from the NSF to acquire a suite of instrumentation for the multi-disciplinary Laboratory for Electrical Engineering and Music Research in the Peter Irving Wold Center.

Holli Frey, assistant professor of geology, received a $35,000 Research Corporation Single Investigator Cottrell College Science Award to support her field work on “Weathering of Volcanic Rocks and Their Influence On Regolith and Water Chemistry in the Deschutes Basin, Oregon.” Frey will conduct a preliminary chemical analysis in the field and then continue her research at Union.

David Hayes, professor of chemistry and dean of academic departments, received $270,000 from the MRI-Recovery Act to acquire a Micro-Raman and Micro-IR Spectrometer for a multi-disciplinary spectroscopy laboratory. He was assisted by faculty investigators Samuel Amanuel, John Garver (geology), Michael Hagerman, Michael Vineyard (physics) and Seyfollah Maleki (physics).

Joanne Kehlbeck, assistant professor of chemistry, received $309,950 through the NSF MRI-Recovery Act program to acquire a 400 MHz nuclear magnetic resonance (NMR) spectrometer. Susan Kohler, a lecturer in the Chemistry Department, was the co-investigator for the project.

Rebecca Koopmann, associate professor of physics, received $18,000 from Cornell University to continue activities supported through the NASA New York Space Grant Program. In addition to awards linked to faculty research, Union was also the recipient of two significant institutional grants. A $600,000 grant from the Andrew W. Mellon Foundation will help further integrate our environmental science, policy and engineering (ESPE) programs, while a $250,000 grant by the Arthur Vining Davis Foundations will support our bioengineering program.

Let the 2009-10 Record Show…

For Union’s student-athletes, the rigors of the classroom were often mirrored on the field, where dedication and excellence took on new meaning.

Men’s ice hockey had its most successful season since becoming a Division I program in 1991, advancing to the ECAC championship against Cornell. The team first defeated Quinnipiac in the quarterfinals, a three-game series that included the longest game in NCAA history. Union then defeated St. Lawrence in the semifinals.

Women’s lacrosse was ranked in the top 20 of the Division III national poll each week of the season. For the second straight season, attack Kristin Joyce ’11 was named the 2010 Liberty League Women’s Lacrosse Player of the Year. Joyce was also named to the Intercollegiate Women’s Lacrosse Association All-America second team. Liz Moran ’10 and Cat Ruggiero ’11 were named to the third team.

Sean Aaron ’12 became the first men’s lacrosse goalkeeper in the history of the College to be named All-American, while the women’s softball team won the ECAC Division III Upstate Championship for the fourth consecutive year. Among the many individual honors won by Union student-athletes, Stephane Bielleau ’11 (men’s ice hockey), Ginni Sack ’10 (softball) and Steve Schapp ’10 (swimming) were named to ESPN The Magazine Academic All-District honors, and Bielleau also was named an Academic All-American. Charles Hovsepian ’10 (lacrosse) was named a Scholar All-American by the USILA, while Jared Courrier ’10 and Peter Haviland-Edulah ’10 both received Arthur Ashe, Jr. Sports-Scholar Awards from Diverse magazine for outstanding academic and athletic achievement.

From Classroom to Field: Student-Athletes Shine

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Let the 2009-10 Record Show…

173 Conference All-Academic Student-Athletes
56 Conference All-Stars
ECAC Hockey D-I Men’s Championship finalist
ECAC D-III Softball Champions
Liberty League Softball Champions
Women’s lacrosse nationally ranked
Football finalist for Gagliardi Award (D-III Heisman)
NCAA All-American men’s swimmer
Two Academic All-Americans
Five Academic All-District selections

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Student Excellence Recognized

Several Union students were honored with prestigious awards and fellowships in 2009-10 that recognized their outstanding leadership, creativity and innovation.

Melissa McDonald ’10, an interdepartmental anthropology and political science major, was awarded a Fulbright English Teaching Assistantship to Moldova.

Dlamini Mcolisi ’12, a mechanical engineering student, used his $10,000 prize to build a poultry farm at an orphanage in Kenya over the summer to help fight famine and promote self-sustainability.

Krystle Gallo ’10, a mechanical engineering major, is the recipient of a 2010-11 NASA Aeronautics Scholarship, one of 25 graduate and undergraduate students nationwide to receive the agency’s honor. She will intern with NASA researchers and work on projects to efficiently manage air traffic, improve safety and reduce noise and emissions.

Melissa McDonald ’10, an interdepartmental anthropology and political science major, was awarded a Fulbright English Teaching Assistantship to Moldova.

Sarayfah Bolling ’11, an English and American studies major and a 2010-11 Watson Fellow, is traveling around the globe to pursue her passions for history and the arts.

New At Union

Through the creativity of our faculty and support of our alumni and friends, Union also continues to add new courses and offer students new opportunities for intellectual adventure.

For students who journeyed through seven southern states on the inaugural Civil Rights Public History mini-term in December, the past became something more than textbooks and black and white photographs. Walking the Edmund Pettus Bridge as protestors did on Bloody Sunday, shaking hands with C.T. Vivian, a close ally of Dr. Martin Luther King Jr., and listening to two of the Little Rock Nine brought the past to life.

"By traveling to the actual places where the battle over civil rights was fought, students learned more about this heroic movement and the unfathomable courage of its participants than they ever could in a classroom," said History Department lecturer Melinda Lawson, co-leader of the trip. That’s the driving force behind the new Public History Program, which includes the mini-term. Directed by Lawson, it allows students to examine the way history is presented to the public and, consequently, how history is learned by much of the population.

Another new academic offering also took learning beyond the whiteboard, this time into the art galleries of cities like Boston and New York. "The Business of Visual Art and Contemporary Entrepreneurship," taught by Lorraine Morales Cox, associate professor of contemporary art and theory, mixed art with business and entrepreneurship. For every subject students read about, there was a corresponding experiential learning component, such as a field trip or guest speaker.

"The world is rich in entrepreneurship, and the artist is the ultimate entrepreneur," Cox explained. "Artists must understand how integral business is to the art industry — how galleries work and gallery owners operate, and how to get their pieces into galleries to be sold." The course studied prominent auction houses like Christie’s and Sotheby’s and gave students an insider’s look at the industry.

Along with art history credits, the course also earned students credit in the American Studies Program. Cox, who directs the program, helped redesign the existing American Studies major and curriculum, while simultaneously leading the formation of a minor and interdepartmental major. These options allow students to pick a thematic focus that combines American Studies with courses in other departments.

Union College President’s Report 09/10 Liberal Arts Evolving
The impact of the Union community extended far beyond campus boundaries as students once again took advantage of unique opportunities to broaden their global perspective and make a mark on the world.

From the Minerva Fellows Program to Hoops for Help, students worked hard to make a difference to global communities in need. At the same time, Union College enhanced its own national and international prestige and continued to solidify its reputation as a premier liberal arts institution.
Touching Lives Around the Globe

Union students understand and actively cultivate their connection to the broader global community, and they often find creative ways to make an impact on those in need. For instance, Mike Clarke ’11 took it upon himself to help the residents of a small village outside Accra, Ghana. With books and funds donated by the Union community and by his family and friends, he’s already managed to build a library at Redemption Hour Christian School in Ghana. And this summer, Clarke went back to Africa with hopes of constructing a music room, art center, school store and drinking water system for the school. Ten Union students, inspired by Clarke’s passion and their own humanitarian ambitions, accompanied him on the journey.

Sales from this year’s Ozone Cookbook, which includes a medley of recipes from Schenectady restaurants and Union students, staff and faculty, benefited The Global Child, an organization that provides educational support to children who would otherwise make their living on the streets of Cambodia. Thus far, proceeds from the cookbook have generated $3,000 for the organization.

As part of Union’s ongoing relationship with The Global Child, each year at least one Minerva Fellow works with the group to further its mission.

Ozone House, a theme house for students interested in environmental issues, produced a calendar in addition to its involvement with the cookbook. Sales of the calendar, which was built around a sustainable living theme, brought in $4,000 for Engeye, an organization in Uganda that forges partnerships to improve healthcare, education and other areas. Like The Global Child, Engeye works with the Minerva Fellows Program each year.

In April, the campus came together for victims of the earthquakes in Chile and Haiti with Hoops for Help. The co-ed basketball event, which pitted a team of students against a team of faculty and staff, generated more than $1,300. Donations, discussions and dinners in the weeks immediately following the January quake in Haiti also raised funds for those fighting to rebuild and recover.
Minerva Fellows Continue to Inspire

Ned Lincoln ’09 arrived in Tramoung Chrum, Cambodia last summer speaking little of the language and knowing almost no one. But that didn’t stop him from establishing a motorbike repair business. He helped train villagers to be mechanics and handled many of the shop renovations on his own. When the garage needed a sink, he rode all the way from Phnom Penh to the rural village—a 30-mile journey—with the sink strapped precariously to his motorbike.

Lincoln and the other seven members of the Class of 2009 who formed the second group of Minerva Fellows spent nearly a year abroad providing entrepreneurial solutions to social, economic and humanitarian hardships faced by local peoples. In addition to Cambodia, fellows worked independently or with non-government organizations (NGOs) in China, South Africa, Uganda and Uruguay. They returned to campus in May, shortly before the third group of Fellows, from the Class of 2010, departed.

The Minerva Fellows Program continues to embody Union’s dedication to providing young people with opportunities to make positive impacts on communities in need, and it is gaining attention as a role model for other institutions. One of the program’s most impressive and inspiring characteristics is that the Fellows return to Union after their travels and spend time sharing their experiences with current students.

“Other schools are paying attention, ...they want to know how we do it. The program is becoming a true differentiator for Union.”

Thomas McEvoy, associate dean of students and director of Minerva Programs, participated in a conference recently in Washington D.C., accompanied by Hal Fried, the David L. ’39 and Beverly B. Yunich Professor of Business Ethics. The pair co-presented with representatives from Oberlin College and Grinnell College and explained how Union runs its Fellows program. Since the birth of the program, McEvoy has also fielded a number of calls from other institutions.

“Other schools are paying attention,” he said. “They want advice; they want to know how we do it. The program is becoming a true differentiator for Union.”

At the start of the 2009-10 year, Lara Atkins joined Union as the new director of International Programs, succeeding long-time director Professor William Thomas, who has resumed teaching French after a sabbatical. Atkins most recently served as assistant director of International Programs at SUNY Cortland and studied at the University of Wisconsin-Madison, University of Florence and New York University.

“Union students are extremely aware of the importance of studying abroad. That’s one of the things that attracted me to the College,” said Atkins, who spent her first months on campus working to strengthen communications with students and parents. Atkins is also interested in streamlining procedures and developing new avenues for integrating students’ experiences abroad into their academic work upon their return to campus.

Over the winter, under Atkins’ direction, the International Programs website underwent a major overhaul to include new text, photos and student blogs, making it easier for students to understand the opportunities and requirements for various international programs. Further changes are in the works in the coming year.

Atkins also began laying the groundwork for several important initiatives that dovetail with the College’s Strategic Plan. These include creating more international opportunities for underrepresented students and for collaborative faculty-student research, as well as for global service and community engagement. She also plans to enhance interdisciplinary studies abroad; a new mini-term in Uruguay for engineering students and Spanish majors is already under development as a first step.

Students on a term abroad in Nuremberg, Germany, pose in front of the 14th century Frauenkirche.

World View: New Director Promotes Global Programs
A Growing International Reputation

Students from Argentina to Vietnam are increasingly interested in Union College as a premier educational institution. Despite global trends that hinder U.S. study for some students—including difficulties in obtaining a student visa or work permit and the costs of studying in another country—there are now 40 countries represented among Union’s student body. Last year for the first time, Estonia, the Mongolian People’s Republic and Portugal were among those represented on campus.

Like all Union students, international students are active in every aspect of campus life, from their Minerva Houses to student clubs and theme houses to athletics. They also support each other through the International Student Organization, called World Around U. Popular events such as International Cultural Week promote globalism and respect for diverse cultures and encourage lively dialogue among students and faculty. International students also benefit from services such as early fall orientation, which students from other countries spend one or more terms studying on campus, integrating into our diverse campus culture.

International students currently make up 4 percent of our student population, a figure that is expected to grow as Union continues its emphasis on international recruitment. Union’s first-rate curricular opportunities and its ranking as a top-50 liberal arts school, combined with a beautiful, historic campus that is easily accessible for international travelers, are major draws for students from all over the world.

As part of the global community, Union also partners with several universities to offer international exchange programs through which students from other countries spend one or more terms studying on campus, integrating into our diverse campus culture. International students currently make up 4 percent of our student population, a figure that is expected to grow as Union continues its emphasis on international recruitment.

“Union has made my dream come true,” said Amin Meyghani ’13, a Davis Scholar and computer engineering major from Tehran, Iran. “I have received support from faculty, advisors, the Admissions Office and the Dean of Students’ Office. They want to make sure I’m having a good experience, and I definitely am.”

International students also benefit from services such as early fall orientation, visa and immigration assistance, and assistance finding host families during vacations and breaks.

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“Amin Meyghani ’13

Union in the Media

A number of significant public relations successes enhanced the College’s national reputation as well. In March, The New York Times featured Union and its role in the revitalization of Schenectady. The story was among the most popular on the newspaper’s website and earned the College accolades from alumni and peers alike. It marked the second time in four years the Times visited campus.

The December issue of Southwest Airlines’ Spirit magazine featured an article on the Capital Region and Tech Valley, which highlighted Union College, citing its reputation for educating “captains of industry.” The article and an ad for Union ran nationwide in the magazine during the busy holiday travel season.

In June, the value of a Union education was noted as among the best in the country and the highest in New York state, according to a Bloomberg Businessweek study of the career earnings of college graduates. Union was ranked 13th nationally among 354 U.S. schools in terms of the net return on investment (ROI), and first in the state of New York, according to statistics compiled by PayScale, a Seattle-based compensation analysis firm.

At a time of dwindling resources in the media industry and lack of focus on higher education, Union maintained a strong local and regional media presence, with a number of faculty events and programs receiving coverage. The College’s Office of Communications and Marketing also launched an online faculty experts list last fall to continue promoting Union faculty as potential commentators on local and national issues.

Union faculty also garnered national attention for their work. Christopher Chabris, assistant professor of psychology, was featured in dozens of media outlets, including the Wall Street Journal, Los Angeles Times, The New York Times and NPR, for his new book, “The Invisible Gorilla, And Other Ways Our Intuitions Deceive Us,” written with Daniel J. Simons, a psychology professor at the University of Illinois. Associate Professor of Physics Chad Orzel’s book, “How to Teach Physics to Your Dog,” was featured in numerous outlets, including the San Francisco Chronicle, The Boston Globe and the Chronicle of Higher Education.

The College received a favorable profile in the latest edition of the Princeton Review’s “Guide to the Best Colleges,” thanks in part to efforts by student leaders and key staff members to encourage widespread participation in Princeton Review’s student survey, from which the profiles are developed. Union students’ contributions resulted in a more comprehensive and balanced description of the College than had appeared in past issues.

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The College received a favorable profile in the latest edition of the Princeton Review’s “Guide to the Best Colleges,” thanks in part to efforts by student leaders and key staff members to encourage widespread participation in Princeton Review’s student survey, from which the profiles are developed. Union students’ contributions resulted in a more comprehensive and balanced description of the College than had appeared in past issues.

In the Media

A number of significant public relations successes enhanced the College’s national reputation as well. In March, The New York Times featured Union and its role in the revitalization of Schenectady. The story was among the most popular on the newspaper’s website and earned the College accolades from alumni and peers alike. It marked the second time in four years the Times visited campus.

The December issue of Southwest Airlines’ Spirit magazine featured an article on the Capital Region and Tech Valley, which highlighted Union College, citing its reputation for educating “captains of industry.” The article and an ad for Union ran nationwide in the magazine during the busy holiday travel season.

In June, the value of a Union education was noted as among the best in the country and the highest in New York state, according to a Bloomberg Businessweek study of the career earnings of college graduates. Union was ranked 13th nationally among 354 U.S. schools in terms of the net return on investment (ROI), and first in the state of New York, according to statistics compiled by PayScale, a Seattle-based compensation analysis firm.

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One of the important outcomes of a Union education is an appreciation for the value of community. Union cultivates in its students a bias toward action and problem-solving and a desire to engage in meaningful ways with the world around them. Union students demonstrated those characteristics through a variety of projects, from those benefiting the local Schenectady community to others that helped foster a more close-knit community on campus.
Volunteers at the Kenney Community Center tutored and read to local children, served as Big Brothers and Big Sisters, and participated once again in the federal Volunteer Income Tax Assistant Program (VITA). In February, Union hosted the STEP Regional Science Bowl for historically underrepresented students in the fields of math, science and engineering. The bowl was the first of its kind in the Capital Region. Union students and faculty served as the judges and moderators.

Led by 2009 graduates Joe McCarthy, Jeremy Taglieri and Geoffrey Raynor, the Union community pitched in this past spring to help build a new playground in the city through Project SKIP (Schenectady Kids Imagine and Play). Other local projects included a new youth boxing and tutoring program called Champions, the first Children’s Health Carnival held on campus and the creation of a Habitat for Humanity club.

A Union chapter of Campus Kitchens, a national movement on college campuses to combat hunger, is also new this year and brings fresh-cooked meals to the City Mission each Saturday. U-Rebloom gathers flowers used at campus events and delivers them to local nursing homes, senior residences and hospice facilities.

Along with students and faculty engaging in community-based learning, the College continued to make a number of cultural opportunities available to the public, including exhibits in the Nott Memorial, concerts at Taylor Music Center, plays at the Yulman Theater and the Chamber Concert Series in Memorial Chapel.

Union of Town and Gown

Nearly 1,100 Union students participated in a range of local community projects last year, representing more than 12,000 hours of volunteer time. Union students, faculty and staff continue to be an integral part of the city of Schenectady, and the College has been recognized nationally for its community engagement initiatives and partnerships with the city.

Last fall, Union was among select schools across the country singled out as a “good neighbor” for its economical, social and cultural contributions to the city, and in February, it was named to the President’s Higher Education Community Service Honor Roll with Distinction. This marked the second straight year Union was on the honor roll, the highest federal recognition a school can achieve for its commitment to service learning and civic engagement.

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A Team Approach

Along with many hours of individual volunteerism, several of Union’s athletics teams embraced community projects and causes as a collective effort. The men’s ice hockey team served Thanksgiving dinner at the Schenectady chapter of the YMCA for the fifth consecutive year, serving food and beverages and clearing tables. The team also hosted the Shots for Tots program, which featured the collection of Toys for Tots at the game on Dec. 11. True to form, Union’s fans came through, donating nearly 300 toys.

The softball team united with Panera Bread Bakery & Café to help raise money to fight cancer, with a percentage of purchases on May 18 donated to the cause. The Dutchwomen also hosted “Strike Out Cancer” at their doubleheader versus Oswego, raising money for a total of more than $400 for the American Cancer Society, as well as it’s for Kids to benefit the Boys and Girls Clubs of Schenectady. The women’s ice hockey and volleyball teams also participated in fundraising events for breast cancer awareness.

Student athletes and athletics program staff visited a variety of schools in the community, including Keane Elementary, O’Rourke Middle School and Lincoln Elementary. They provided clinics, read to youngsters and participated in career days in the community.

Ever Green

As always, Union students, faculty and staff paid close attention to sustainability throughout the year and to stewarding the natural resources of their community. Their efforts paid off when Union was recognized in the Princeton Review’s first “Guide to Green Colleges” as one of the country’s most environmentally responsible colleges. The guide, produced in partnership with the U.S. Green Building Council, included schools who “demonstrated an above average commitment to sustainability in terms of campus infrastructure, activities and initiatives.”

Union was cited by the guide for the work of the U Sustain Committee, made up of about 70 environmentally-concerned students, faculty and staff who steward the College’s sustainability initiatives. Also highlighted were the College’s Presidential Green Grants, aimed at supporting environmentally sustainable projects at Union, as well as the organic Octopus’s Garden and the school’s commitment to wind power.

Another eye-opening project resulted from the collaboration of the Environmental Club, U Sustain and Ozone House. In honor of Earth Week in April, these Union groups set out to demonstrate what the campus community could be recycling from its trash. In Union’s first “trash audit,” organized by Meghan Haley-Quigley ’11, Union students gathered trash bags from dorms across campus and dissected their contents to see what could be recycled. The recyclable items were then put on display outside the Reamer Campus Center to help educate the community about opportunities for recycling.

Diverse Voices

An Academy Award-winning actress. A former prime minister. A major rising star in the political arena. Founder of the Posse Program.

An appreciative audience, including Schenectady Mayor Brian Stratton, was on hand when Cory Booker, mayor of Newark, N.J. and a rising national figure in politics, spoke in the Nott Memorial in November. A more controversial political figure, former Israeli prime minister Ehud Olmert, came to campus in January at the invitation of the Student Speakers Forum.

The keynote speaker for Founders Day in February was Deborah Bial, founder of the Posse Foundation, which identifies and recruits high-achieving urban public high school students and sends them in multicultural teams—to top colleges and universities like Union. Standing beneath the colorful squares of the completed Union Unity Quilt, Bial spoke passionately of the opportunity colleges have to change the makeup of American leadership by continuing to increase diversity on their campuses. With its 173 squares, each designed by a different group, the Unity Quilt was an ideal symbol for the day.

“A full house greeted actress Marlee Matlin when she spoke at the Nott Memorial in April as part of the Presidential Forum on Diversity series. Matlin, who won a Best Actress Oscar for her leading role in “Children of a Lesser God” in 1986, is hearing-impaired and an advocate for people with disabilities.

“Only when those who see can open their eyes, those who can walk can open the doors and those who can hear are no longer deaf, will we finally stand side by side equally to one another and celebrate our diversity,” she said.

Other notable speakers included Eliot Tiber, who played a pivotal role in one of America’s biggest cultural revolutions. In the summer of 1969, Tiber was working at his parents’ motel in the Catskills when he heard about a concert that was canceled and lobbied to have it take place near his motel in White Lake, N.Y.—an action that set off the chain of events that brought half a million people to Woodstock. The campus also heard from comedian Bob Saget, star of the popular sitcom, “Full House,” and Shmuley Boteach, known universally as Rabbi Shmuley and host of the award-winning TV show, “Shalom in the Home.”
New to the Union Community

The Admissions team worked hard throughout the year to assemble the Class of 2014, kicking things off with record numbers of early decision applicants (up 14 percent from last year).

“More students are indicating Union as their top choice,” said Matt Malatesta, vice president of Admissions, Financial Aid and Enrollment. “They’re really taking notice of all the great things happening at Union and in Schenectady, from the addition of new academic programs to the Peter Irving Wold Center to the exciting revitalization in the downtown area.”

The 4,945 total applications received in 2009-10 represented the second highest number ever. While the need for financial aid also went up among incoming families, the final class of 554 students represents the diverse talents and passions that are characteristic of the Union student body, along with excellent academic indicators.

Some statistics:
- Size of Incoming Class: 554 students
- Yield Rate: 26%
- Male/Female Ratio: 52% / 48%
- Students of Color: 17%
- International Students: 4%
- Average SAT Score (for Those Who Provided Test Scores): 1290 out of 1600
- Students Who Were in the Top 10% of Their High School Class: 62%

In fall 2009, all incoming first-year students had an opportunity for an early introduction to Union’s culture of community outreach and community-based learning through a new pre-orientation program. The “Community Experience” program centers around volunteerism and camaraderie with the local community and supplements the “Outdoor Experience” adventure-based pre-orientation program. The new option offers incoming students the chance to bond over rewarding volunteer work, from partnering with Habitat for Humanity to hang drywall in a new home to helping the Boys and Girls Clubs of Schenectady spruce up Camp Lovejoy, a retreat for inner city youth.

Union’s fraternities and sororities, with the support of Timothy Dunn, director of Fraternity and Sorority Life, also contributed significantly to the number of leadership, volunteer and social opportunities available to Union students. Their work raised more than $13,000 for various causes and earned Union a number seven spot on the list of schools with the “most engaging Greek Life,” according to a national online resource called “Parents and Colleges.” For example:

- Brothers and alumni of Alpha Epsilon Pi planted trees and renovated a football stadium in New Orleans. Union’s chapter of the fraternity won the Most Outstanding ChapterProgress award at the national convention.
- Chi Psi worked with the Face AIDS organization to bring speaker Gregg Cassin to campus. Cassin is an educator, father and activist who is gay and living with HIV.
- Lambda Phi Epsilon hosted its annual banquet to build awareness of domestic violence, rape and sexual assault.
- Phi Delta Theta held its annual Car Bash to raise awareness and money for the ALS Association.
- Sigma Delta Tau held an annual gala and silent auction to benefit Prevent Child Abuse America.
- Theta Delta Chi hosted a dinner for the Schenectady Wounded Warrior Association.
- The Interfraternity Council organized a “Walk-A-Mile in Her Shoes” event to benefit Bethesda House.

On the Home Front

Dean of Students Stephen Leavitt and the team in Student Affairs continued to foster an environment in which learning is not just academic, but social and civic as well. The Minerva Houses, in particular, play a more integral role in those efforts every year. After celebrating their fifth birthday in fall 2009, the houses are well on their way to accomplishing all the goals Union envisioned for this innovative approach to campus life.

The Minervas have been instrumental in providing a healthy balance of intellectual and social options that augment student life outside the classroom. In 2009-10, 55 percent of all house events were scholarly or cultural, and 42 percent were social. The Minervas’ success in cultivating an environment that welcomes diverse people, passions and philosophies has made the campus community even more inclusive, and each incoming class embraces the houses with more enthusiasm. Fifty-six percent of the Class of 2012, for instance, said the Minerva Houses positively influenced their decision to attend Union.
Despite the challenging economic climate that continued to pervade the 2009-10 year, Union finished the year on solid financial footing. Our alumni community was instrumental in that outcome, as were our hardworking staff members in Admissions, College Relations and Finance. In combination with cost savings measures implemented under the guidance of the Planning and Priorities Committee and with the help of the campus community, Union was able to end the year in a strong financial position and develop a sound plan for upcoming years as well.
Extraordinary Generosity & Support

Union’s alumni have always demonstrated their loyalty to Union and their pride in their alma mater through gifts to the College, as well as enthusiastic participation in events such as Homecoming and Family Weekend, the Alumni Symposium and of course, ReUnion. But the 2009-10 fiscal year saw an unprecedented level of support, particularly in much-needed gifts to the Annual Fund. In an economy that posed challenges to everyone, such generosity was nothing short of extraordinary and made a tremendous impact on the lives of our students.

Consider the following statistics from the 2009-10 fiscal year:

In total, Annual Fund gifts accounted for more than $6 million in support to Union, a record high number for the fund. Of that, $3.5 million came in the form of unrestricted gifts (i.e., those not earmarked for a specific purpose, but given to the College to allocate toward the areas of greatest need).

Union saw a 31 percent increase in unrestricted gifts to the Annual Fund over the prior year.

Our alumni participation rate, a metric which impacts our position in national rankings, increased by 2 percent. More than 1,900 new donors contributed to the Annual Fund.

Members of the Terrace Council (those who give $2,000 or more annually) contributed more than 67 percent of the Annual Fund total.

1,113 Union parents contributed more than $383,000 to Union.

1,662 donors made ReUnion gifts, accounting for $13.3 million in support. More than 2,000 visitors came to campus for ReUnion weekend in May.

More than 350 volunteers helped raise money for the Annual Fund throughout the year.

Of particular note was a $2 million gift from Frank L. Messa ’73, Chairman of the Board of Trustees, and his wife, Colleen. Blue House, one of the seven Minerva Houses, was renamed Messa House in honor of the gift. A dedication ceremony for the house was one of the highlights of ReUnion. In a speech at the dedication, Messa recalled the day when he first stepped onto the Union campus in 1969: “I just knew, as many students do, that I was home.”

The strategic nature of the issues discussed and the chance to share ideas with administrators were lauded by all the members. But the two-day meeting was not all business; Council members also participated in a dinner at the President’s House and an evening event at Proctors Theater in Schenectady. The meeting was capped off by what turned out to be an NCAA record-breaking hockey game between Union and Quinnipiac.

The third annual Alumni Symposium in April also gave alumni and friends of Union an opportunity to engage with the College in an intellectual context: “The Smart Grid: Who Should Control Our Energy Future?” provided attendees with a weekend of stimulating discussion and debate on energy-related topics.

New York State Representative Paul D. Tonko, a nationally recognized expert on energy issues, was the keynote speaker. The symposium, sponsored by Nancy Eppler-Wolff ’75 and her brother, David Eppler ’82, has proven to be an extremely popular way for alumni to participate once again in the dynamic academic environment they remember so well from their days at Union.
In the midst of record-breaking success with the Annual Fund, the You are Union campaign also continued to flourish. The campaign is on track to meet its $250 million goal by 2012, and at press time for this report, had just passed the $200 million mark.

Considering that the campaign has witnessed a change in presidents, a new vice president for College Relations and a severe economic downturn, its steady progress is nothing short of remarkable. The ongoing success of the campaign has allowed Union to move ahead and plan for the future at a time when other institutions are standing still.

In addition to the Peter Irving Wold Center, the campaign will allow Union to begin work on the renovation of the Social Science Building this year, which will be renamed Lippman Hall in honor of a gift from Jim Lippman ’79. Grants included in the campaign will also support renovation work on the third floor of Butterfield Hall, which will house Union’s neuro-science program.

One of the most visible signs of the campaign’s success, the new Peter Irving Wold Center for Science and Engineering, celebrated a milestone this past January with a traditional “topping off” ceremony, during which the final steel beam was placed atop the building. The Wold Center project, led by Dean of Interdisciplinary Studies Doug Klein, the talented architects of EYP and the dedicated construction crews of Martini Brothers, is on schedule and on budget.

It is slated to open by the end of the 2010 calendar year and will add more than 35,000 square feet of office, teaching and research space to the campus. The Wold Center was made possible by a lead gift from John Wold ’38 and his wife, Jane, as well as generous contributions from many other donors. Union was delighted to welcome John and Jane Wold and members of their family to campus for a tour of the building during Commencement weekend.

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Since its launch, the You are Union campaign has made possible such facilities as the Taylor Music Center, the Viniar Center and the Breazzano Fitness Center, as well as the naming of six of our Minerva Houses and much of the transformation on Seward Place. It has provided $30 million in restricted scholarship gifts, which have a direct impact on our ability to attract the most talented students to Union, and has supplied more than $20 million in additional endowment funds, which generate income to support new and existing faculty positions.

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Financial Recap

Union by the Numbers

- Total Endowment Value: $297 million
- Operating Budget: $136 million
- Number of Employees: 863
- Full-Time Enrollment: 2,133
- Faculty to Student Ratio: 10:1
- Size of Incoming Class (Class of 2014): 554
- Acceptance Rate for Incoming Class: 42%
- Freshman Retention Rate: 91%
- 6-Year Graduation Rate: 86%

Planning for a Successful Future

To ensure the long-term fiscal health of the College and develop a path forward that accounts for the impact of the economic downturn, the Planning and Priorities Committee continued its work to identify and implement cost-savings opportunities throughout the 2009-10 year. The result was a reduction of 2.7 percent in the College’s overall operating expenses. In addition to its own ideas, the Planning and Priorities pursued ideas and suggestions made in open campus meetings held in early 2010, as well as those submitted through an electronic suggestion box. The reduction in Union’s operating costs played a significant role in arriving at a budget plan and would not have been possible without the support and cooperation of the entire campus community.

One of the reasons cost reduction measures are so important is that, like most colleges, Union remains a tuition-driven institution. Net tuition revenue (net of financial aid) is a critical factor in our budgetary situation. Fortunately, our total enrollment for fall of 2010 is slightly ahead of our predictions, giving us some budgetary cushion.

Our financial picture is strong and stable, but we remain very watchful of our comprehensive fee, which poses a challenge to families wrestling with the same economic realities that affect higher education. With our fee above the $50,000 mark, we need to continue our focus on containing costs, growing our endowment and increasing Annual Fund contributions, which supplement tuition revenue. In the year ahead, the Planning and Priorities Committee will consider additional revenue streams that may supplement tuition and help keep tuition increases to a minimum.
Union's Endowment

While our final numbers for 2009-10 will not be fully audited and finalized until after the date of publication, the latest figures show our endowment as of June 30, 2010, stood at $297 million, an increase of 2 percent over 2009, but still well below its 2008 level of $400 million.

One topic of ongoing discussion among the Board of Trustees and college leadership is the overall size of our endowment, which impacts the endowment income we have available to fund operations. Because endowment income, like the Annual Fund, is such an important supplement to tuition revenue, it is vital that we take steps to grow our endowment over the next several years.

Financial Ratios

In general, FY10 operating ratios have improved slightly due to improved market returns in the endowment. Return on Net Assets improved significantly in 2010 with the improved endowment performance.

Operating Ratios (%)

<table>
<thead>
<tr>
<th>Expendable Resources to Operations</th>
<th>Measured the buffer provided to the annual operating budget by total expendable reserves</th>
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<tbody>
<tr>
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<tr>
<td></td>
<td>2.3 2.4 2.9 2.8 1.7 1.8</td>
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Contribution Ratios (%)

<table>
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<tr>
<th>Tuition / Room &amp; Board (Net of Financial Aid)</th>
<th>Measures the reliance on tuition, room and board revenue</th>
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<tr>
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<tr>
<td></td>
<td>66.6 66.0 62.5 63.6 62.6 62.0</td>
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</table>

Endowment Asset Allocation

- Fixed Income, U.S.: 21.3%
- Private Equity: 31.4%
- Equities, U.S.: 15.0%
- Alternative Strategies: 14.0%
- Venture Capital: 6.4%
- Cash, U.S.: 6.2%
- Equities, non-U.S.: 6.8%
- Other: 6.3%

Fund Performance

Peer Analysis—Wilshire Endowment Universe

The endowment places an emphasis on combining unique strategies, skill sets and risk exposures to improve the probability of meeting spending plus inflation return objectives and achieving intergenerational equity. In most market environments, the portfolio is designed to outperform; however, when macro factors are more influential than fundamentals, the portfolio may be more challenged. Over the trailing seven years, Union continues to rank in the top quartile of the Wilshire Endowment Universe.

Calendar YTD Ending 6/30/10 Year Ending 6/30/10 3 Years Ending 6/30/10 5 Years Ending 6/30/10 7 Years Ending 6/30/10

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Expendable Resources to Debt

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

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<tr>
<th>Expendable Resources to Debt</th>
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<tr>
<td></td>
<td>3.0 3.3 4.0 4.2 2.8 2.9</td>
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Return on Net Assets

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

<table>
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<tr>
<th>Return on Net Assets</th>
<th>04/05 05/06 06/07 07/08 08/09 09/10</th>
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<tbody>
<tr>
<td></td>
<td>6.1 6.8 11.6 3.2 5.2</td>
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Gifs & Pledges

Measures the contribution of gifts and pledges to total operating revenue

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<tr>
<th>Gifts &amp; Pledges</th>
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<td>10.2 11.8 10.1 7.0 10.8 9.1</td>
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Financial Recap 09/10

The endowment places an emphasis on combining unique strategies, skill sets and risk exposures to improve the probability of meeting spending plus inflation return objectives and achieving intergenerational equity. In most market environments, the portfolio is designed to outperform; however, when macro factors are more influential than fundamentals, the portfolio may be more challenged. Over the trailing seven years, Union continues to rank in the top quartile of the Wilshire Endowment Universe.
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