



## Alumni Council February 23, 2019 Meeting Minutes

### Meeting Attendance

Those in attendance indicated in bold

Council Members	Staff and Faculty
Lee Abramovitz '89 <b>Ashley Appleman '07</b> <b>Christopher Bair '92</b> Paul Berry '05 Gabe Castro '12 <b>David Christopher '96</b> <b>Esther (Phillips) Clark '72</b> <b>Doug Eadline '79</b> <b>Sarah (Young) Fisher '75</b> <b>Debbie (Reidy) Fitzgerald '10</b> Mike Ford '82 <b>Timothy Gill '08</b> <b>Danielle (Rupp) Gladfelter '87</b> Joy Hadley '84 JoJo Harris '10 <b>Marty (Utts) Jones '67</b> <b>Michael Kenawell '99</b> Russell Miller '90 <b>Marion (Kercher) Oliver '64</b> <b>Jigar Patel '08</b> Parisha Shah '01 Rounida Shwaish '15 <b>Diane (Morrow) Snider '79</b> <b>Roxann (Binner) Yon '84</b>	<b>Cathy Cloz</b> , Assistant Director of Alumni Relations and Stewardship <b>Katie Dickey '97</b> , Associate Director of Alumni Relations <b>Chris Gibboney</b> , Alumni Relations Specialist <b>Cindy Gibboney '18</b> , Director of Enrollment/Alumni Engagement <b>Genna Kasun '06</b> , Director of Social Media & Content Coordination <b>David Meadows '98</b> , Director of Alumni Relations and Stewardship <b>Miranda Peruso '00</b> , Director of Annual Giving <b>Jim Troha</b> , President <b>Jim Watt</b> , VP for Advancement <b>Sharon (Simpson) Yohn '99</b> , Assistant Professor of Chemistry
	Student Reps for 2018-2019
	<b>Ambrose Lutwiche '19</b> , Student Government President <b>Haley Walker '19</b> , Senior Class President <b>Dan Ansel '19</b> , Student Alumni Association Executive Board Member <b>Naomi Frey '20</b> , Juniata Activities Board Treasurer

### Action Items

	Action Item	Owner
1	Update your progress via the Alumni Council Goal Tracking Survey	Jigar Patel
2	Nominate a new member or an awardee (contact Chris Gibboney)	Awards & Nominations Committee
3	Hand-written Prospective Student notes	Enrollment Committee
4	Look for email from Mike Kenawell about Admitted Student Receptions	Enrollment Committee



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Time	Topic	Minutes	Related Attachments
9:07 AM	Call to order/Welcome	<ul style="list-style-type: none"> <li>Jigar Patel called the meeting to order at 9:07 AM and welcomed all members in attendance.</li> </ul>	
9:10 AM	Council, Staff, and Guest Introductions	<ul style="list-style-type: none"> <li>Council members introduced themselves</li> </ul>	
9:15 AM	Ice Breaker Activity	<ul style="list-style-type: none"> <li>Think about a word that describes what Juniata means to you.</li> <li>Share that word with another council member then introduce your word and the new word to the next member, etc.</li> </ul>	
9:27 AM	Review of Agenda and Packet	<ul style="list-style-type: none"> <li>Jigar Patel reviewed the Agenda, Calendar of Events, and materials included in the Alumni Council folders.</li> <li>Jigar encouraged us all to attend Regional club events or organize an event on your own in any area of the country.</li> </ul>	
9:30 AM	Approval of October Meeting Minutes	<ul style="list-style-type: none"> <li>Roxann motioned to approve.</li> <li>Seconded by Diane Snider and Debbie Fitzgerald</li> <li>All Approved</li> </ul>	
9:31 AM	Purpose of the Alumni Council	<ul style="list-style-type: none"> <li>Jigar reviewed the purpose of the Alumni Council. We are the ambassadors of the College. Connecting alumni with the College, focusing on alums who are not currently engaged. Provide support to students.</li> </ul>	
9:32 AM	Awards & Nominating committee	<ul style="list-style-type: none"> <li>Ashley Appleman reviewed slate for approval.</li> <li>Awards ceremony is scheduled for June 8<sup>th</sup> during Alumni Weekend.</li> <li>On the slate is incoming Vice President, Mike Ford.</li> <li>Incoming Members at Large are listed.</li> <li>Ashley encouraged council members to nominate future members-at-large for Alumni Council.</li> <li>Nominations received are getting fewer. The committee will review qualifications. Nominees will remain on future lists even if not selected for next year.</li> <li>Submit online or email Chris Gibboney with a brief description of why someone should be nominated.</li> <li>Motion to approve slate as presented.</li> <li>All approved.</li> </ul>	See Slate Document
9:40 AM	Administration comments	<ul style="list-style-type: none"> <li>Presented by Jim Troha, President</li> <li>Spoke about concerns voiced by students               <ul style="list-style-type: none"> <li>Food Service and pricing, social media posts about losing Juniata "Soul"</li> </ul> </li> </ul>	See PPT



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		<ul style="list-style-type: none"> <li>○ Perceived that Juniata’s expense is becoming out of reach for current/prospective students.</li> <li>○ Perceived lapse in communication from Food Service changes.</li> <li>● Administration drafted a memo in response, but didn’t want to ignite further <ul style="list-style-type: none"> <li>○ Decided to wait until <i>after</i> holiday break to see if the concerns fizzled out.</li> </ul> </li> <li>● Administration has been talking about challenges and demographics</li> <li>● President Troha encouraged us to celebrate our wins <ul style="list-style-type: none"> <li>○ Juniata is #86 in the US News Ranking <ul style="list-style-type: none"> <li>▪ Up 20 spots</li> <li>▪ Back in top 100 – which was a goal</li> </ul> </li> <li>○ Vote to confirm revised General Education Curriculum. Confirmed 88 to 18 vote.</li> <li>○ \$500,000 funding recently received to support new curriculum.</li> <li>○ 8 Major Fellowships won by students in 2018</li> <li>○ Received 2<sup>nd</sup> Dept. of Justice Grant</li> <li>○ 72% is our graduation rate, which is above state schools and other PA Private Colleges</li> <li>○ 2<sup>nd</sup> consecutive highest fundraising year <ul style="list-style-type: none"> <li>▪ Raised 22.1 M</li> </ul> </li> <li>○ 11<sup>th</sup> Consecutive Year as “Great College to Work For”</li> </ul> </li> <li>● Reviewed External Market / Environment <ul style="list-style-type: none"> <li>○ Outlook for Higher Ed is “grim”</li> <li>○ Factors include financial operations, enrollment, resources for students</li> <li>○ Expenses outpace revenue</li> <li>○ President Troha presented similar colleges showing their deficits, staffing cuts, etc.</li> <li>○ <i>We have to be proactive and think strategically</i></li> </ul> </li> <li>● Discussed shifting demographics for enrollment <ul style="list-style-type: none"> <li>○ 7 years of declining enrollment in the U.S. <ul style="list-style-type: none"> <li>▪ This is not just a Juniata problem, this is a sector problem</li> </ul> </li> <li>○ President Troha showed a variety of maps indicating that white, non-Hispanic student population is declining, while more diverse student population is increasing <ul style="list-style-type: none"> <li>▪ <i>How are we representing this diversity on campus at Juniata?</i></li> </ul> </li> </ul> </li> </ul>	
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		<ul style="list-style-type: none"> <li>○ Financial pressure from declining student population – 1,600 in 2014 dropped to 1,442 in 2018.</li> <li>○ In comparison to similar colleges, we are below the median in terms of Total pricing.</li> <li>○ Alumni Giving rate is 24% in 2017 – doing well in comparison to similar colleges.</li> <li>○ Endowment is historically low compared to similar colleges.</li> <li>○ Student/Faculty Ratio is 10:1, used to be 12:1</li> <li>○ Doing well with 4 year graduation rate compared to similar schools</li> <li>○ Lower priced and aiding students at a higher rate means we are lower “Net Tuition” compared to other schools.</li> <li>○ Net Tuition price has not changed to families, but narrative says that tuition has increased. This means that the institution is giving more aid, which puts more financial pressure on faculty/staff.</li> </ul> <p>Further Discussion:</p> <ul style="list-style-type: none"> <li>● Juniata is generous on financial aid due to the campus location and fighting for name recognition.</li> <li>● President Troha explained Pell-eligibility <ul style="list-style-type: none"> <li>○ Level of income that you qualify for from FAFSA. A gift from the government to fund education – not a loan. Varying levels of funds.</li> </ul> </li> <li>● Birth rates dropping attribute to declining national enrollment rates</li> <li>● President Troha addressed plan for attracting older non-traditional students. <ul style="list-style-type: none"> <li>○ Launched MBA program in January</li> <li>○ Reconfigured Master’s program.</li> <li>○ Adding more 4+1 programs for those who want to add on another year to get a Master’s degree.</li> </ul> </li> <li>● The Challenge: <ul style="list-style-type: none"> <li>○ Can’t move beyond 1,500 students in next few years, since students aren’t out there. So, the question is how we deliver the academic programs. We are going to have to do more with less faculty and less staff.</li> <li>○ Can’t draw more the endowment, can’t cut operations budget. Changes have to be made in the delivery side without changing the culture and integrity of Juniata.</li> </ul> </li> </ul>	
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		<ul style="list-style-type: none"> <li>• What is the Impact of International Students? <ul style="list-style-type: none"> <li>○ Due to domestic market being down, the international market is flooded. More schools are going to the international market.</li> <li>○ Now, international students are demanding the same, if not more, aid than domestic students. That was not the case ten years ago.</li> <li>○ Reaching new locations to attract students.</li> <li>○ MBA program has an arrangement with students in Taiwan.</li> </ul> </li> <li>• How do we evolve to sell ourselves to the smaller pool of students? <ul style="list-style-type: none"> <li>○ More parents have to be convinced that a place like Juniata is worth the price.</li> <li>○ We have to show outcomes – med school rates, law school acceptance, and job rates.</li> <li>○ Performance of what our students are doing.</li> <li>○ Families are concerned about budgets.</li> <li>○ Add marketable skills or majors for students post-graduation. How does the “POE” translate into a Job?</li> <li>○ President Troha feels like we do a good job discussing marketable skills.</li> <li>○ The bottom line is budget and financial help for families.</li> </ul> </li> <li>• Outcomes – <ul style="list-style-type: none"> <li>○ Grads go into “how we support the world” positions, versus “Finance”.</li> <li>○ We need to show job satisfaction from alumni – “Is my kid going to be happy? Engaged in meaningful work?” How do we measure?</li> <li>○ Doug called it “Social Capital” versus monetary capital. How do you show this on a spreadsheet?</li> <li>○ It is an important piece and more than just money</li> </ul> </li> <li>• Our challenges at Juniata are reflected by the sector. Students will chatter about challenges and as administration, faculty, alumni – <b>we have to discuss information and facts. Sharing the good things that are happening...not to combat the chatter.</b> Community is trying to be as transparent as possible. Let’s offer solutions and move forward.</li> <li>• What can we do as alumni to support? <ul style="list-style-type: none"> <li>○ Continue to do what you’re doing – offering jobs, internships, giving students opportunities,</li> </ul> </li> </ul>	
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		<p>supporting financially, submitting <i>Juniata Community Scholarships</i>, etc.</p> <ul style="list-style-type: none"> <li>○ <b>As alumni, listening and keeping open to conversations from other alumni is important. If you are in a space where people are questioning or being negative, insert a spirit of positivity and hope to turn the conversation.</b></li> <li>● Political Environment <ul style="list-style-type: none"> <li>○ Colleges are seen as political - one way or another.</li> <li>○ Parents don't want to send their kids to a place where they will be "turned" politically.</li> </ul> </li> <li>● Mission Centric <ul style="list-style-type: none"> <li>○ Campus and board has remained resolute around academic quality.</li> <li>○ Administration will be revisiting some sort of summer bridge program. <ul style="list-style-type: none"> <li>▪ Accepting a student that might not normally be accepted, but adding on a summer program to bring them "up to speed".</li> </ul> </li> </ul> </li> <li>● Overall quality of students is going up – but the student pool is lowering. <ul style="list-style-type: none"> <li>○ Can still maintain a vision of who Juniata is.</li> </ul> </li> <li>● Graduation Program – any profits? <ul style="list-style-type: none"> <li>○ 12 students in grad program – all alumni. Will net positively.</li> <li>○ Grad programs should enhance and diversify, but will not be our strong revenue.</li> </ul> </li> </ul>	
10:45 AM	Trustee Comments	<ul style="list-style-type: none"> <li>● Presented by Chris Bair <ul style="list-style-type: none"> <li>○ Jim covered a lot of facts already</li> <li>○ Trustees met in October <ul style="list-style-type: none"> <li>▪ Went through ratings and benchmarks</li> <li>▪ Focused on deep dive on topic – statistics in comparison to peers and aspirants colleges</li> <li>▪ Enrollment – discussing current climate</li> <li>▪ Building bridge from alumni to students. Bring students to the table.</li> </ul> </li> <li>○ Discussed structure of Trustee meetings for new members.</li> <li>○ Students highlighted issues on campus as President Troha discussed.</li> <li>○ Engagement with Brethren church and youth</li> <li>○ Chris reviewed committees &amp; current focuses: Governance, Budget, Advancement &amp;</li> </ul> </li> </ul>	



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		<p>Marketing, Audit, Education &amp; Student Life, Enrollment &amp; Retention, Investment (endowment)</p> <ul style="list-style-type: none"> <li>○ Looking at diversity among board</li> <li>○ Board Retreat is scheduled in the summer</li> <li>○ Board Meeting in Fall will be in conjunction with Alumni Council Meeting again <ul style="list-style-type: none"> <li>▪ Can we have more purposeful interaction between alumni council and the board in the fall? Working together.</li> </ul> </li> </ul>	
10:58 AM	Faculty Comments	<ul style="list-style-type: none"> <li>• Presented by Dr. Sharon Yohn</li> <li>• Discussed New General Education Curriculum <ul style="list-style-type: none"> <li>○ Why a new curriculum? <ul style="list-style-type: none"> <li>▪ It's been over 20 years. Need to update.</li> <li>▪ Over time, need to reevaluate – what is the purpose? What should students graduate with?</li> </ul> </li> <li>○ The Goal is for students to ask good questions and find the answers</li> <li>○ Foundations <ul style="list-style-type: none"> <li>▪ Learning how to connect. How different disciplines think and collaborate.</li> <li>▪ Engaging with problems. Asking and experimenting locally and globally.</li> <li>▪ Discerning real vs fake. Discerning quality of knowledge and beliefs. How people see things. Factual, as well as ethical and moral.</li> </ul> </li> <li>○ College experience <ul style="list-style-type: none"> <li>▪ How to grow academically and socially</li> <li>▪ Focus on communication, navigating new demands, building resiliency</li> <li>▪ Focus on the process</li> <li>▪ Connections course has 2 faculty from different fields teaching together.</li> <li>▪ Understanding how to see the world</li> <li>▪ Global Engagement</li> <li>▪ Senior Capstone requirement <ul style="list-style-type: none"> <li>• Showing proficiency in field</li> <li>• Reflection on Juniata experience</li> </ul> </li> <li>▪ Each student will have a portfolio <ul style="list-style-type: none"> <li>• General education classes will contribute to portfolio</li> </ul> </li> </ul> </li> </ul> </li> </ul>	See PPT



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		<ul style="list-style-type: none"> <li>• Utilize to review Juniata experience               <ul style="list-style-type: none"> <li>○ System of experience designed to ask better questions.</li> <li>○ Useful to grow as people but also professionally</li> </ul> </li> <li>• New education curriculum came from Mission – what needs to be in general education? It also cares for the growth of the Juniata student.</li> <li>• Professors will be attending workshops to develop their new classes in this manner.</li> <li>• Is there a diversity aspect?               <ul style="list-style-type: none"> <li>○ Yes, diversity module for Freshman Experience, Self and World. Looking at other cultures, studying abroad.</li> </ul> </li> <li>• Rolling out curriculum in Fall 2019.</li> </ul>	
11:25 AM	Break		
11:30 AM	Endowment Explained	<ul style="list-style-type: none"> <li>• Presented by Jim Watt, VP for Advancement</li> <li>• Jim expressed that we are one of the most innovative places. This is great time to be in Higher Education – things are new and changing.</li> <li>• Net Revenue = 51.4 M coming into the college               <ul style="list-style-type: none"> <li>○ Jim provided a graph indicating types of revenue and Operating Expenses</li> <li>○ 23.3% is Philanthropy Gifts and Endowment</li> </ul> </li> <li>• Operating Expenses 55.8 M</li> <li>• Difference is 4.4 M               <ul style="list-style-type: none"> <li>○ Why can't we just take the difference from Endowment?</li> </ul> </li> <li>• Total Endowment is \$119.7 end of 2018               <ul style="list-style-type: none"> <li>○ Juniata has taken larger endowment withdrawal - more than 5%                   <ul style="list-style-type: none"> <li>▪ Normally take ~5%</li> </ul> </li> <li>○ If we are making 8% and take an 8% withdrawal, there is no growth for the endowment.</li> <li>○ Doing this year over year, means less corpus to fund annual operation</li> <li>○ Long term, this will cripple an organization</li> </ul> </li> <li>• Jim expressed the tough part is balancing the needs of today with the needs of tomorrow.               <ul style="list-style-type: none"> <li>○ We are sacrificing the future and longevity of the college when we take out more endowment each year.</li> </ul> </li> <li>• Need to find a diversified approach to philanthropy.</li> </ul>	See PPT





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		<ul style="list-style-type: none"> <li>Discussed that students of today are investing in their diploma/institution. The value of the diploma should increase over time.</li> <li>All of us in the Juniata community need to discuss and decide the best pathway for the College and hold ourselves accountable.</li> </ul>	
11:52 AM	Senior Class President Comments	<ul style="list-style-type: none"> <li>Haley Walker '19</li> <li>Focus is fundraising               <ul style="list-style-type: none"> <li>Selling toothpick holders, bottle openers and koozies</li> <li>Working with Clifton 5 movie theater</li> <li>Celebrity Bartender – with professors</li> <li>Senior Week for boat cruise, wine tasting, etc.</li> </ul> </li> <li>Tonight is Senior Dinner               <ul style="list-style-type: none"> <li>Class Gift is renovating the Ballroom in Ellis</li> <li>Goal is \$50,000 and 80% class participation</li> </ul> </li> </ul>	
11:56 AM	Juniata Activities Board Comments	<ul style="list-style-type: none"> <li>Naomi Frey '20</li> <li>Functions               <ul style="list-style-type: none"> <li>8 person executive board, each plans their own event.</li> <li>Larger Events in Fall                   <ul style="list-style-type: none"> <li>Mountain Day</li> <li>FestiFall – newest tradition (since 2016) with live performer, costume contest, pumpkin carving</li> <li>Madrigal – Theme was “Winter Wonderland”</li> </ul> </li> <li>Spring Events                   <ul style="list-style-type: none"> <li><i>Juniata's Got Talent</i> on March 23</li> <li>Spring Fest – Music festival on Quad</li> <li>Relay For Life</li> </ul> </li> </ul> </li> </ul>	
11:59 AM	Student Government President comments	<ul style="list-style-type: none"> <li>Ambrose Lutwiche '19</li> <li>Programs               <ul style="list-style-type: none"> <li>Wrote an entirely new constitution</li> <li>Installed new printers in Sherwood and Cloister</li> <li>Building a list of committee representatives</li> </ul> </li> <li>Issues on campus               <ul style="list-style-type: none"> <li>Students would like more off-campus housing</li> <li>Dining service - meal plans to be modified                   <ul style="list-style-type: none"> <li>Service <i>did</i> improve over last semester</li> </ul> </li> <li>Library updates – looking at what students need and hours being cut</li> </ul> </li> <li>eSports Team</li> </ul>	



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		<ul style="list-style-type: none"> <li>• A student wrote an op-ed in the Juniatian last year – “My Four Years”. It is critical, but does shed light on some student concerns.</li> <li>• Ambrose encouraged all of us to speak to the students and ask questions about their experience.</li> </ul>	
12:06 PM	SAA Comments	<ul style="list-style-type: none"> <li>• Dan Ansel '19</li> <li>• Mission – increase student awareness of Alumni; assist with student connections to alumni</li> <li>• Convey the importance of networking and career guidance</li> <li>• Events               <ul style="list-style-type: none"> <li>○ Roundtable</li> <li>○ Homecoming</li> <li>○ Career Day</li> <li>○ Closed conversations - small groups of students with alumni several times throughout the year</li> </ul> </li> </ul>	
12:10 PM	Enrollment Note Writing	<ul style="list-style-type: none"> <li>• Mike explained the goal to reach out to top prospective students who have not yet confirmed attendance in the Fall.</li> <li>• Sending 5-6 notes from each alumni council member</li> </ul>	
12:12 PM	Lunch		
1:10 PM	Alumni Staff Comments	<ul style="list-style-type: none"> <li>• David Meadows, Director of Alumni Relations               <ul style="list-style-type: none"> <li>○ Nature and makeup of work at alumni office has changed as discussed previously</li> <li>○ Regional events still happening. Encouraged to attend or host an event in your area</li> <li>○ Realigning focus on BELIEVE Campaign events</li> <li>○ David reviewed event schedule 2019 - 2020</li> <li>○ Supporting BELIEVE Campaign <i>efforts</i> <ul style="list-style-type: none"> <li>▪ Working with the development team very closely</li> <li>▪ New work speaks easily to outcomes under this new structure</li> <li>▪ Feeling more cohesive as a team</li> </ul> </li> <li>○ Doug brought up renaming to the “Class Connections Agent” instead of “Class Fund Agent” – ability to bring the personal connection with the financial support</li> <li>○ David thanked council for contributing to the Networking Reception. Council members donated funds so that the Alumni Office could use Food Service folks to set up the event. This allowed staff members the ability to connect with alumni and students and have connections that are more meaningful. It allows us to use our resources better.</li> </ul> </li> </ul>	See calendar



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		<ul style="list-style-type: none"> <li>• Cathy Cloz               <ul style="list-style-type: none"> <li>○ What is Stewardship? Donations and engagement are a part of Stewardship.</li> <li>○ The process is how we are caring for and protecting the gifts that are given and the donors who are giving.</li> <li>○ Respecting the act of giving.</li> <li>○ Create a culture of gratitude across campus</li> <li>○ Focusing on how to acknowledge gifts, recognize donors</li> <li>○ Most students don't know what scholarship they received – "the College" gave them money</li> </ul> </li> <li>• Katie Dickey               <ul style="list-style-type: none"> <li>○ Thanked participation of reunion committee members.</li> <li>○ The class of 1994 is encouraging class to register early for their 25-year reunion. Want to get 25 registrants on March 25 when it opens.</li> </ul> </li> </ul>	
1:40 PM	Council Goal Progress	<ul style="list-style-type: none"> <li>• Enrollment Activity list will be sent out via email</li> <li>• Jigar reviewed Council Progress and Committee Progress               <ul style="list-style-type: none"> <li>○ Only about 50% of council responded</li> </ul> </li> </ul>	See PPT
1:51 PM	Committee Breakout Sessions	<ul style="list-style-type: none"> <li>• Worked on goals for the current year</li> </ul>	
3:15 PM	Committee Reports	<ul style="list-style-type: none"> <li>• Communications               <ul style="list-style-type: none"> <li>○ Discussed revamping the Emeriti newsletter</li> <li>○ What do Emeriti want to read? A Letter or bullet highlights?                   <ul style="list-style-type: none"> <li>▪ Marion will ask her husband and Tim will inquire with others</li> </ul> </li> <li>○ Facebook management – additional volunteers to stay more active</li> <li>○ Use Facebook page with new campaigns coming up                   <ul style="list-style-type: none"> <li>▪ Visit Campaign for Spring</li> <li>▪ Mock Trial Club</li> <li>▪ Early Success of Graduate programs</li> <li>▪ eSports Program</li> <li>▪ Gratitude Campaign launching soon</li> </ul> </li> </ul> </li> <li>• Development               <ul style="list-style-type: none"> <li>○ Made 107 contacts via emails, notes, calls</li> <li>○ Working on list of lapse or lost loyals – alums who had given previously, but not in the recent year</li> </ul> </li> <li>• Enrollment               <ul style="list-style-type: none"> <li>○ Discussed previous goals</li> </ul> </li> </ul>	



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		<ul style="list-style-type: none"> <li>○ Revisited Strive mentor program <ul style="list-style-type: none"> <li>▪ Helping first generation college students</li> <li>▪ Trying out for a year and will see how it goes.</li> <li>▪ Not Juniata specific – can discuss</li> </ul> </li> <li>○ New VP of Enrollment – Jason Moran <ul style="list-style-type: none"> <li>▪ Official start in June</li> </ul> </li> <li>○ Upcoming college fairs list distributed <ul style="list-style-type: none"> <li>▪ Fairs that a counselor will <i>not</i> be attending (comfort level needed)</li> </ul> </li> <li>○ Fall college fair schedule will come out prior to our Fall Alumni Council Meeting</li> <li>○ Enrollment placemat was distributed <ul style="list-style-type: none"> <li>▪ Timeline of enrollment process</li> </ul> </li> <li>○ <b>Admitted Student Reception in Lititz, PA on March 26 (7-8:30pm). Contact Mike Kenawell or Cindy Gibboney if able to attend. Positive atmosphere (staff, accepted students &amp; families) with Q &amp; A. Fun night.</b> <ul style="list-style-type: none"> <li>▪ Reception style, informal.</li> <li>▪ Not a booth presentation.</li> </ul> </li> </ul>	
3:45 PM	Debrief and wrap-up	<ul style="list-style-type: none"> <li>● Shared conversations with students over lunch <ul style="list-style-type: none"> <li>○ Danielle spoke with Naomi regarding a face lift for the Dorms. Dorms need touch ups – not a major renovation. Some updates have been made and commented on those updates (ex. South Hall bathrooms and common areas).</li> <li>○ Keep improvements going such as new furniture. Having good internet, hot water, etc. Some infrastructure upgrades.</li> <li>○ Enrollment provides room shows – but not a large deterrent for students not enrolling.</li> <li>○ Chris and Sarah spoke with Ambrose. He does <i>not</i> feel as negative (personally). His comments today represent the student body. The negative students aren't wanting to compromise.</li> </ul> </li> </ul>	
4:05 PM	Adjournment	<ul style="list-style-type: none"> <li>● Marty motioned to adjourn meeting.</li> <li>● Seconded and approved.</li> </ul>	

### Fun Quotes from the Meeting:

- “I don’t have to run faster than the bear; I have just have to run faster than you” Jim Watt
- “When I came to Juniata, I had a pretty good sense of what I wanted to do. I’m not doing that.” Miranda Peruso



# **Alumni Council Meeting**

## **February 23, 2019**

# AGENDA

1. Celebrating the Wins
2. Context / Our Environment
3. Demographics
4. Benchmark Data
5. Questions

# Celebrate the Wins

86

Juniata jumped 20 spots to #86 in the US News ranking of best National Liberal Arts Colleges

88-18

Vote to affirm a revised General Education Curriculum

\$500,000

Amount of funding we recently received to support the implementation of our new curriculum

8

Number of major fellowships won by our students in 2018

# Celebrate the Wins

**\$300,000**

Recent Department of Justice Grant to continue our work on the prevention of interpersonal violence.

**72-60 (43-34)**

Four-Year Grad Rate of Juniata vs. Other PA Private Colleges

**\$22.1M**

Second consecutive highest fundraising total ever

**11**

Consecutive years as a “Great College to Work For”



# External Market / Environment

Office of the President



# External Market / Environment

## S&P / Moody's

- Outlook for higher education is “grim”; factors include “limited flexibility in programming, financial operations, enrollment, resources or student draw”
- Expenses will outpace revenue growth for the next 12-18 months
- Opportunities include serving post-traditional students, enhancing strengths and partnerships, and embracing data analytics, technology, and online learning

# External Market / Environment

“Enrollment is dwindling. Deficits are mounting. And more closures are looming: that’s the prediction of many higher-education experts, who are concerned about the future of small private colleges in America.”

“Private Colleges in Peril”,  
Education Next Institute, 2017

# External Market / Environment

**Hampshire College – Closing / Merging; CTCL, Rural**

**Franklin & Marshall – 2,300 students**

\$8M deficit; 40 administrative positions to be cut; \$370M endowment

**Catholic University – 3,200 students**

Enrollment down 11%; 9% cut to faculty positions (35 people)

**Oberlin- 2,800 students**

Enrollment challenges; structural deficits; budgets reduced by 5%; no raises; \$770M endowment

**Beloit College – 1,300 students, CTCL, Rural**

\$7M deficit; 40 administrative positions cut; 20 faculty positions

**Earlham College – 1,100 students, CTCL, Rural**

Enrollment challenges; recently asked to cut \$8M or 16% of budget; deficits since 2008; \$425M endowment



# Shifting Demographics

2.5M fewer students in college today &  
seven straight years of declining  
enrollments in the United States.

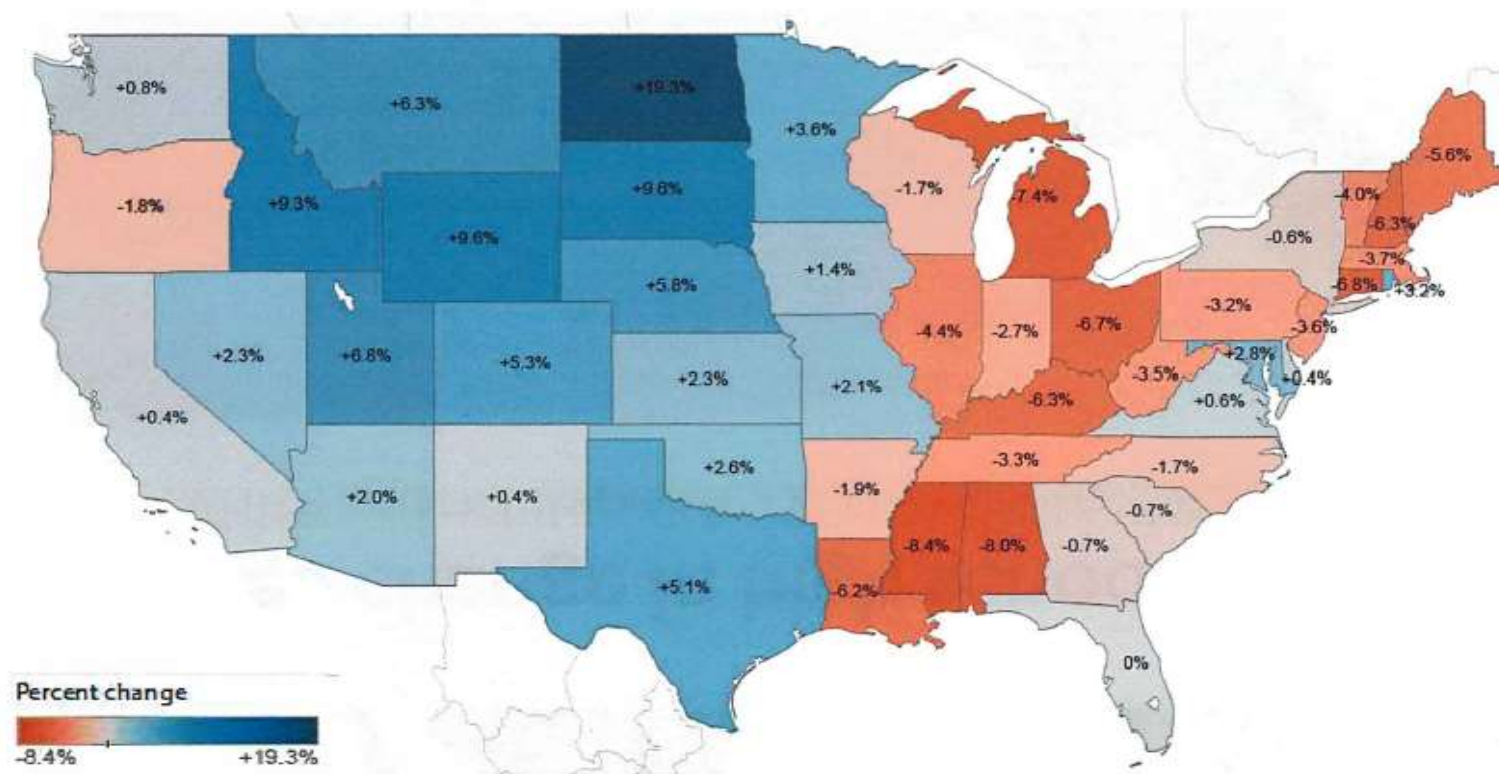
# Shifting Demographics

“Declining student enrollments will likely translate into fewer tuition dollars collected and leaner budgets. Regional colleges will be under pressure to cut liberal arts courses and expand professional programs, such as law enforcement, that students feel will translate into a good-paying job. “As a liberal arts professor, it’s heartbreaking,” said Grawe. “But you can understand. The institution’s existence is dependent on meeting the expectations of the student.”

Hechinger, September 10, 2018

# Projected change in high school graduates

## Public and non-public, 2017-18 to 2022-23

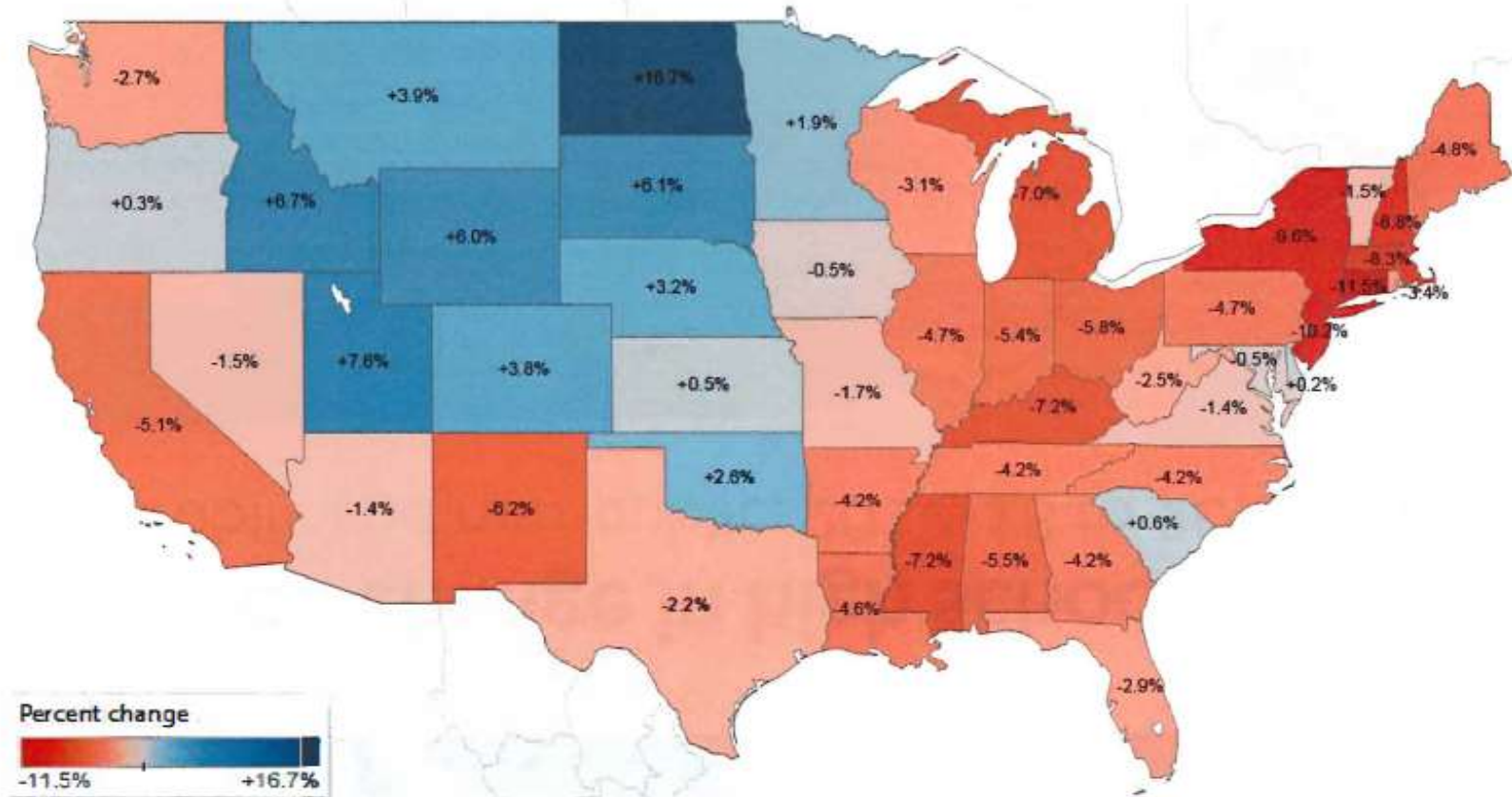


© Copyright 2016. *Knocking at the College Door*.  
Western Interstate Commission for Higher Education



## Projected change in high school graduates

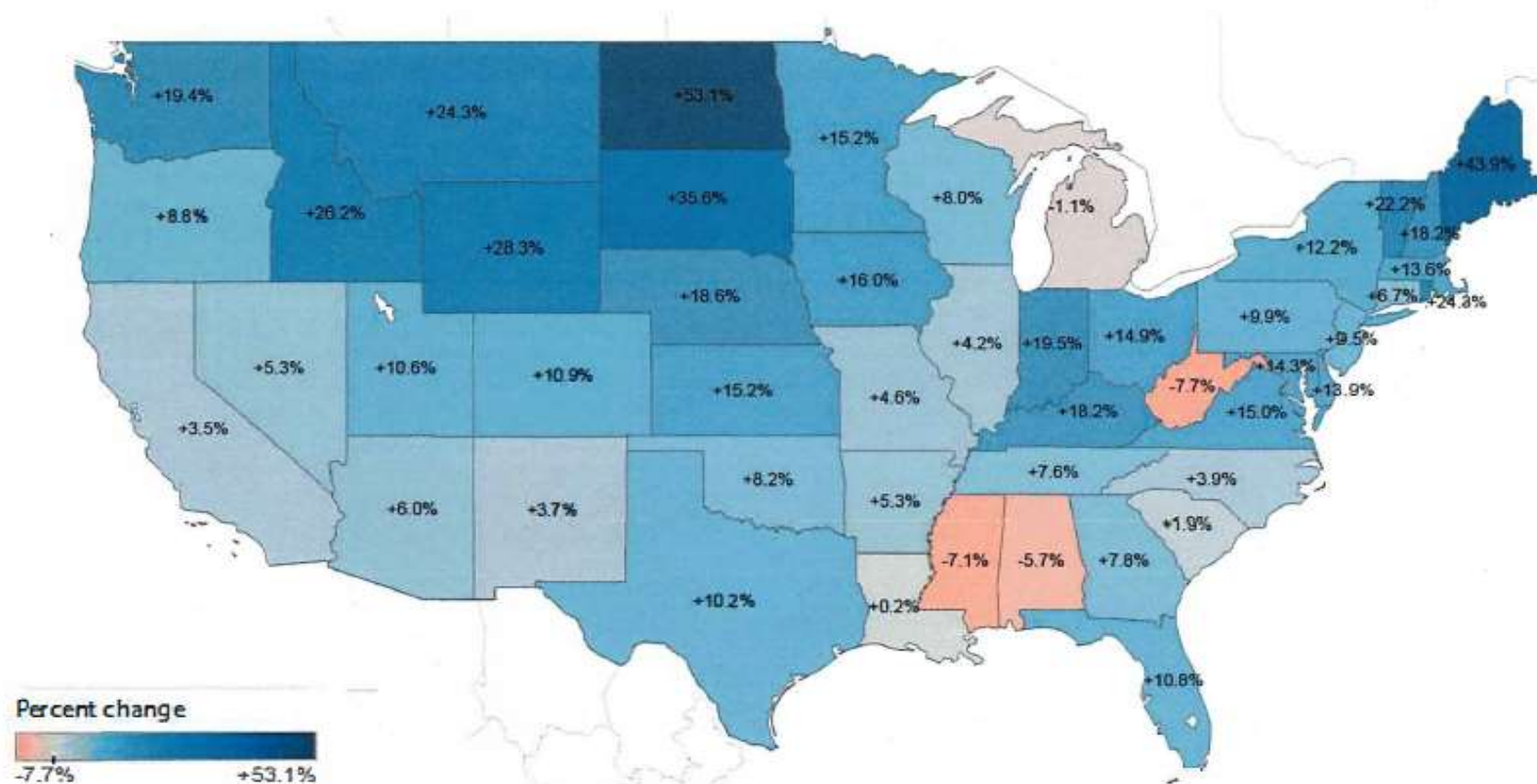
White, non-Hispanic, 2017-18 to 2022-23



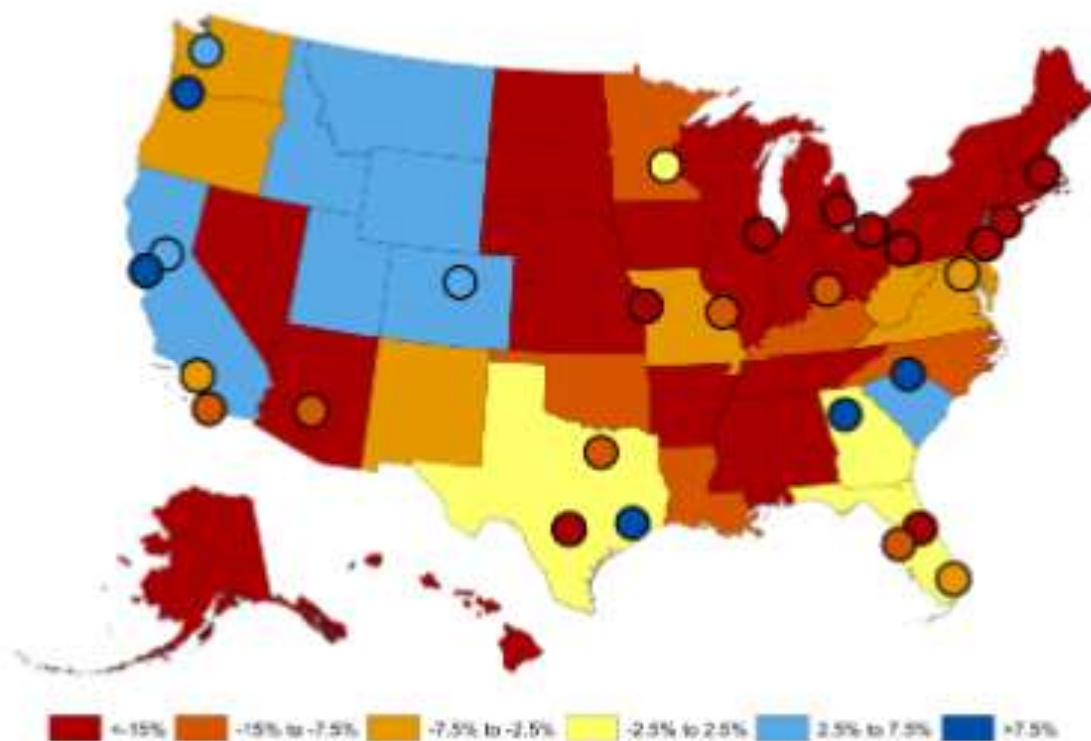
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# Projected change in high school graduates

Students of color, 2017-18 to 2022-23

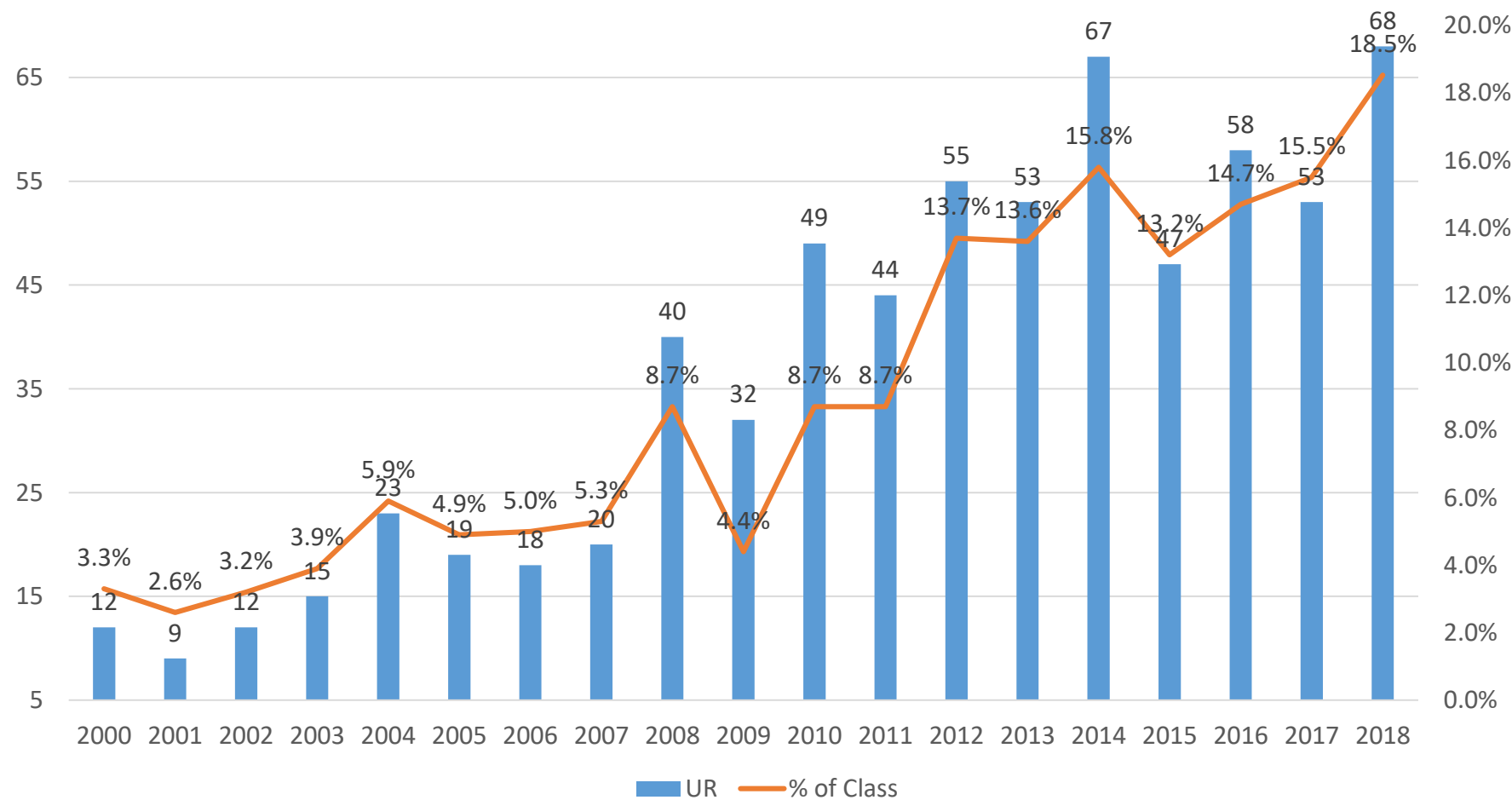


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Only a handful of states, colored in blue, are predicted to see an increase in the number of students attending regional four-year colleges and universities between 2012 and 2029. The rest will see declines in students. In the red-colored states, the drop in students will exceed 15%. The dots represent large metropolitan areas. These urban college markets, such as San Diego, may diverge from their state's or region's trends. Nathan D. Grawe, Carleton College

# Non-White First Year Students



# Data Sharing

**“If we have data, let’s look at data. If all we have are opinions, let’s go with mine.”**

Jim Barksdale, former Netscape CEO



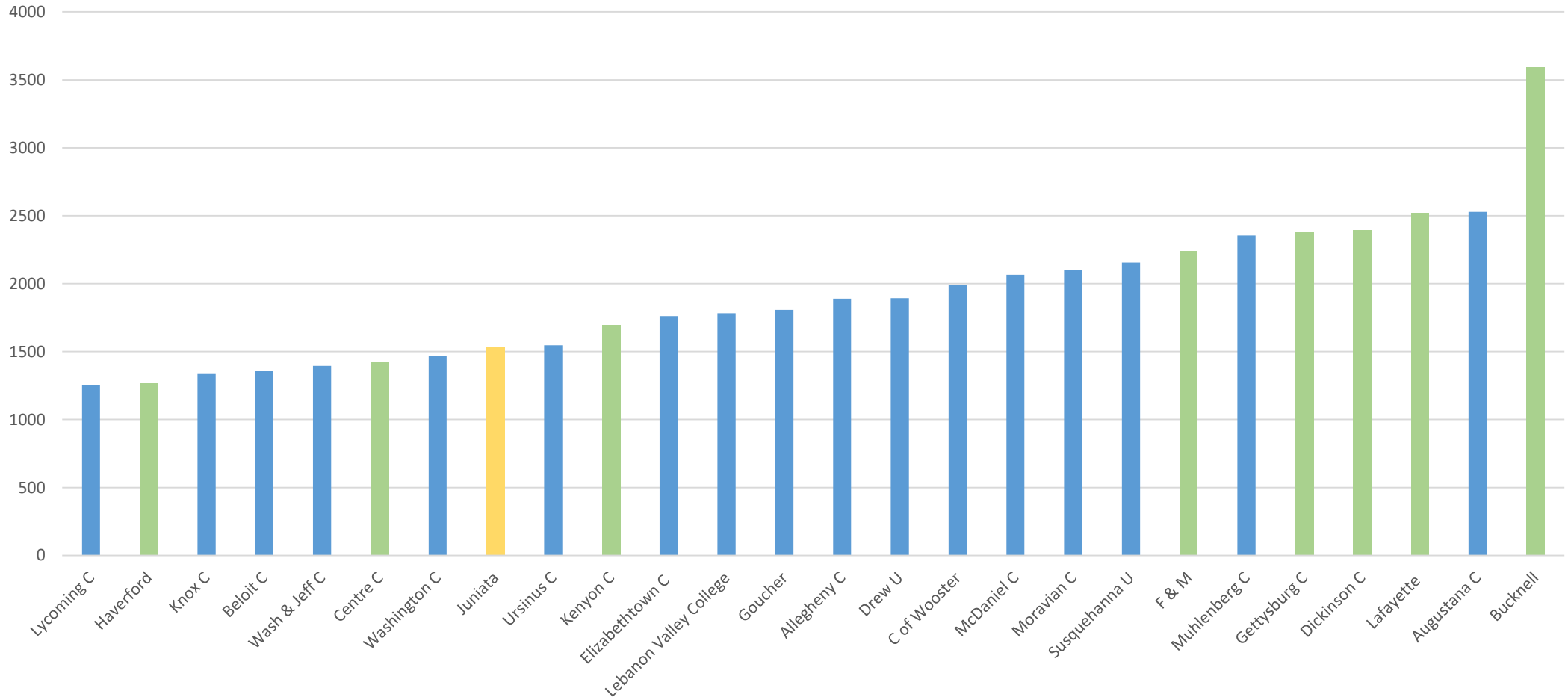
- 1. Who We Are**
- 2. How We Perform**
- 3. Market Indicators**

# Who We Are

Office of the President

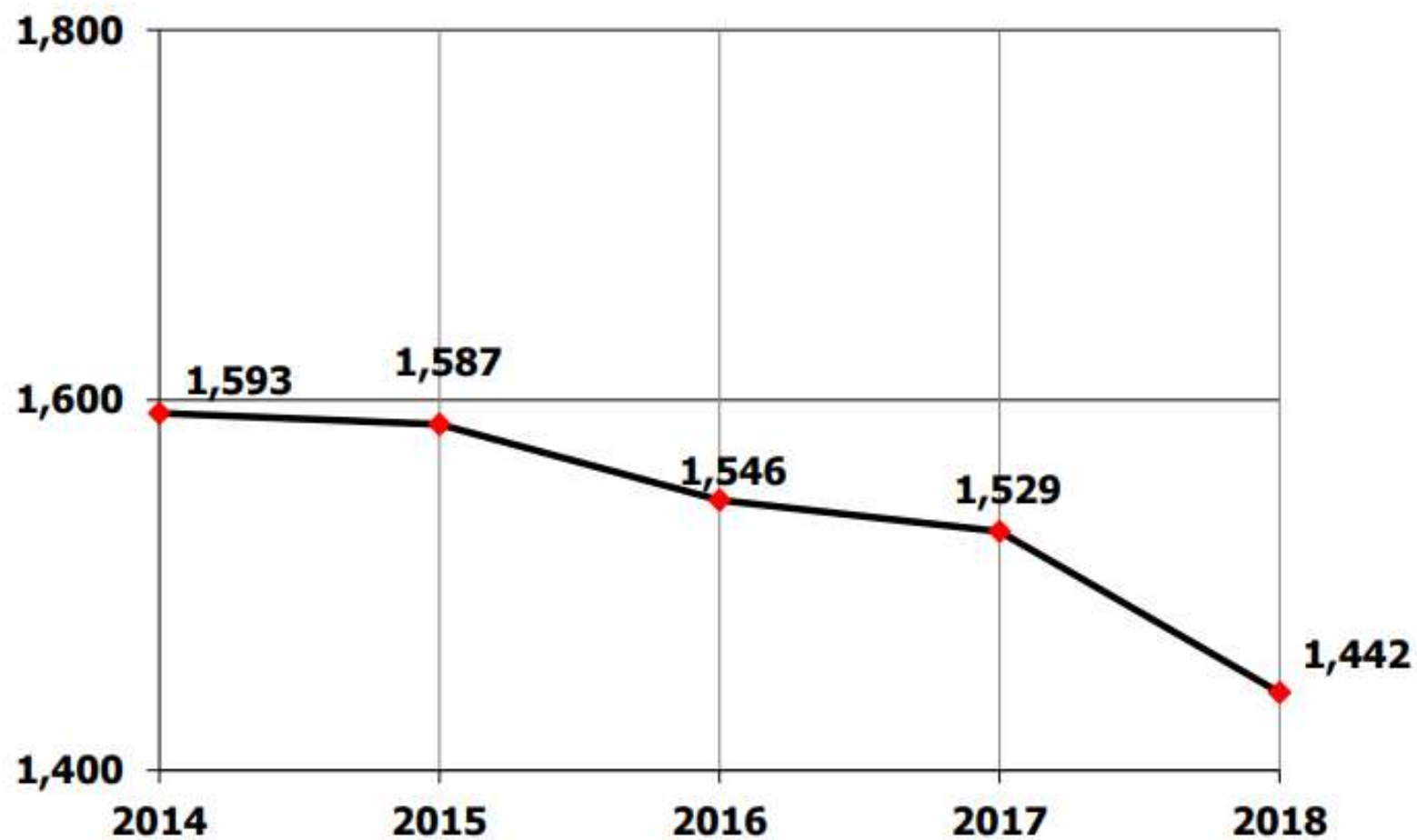


# Fall 2016 FTE



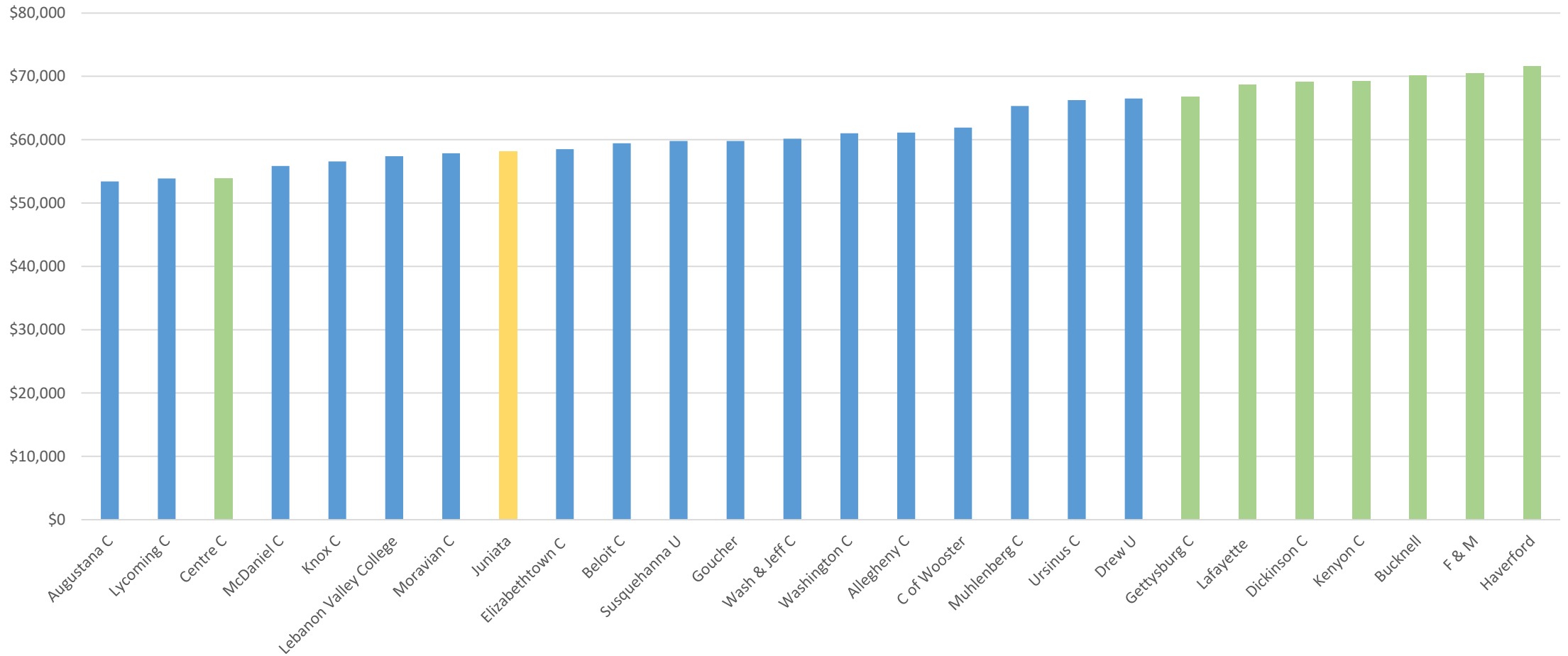
Source IPEDS





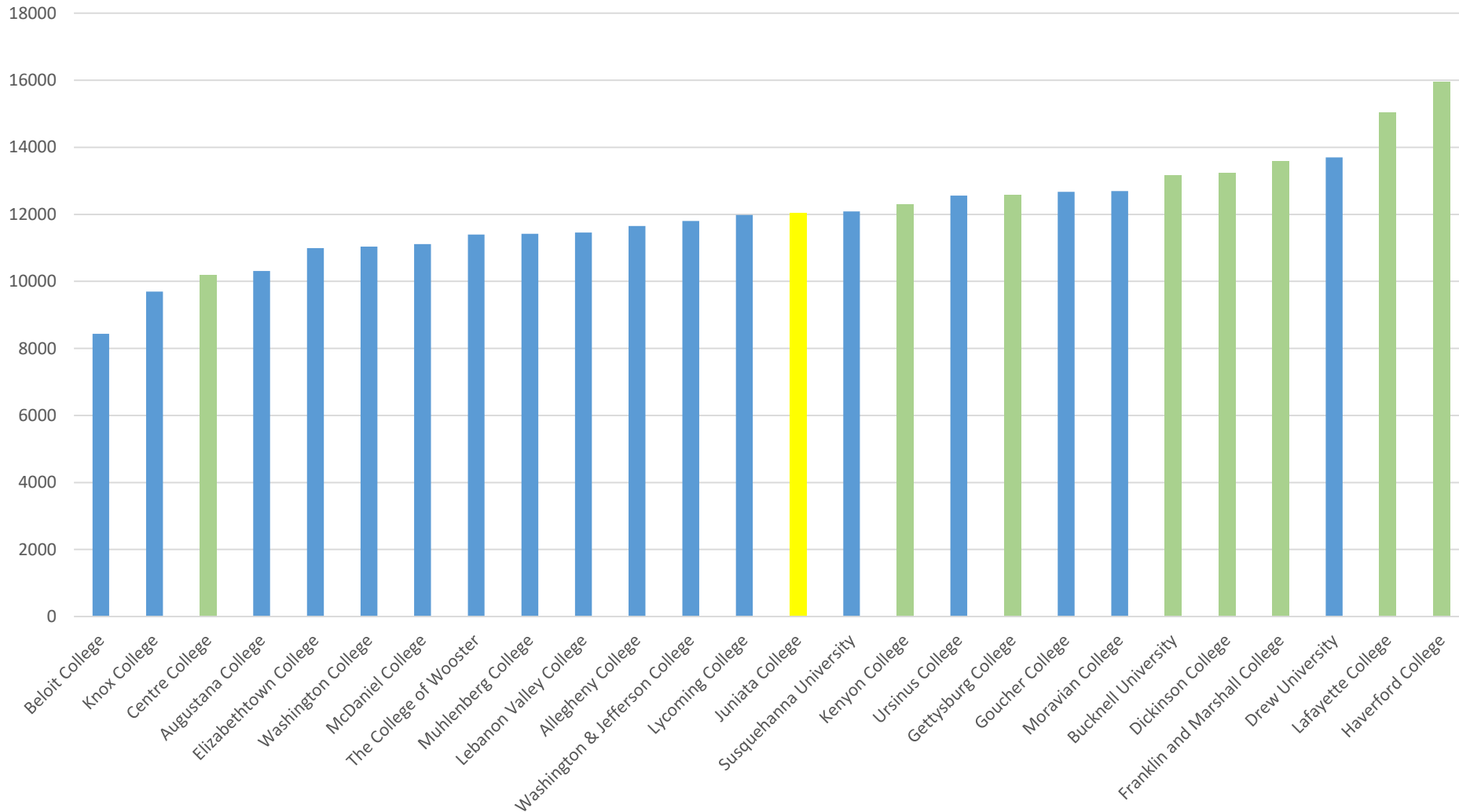
FTE above from Integrated Postsecondary Education Data System (IPEDS)

# Total Price 2017-18



Source IPEDS

# On Campus Room and Board 2017-18



Source IPEDS

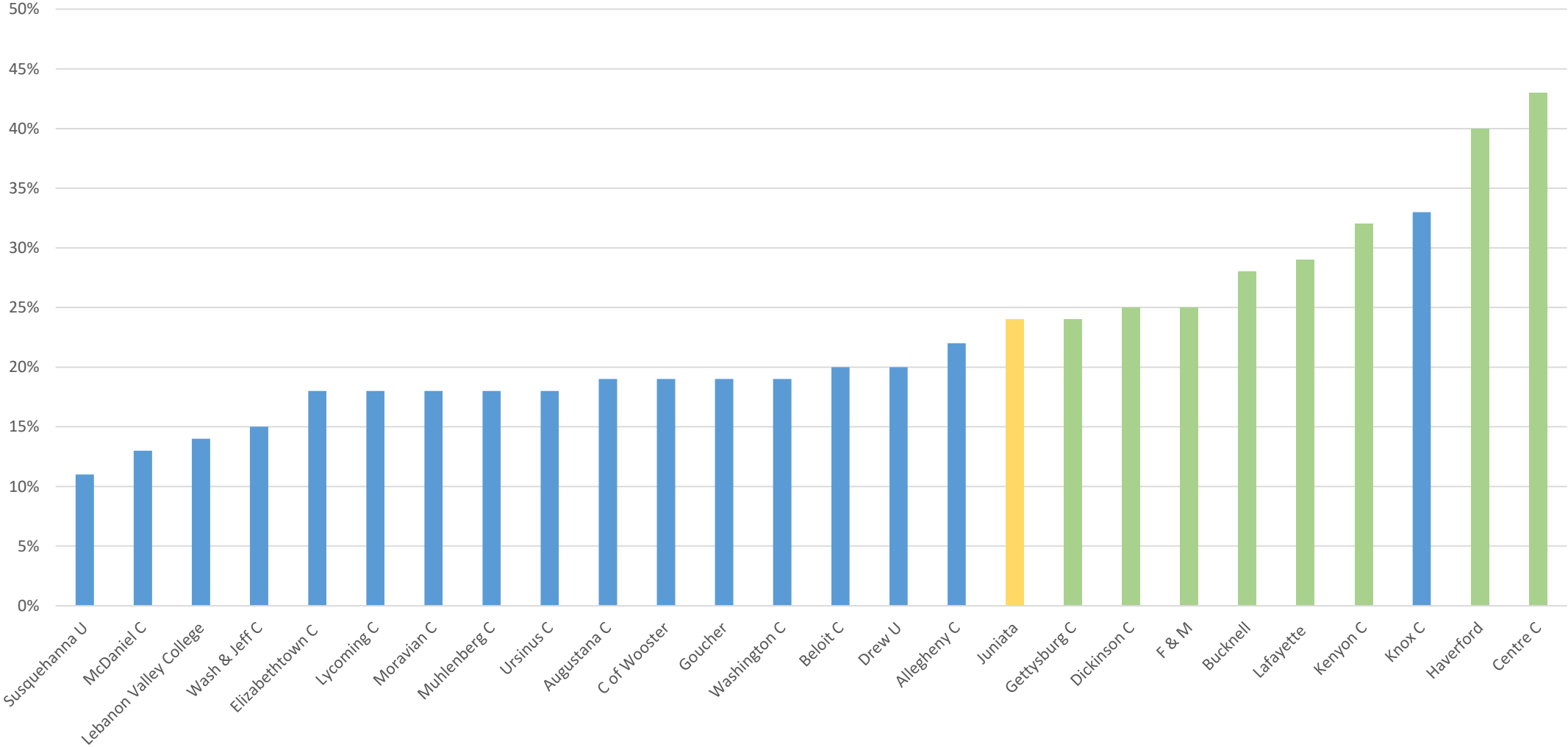
## Full-time Undergraduate Total Price (tuition, fees, room and board)

<b>Institution</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>Change (%)</b>	<b>U.S. News Ranking</b>
Haverford College	\$68,712	\$70,994	3.3%	11
Franklin & Marshall College	\$67,960	\$70,600	3.9%	36 - tie
Bucknell University	\$67,136	\$69,754	3.9%	36 - tie
Lafayette College	\$65,890	\$68,520	4.0%	36 - tie
Dickinson College	\$66,166	\$68,334	3.3%	51
Gettysburg College	\$65,210	\$67,490	3.5%	49
Ursinus College	\$62,920	\$64,800	3.0%	90
Muhlenberg College	\$63,625	\$64,360	1.2%	81
Washington & Jefferson College	\$58,946	\$60,380	2.4%	103
Susquehanna University	\$57,560	\$59,920	4.1%	135
Allegheny College	\$57,620	\$59,680	3.6%	76
Elizabethtown College	\$56,340	\$58,310	3.5%	113
Juniata College	\$55,915	\$58,118	3.9%	86
Moravian College	\$54,718	\$57,014	4.2%	155
Lebanon Valley College	\$53,590	\$55,510	3.6%	n/a
Lycoming College	\$50,598	\$52,658	4.1%	131

Full-time Undergraduate Tuition			
Institution	2017-2018	2018-2019	Change (%)
Franklin & Marshall College	\$54,280	\$56,450	4.0%
Bucknell University	\$53,692	\$55,788	3.9%
Gettysburg College	\$52,640	\$54,480	3.5%
Dickinson College	\$52,480	\$54,186	3.3%
Haverford College	\$52,278	\$54,100	3.5%
Lafayette College	\$50,400	\$52,415	4.0%
Ursinus College	\$50,360	\$52,050	3.4%
Muhlenberg College	\$50,095	\$51,860	3.5%
Washington & Jefferson College	\$46,048	\$47,384	2.9%
Allegheny College	\$45,470	\$47,040	3.5%
Elizabethtown College	\$45,350	\$46,940	3.5%
Susquehanna University	\$44,890	\$46,690	4.0%
Juniata College	\$43,050	\$44,772	4.0%
Lebanon Valley College	\$40,990	\$42,420	3.5%
Moravian College	\$40,293	\$41,905	4.0%
Lycoming College	\$37,888	\$39,360	3.9%

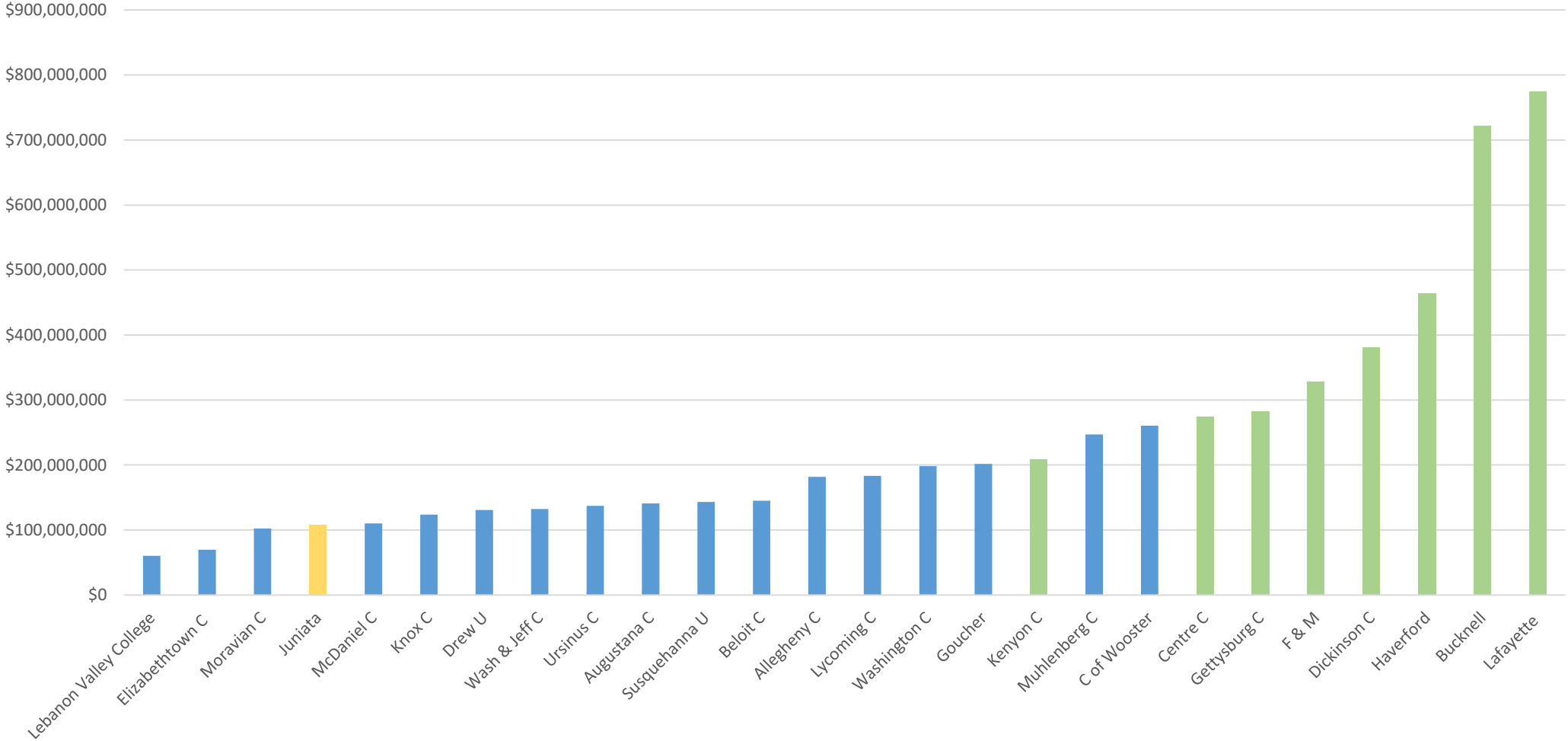
Full-time Undergraduate Room and Board Charges			
Institution	2017-2018	2018-2019	Change (%)
Haverford College	\$15,958	\$16,402	2.8%
Lafayette College	\$15,040	\$15,640	4.0%
Franklin & Marshall College	\$13,580	\$14,050	3.5%
Dickinson College	\$13,236	\$13,698	3.5%
Bucknell University	\$13,150	\$13,662	3.9%
Moravian College	\$12,694	\$13,378	5.4%
Gettysburg College	\$12,570	\$13,010	3.5%
Ursinus College	\$12,560	\$12,750	1.5%
Lycoming College	\$11,980	\$12,568	4.9%
Juniata College	\$12,040	\$12,521	4.0%
Washington & Jefferson College	\$12,318	\$12,416	0.8%
Susquehanna University	\$12,090	\$12,360	2.2%
Allegheny College	\$11,650	\$12,140	4.2%
Lebanon Valley College	\$11,410	\$11,860	3.9%
Muhlenberg College	\$12,795	\$11,765	-8.1%
Elizabethtown College	\$10,990	\$11,370	3.5%

# Alumni Giving 2017



Source: US News

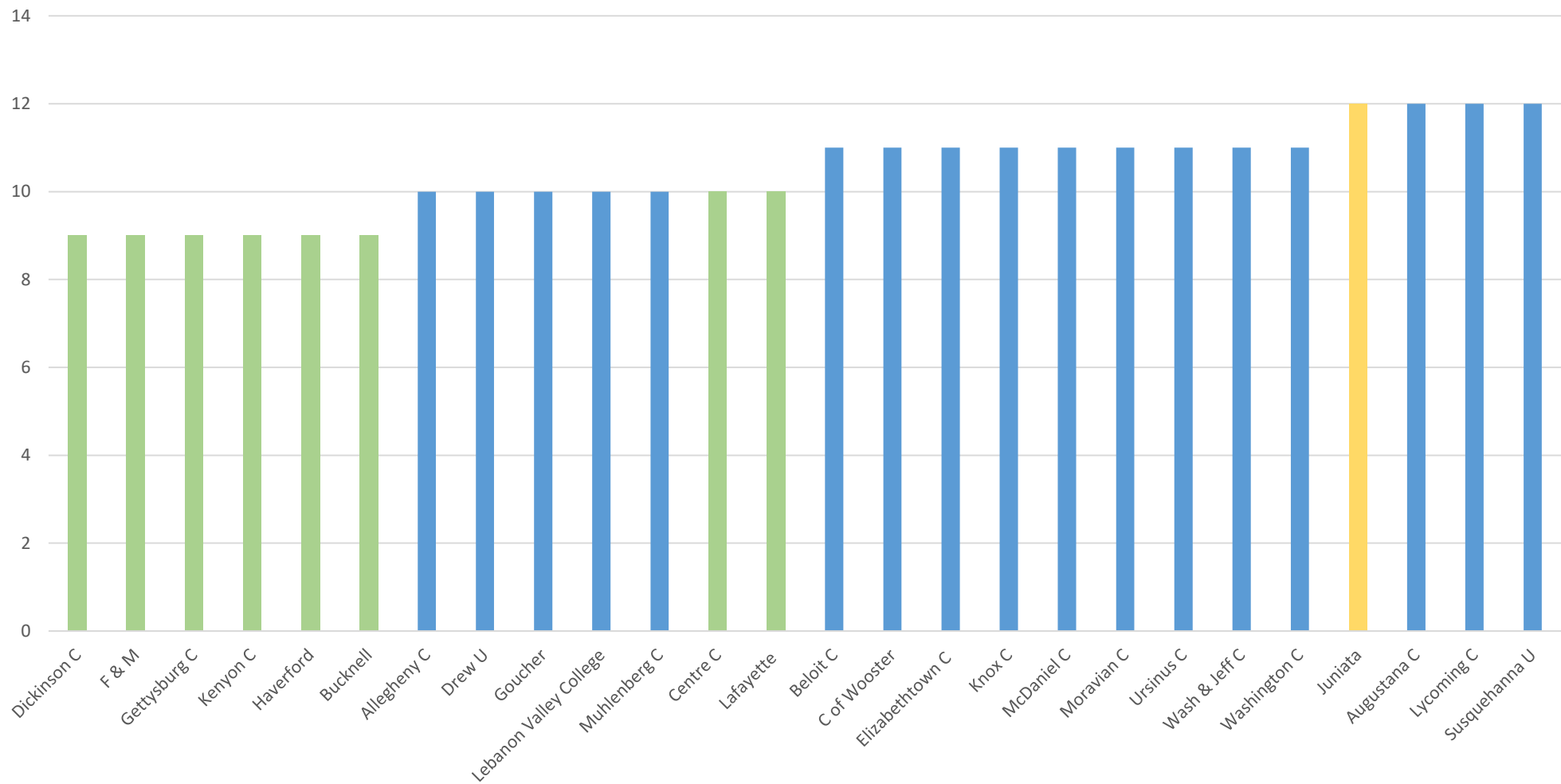
# Endowment FY16



Source IPEDS



# Student Faculty Ratio 2017



Source US News

# How We Perform

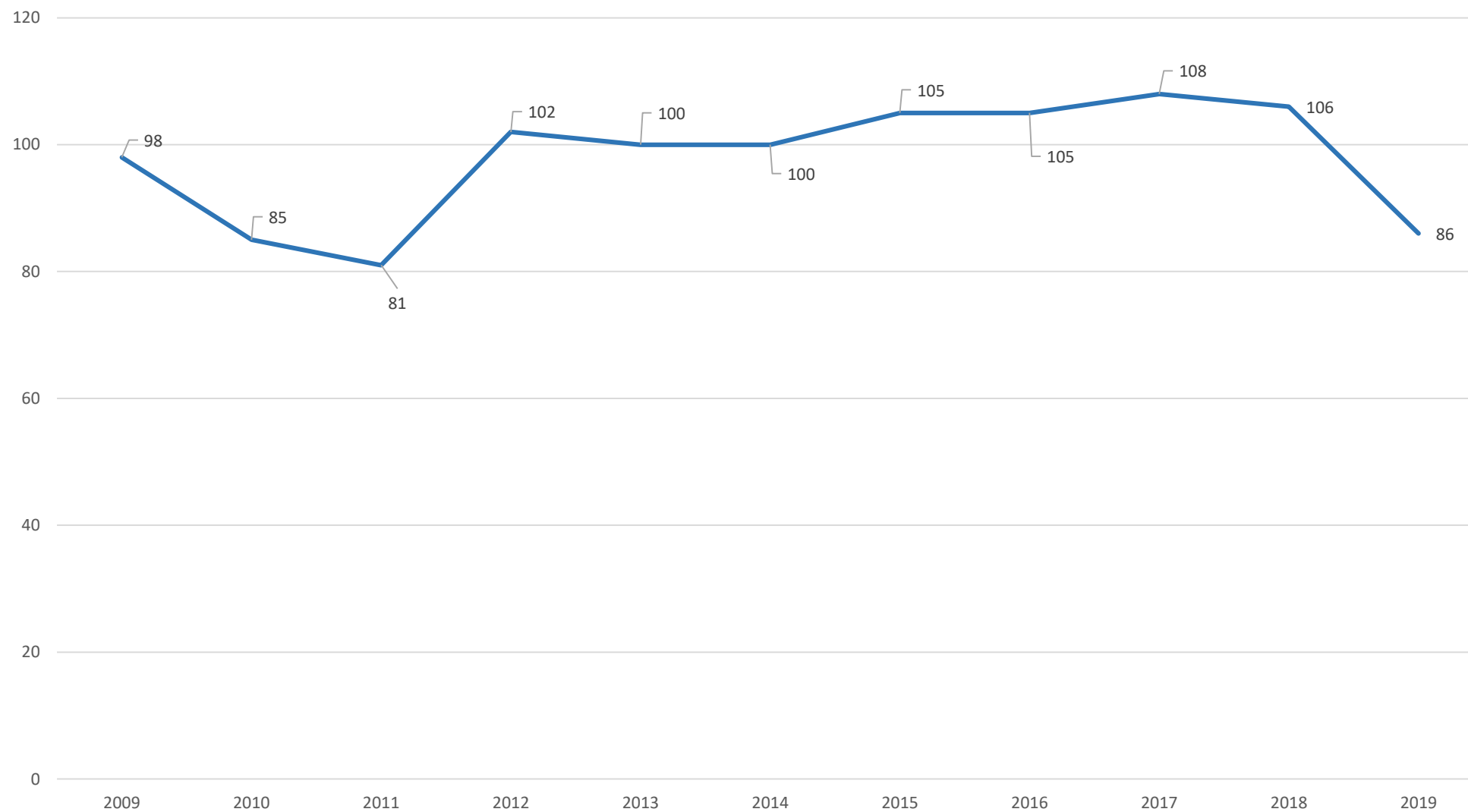
Office of the President



## 2019 US News Rankings: Total Price

Peer	US News 2019	Price
Haverford	11	\$71,614
Kenyon C	30	\$69,180
Franklin & Marshall C	36	\$70,430
Lafayette	36	\$68,640
Bucknell	36	\$70,125
Centre C	46	\$53,910
Gettysburg C	49	\$66,710
Dickinson C	51	\$69,071
C of Wooster	67	\$61,900
Beloit C	68	\$59,442
Knox C	68	\$56,554
Allegheny C	76	\$61,120
Muhlenberg C	81	\$65,330
Juniata	86	\$58,165
Ursinus C	90	\$66,242
Augustana C	95	\$53,422
Wash & Jeff C	103	\$60,134
Washington C	108	\$61,010
Elizabethtown C	113	\$58,490
Drew U	116	\$66,486
Goucher C	116	\$59,810
McDaniel C	124	\$55,830
Lycoming C	131	\$53,870
Susquehanna U	135	\$59,780
Moravian C	155	\$57,868
Lebanon Valley College	24- Regional	\$57,390

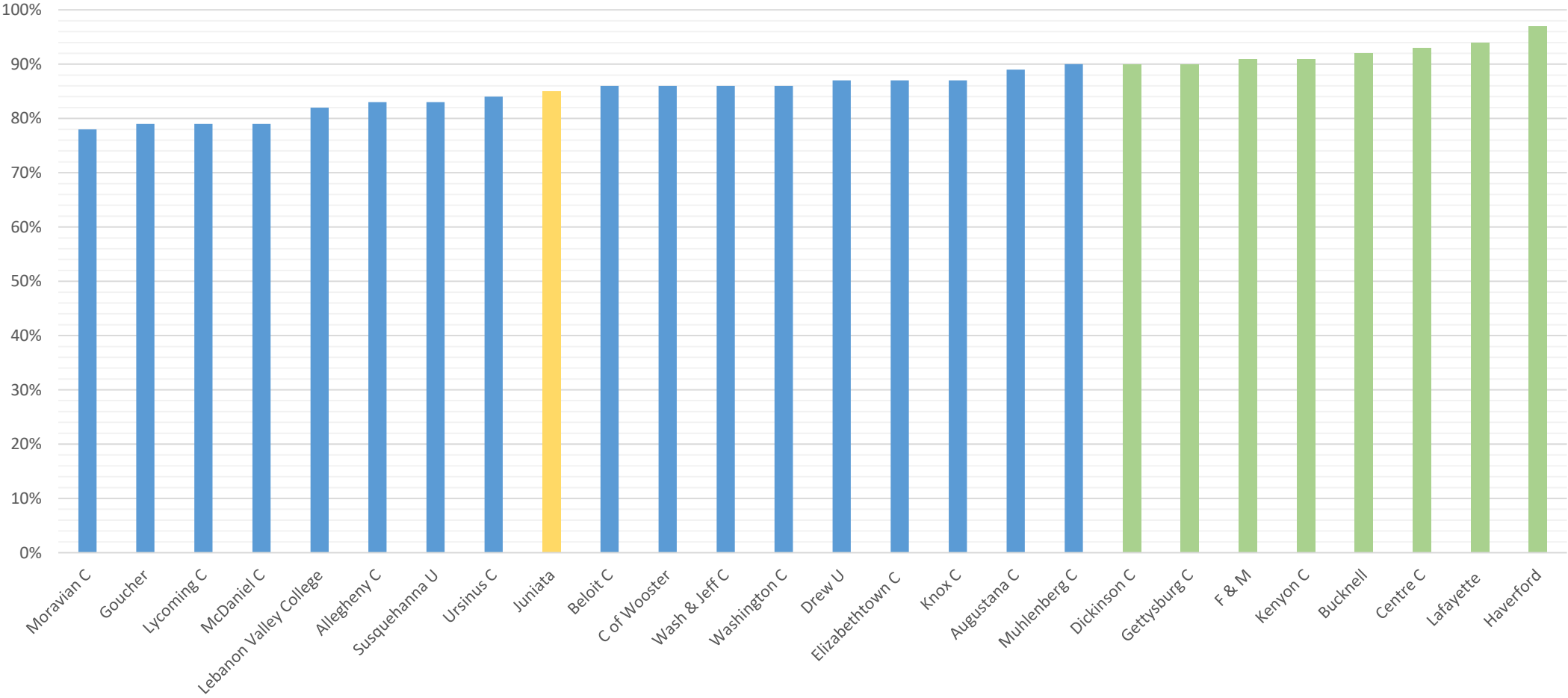
# Juniata's US News Rankings from 2009-2019



Peer	Forbes	Wall Street Journal	Money	Wash Monthly	Post	Average Ranking
Juniata	279	209	289	87	59	184.6
Allegheny C	306	128	364	25	80	180.6
Augustana C	382	246	320	146	103	239.4
Beloit C	233	205	384	38	70	186.0
C of Wooster	229	105	590	138	78	228.0
Drew U	342	205	NA	121	NA	222.7
Elizabethtown C	410	243	441	183	110	277.4
Goucher	326	279	657	98	111	294.2
Knox C	280	179	379	34	63	187.0
Lebanon Valley College	369	305	282	NA	NA	318.7
Lycoming C	549	417	400	134	118	323.6
McDaniel C	335	455	162	48	NA	250.0
Moravian C	460	283	433	77	NA	313.3
Muhlenberg C	174	202	282	90	46	158.8
Susquehanna U	391	172	357	36	84	208.0
Ursinus C	293	191	367	89	68	201.6
Wash & Jeff C	275	172	478	132	90	229.4
Washington C	322	205	609	202	97	287.0
<u>Aspirant Colleges:</u>						
Centre C	193	150	300	124	51	163.6
Dickinson C	118	113	192	57	56	107.2
F & M	92	89	124	40	30	75.0
Gettysburg C	130	110	146	80	36	100.4
Kenyon C	54	96	214	50	31	89.0
Haverford	38	42	74	11	21	37.2

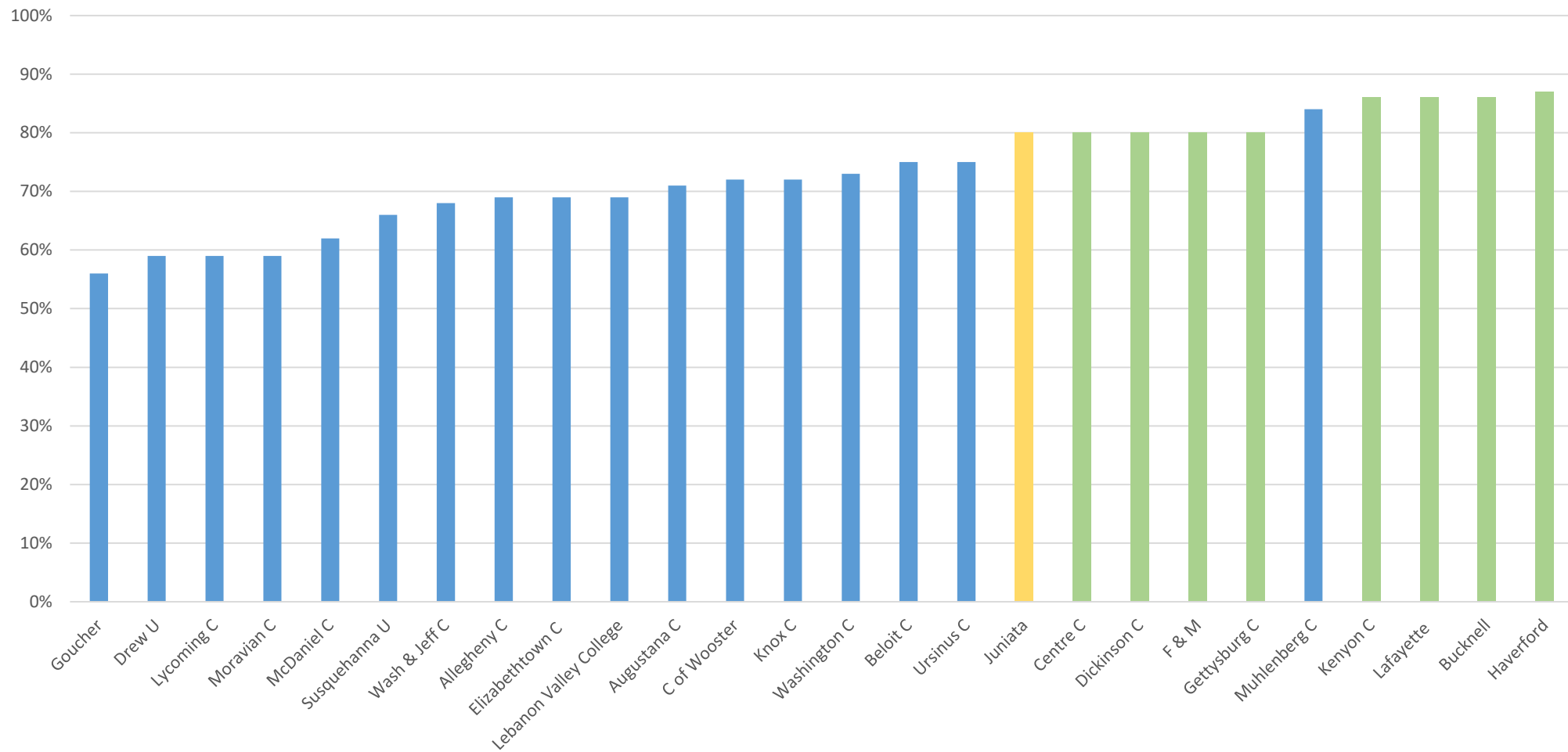
- Forbes- Uses net price, debt, earnings, grad rates, access & more to evaluate likely return on investment
- WSJ- Examines outcomes, environment, engagement & resources to answer questions important to students & their families when deciding where to study
- Money- Finds the country's top values using grad rates, tuition charges, earnings, borrowing & more
- Washington Monthly- Ranks 4-year schools based on their contribution to the public good in three broad categories: Social Mobility (recruiting and graduating low-income students), Research (producing cutting-edge scholarship and PhDs), and Service (encouraging students to give something back to their country)
- Washington Post- Ranks 120 colleges through a formula derived from a combination of published rankings. First, take all schools U.S. News and World Report defines as "liberal arts colleges." Then add all the ordinal numbers assigned to each of those schools through U.S. News, the Wall Street Journal/Times Higher Education, Forbes, Money and Washington Monthly. Divide by five. Sort the results from smallest to largest. Assign new ranks. Only schools with assigned values for all five rankings were included.

# Retention Fall 2016



Source IPEDS

# 4-yr Graduation Rate 2015



Source US News

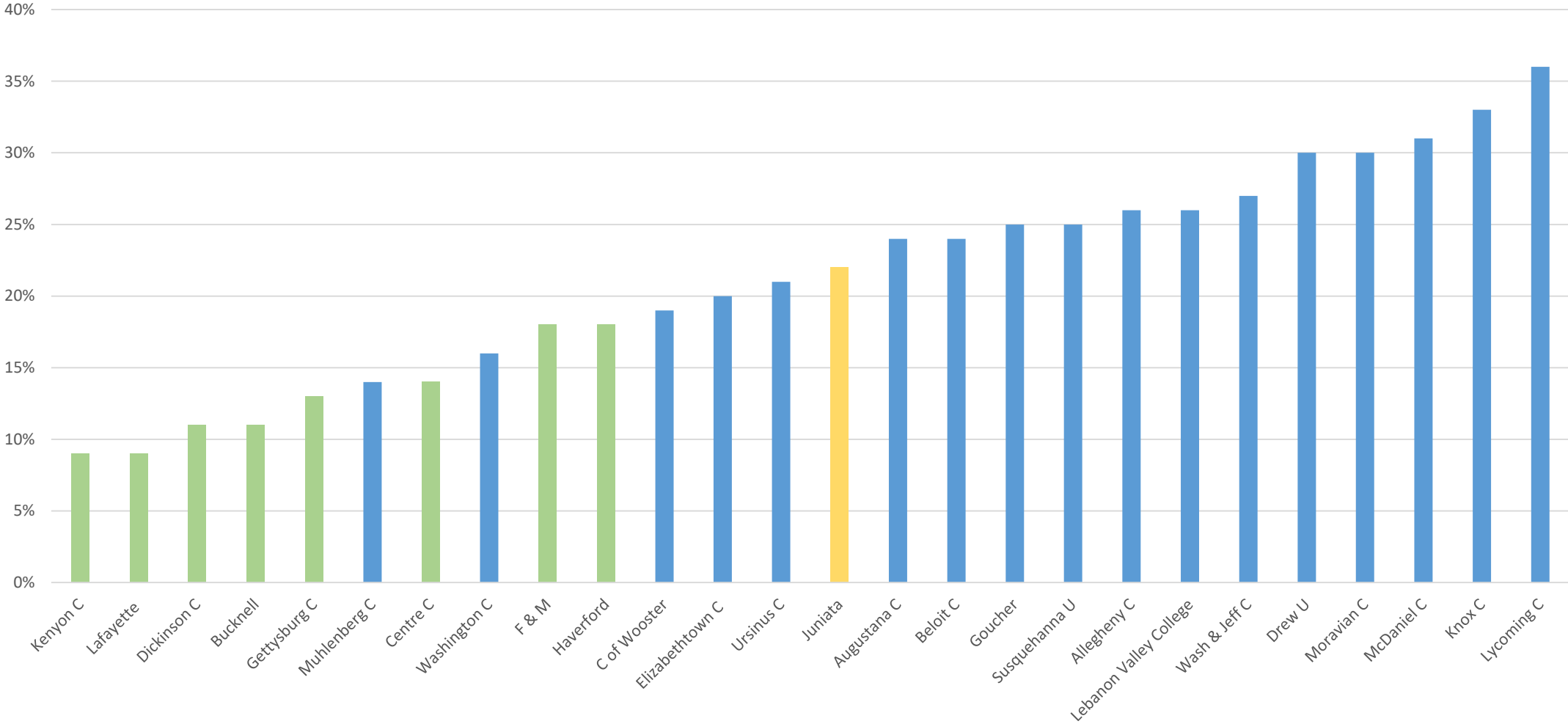
# Market Indicators

Office of the President



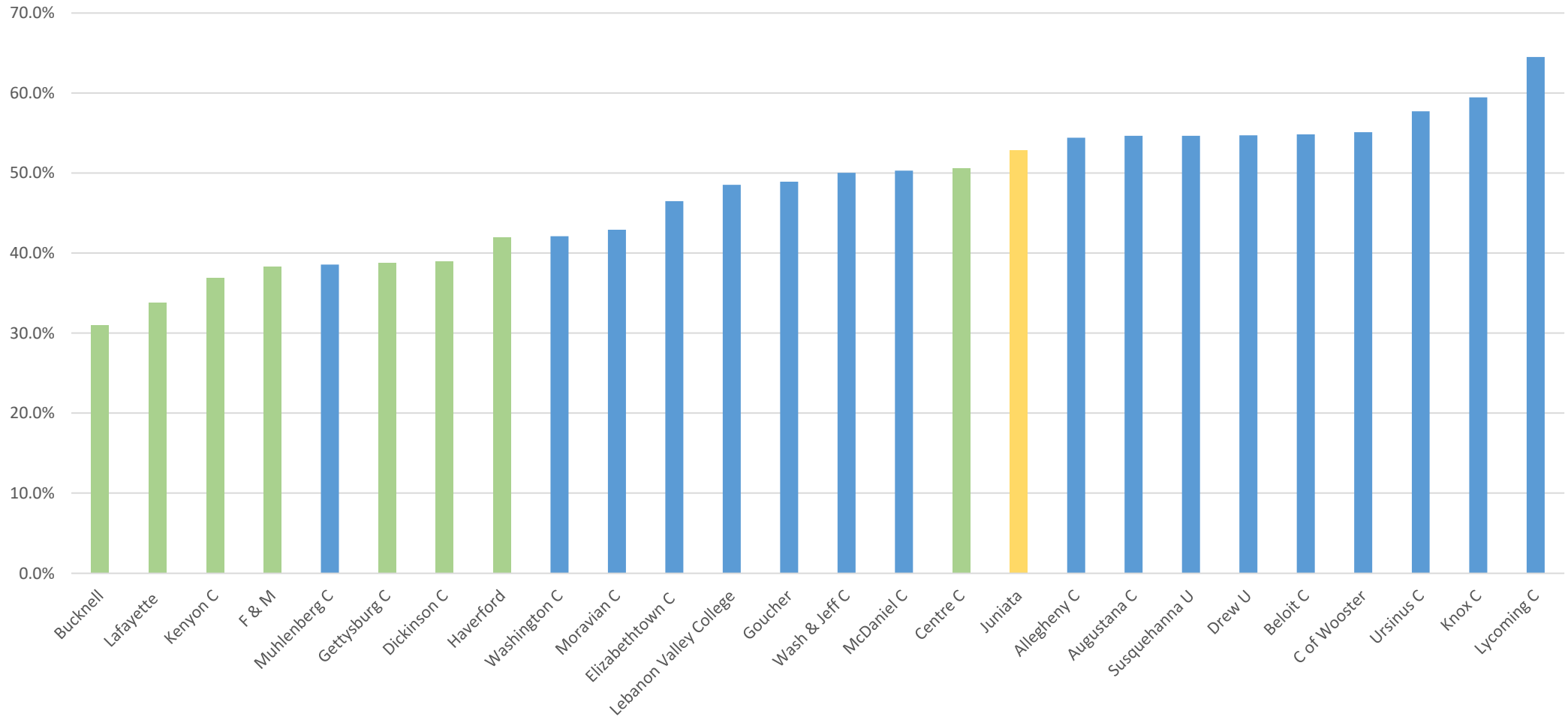


# Pell Students as a Percentage of the Student Body 2015



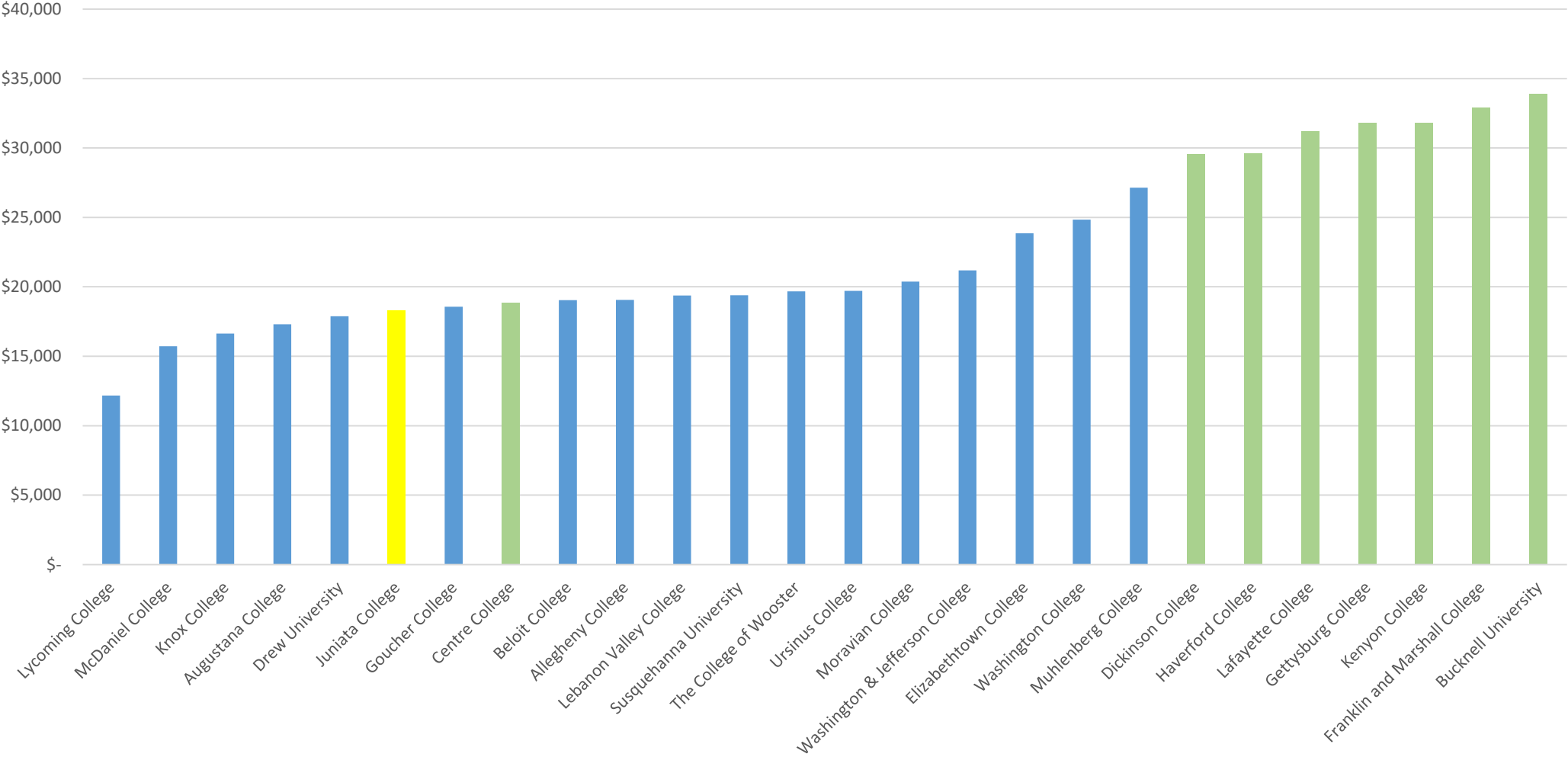
Source IPEDS

# Tuition Discount 2015-16



Source Calculated from IPEDS

# Net Tuition & Fees Per FTE FY16



Source Calculated from IPEDS

	Net Tuition			
	2014	2018	\$ Change	% Change
<b>Juniata</b>	\$ 17,277	\$ 17,731	\$ 454	2.6%
<b>Allegheny</b>	\$ 18,909	\$ 18,346	\$ (563)	-3.0%
<b>Ursinus</b>	\$ 20,724	\$ 19,368	\$ (1,356)	-6.5%
<b>Susquehanna</b>	\$ 20,275	\$ 19,716	\$ (559)	-2.8%
<b>Elizabethtown</b>	\$ 20,950	\$ 21,672	\$ 722	3.4%
<b>W&amp;J</b>	\$ 22,023	\$ 20,594	\$ (1,429)	-6.5%

# Questions?

Office of the President



# THE JUNIATA COLLEGE CURRICULUM



# Why a new curriculum?



# THE JUNIATA COLLEGE CURRICULUM

The Juniata College Curriculum strengthens every student's understanding that to get better answers, one must ask better questions.  
To do so, how does the Curriculum work?





# INTELLECTUAL FOUNDATIONS

**CONNECT:** Understand how different disciplines think, connect, and collaborate.

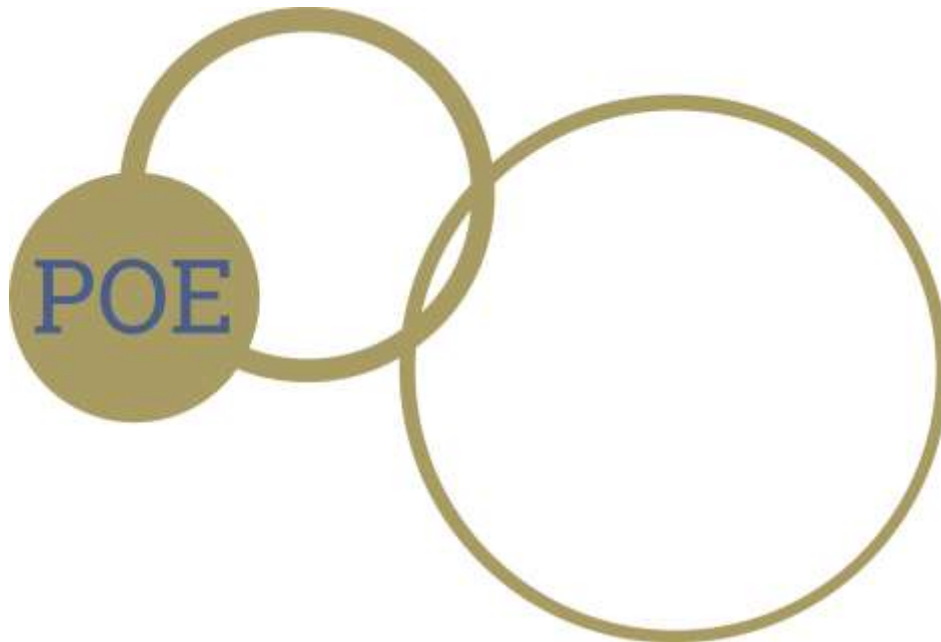
**ENGAGE:** Interact and experiment with problems to ask better questions. *The Curriculum requires local and global engagement.*

**DISCERN:** Learn to discern the quality of knowledge and beliefs.



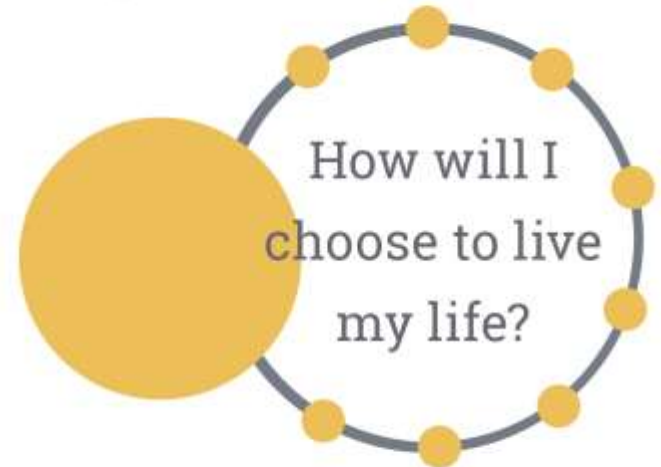
The Curriculum moves students to develop skills and discover possibilities. It influences the Program of Emphasis (POE).

**Result?** The POE **focuses** the education and the Curriculum **develops broad capability and unlocks potential**.



### REFLECT ON VALUES, BELIEFS, KNOWLEDGE, AND EXPERIENCES.

*First-Year-Experience* courses (8 credits) support students as they transition to college life and to scholarly expectations. The entire year focuses on communication skills, strategies for navigating new demands, and building resiliency.



### PROBLEM-SOLVING REQUIRES A WILLINGNESS TO CONSIDER OTHER PERSPECTIVES.



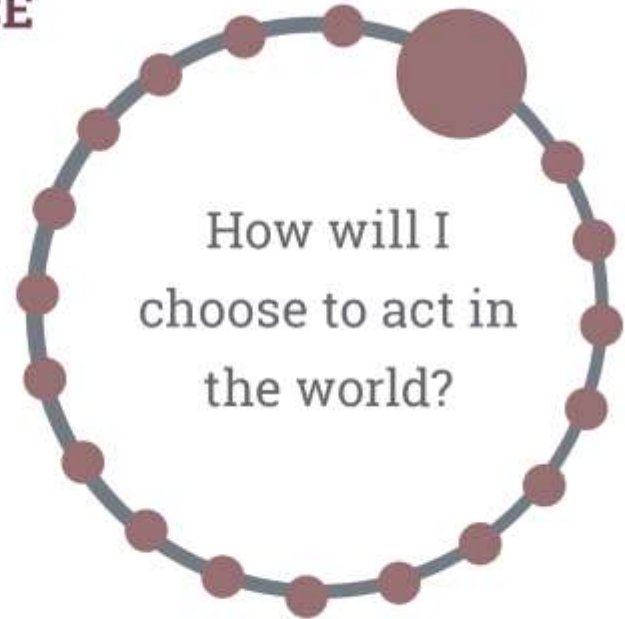
In a *Connections* course (3 credits), students consider a common topic through two ways of knowing in a team-taught environment with two faculty from disciplines intellectually distant from one another.

*Ways of Knowing* courses (12-15 credits) help students consider the world from different vantage points. Students critique disciplinary styles of inquiry, connect ways of knowing, and confront complexities in our urge to organize and impose meaning.

## DEVELOP A WIDE BASE OF REFERENCE FOR ETHICAL QUESTIONS.

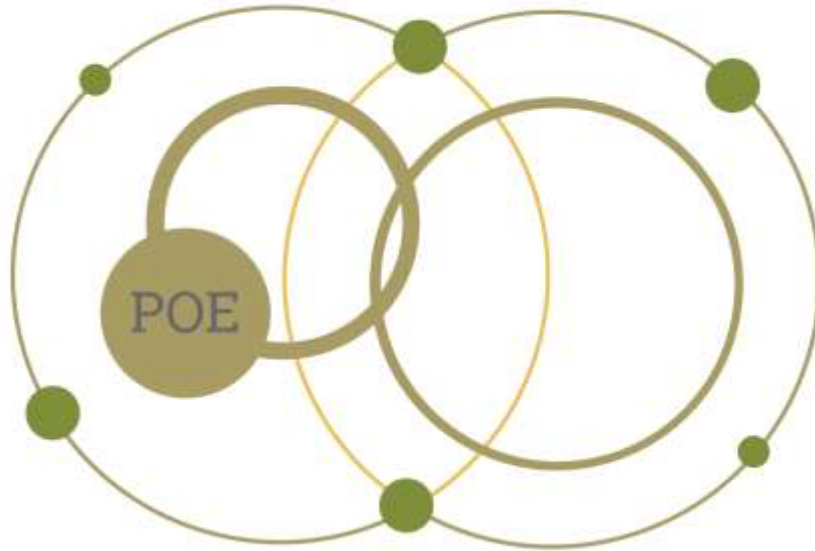
In *Self and the World* courses (12 credits), students enhance interpersonal skills, gain experience understanding people with different histories, and consider diversity, culture, and ethics. All students participate in local *and* global community engagement, a signature element of the Curriculum.

The Curriculum requires students complete a Senior Capstone experience as well.



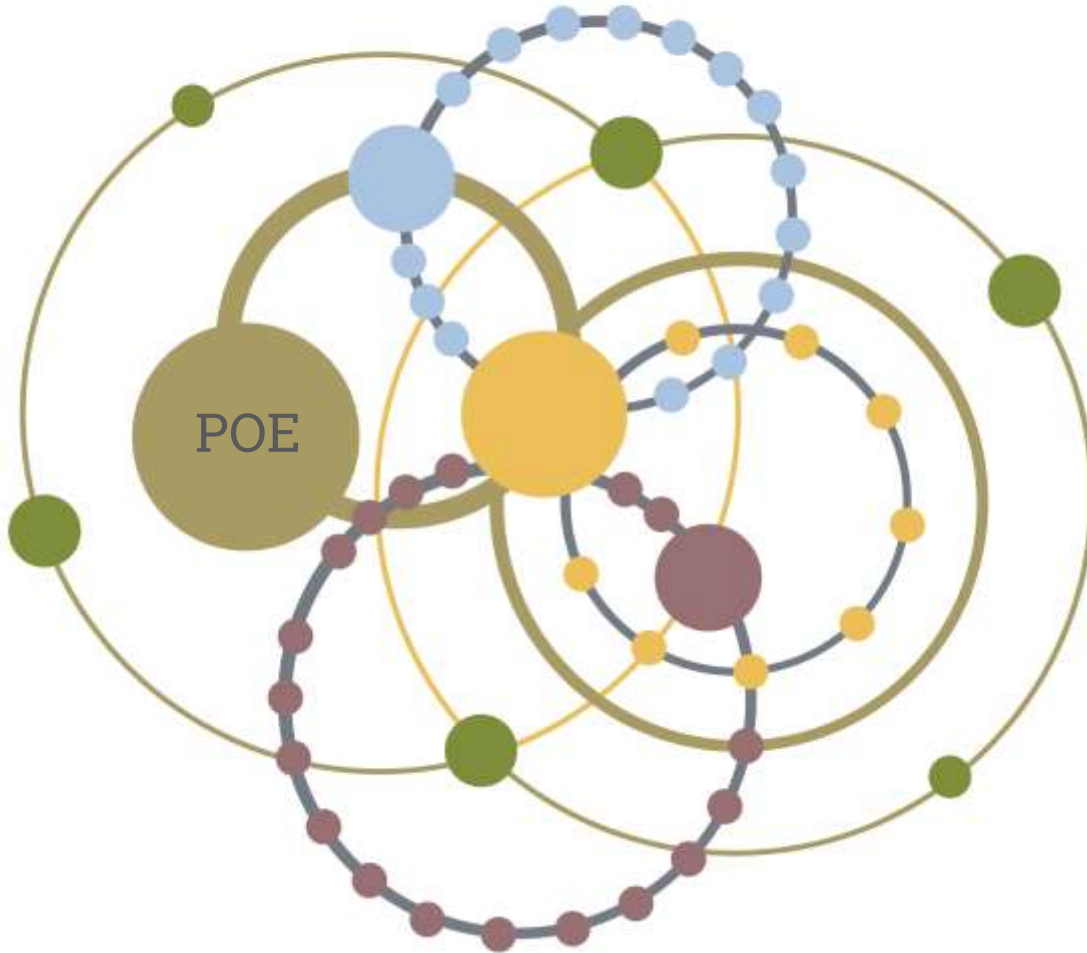
## THE PORTFOLIO

The Curriculum provides an instrument to help with the capstone. Students use portfolios to record and highlight key experiences—whether papers, research, creative work, performances, or other artifacts. The portfolio helps construct their personal educational story and show their best work for employers, graduate schools, or others.





# THE JUNIATA COLLEGE CURRICULUM



The Juniata College Curriculum is a **system** of experiences designed **to help you ask better questions**—whether in your focused area of education (the POE) or the situations you encounter through college and your personal and professional pursuits.

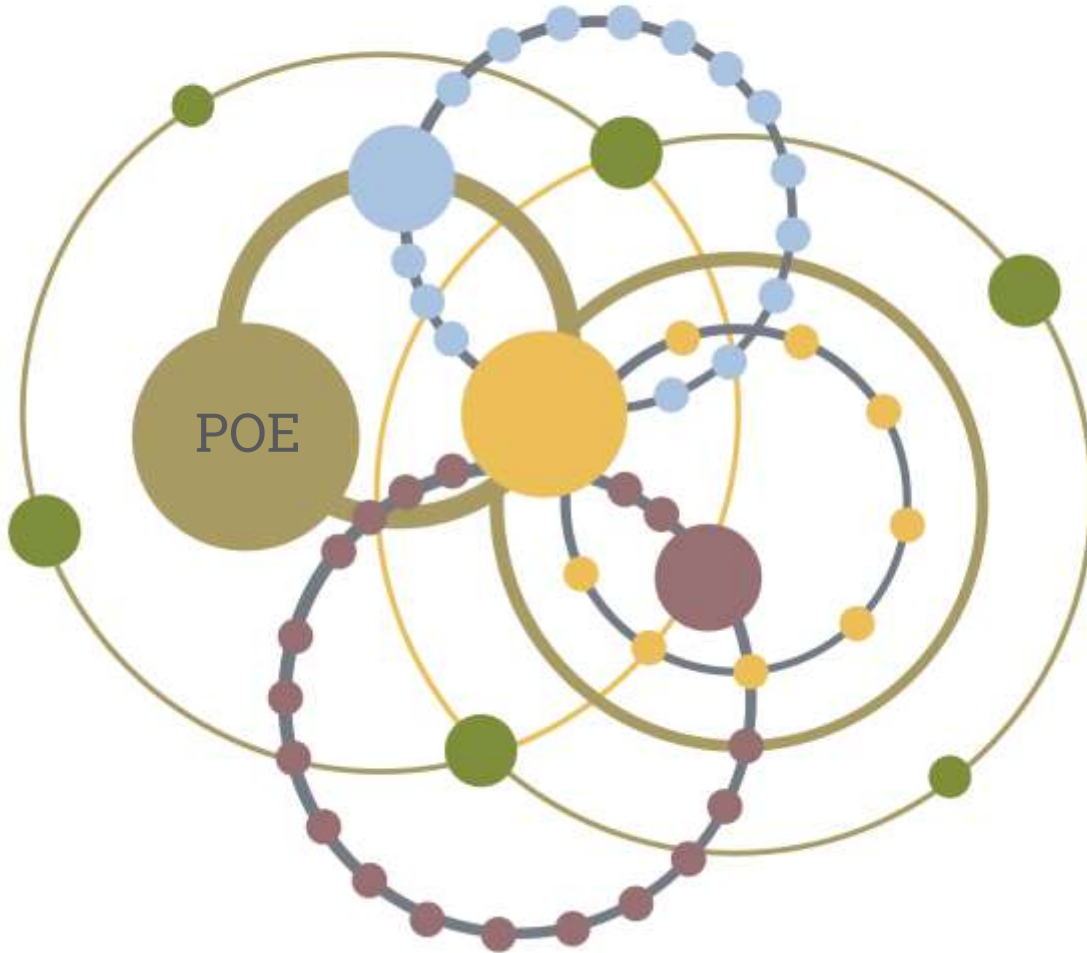


**Juniata College**

PENNSYLVANIA

◆ 1876 ◆

# THE JUNIATA COLLEGE CURRICULUM



Ours is not “general education”  
where you check items  
in different lists and know  
a little about a few subjects.

Our Curriculum builds  
**habits of mind** and  
**familiarity with ways**  
**to engage people and**  
**challenges.** While we have  
credit requirements, the  
**dynamic system** reflects  
how your total learning  
happens constantly.



**Juniata College**

PENNSYLVANIA

♦ 1876 ♦



# First year experience

1. First Year Foundations I and II (1 credit each)
2. First Year Composition (fall, 3 credits)
  - Deconstructing Disney
  - Cons, Counterfeits, and Conspiracy
  - Facing the Unknown
3. First Year Seminar (spring, 3 credits)
  - The Good Life
  - Failure and Success
  - Mars
  - Water Wars



# Ways of Knowing

1. Creative Expression
2. Formal Reasoning
3. Humanistic Thought
4. Social Inquiry
5. Scientific Process

# Self and World

1. US Experience
2. Ethical Responsibility
3. Global Engagement
  - Human Cultures and Challenges
  - Study abroad
  - Language study
4. Local Engagement

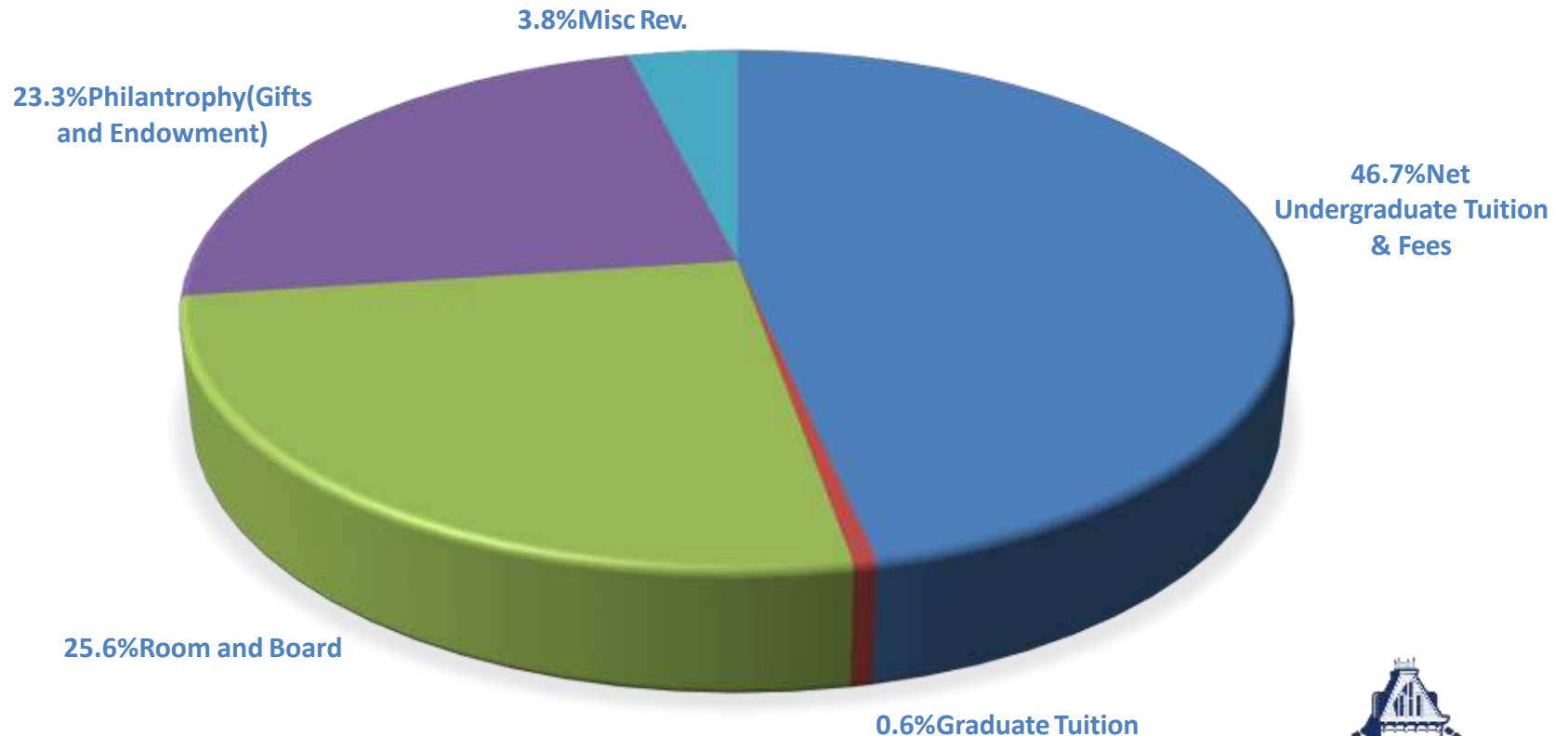
# Endowment



# Revenue by Type

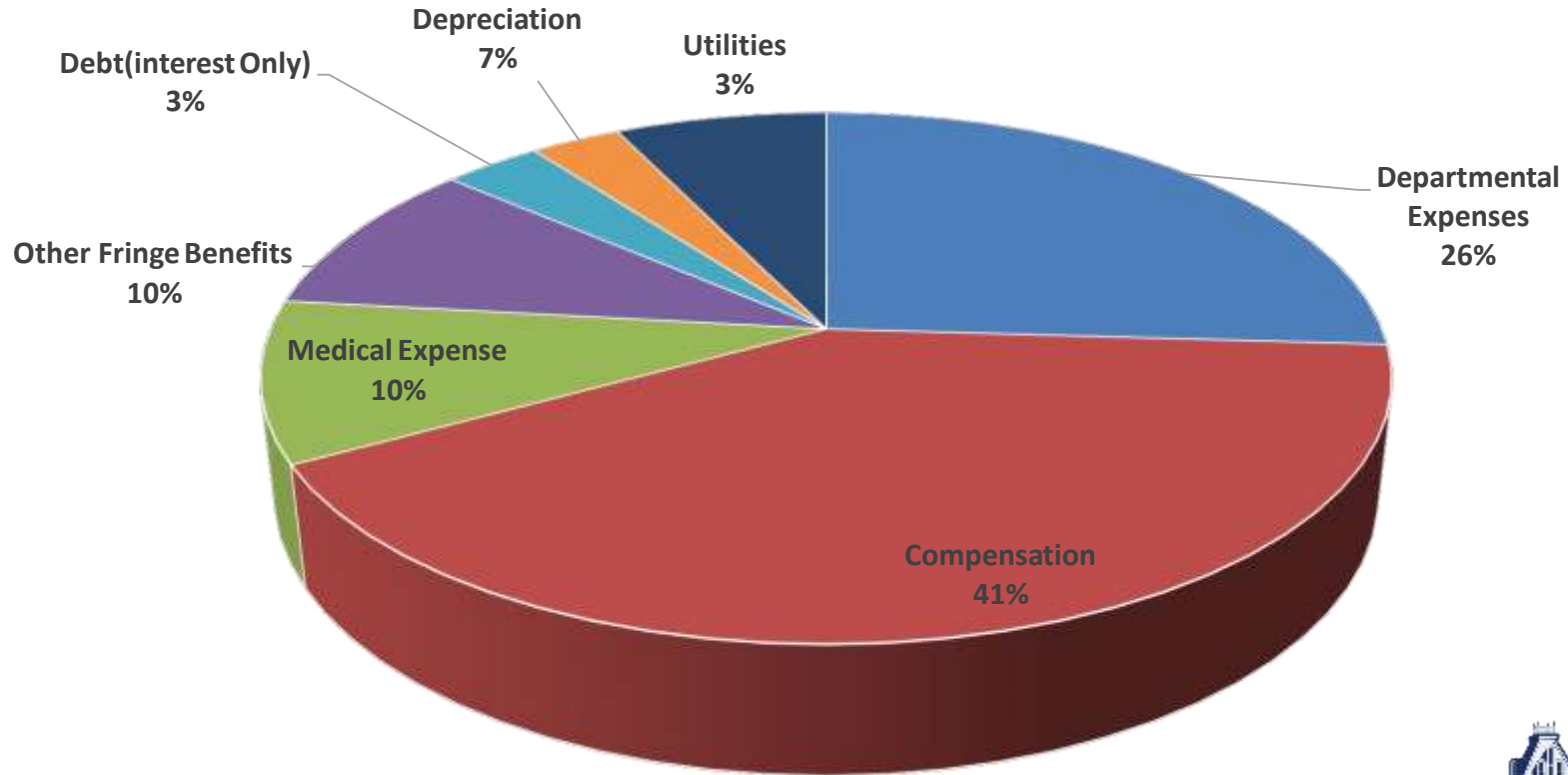
**Net Revenue**

**\$51.4M**



# Operating Expense by Type

**Operating Expenses (incl. depreciation)**  
**\$55.8M**



# Cash & Investments

