



## Alumni Council September 9, 2017 Meeting Minutes

### Meeting Attendance

Those in attendance indicated in bold

Council Members	Staff and Faculty
<b>Lee Abramovitz '89</b> <b>Ashley Appleman '07</b> <b>Annette (Reeder) Bair '93</b> Christopher Bair '92 Paul Berry '05 Gabe Castro '12 <b>Doug Eadline '79</b> <b>Mike Ford '82</b> Shane Gallagher '10 <b>Timothy Gill '08</b> <b>Tracy (Stough) Grajewski '86</b> <b>Joy Hadley '84</b> Stephanie Haines '92 <b>Michael Kenawell '99</b> <b>Elise Mihranian '14</b> <b>Russell Miller '90</b> <b>Marion (Kercher) Oliver '64</b> <b>Jigar Patel '08</b> <b>Debbie Reidy '10</b> <b>Gregory Schmidt '77</b> <b>Parisha Shah '01</b> <b>Rounida Shwaish '15</b> Diane (Morrow) Snider '79 <b>Roxann (Binner) Yon '84</b>	<b>Katie (Padamonsky) Dickey '97</b> , Associate Director of Alumni Relations <b>Chris Gibboney</b> , Alumni Relations Specialist <b>Cindy Gibboney</b> , Director of Enrollment Operations <b>Genna (Welsh) Kasun '06</b> , Director of Social Media and Content Coordination <b>David Meadows '98</b> , Director of Alumni Relations <b>Christina (Garman) Miller '01</b> , Associate Director of Alumni Relations Miranda (Gresko) Peruso '00, Director of Annual Giving <b>Tammy Stuber</b> , Assistant Director of Career Services <b>Jim Watt</b> , Assistant VP of Development & Campaign Operations
	Emeritus Council and other alumni

### Meeting Minutes

Time	Topic	Minutes	Related Attachments
9:03 AM	Call to Order/Welcome	<ul style="list-style-type: none"> <li>Ashley Appleman called the meeting to order</li> </ul>	
9:04 AM	Introduction Council Members/Ice Breaker	<ul style="list-style-type: none"> <li>Went around the room for brief introductions Name, Class Year, POE</li> <li>Ice Breaker led by Mike Ford</li> </ul>	
9:23 AM	Review of Agenda and Packet	<ul style="list-style-type: none"> <li>Ashley Appleman did a review of the materials in the folder</li> <li>Ending early today to facilitate a campus tour to see new spaces</li> </ul>	
9:24 AM	Approval of Meeting Minutes	<ul style="list-style-type: none"> <li>Tracy motioned to approve the June meeting minutes</li> </ul>	



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9:25 AM	Overview of Alumni Council Purpose	<ul style="list-style-type: none"> <li>• Who we are – engaged and committed to giving back to Juniata College</li> <li>• Here to build alumni community</li> <li>• Create network and provide support</li> <li>• Connect with current students</li> <li>• Expand community awareness</li> <li>• Act as liaison for a variety of audiences</li> </ul>	
9:27 AM	Trustee Comments	<p>Tracy Grajewski provided her viewpoint</p> <ul style="list-style-type: none"> <li>• The group is committed to this college and environment of learning and inclusion.</li> <li>• Trustee structure – 3 year term</li> <li>• 3<sup>rd</sup> year is a report out role</li> <li>• Purpose of alumni trustees is to have a formal communication – give both groups a voice back and forth. Appreciates input and support from both bodies.</li> <li>• Tracy shared her experience as council member, trustee member and parent of prospective (and now current) student. Hardly the JC of the 80’s. Physical and curriculum transformation coming to life. For Alumni Council, she sits on the Development Committee. For the Board of Trustees, she sits on the Enrollment Committee.</li> </ul>	
9:34 AM	Administration Comments	<p>Jim Watt, Assistant VP of Development &amp; Campaign Operations</p> <ul style="list-style-type: none"> <li>• Jim introduced himself, explained his background and how he got his start in philanthropy, development, and fundraising.</li> <li>• Talked about campaign and where we currently are</li> <li>• Campaign is called “Believe”</li> <li>• “Believe” in the mission of Juniata College and where we want to be in the future.</li> <li>• We have value and change lives.</li> <li>• Campaign asks others to believe in Juniata and what would you improve about Juniata?</li> <li>• Comprehensive campaigns do much more than raise money. They increase volunteerism and alumni support in all aspects of the college.</li> <li>• You increase the level of support for years after the campaign</li> <li>• The work we are doing here should be felt if we do it correctly</li> <li>• So for the next campaign, we can start at a new and higher level</li> <li>• Why are people not giving as much?</li> </ul>	



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		<ul style="list-style-type: none"> <li>○ Data explains that last year in the US, \$390 Billion was given to non-profits. (Data from Giving USA.) This shows that people are giving more than they ever have before.</li> <li>● What are we doing differently at Juniata?             <ul style="list-style-type: none"> <li>○ Getting away from transactional giving</li> <li>○ Relationship vs. Transaction</li> </ul> </li> <li>● Asking what is the part of Juniata that you love? And what part of Juniata would you like to make better? To strengthen the relationship between the donor and the college.</li> <li>● If we believe in the college, then why are we not asking people to join in?</li> <li>● Jim shared stories of alumni giving and why they give back to Juniata</li> <li>● Jim introduced Major Gift Staff via Power Point.</li> <li>● Presented Major Gift Work by the numbers             <ul style="list-style-type: none"> <li>○ Increasing face to face visits</li> <li>○ FY17 had 668 visits</li> <li>○ This year's (FY18) goal is 1,000 – want to have this as an annual goal</li> <li>○ FY17 solicited \$40 M</li> <li>○ FY 18 goal is \$60 M</li> <li>○ Data is showing that participation is decreasing but monetary donations are increasing</li> </ul> </li> <li>● Goal is to increase participation</li> <li>● Jigar asked if there is a general list of where participation has fallen based on class year/generation             <ul style="list-style-type: none"> <li>○ Graduates In 2000 decades are declining in participation</li> <li>○ Data indicates if we do not get these class years connected now, they are less likely to donate later in life</li> <li>○ This is a trend across the nation</li> <li>○ Juniata is declining less in comparison to other colleges</li> </ul> </li> <li>● Campaign Progress             <ul style="list-style-type: none"> <li>FY16 \$9 M</li> <li>FY17 ~\$21 M</li> <li>FY 18 goal is \$22 M</li> </ul> </li> <li>● Overall Campaign as of August 1: \$47,614,757</li> <li>● Relatively High number of unrestricted giving – meaning letting the college decide where it should go.</li> <li>● Would like to balance out giving areas</li> <li>● Parisha asked how many face-to-face visits are targeted to young alums?</li> </ul>	
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		<ul style="list-style-type: none"> <li>○ Face to face meetings are focused on higher monetary gifts and young alums do not give as much</li> <li>● What is the effort to engage the young alums?             <ul style="list-style-type: none"> <li>○ We found that young alums don't respond to campaigns like " Give a latte" as originally expected</li> <li>○ Young donors say, "Take my gift seriously now..."</li> <li>○ Want the conversation but at an earlier age</li> <li>○ Average solicitation is 9 times a day</li> <li>○ Juniata has to get through the noise and get their campaign through all other solicitation</li> </ul> </li> <li>● Tracy asked about engagement of younger alumni from the Alumni Office's perspective             <ul style="list-style-type: none"> <li>○ Zero year reunions to engage immediately</li> <li>○ Career engagement, affinity reunions</li> <li>○ 2010 had a dramatic spike in participation</li> <li>○ Engaging young alums from council/Class Fund Agents, etc. to spread news about the campaign</li> </ul> </li> <li>● Roxann explained that development committee is focusing on those donors who have dropped off</li> <li>● Looking to consistently retain donors via individual connections</li> <li>● Marion suggested that classes with less participation need to increase class fund agents – create a better ratio for class size to fund agents</li> <li>● Lee suggested a phone bank day – where everyone calls and asks for donations. For younger generations, go to current scholarship award winners to be involved as they can see the value in their scholarships.             <ul style="list-style-type: none"> <li>○ There are phonathons but less land line phones, more call screening because ignoring so many unknown calls to their cell phones</li> <li>○ Email prior introducing calling day then post communication</li> </ul> </li> <li>● Follow Up: CFA list does increase as class years increase</li> <li>● How to be a class fund agent?             <ul style="list-style-type: none"> <li>○ You can volunteer</li> </ul> </li> <li>● Joy asked more clarification for the connectivity part of donations. For example, the lost decade (1980s), if the connection is lost, we need to get reengagement before we can ask for money.</li> </ul>	
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		<ul style="list-style-type: none"> <li>○ Need to increase overall affinity and relationships to increase more money. But more importantly they are more engaged, more volunteers, more overall engagement.</li> <li>● Lee suggested a new campaign title for once you have the connection – if a donor is already meeting with you, they already believe. Lee’s suggestion is “Create” for a secondary tier for those you do not need to ask to believe because they already believe.</li> <li>● Rounida spoke from a young alum perspective. There is a way to engage peers – to increase professional skills as a dual purpose. Example – learn to fundraise, learn to speak to other</li> <li>● Doug suggested rebranding Class Fund Agents to “Class Connection Agents.”</li> <li>● Genna spoke about the class fund agents structure – need a system for getting the connection before asking for the donation. Marketing campaigns are provided to them with scripts, etc.</li> <li>● Council has unique perspective from different years and can give feedback for ideas for marketing/campaigns.</li> </ul>	
<p>10:32 AM</p>	<p>Faculty Comments</p>	<p>Jim Tuten, Professor of History</p> <ul style="list-style-type: none"> <li>● This is Jim’s second council meeting as faculty representative</li> <li>● Focused on what the faculty are working on/big agenda items: General education re-design</li> <li>● Current model was passed in the 90s - FISHN</li> <li>● While there are good parts of FISHN, improvements are needed. We have new faculty, new programs, new students, and the world has changed</li> <li>● Higher Ed discoveries: how people learn and new problems/opportunities</li> <li>● Trying to respond to changes</li> <li>● Initial stage was creating new institutional learning outcomes</li> <li>● More comprehensive – experience being on a team, living in a dorm, etc. <ul style="list-style-type: none"> <li>○ For example, there is an emphasis on wellness, ethics, citizenship</li> </ul> </li> <li>● Jim is on the institutional learning committee, which is why he had to miss the June council meeting <ul style="list-style-type: none"> <li>○ Trying to learn from other institutions –what works, what fails</li> </ul> </li> </ul>	



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		<ul style="list-style-type: none"> <li>• This is the biggest project the faculty has taken on as a whole. If all goes correctly, by June there may be a new plan</li> <li>• A few pieces are already in the works. There are about 3 models that are being explored.</li> <li>• Question to Council: If you think about your general education, what do you think matters the most?</li> <li>• Parisha - requirement for communication/writing</li> <li>• Elise – concern to keep flexibility with POEs. Benefits – HOB0 behavioral organization, group communication classes were benefits.</li> <li>• There will be principals/ideals that will be required. The faculty (as a whole) wants something simpler.</li> <li>• Greg – how does Gen ed look now? Class he liked most was geology/ politics/law class.</li> <li>• There are still classes like that – and could be called a General Ed class.</li> <li>• From alumni perspective – team taught courses are always the most influential with exposure to collaboration and faculty.</li> <li>• Tracy – study abroad</li> <li>• Intention is to not have any negative impact on study abroad.</li> <li>• Jigar – Culture of modernization. General Ed becomes a discovery process for what they want to do. Need to keep the uniqueness.</li> <li>• How to keep it distinctly Juniata? Faculty really want to keep it unique to us.</li> <li>• Elise – is there a concern that changing this model will lose faculty?             <ul style="list-style-type: none"> <li>○ Wednesday will close a survey where faculty can say what they like/what they don't like. Try to gauge their perspectives.</li> </ul> </li> <li>• All 3 models have pros and cons. Trying to be mindful of the department – so they don't feel shut out.</li> <li>• Gena - still committed to challenging students. Although they may dislike the classes at the time, in retrospect, they were the most beneficial classes.</li> </ul>	
<p style="text-align: center;">11:04 AM</p>	<p style="text-align: center;">Note Writing</p>	<p>Enrollment and Development committees</p> <ul style="list-style-type: none"> <li>• We will be taking time out of each meetings to write cards uninterrupted</li> <li>• Mike Ford explained the enrollment committee note cards. Writing notes to 5 prospective students.</li> <li>• Roxann Yon explained the development committee note cards. If you did not submit face card information,</li> </ul>	



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		<p>please connect with Roxann. Note cards are going to Lost Loyals or a recent class year who have given in the past, but have not done so in recent years.</p>	
11:23 AM	Senior Class President Comments	<p>Steven Chuh '18</p> <ul style="list-style-type: none"> <li>• Introduced himself – has been a class president since his sophomore year - and told his experience as a class president.</li> <li>• Planning senior week and senior gift</li> </ul>	
11:27 AM	Juniata Activities Board Comments	<p>Hillary Grove '19</p> <ul style="list-style-type: none"> <li>• JAB hosts at least one event a week</li> <li>• Alternative to alcohol</li> <li>• Theme is by the students, for the students</li> <li>• Mountain Day, Fall Festival, Madrigal</li> </ul>	
11:30 AM	Student Government President Comments	<p>Catherine Adcock '18</p> <ul style="list-style-type: none"> <li>• How to better represent student body</li> <li>• Main focusing is fundraising for senior week</li> <li>• Trying to refocus on community and work with class officers</li> <li>• Implementing suggestion boxes, created 2 new committees</li> </ul>	
11:33 AM	Student Alumni Association Comments	<p>Jilenny Guzman '18</p> <ul style="list-style-type: none"> <li>• Networking events such as yesterday's Jumpstart Dinner</li> <li>• Lobsterfest sign ups generated 85 SAA students, First meeting is on Monday, 9/11 <ul style="list-style-type: none"> <li>○ Career Day</li> <li>○ Senior Dinner</li> </ul> </li> </ul>	
11:37 AM	Student Panel Q&A	<ul style="list-style-type: none"> <li>• Jigar – what are the biggest changes – one good and one you don't like? <ul style="list-style-type: none"> <li>○ Catherine – social justice and politically expression.</li> <li>○ Hillary &amp; Steven – pros and cons of building construction. New environment but noisy</li> <li>○ Jilenny – diversity has increased on campus. Would like to see the influence and importance of diversity.</li> </ul> </li> <li>• Joy – how does Student government engage with class members? <ul style="list-style-type: none"> <li>○ Catherine – there are 7 core members and then 4 class officers. There are sub committees, common interest sectors. Senate is looking to engage students more and restructure to reconnect the student body and the community.</li> </ul> </li> <li>• Rounida – how are students acting with each other regarding the current political climate?</li> </ul>	



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		<ul style="list-style-type: none"> <li>○ Steven – divides are noticeable.</li> <li>○ Jilenny – there are platforms but need to have the students engage and show up.</li> </ul>	
1:17 PM	Alumni Staff Comments	<p>Christina Miller</p> <ul style="list-style-type: none"> <li>● IMSA Building</li> <li>● John and Irene Dale had a vision for a space for Arts</li> <li>● Building is completed and dedication will be Friday, October 27</li> <li>● Lead gift was from the Dales and named it after the Kepples</li> <li>● There are 33 individual donors as of today</li> </ul> <p>Katie Dickey</p> <ul style="list-style-type: none"> <li>● Alumni Weekend in June</li> <li>● 15,20, through 55<sup>th</sup> Reunions</li> <li>● 15 reunion wasn't pick up numbers so moved to Homecoming Weekend and attendance has increased</li> <li>● 20 year reunion trend has declined. To incorporate more family friendly, moved to Homecoming weekend</li> <li>● Homecoming and Family Weekend in Fall</li> <li>● Now 0, 5, 10, 15, and 20 reunions</li> <li>● Looking to get younger alumni more engaged</li> <li>● Juniata Outdoors will start this year. Held on Sunday with 4 outdoor events – peace chapel, 1,000 steps, biking rails to trails, mountain biking</li> <li>● To showcase surrounding areas</li> </ul> <p>David Meadows</p> <ul style="list-style-type: none"> <li>● MyJuniata Update</li> <li>● If you have not registered, please do so</li> <li>● When Members log in before registering for an event, it populates information and keeps it all linked together</li> <li>● Nonmembers who register for an event without logging in first, it creates another record that the alumni office has to merge later</li> <li>● Working on building a new trustee portal</li> <li>● Working on an alumni council portal</li> <li>● Events tab is the calendar</li> <li>● Giving tab is where you can give donations and designate where your money goes to</li> <li>● Matching gift option</li> <li>● Request – Make updates to your profile. Add information you are willing to share – career interest, social interest. Consider making employment information available for public so people can connect with you.</li> </ul>	





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		<ul style="list-style-type: none"> <li>• Statistics</li> <li>• 1,235 accounts registered</li> <li>• Processed \$32,898 worth of donations</li> <li>• 840 event registrants so far</li> <li>• During homecoming event registration, there was an option to give a gift to the Juniata Activities Board, so far have received 15 donations</li> </ul>	
1:49 PM	Strategic Plan, Committee Goals, Scorecard, and Breakout Sessions	<ul style="list-style-type: none"> <li>• Ashley reviewed the Strategic Plan 2015-2020               <ul style="list-style-type: none"> <li>○ Grow volunteer capacity</li> <li>○ Expand volunteer base</li> <li>○ Grow financial support</li> </ul> </li> </ul> <p><u>Enrollment Committee</u> Council</p> <ul style="list-style-type: none"> <li>• Participate in at least one Enrollment activity (75%)*</li> <li>• Write notes to at least five prospective students (75%)</li> </ul> <p>Committee</p> <ul style="list-style-type: none"> <li>• Hand-deliver at least one accept packet (50%)</li> <li>• Contact at least five alumni who work in high schools (100%)</li> <li>• Participate in at least one Enrollment activity (100%)</li> <li>• Write notes to at least five prospective students (100%)</li> </ul> <p><u>Career Service Committee</u> Council</p> <ul style="list-style-type: none"> <li>• 80% Participation in Career Day or Student Preparation for Career Day (Resume Review, Donating Professional Clothing)</li> <li>• 100% Support of Wine &amp; Cheese Networking Event (Donate Wine/Cheese or Cash)</li> </ul> <p>Committee</p> <ul style="list-style-type: none"> <li>• 100% Career Services Committee Support of Speakers Bureau</li> <li>• 100% Career Services Committee Utilizing Their Network (contacting three potential new companies with the hope of adding one)</li> </ul> <p><u>Development Committee</u> Council</p> <ul style="list-style-type: none"> <li>• Write notes to at least 5 non-giving alumni during both the fall and winter Council meetings (75%)</li> </ul>	Attachment



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		<ul style="list-style-type: none"> <li>• Before May 31, 2018, make a financial gift of any size to Juniata (100%)               <ul style="list-style-type: none"> <li>o When making your gift, do so by Dec. 31, 2017 (75%)</li> <li>o When making your gift, do so with an increase of any amount over last year (50%)</li> </ul> </li> </ul> <p>Committee</p> <ul style="list-style-type: none"> <li>• Make contact with at least 20 non-giving alumni during both the fall and winter Council meetings (80%)</li> <li>• Make contact with at least 10 non-giving alumni during both periods between Council meetings (80%)</li> <li>• Share information about giving to Juniata with at least 5 alumni not on the non-giving lists (100%)</li> </ul> <p><u>Communications Committee</u></p> <p>Council</p> <ul style="list-style-type: none"> <li>• 90% of council members take part in the communications blitz</li> </ul> <p>Committee</p> <ul style="list-style-type: none"> <li>• Support the communications goals and initiatives of the other Alumni Council committees &amp; the Juniata Marketing team               <ul style="list-style-type: none"> <li>o Support annual marketing &amp; giving campaigns through sharing content, posting &amp; commenting, and talking with classmates and other alumni</li> <li>o Provide feedback to the Marketing team on content, campaigns, and assets as requested</li> </ul> </li> <li>• Write &amp; maintain Emeriti Council Newsletter three times per year</li> <li>• Maintain content &amp; grow the membership of the Alumni Council Facebook</li> </ul> <p>Council Goals &amp; Scorecard</p> <ul style="list-style-type: none"> <li>• 100% Council engaged in at least one other College Activity</li> <li>• 100% Council Submit an Alumni Council recommendation/Award nomination</li> <li>• Scorecards are used to monitor activities and goals</li> <li>• Ashley will send out this survey before next Meeting to see our progress</li> </ul>	
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2:00 PM	Committee Break-Outs	<ul style="list-style-type: none"> <li>• Committees meet and do the work today</li> <li>• Work session</li> </ul>	
3:25 PM	Development Committee	<ul style="list-style-type: none"> <li>• Donation envelope given out for council to donate today or increase their donation today. Committee spent the break making connections either writing cards or online to lost loyal</li> <li>• Donate early and donate often!</li> </ul>	
3:26 PM	Enrollment Committee	<ul style="list-style-type: none"> <li>• Reached out to high school reps regarding JSF with links to form and information</li> <li>• Enrollment Placemat What enrollment is doing and how council can get involved based on season</li> <li>• List of College Fairs were distributed. If you want to attend please reach out to Cindy Gibboney</li> <li>• Juniata Community Scholarship Deadline November 15</li> </ul>	Attachment
3:31 PM	Career Services Committee	<ul style="list-style-type: none"> <li>• Goal for this year is to have 80% of council to participate in or help student prepare for Career Day</li> <li>• Set deadlines for when to achieve goals</li> <li>• Can donate clothing at Homecoming. ~60 Students take advantage of clothing donations for Career Day.</li> <li>• Board of Trustees is willing to help donate professional clothing</li> <li>• Career Day</li> <li>• Volunteer with networking/grad school table or having your employer table</li> <li>• Requested having a better Alumni Poster for the table</li> <li>• Brainstormed how to get new companies at career day</li> <li>• Wine and Cheese Event</li> <li>• Expect email regarding how to help either donating wine/cheese or with financial donations</li> <li>• Speakers Bureau <ul style="list-style-type: none"> <li>○ Working with Tammy to invite new alumni and add topics</li> <li>○ Alumni come to speak about professional development</li> </ul> </li> </ul>	
3:37 PM	Communication Committee	<ul style="list-style-type: none"> <li>• Spent time talking about ways to help the other committees.</li> <li>• If there's anything that committees want to communicate a message out, reach out to Elise.</li> <li>• Campaign to connect and focus on the connecting message that was discussed this morning ... nostalgia focus with photo albums and sparking memories</li> <li>• Messaging around Awards and Nominations committee</li> </ul>	



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		<ul style="list-style-type: none"> <li>• New goal for this year to have 90% sharing a message, fact, or figure about Juniata that you can use in a conversation.</li> <li>• Aligning with messaging from college.</li> </ul>	
3:41 PM	Awards and Nominations Committee	<ul style="list-style-type: none"> <li>• Selecting and nominating - 3 distinct areas               <ul style="list-style-type: none"> <li>○ Alumni Trustees. Already completed and board has list to review</li> <li>○ Awards Candidates – there are 4 awards: Service, Achievement, Young Achievement, Humanitarian Awards There are 4 lists of nominees that have already been selected. Going through profiles and review. Currently they have top selections and getting President Troha’s approval then reaching out to candidates to accept award and that they can be here in person to receive the award at alumni weekend</li> <li>○ Alumni Council Members – there about 6 members leaving that need to be replaced. Working through list and reaching out to candidates to see if they are willing and able to join the council.</li> </ul> </li> <li>• In February, will present the slate of candidates for council members to approve.</li> <li>• Need more nominees as the list has the same candidates over and over again. Part of the council overall goal is to nominate for either council members or award nominees.</li> <li>• Young alumni is someone who graduated within 15 years.</li> <li>• Consider nominating women, as they have not been fairly represented as winners. They are out there.</li> <li>• When nominating someone, please give details and a recommendation of why you are nominating. What makes them stand apart from other nominees?</li> </ul>	
3:52 PM	Debrief and Wrap Up	<ul style="list-style-type: none"> <li>• Ashley requested everyone to think about what we would like to hear, learn about, or do differently in these meetings.</li> <li>• Elise suggestion – have office of diversity representative attend a meetings to give an update.</li> <li>• Lee – Department representatives to rotate and talk about special projects going on their respective field and why Juniata is special</li> <li>• Enrollment to help with talking points</li> </ul>	



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		<ul style="list-style-type: none"> <li>• Visit <a href="http://Issuu.com/Juniata">Issuu.com/Juniata</a> – all of marketing materials are there. There is a sheet for each department and why they are distinctive.</li> <li>• Count your committee work out of alumni meetings as volunteer hours. Don't forget to log! Alumni Office logs meetings for volunteer hours.</li> </ul>	
4:00 PM	Adjourn	•	
4:00 PM	Departure and Tour of New Spaces	<ul style="list-style-type: none"> <li>• Good Hall, BAC, Kepple IMSA</li> </ul>	

**Fun Quotes from the Meeting:**

- “We destroy Penn State in all aspects of alumni connectedness” Jim Watt