

Meeting Attendance

Those in attendance indicated in bold

Council Members	Staff and Faculty
Ashley Appleman '07 Annette (Reeder) Bair '93 Christopher Bair '92 Christie Brown '92 Nicole Close '92 Bonnie (Wineland) Crawford '64 Fran Fiorino '78 Shane Gallagher '10 Tim Gill '08 Tracy (Stough) Grajewski '86 Marissa L. Gunn '05 Stephanie L. Haines '92 Elise A. Mihranian '14 Brenton Mitchell '06 John Noble '61 Heather (Lecrone) Ott '09 Jigar Patel '08 Bill Rys '96 Greg Schmidt '77 Diane (Morrow) Snider '79 Mike Valdiserri '81 Jennifer Wade '88 Roxann (Binner) Yon '84 Michael Ford '82 (incoming) Marion Oliver '64 (incoming) Debbie Reidy '10 (incoming)	Katie (Padamonsky) Dickey '97, Associate Director of Alumni Relations Chris Gibboney, Alumni Relations Specialist Genna (Welsh) Kasun '06, Director of Social Media and Content Coordination David Meadows '98, Director of Alumni Relations Christina (Garman) Miller '01, Assistant Director of Alumni Relations Miranda (Gresko) Peruso '00, Director of Annual Giving Tammy Stuber, Assistant Director of Career Services Sharon Yohn, Assistant Professor of Chemistry Gabe Welsch, VP of Advancement & Marketing James A. Troha, President of Juniata College Jim Watt, Assistant VP of Development & Campaign Operations
	Incoming members unable to make June meeting
	Paul Berry '05 Gabe Castro '12 Parisha Shah '01

Action Items

	Action Item	Owner

Meeting Minutes

Time	Topic	Minutes
1:07 PM	Call to order	<ul style="list-style-type: none"> • Christie called the meeting to order. • Started the meeting with new member introductions. <ul style="list-style-type: none"> ○ Michael Ford '82 ○ Marion Oliver '64 ○ Debbie Reidy '10 ○ Paul Berry '05

		<ul style="list-style-type: none"> ○ Gabe Castro '12 ○ Parisha Shah '01 ● Performed council and guest introductions. ● Approved minutes from February 27, 2016 meeting.
1:17 PM	Faculty Comments	<ul style="list-style-type: none"> ● Sharon Yohn provided an overview of what summer at Juniata College is like from the perspective of a chemist. It's busier than one would think. ● 45 students are on campus for summer research activities. <ul style="list-style-type: none"> ○ One student is able to work here due to the generosity of an alumni funded scholarship. ● Student centered science book club will be occurring this summer. ● Faculty enjoy a little bit of a slowdown in the summer. It's a time for deeper intellectual focus, but it's also restorative. They're not able to spend as much time during the semester on research as they would like, with the demands of teaching and providing the one-on-one focus that Juniata provides its students.
1:23 PM	Administration Comments	<ul style="list-style-type: none"> ● Gabe Welsh started off the administration comments by providing an overview of the process that the administration has been going through in order to build a case for Juniata's upcoming campaign. Simply put, the case is "Why we are attempting to raise money, for what things and for what reasons at this time." ● Jim explained that this case (about a dozen slides) will be used to present to donors, foundations, and corporations in order to get funding for the campaign. ● This presentation is meant to be an interactive discussion with council. Jim encouraged feedback with questions and comments to improve the case. ● He went over the Mission Statement and Vision. ● We are now at the conclusion of year one of the "Courage to Act Strategic Plan." ● Jim touched on the construction work that is occurring on campus and explained that this is a visible sign of the progress and work on elements of the strategic plan. ● The space behind Ellis is going to be a storm water management plan which will enable 20 years of construction at JC. Due to JC's location in the Chesapeake Watershed, there are a lot of environmental restrictions on what the college has to provide for water runoff from campus. It's complicated and expensive. ● The last JC campaign was \$ 103 million with <i>Uncommon Outcomes</i>, which was primarily driven at increasing the endowment. ● The plan for this campaign is to start out at \$100 million and hopefully end up with \$125 to \$150 million depending on what comes to fruition during the campaign (6-7-year range). The last campaign started at \$75 million and ended up at \$103 million. ● The competitive environment of a small, rural, liberal arts college causes enrollment challenges to be in front of us for the next decade or so until the demographics move out of the current downward trend of high school graduate numbers. It peaked in 2010-2011. It

		<p>won't pick up again in our region for some time. We depend heavily on tuition revenue and fees to operate, as opposed to some schools that are mostly operated from endowment funding.</p> <ul style="list-style-type: none"> • How do we generate an environment that attracts students, if not creates better demand to pay more to come to Juniata? • Our campaign orbits around the key initiatives/priorities of Scholarship, Community, Distinctiveness, Resources and Presence – particularly focusing on facilities, student resources and supporting faculty. • New, expanded, modernized facilities are key. Jim used von Liebig as an example. It's 15 years old and now requires an additional wing in order to meet campus demands for science facilities. The campaign will focus heavily on facilities because, at the end of the day, students and families come in with a check list of facilities they want and, if they are unable to check off those boxes, they go elsewhere. • A key facility that has been a focus since Jim started at JC is the library. A library is often seen as the academic heart and soul of a campus. Beeghly needs some love. The current library does not show that we are on the cutting edge of where we need to be institutionally. The new more collaborative section of the library (done in 2009) is packed, but there is not enough of this type of space. The library project is really resonating with the Juniata family. • A Learning Commons is a key phrase of this campaign. A Learning Commons simply means to centralize learning work and resources that are currently spread out across campus (currently disjointed). If possible, we will add an addition or even a floor to the library to support student technology, student research, and advising. Some talks are to expand the library in the realm of a \$5 million project. • Additionally, Career Services is located in the basement of Ellis, which fails to have enough of a presence on campus. How do we elevate this office and get it better integrated with enrollment, the international office, and other offices? Parents want to see, touch and feel what their child's education has helped to achieve. • Another key focus of the campaign will be focusing on the ability to support, retain, and attract faculty. We have a limited number of chairs and professorships here at JC that attract top faculty. At more prestigious institutions, there are more endowed chairs. • We also need increased resources for student affordability – not just scholarships, but internships and study abroad. The number one reason that students don't study abroad is related to money. Around 50% of students study abroad. We would like to get that to 60%. • There is a desire to create a student's community center that will be located next to and connect with Ellis and Kennedy. We are one of the few schools in PA that doesn't have an indoor recreation facility for our students to burn off the steam that they create working so hard. They can't go to the performance gym or IM gym because they're being used. How might it bring us and the Huntingdon community a little closer? It would give our town a place to come in inclement weather. There is nowhere for non-student athletes. It
--	--	--

		<p>would have an indoor regulation 200-meter track with 4 courts in the middle. It would have an open game room space, with smoothies and energy bars. There would be offices there too. It can't be called an athletic facility. Could the YMCA come in to run it?</p> <ul style="list-style-type: none"> ○ This facility could bring Juniata and the Huntingdon community together. ○ Has to be seen as a co-curricular gathering space. ○ This concept is about a \$20 million project and the college would require a donor or set of donors to come forward with about \$10 million before we could engage an architect. There may be some grant money available. It will be a big nut to crack, but would pay big dividends. ○ This facility could bring in high school students, who then become prospective students. It helps to feed enrollment numbers. ○ It would be about a 12 to 16-month project for the college. ○ Question was asked about what would parking be like because a parking lot would need to be removed. <ul style="list-style-type: none"> ▪ The architect will help us figure out any extra parking that will be needed. If you go to our web site and search on "Campus Master Plan," there are plans there for parking. ▪ Jim said there is not a <i>current</i> parking problem, but rather if there is parking close to where students want to be. It's really more of a walking problem. ○ Question: Would this be an event-driven space or would it have an open-door policy? <ul style="list-style-type: none"> ▪ Jim explained that it would be an open-door type thing and he has previous experience with a facility in which this worked very well. ○ Question: Have any of these joint events with the community been tried at the open space in JCEL? <ul style="list-style-type: none"> ▪ Gabe shared a story about an event that the Chamber held at JCEL. It was the second most attended event in the Chamber's history and was very successful. ▪ 60% of students have never been downtown (other than to drive through). We discussed the new "walk Huntingdon" signs and "Revitalize Huntingdon." ▪ The Huntingdon Community Center (HCC) has youth programs and also tutors students. There is great collaboration, but we need more. For example, Senior Citizens already use our tennis courts on a regular basis. ● We need to be able to show the amount of support that we provide to the students and show the value that we deliver to the students (especially compared to public colleges). Affordability is the number one issue facing families today. Right now, our price is what makes us competitive to students compared to other private schools. Our price
--	--	---

		<p>is sometimes \$ 15K-\$20K less than our competitors and our net revenue is less. We don't want to have to be competing on price alone.</p> <ul style="list-style-type: none"> • We chose not to get into the building arms race that occurred in colleges in the last 15 to 20 years and Juniata mostly only did renovations. However, we need it all - new buildings, renovations, and an increased endowment. Our campaign will help deliver this. • It's more than just scholarships. There are opportunities for everyone to participate in the strategic plan (like an annual gift instead or by recruiting). If students can't afford to be here, it doesn't matter how good our facilities are or how great our faculty is. • Recruiting and driving demand through GOLD cards is a way that anyone can help. For example, one student brings the college roughly \$ 17,000 in net revenue. It's like making a \$ 17,000 gift. • Then, circling back to help students find jobs and internships is another way to give back. • To finish where we started, we began counting dollars in 2014 and we have roughly \$25 million already raised toward the campaign. We haven't had that wild gift moment just yet. Once we get this case right (why we need support), it will happen. The broader Juniata family hasn't heard the case yet. • The ground breaking for the Integrated Media and Studio Arts Building will mark the second ground breaking in 6 weeks at Juniata, and this is only the start. It's the momentum we need. • Jim's role in the next few years will move from internal to external audiences in order to generate these kinds of dollars. • Question: There was talk at the last meeting about changing the Juniata brand. How will this connect to the campaign? <ul style="list-style-type: none"> ○ Gabe explained that a campaign is a moment to stand and loudly proclaim who we are. It happens hand in glove. We are working with execution of the brand. You will see evidence of the roll-out this fall and more profoundly in the spring. ○ It's interesting to see where our institutional outcomes intersect with our brand research. One faculty member lashed out that the POE is not the brand. Lots of people customize. The consultant who did the brand research talked about the POE being a symptom of our brand. What we hear is that people came here and couldn't figure out how to do what they wanted to do, but faculty gathered resources and made sure they were able to figure it out. They were partners who magnified your interests. That research gave us the language to articulate our brand. ○ Jim used the sausage analogy – our institutional learning outcomes are like the filling for the student. Students are like the sausage that comes out on the other end. ○ It was pointed out that the culture here is an important outcome too. What alumni remember most is 80% traditions and friendships and 20% from the classroom.
--	--	--

		<ul style="list-style-type: none"> • Suggestion was proposed that we strengthen some of the language to make it clear that these buildings are necessary for the college’s competitiveness. <ul style="list-style-type: none"> ○ Several members of council agreed, but also made clear this shouldn’t be just sold as keeping up with the Jones’ but rather improving experiences and evolving. ○ Alums coming back can feel proud that the place is evolving. ○ The good news with being the late adopter on mass building projects is that we can observe others’ mistakes and make sure our buildings are flexible enough for the future. • Question: Is the current campus community aware of the plan? <ul style="list-style-type: none"> ○ Campus knows. They know what we have seen today. Generally, there will be greater promotion coming. • Question: How do we get corporate donations? <ul style="list-style-type: none"> ○ There are companies who are willing to give monthly, both those with alumni and those without. One example is Sheetz because they are very community-minded. Some of it is identifying players we think have interest in what we do. There are also local businesses like Mutual Benefit and Kish Bank who help us. People on staff look out for those opportunities. • Question: How do you prioritize the campaign? <ul style="list-style-type: none"> ○ Jim has some experience with this in his previous work. The priority of the donor base is really going to end up driving the priority of projects and right now the library is the current highest priority. The other one would be the student life/community center facility.
2:49 PM	Trustee Comments	<ul style="list-style-type: none"> • Last trustee meeting was April 23, 2016. • 72 teams of middle and high school students were on campus taking part in the Science Olympiad competition. • Key trustee topics: <ul style="list-style-type: none"> ○ Enrollment topics (ex. Gold Cards) ○ Academic Recognition ○ Report shared about trends happening on the college campus from the chronical of higher education (email to get) • Trustees will meet this summer in groups that align with the strategic plan pillars and perform a deep dive on them. • A new church trustee is coming on to the board - Nancy Hess ’92. • Enrollment and retention discussion. <ul style="list-style-type: none"> ○ 49% GOLD card yield of students who were referred chose to attend JC. ○ 35% of incoming students were GOLD card referrals. • Greater need for interfaith dialog as the campus becomes more diverse. • Education and student life <ul style="list-style-type: none"> ○ School is moving away from Residence Directors and moving more toward resident life professionals (masters level) with less of them, but more experience in the field.

		<ul style="list-style-type: none"> ○ We now have a full-time director of residence life with no other responsibilities on campus, who is trained in this area. ● 140K in a day challenge <ul style="list-style-type: none"> ○ Exceeded the goal raising \$204K with 40% being new donors. ● Rob Yelnosky will become the new VP of student enrollment. <ul style="list-style-type: none"> ○ We have missed the enrollment target the last two years, which has presented some targets to the school. ○ Rob views this as the most important thing he can do for the school this year.
3:07 PM	Alumni Staff Comments	<ul style="list-style-type: none"> ● David explained that the alumni office is in the process of figuring out how they want to position their work to enable the campaign and other items occurring on campus. More to come. ● Katie took time to review how the alumni council volunteers are going to help throughout the weekend. <ul style="list-style-type: none"> ○ Ended up around 575 to 600 alumni back on campus. ○ Highlighted some events to promote to other alumni as you speak to them. ○ Went over the logistics for the alumni volunteers.
3:18 PM	Break	
3:27 PM	Conversation Starter	
3:35 PM	Committee Break Out	
4:20 PM	Council Updates	<ul style="list-style-type: none"> ● Christie provided updates on how alumni council tracked against the metrics that were established at the start of the year.
4:30 PM	Committee Updates	<ul style="list-style-type: none"> ● Development - Key Accomplishments <ul style="list-style-type: none"> ○ Evaluated what role alumni can play in Development. This will set-up the foundation for tangible action next year. ● Enrollment <ul style="list-style-type: none"> ○ Made significant progress in increasing understanding and use of the GOLD card program. 35% is above 25% average. ○ After Alumni Weekend, will send a letter to all alumni who attended JC informing them about the GOLD card program. ● Communications <ul style="list-style-type: none"> ○ Created a Facebook page, which has proven quite popular. ○ Goal to work on faculty letter next year to better connect alumni to faculty. ○ Agreed to post things for other committees. ○ Working on communicating to Emeritus Council members and then plan to reach out to all alumni next. ● Career <ul style="list-style-type: none"> ○ The Wine and Cheese event was a huge success and we had some of the best attendance ever. ○ Created a list of places for students to stay in DC while doing internships. ○ Created Speakers Bureau - list of alumni willing to come to speak, which has been shared with the Career Services office.
4:38 PM	Recognition of outgoing members	