

Current Members Present:

Chris Bair '92
John Batchelor '69
JoAnn Bowman '75
Kathy Collins '92
Sarah Young Fisher '75
Chris Gahagen '94
Brad Haubert '93
Angela Loose '96
Bruce Moyer '74
Scott O'Neill '80
Frank Pote '73
Jess Quinter '00
Jeff Rush '84
Bill Rys '96
Ron Seiler '77
Parisha Shah '01
Doug Spotts '89
Mandi Walls '99
Andy Zimmerman '86

Faculty/Staff/Students/Emeriti Present:

David Corman '77
Lisa Jenkins '90
Tom Kepple
David Meadows
Andrew Murdock '11 (JAB Chair)
Travis Raup '11 (Student Government President)
Omar Schoenthaler '11 (Senior Class President)
Katie Shedlock '13 (Student Alumni Association Representative)
Russ Shelley (Faculty Representative)
Jim Watt

Current Members Not Present:

Joanna Acri '04
Geoff Clarke '75
Ellen Coffman '67
Sally Herritt '82
Matt Markiewicz '83

**Fall Alumni Council Meeting: Saturday, 18 September 2010
Shuster Hall, Raystown Field Station**

Call to Order: Bruce Moyer

Bruce Moyer: Official welcome to everyone for the first Alumni Council meeting of the 2010-2011 academic year. Bruce thanks the student representatives for attending the meeting and also acknowledges the Emeritus Council members present for the meeting. Bruce briefly recaps the Alumni/Student Networking Dinner, which was held the previous evening in Ellis Hall. The reviews from faculty, students, and alumni were all extremely positive! Bruce mentions that with the success of this particular event, he hopes that the Council will continue to plan similar events in the future. Bruce takes a moment to acknowledge the efforts of JoAnn Bowman, David Meadows, and Darwin Kysor (Career Services) in making the event happen; great job!

As a part of the networking event, each member of Alumni Council was asked to submit a short biography for the booklet handed out to the students. Bruce invites each member of the Council to briefly discuss one interesting item from her/his bio. JoAnn thanks everyone for their participation in providing a bio, and Bruce mentions that the bios will be good for each Council member to have, as well as the students, to use for our own networking.

Bruce briefly discusses key points and recommends reviewing the previous meeting's minutes regarding the following:

1. Jim Donaldson's faculty report: Bruce recommends that we review the report and take into consideration the challenges the College and the faculty are facing in our agenda.
2. Alumni Office report: Bruce suggests reviewing the report and paying particular attention to the discussion of the Homecoming/Regional Charters, as these changes will be discussed further at this meeting.
3. Endowment and the survey reports: Bruce reminds the members that we should be taking into consideration these data in our Council efforts.

The Council votes on approval of the June 2010 minutes. Frank makes a motion and Jeff seconds the motion. All members are in favor of passing the minutes.

Bruce concludes by sharing some general news with the Council. Evelyn is unable to join the group because of recent health complications. Also, Katie Dickey had her baby! She and husband Will are the proud parents of a daughter: Rowan Elizabeth Dickey. Jess makes an announcement about the Council participating in purchasing a brick again for Founders Hall. This is a tradition we hope to continue for many years.

Tom Kepple: President's Report. In general, the last couple of years have been challenging in the U.S.; higher education has been no exception. State school budgets were decreased. Even institutions that have very large endowments experienced financial difficulty, with endowments decreasing on average by 30%. Juniata experienced a financially challenging year last year, but the College did not have to lay anyone off, despite the smaller than

anticipated class size. This year, Juniata has the second largest class on record. President Kepple emphasizes that this phenomenon is because everyone at the College pulled together to “make it happen.” This is fantastic news for the college. President Kepple takes a moment to acknowledge and thank the Alumni Council for our efforts in promoting the College. Juniata is on right track to “be the best Juniata that we can be.”

President Kepple mentions that the College has made excellent progress in terms of public relations; this is truly an accomplishment. More and more people know that Juniata is one of the best colleges in the country. He briefly outlines a few examples of PR achievement.

1. Forbes Ranking: Even though Juniata has dropped a few pegs in the Forbes rating (currently #81; previously #75), our standing there has been consistent and excellent. The president mentions that he is particularly proud of this fact.
2. The Kiplinger List: Juniata is ranked #63 on the Kiplinger Personal Finance ranking for "Best Values in Private Liberal Arts Colleges." This is the first year that Juniata has made the list.
3. Honor Roll (Chronicle of Higher Education): Juniata was named as one of 39 colleges and universities nationwide in the Chronicle of Higher Education 2010 "Great Colleges to Work For" survey. The president mentions that this type of honor in higher education is akin to a business getting a report in the Wall Street Journal.
4. Landmark Sportsmanship Cup: The award was designed to promote good sportsmanship throughout the conference and to recognize the Landmark institution that demonstrates the best overall sportsmanship over the course of the year. Juniata won the cup on the strength of consistently high finishes in nearly every sport, including four top finishes among the spring sports.
5. Juniata College is mentioned in several books, including Vault's *College Buzz Book* (surveys of current students and alums), *Colleges that Change Lives* (Lauren Pope), *Acceptance* (David Marcus; Juniata is an “overlooked gem”), *The College Solution* (Lynn O'Shaughnessy, financial journalist).

The president concludes that Juniata does well in these rankings because of student compliments and the list of students and alums who have received awards. He finishes his report with two comments regarding where the College is headed.

1. Size of classes: Juniata is going to grow about 50-80 students. The College has the classroom and faculty space, but no bed space – this we have to figure out. The increase in size is likely to happen over the next four years.
2. State of the endowment – we must grow this. Juniata is experiencing momentum; increasing number of people who are giving gifts of \$50-100K. People are starting to appreciate this need to grow the endowment, and we must continue our efforts there.

There is a brief question/answer period following the president's report.

1. Question from Doug Spotts: Do the faculty understand that we are in support of their efforts to raise money? TK: Yes – they understand, know that we are supporting them, and are happy to know that they have the support of alums and the College.

2. Question from John Batchelor: What is the retention rate? How many student are we losing? TK: We graduate 95% of our students in 4 years or less.
3. Question from Scott O'Neill: Is there an exit interview when students leave? TK: Yes, and we also interview the RA and/or roommate. The College tries to get both points of view. Students leave Juniata for a huge number of reasons. As we are working on retention, we are trying to figure out what those reasons are. We are looking for students to be staying on campus, and not going home every single weekend.
4. Question from Bill Rys: Why is the College taking on more students? TK: The main reason is financial; in the last 11 years, we've been working on building a surplus of the budget at the end of the year. In 2008, the College had the best enrollment ever, and ended up with \$1M in excess budget, and this surplus is an integral part in supporting fantastic faculty and important efforts at the College. If we can increase the number of students, this is good for the institution financially. Also, nearly 55% of the junior class goes abroad – those are empty beds that we can fill. The issue is not having quite enough beds in the fall.
5. Follow up question from Bruce Moyer: With the increase in students, what would the projected enrollment number be? TK: The total student body would be just under 1.6K; full time enrollment would be just over 1.5K. This is the number that will actually increase, and this is the one that we want to increase.
6. Question from Kathy Collins: Is the college monitoring stats of the students who do actually stay? TK: Yes! And this is an important point, as we need to focus on these data as a part of the strategic plan to help understand retention. Ultimately, this information will filter back to admissions to help make better decision regarding student acceptance.
7. Question from Jeff Rush: In regards to the endowment, is there an example of a similar school in terms of endowment profile and what they did to increase it? TK: This is a good point. Swarthmore is a good example. Among other fundraising efforts, they have had many alums become wealthy and they received a number of very generous gifts. JC is starting to have this, but we need to do more to get those gifts. The key is plugging away at increasing the endowment each year in various ways.
8. Question from JoAnn Bowman: What is happening in terms of improving athletics? TK: The football situation has been pretty bad. To improve efforts, Juniata hired an expert, who came and completed a through analysis of the program; gave the College a list of things to do, including hiring a new coach and changing/improving recruitment techniques. The first “new” recruiting class is this year, and they are excellent. If we can duplicate this over the next four years, we'll make improvement. The idea is to leave the next president with programs that are vastly improved.

Bruce brings to the attention of the Council that President Kepple was planning to retire, but upon the request of the College, he decided to stay on for the next few years. Bruce takes a moment to thank the president on behalf of the Council for his excellent leadership.

President Kepple finishes his report by thanking Bruce and the Council for their work. He comments that Juniata is obviously a great institution, but nobody knew about it. This is changing. The results have been obvious. And this is a great thing!

Frank Pote: Trustee Report. Frank begins his report by pointing out that President Kepple is very humble about his efforts to improve the College. The trustees actually approached the president and asked him to stay on for a few extra years; they felt strongly that it was not a good idea for him to leave at this time. Frank stresses that the comfort they felt with him speaks volumes to President Kepple's leadership, and the team of leaders he has brought with him. To this end, Frank briefly talks about the University of Mary Washington, a small college in Fredricksburg, VA. They are on their 4th president in only ten years; to find a president who not only works well, but who has also made the institution a better place, is truly an impressive feat. Frank thanks Dr. Kepple on behalf of the trustees, as well as the Council.

Frank's report consists of two main areas discussed at the previous trustee meeting.

1. Non-traditional programming: Trustees are starting to look at non-traditional classroom programming. Juniata has been able to reach connect students on campus and the community, but there is a constant challenge from the President and others at the college to figure out how to best reach out and connect to people outside of Huntingdon. The committee is considering online programming, possible graduate level courses, and other approaches to take the Juniata name out of the local region.
2. Enrollment Retention: The enrollment retention committee met with Michelle Bartol; here are several points of note about the incoming class.
 - a. 2nd largest freshman class on record at the College.
 - b. Mean SAT score for the class is 1183.
 - c. Mean GPA is 3.75.
 - d. 74% of the students were in the top ¼ of their graduating high school class.
 - e. Class contains 14 valedictorians, 7 salutatorians, and 8 national merit scholars.
 - f. Nearly 60% of class is from PA and most others are from regions close to PA.
 - g. Class is 46% male; 83% Caucasian; 5% are international students (majority of whom are Chinese; Juniata has a strong advocate in China, which is great!).

Frank finishes his report by pointing out that the College is still working on efforts to expand our recruitment base outside of PA and surrounding states. Additionally, ethnic diversity remains a challenge for the College, and efforts are ongoing between the trustees and the Enrollment Center to tackle these issues. Frank encourages everyone to thank Michelle Bartol in the Enrollment Office for her many efforts; she and her group do amazing things! Frank ends by reminding the Council that both as a group and as individual alums, we can help Enrollment efforts.

Russ Shelley: Faculty Report. In his report, Russ highlights several areas of ongoing efforts and concern on behalf of the faculty.

1. The Scholarship for Teaching and Learning Initiative: This is an ongoing effort of the faculty to be able to demonstrate that "we are doing what we say we are doing". This effort is important on several levels, including federal, state, and family; however, there is some feeling of pressure regarding the initiative that continues to permeate the faculty.

2. Visiting Speaker at Faculty Conference: A faculty member from Kansas attending this year's faculty conference presented information about putting course portfolio information online. This allow students to go to a website, You can go to a website and see a prospective course as it unfolds during a semester; there are samples of grading, student work, goals, objectives, experiments – it's almost like a blog for the course as it goes on. All of this information is online.
 - a. This was an area of major concern for the faculty! There were many questions whether students really “shop” for classes this way. The visiting faculty member indicated that their institution anticipates this will become more of a regular practice. This concept was disconcerting to the faculty; does faculty need to really start “selling” their courses?
 - b. Russ highlights that one major challenge for the faculty is “how...faculty retain the intangibles, while [they] are being forced to attain the tangibles.” He emphasizes that it will be even more important forward to keep hiring faculty whose basic interest is student service; the faculty are not interested in sacrificing substance for show. The faculty is taking this matter seriously and this is a subject of ongoing discussion.
 - c. A general side note about the conference: Juniata faculty is a dynamic, fantastic group of people. They know how to fight fair, and there was a tremendous spirit of great attitude and cooperation.
3. Middle States Review: This review provides an excellent opportunity to identify priorities and strategic initiatives of the faculty as individuals and as a whole.
 - a. Provost Lakso will still be acting provost during the process; the new provost and president will begin at Juniata with a freshly completed middle states review.
 - b. One general area of concern: Juniata courses are balanced too heavily at either end of the enrollment spectrum. There are too many courses with high enrollment and too many courses with low enrollment. A challenge facing the faculty is identifying ways to find more balanced distribution of classes. Understandably, there is a strong desire to avoid “watering down” the classes to increase enrollment in “easier” courses. The faculty must find a balance that will avoid eliminating or making easier courses that are beneficial for students.
4. Dashboards: As opposed to a full review, a dashboard is a quick look at what each faculty member does. The new provost can see a dashboard for every faculty member, which is an excellent way to deliver a great deal of information in a short volume of material. What indicators should be included on the dashboard? How can they be best constructed to provide the necessary information and to allow the faculty to look their best?
 - a. This is an ongoing effort: Faculty is starting to work their way through the dashboards. Dr. Lakso wants the faculty to determine what best to put on them, which is a generous allowance, but also a challenging task; the faculty agree that it needs to be done.
 - b. One example of the challenge with the dashboards is how to properly quantitate different information. For example, faculty doesn't get credit for teaching independent studies, supervising an internship, etc. How can these

efforts be balanced with those efforts that are credited for teaching? There are some faculty members who are doing so many things – there is a genuine concern that they will get burned out, but there are some who are engaging in very little outside of actual teaching credit. How can this information be properly quantitated and what can be done about it?

Russ concludes his report by thanking the Council for their efforts and mentioning the positive reviews of the previous evenings Alumni/Student Networking Dinner, where many faculty members were in attendance. A brief question/answer session follows his report.

1. Question from JoAnn Bowman: How often is the middle states review conducted?
RS: The review is conducted every ten years, but there's a mid-review at five years.
2. Question from Angie Loose: In regards to the online "advertising" for courses, are Juniata students savvy enough to see through the "bells and whistles"? RS: Yes; in particular the better students will definitely be able to see the difference. Angie follows up by mentioning that course popularity used to be by word of mouth. RS: Word of mouth will always trump online reality.
 - a. Andrew Murdock '11 (JAB Chair) comments that from a student's point of view, the campus is still small, and therefore despite the volume of information online, word of mouth is prevalent on campus, and is ultimately most important to students.
 - b. Omar Schoenthaler '11 (Senior Class President) also adds that Juniata students ultimately make their own decisions based on what they think is best; many students still take classes not recommended by other students.
3. Question and comment from Bill Rys: Bill brings to attention a recent Wall Street Journal article that highlights the fact that many major companies are hiring more state school students. Is this a concern for Juniata students? RS: In general, companies want to know if their people are flexible. For example, in many countries, hiring practices are solely based on college degree, as they provide strong proof that employees have the capacity to learn. The larger concern is that in America, there is an increasing trend towards "pigeon-holing" people into being hired for specific jobs. The truth is that students at large state schools, such as Penn State, take almost as many liberal arts classes as Juniata students. In that regard, they are not being targeted for jobs in any different way than Juniata students, who are also well-rounded. For companies looking to hire employees who show a strong intellectual flexibility and capacity, Juniata students are competitive.

Following a quick break, the student reports are given.

Omar Schoenthaler '11: Senior Class President Report. Omar highlights general goals for the Senior Class, and discusses several ongoing efforts with this year's class.

1. One major hurdle for the class officers is to build unity early and document how to best organize Senior Class events/activities. Previous class did not pass on information regarding this aspect of the Senior Class. As such, one major goal this year is to keep track of various organizational aspects for use by the future leaders of the organization.

2. Senior class Fundraisers:
 - a. Sponsored care packages for new students.
 - b. Mountain Day T-shirts (Slogan: Tomorrow is always...Mountain Day). Additional T-shirts will be ordered to sell at Homecoming and to the Freshman Class.
 - c. Pig Roast T-shirts.
3. First event of the year: class barbecue. This was a class "reunion" event.
4. Yearbook replacement gift: Since the yearbook has been stopped, senior class officers are working in conjunction with JAB to make a photo document of the students' time at Juniata. The group is currently working on assembling a digital yearbook, which will be a gift to members of the Senior Class. Omar emphasizes that this is a SURPRISE! So, please do not tell!!
5. Senior Class Gift: the organization is sending out a survey soon to get an idea of what types of gifts students are considering. Ideas will be compiled and sent out a second survey. In the past, students have not understood how the class gift worked in terms of the matriculation fee; there is an emphasis on helping students understand both what that fee is and how it can be donated towards the class gift.
6. In an effort to raise awareness of the student officers and Senior Class events, cards were sent to the students including information about the class officers, along with a list of important dates to keep in mind for the senior year.

Travis Raup '11: Student Government Report. Student Government is off to a running start this year! Travis highlights several events that have already occurred this year and general goals for the group.

1. Freshman Dinner: This is the 3rd year in a row that a class dinner has been held for the incoming class. In addition to dinner, students took the Liberal Arts pledge. The goal for such class events is to increase class unity early on at Juniata.
2. Lobsterfest: A successful event this year with many students in attendance. You could have your picture taken with the Juniata Eagle.
3. Student Government is working to plan events for Homecoming that will encourage student attendance and participation, including JC Minute to Win It (a competition between all four classes,; teams representing each class will be competing for a chance to win their class a night out with Student Government and Office of Student Activities).
4. One major upcoming fall Student Government goal are Halloween-themed gatherings/events in the community to improve the Juniata student image in Huntingdon. Many clubs are working together in this effort. Planned events/activities including face painting for kids and providing treats during local trick-or-treating events.
5. All Class Night – this event needs major help. There has been discussion for several years now to possibly cancel this event. Student Government has decided to give this one more chance, with some major changes to help improve participation and attendance. The event this year will be open to other clubs, resulting in 6-8 mini skits instead of just 4 major ones from each class. In addition, there will be an emcee for the overall event to try and improve the continuity of the program.

6. Student Government has selected students to act as representatives for the Board of Trustees.
7. Long term goal: As discussed by Omar in the previous report, Student Government is working hard to improve documentation about the class organizations, in order to pass on relevant information onto each new class.

Andrew Murdock '11: JAB Report. Andrew gives a brief overview of the JAB and discusses several upcoming events on campus.

1. JAB provides a lot of the entertainment that goes on campus; the group is a major recipient of funds allocated to entertainment and programming on campus. In the past few years, the group has made major changes to the programming in an effort to keep students on campus.
2. FNL (Friday Night Live): This is a major part of JAB programming, with about 5-6 Friday night events per semester (usually comedians, bands, etc.). This academic year there has already been a comedian. A hypnotist coming soon. The FNL events have become increasingly popular; attendance can usually fill all of Baker, which is great!
3. Homecoming: JAB is partnering with the Alumni Office to plan more student events for Homecoming, in an effort to increase student participation and attendance. Some of those events include having a roving magician with a full performance on Saturday night of Homecoming.
4. Establishment of Club VLP: This is a dance party in Von Liebig; there will be a Club VLP dance during homecoming.
5. Mountain Day – as always, nobody will tell us the date!

Katie Shedlock '13: SAA Report. Katie highlights that the ultimate goal of SAA is to create opportunities for students and alums to get together and connect. She presents information about recruitment of new SAA students to the organization and information about the first meeting of the year.

1. In order to get students involved, there is an increasing effort from the group to not only gain members, but to gain active members. To this end, the group advertises SAA in several ways:
 - a. Welcome gifts to class of 2014. SAA gave the students lanyards, which were incredibly popular (300 given away in 30 minutes!).
 - b. Advertising at Lobsterfest – SAA advertised using a “text to win” strategy; 98 students signed up for that. The group will be publicizing at more events this year.
 - c. There is a general effort being made toward sending out different types of alerts regarding Homecoming, including utilizing text message advertising.
2. Outcome of first SAA meeting this year:
 - a. 35 students and 7 local alums in attendance at the meeting, both of which were excellent numbers.
 - b. Members mingled, and during the meeting, the group assembled committees for Homecoming. There is a strong feeling of excitement amongst the group for Homecoming and the rest of the events this year.

Bruce Moyer: Bruce extends a thank you to all of the students for kindly coming out to the Field Station to present their reports. Bruce invites everyone to mingle and ask more questions of the students during lunch. Before inviting Michelle Bartol to speak, Bruce takes a few minutes to explain the creation of the enrollment/admissions workgroup on the Alumni Council. In the past, there has not been a formal committee on Council dedicated to the efforts of enrollment, although there have been groups associated with admissions counseling (i.e. the former JAA workgroup). The Alumni Council, as the leadership of the entire Alumni Association shares a strong desire to continually recruit great students to Juniata. The Strategic Plan focuses on this area and there is a shared desire between the Admissions Office and the Alumni Office to work more closely together to best execute alumni efforts in recruiting new Juniata students. Bruce thanks Michelle Bartol for her service to the College and introduces her to present her report.

Michelle Bartol: Admissions Office Report. Michelle begins by thanking the Council for the invitation to present how best alumni can assist with Admissions efforts. She emphasizes how excited she is to be at the meeting; she's worked at Juniata for 25 years and is continually excited about how great it is to see people move on and come back to be involved. The point of her report today is for everyone to know just how important it is for alumni to be involved with admissions efforts.

Michelle begins her report by discussion how the world of college admissions has considerably changed during her time in this position. Admissions has become quite a stage; it's not as simple as discussing the basic merits of an institution any longer. Discussions are now much more geared towards personal discussions of the potential students, their emotions, and their families. Alumni now play a greater role than ever before as representatives for potential students.

Michelle continues by presenting information about the JAA (Juniata Alumni Ambassadors) program and how alumni have been involved in the past with recruiting students.

1. JAA has been around for many years.
2. The group consists of alumni, parents, friends, anyone who supports JC.
3. JAA members perform specific functions, including contacting students, assisting enrollment counselors at college fairs, representing the College in various regions. In essence, the active members are a direct extension of the Admission Office.
4. In general, there are some very active members of the group and many who are not active. It is a general challenge to monitor active participation and to determine exactly how to deal with division of efforts.
5. The group lacks some definition in terms of the role they play, but they are an incredibly important part of the admissions process.

Part of the reason that alumni play such an important role in admissions efforts is that they can be geographical extensions of the Enrollment Center. Michelle points out that when she started at Juniata, 80% of students were from PA. The current numbers from the incoming class is that 58% of class is PA; the high percentage of in-state students is slowly turning over. This geographical diversity is a huge draw for the College. Enrollment Office counselors are traveling over the U.S. and also out of the U.S. JAA helps in these efforts.

Another program started to increase alumni efforts is the Gold Card, which started last year as a way for alumni to directly recruit students. Michelle points out several important facts about this program.

1. This is not a referral. This is a student recruitment effort.
2. When an alumnus fills out a card, they “take over” the recruitment of that student.
3. Ideally, the Gold Card process should go as follows:
 - a. An alumnus identifies a student for recruitment.
 - b. The alumnus is then asked to contact the student(s).
 - c. When the student contacts the college, the associated alum receives a communication that their student has contacted the College. This open line of communication between the alum and the office allows the alum to pass along any relevant info about the student to help improve admissions efforts.
 - d. If the student accepts admission, the alum is named in the scholarship that this student receives.
4. Gold Card recruited students are from all over the U.S.
 - a. In fall of 2009, 103 Gold Card students were admitted; 53 accepted (Michelle refers to them as Gold Card-ish, as some of them were more referrals than direct alumni recruits).
 - b. For this year’s fall class, 131 Gold Card students were admitted; 62 members accepted.

In the time since the Gold Card program was started, it has been clearer than ever that the Alumni Association plays a huge role in recruiting great students to Juniata. In addition, alums are all over the place. If the power of this active network was unleashed, alums could play an even larger role in improving Juniata and recruiting the best students. This is particularly important on the east coast, where competition is high between many colleges that are similar to Juniata. Alums play an enormous role in increasing the effort to move out of this geographical area.

Michelle then emphasizes how the Alumni Council can be most helpful to the recruitment effort. As the organization leaders, we are in the position to take on the Gold Card challenge. The group can inform and recruit other alumni to be a part of the active admissions process. Most importantly, we can emphasize that the Gold Card is not a referral program. This is about alumni recruitment. This should increase our yield of stellar students that come to Juniata.

Michelle finishes her report by emphasizing that her efforts are geared towards truly restructuring the enrollment process. Her main focus is on JAA, and how this program can be improved and its efforts best executed. Michelle says that she is personally committed to contacting alumni west of Ohio to get them on board with admissions efforts. Council can help with this, too. It’s easy, it’s fun, and it’s useful for the college. We have 16K people in the database – let’s do it!

There are several questions following Michelle's report.

1. Comment and question from Bruce Moyer: The Gold Cards actually say "referral" on them; is this a problem with the recruitment message? MB: This is definitely a confusing term; the office is getting new cards. Recruitment is an active process; and with the use of the word "refer" the enrollment office has a "right" to ask alums to be an active part of the recruitment process.
2. Question from Sarah Fisher: Sarah mentions that she has been in contact with a student who is interested in dentistry. Is it okay for her to contact/refer that student to other alums about general career information as a part of the recruiting office? MB: Yes – definitely! Also contact the office; the information regarding the student's career interest will be put into the database at the office, which not only improves the recruitment of this student, but also improves the alumni network as a whole.
3. Comment and question from Doug Spotts: Doug mentions that he was actively involved in the recruitment of some Mifflinburg students, but there was no contact from the Enrollment Center after those students contacted the College. What happened here and is this a problem to be concerned about in the future? MB: This was an issue with the "referral" vs. "recruitment" aspect of the initial Gold Card initiative. The office has mastered the Datatel program in order to be ensure that the alums will receive the necessary information, but one critical point is that alums NEED to fill out cards in order to receive those communications. Jim Watt adds in a comment here that there was confusion over cards initially. He emphasizes that one of the great things that Michelle's staff has done is to sit down and figure out how best to disseminate information. Nobody really expected the program to be as powerful as it was. MB: The Enrollment Center was not initially ready for the Gold Card program success, but now the office is communicating in real time vs. scheduled communications. Much of it is now automated.
4. Comment from Jim Watt: To follow up on everything Michelle has said, the marketing office has run some more specific numbers, and while they don't have the exact number on hand, the general empirical conclusion is that a student is more likely to matriculate if an alum was involved in the recruitment of that student. As such, the Alumni Office has an increased interest in enrollment efforts.
5. Comment and Question from JoAnn Bowman: JoAnn mentions that six years ago when their daughter Britney was being recruited to Juniata, she was particularly wowed by the general enthusiasm of the enrollment counselors and other alums. She even received a house call made by David Meadows; he became a personal connection to the college during the recruitment process. JoAnn mentions that regional groups, including JCDC, are working on enrollment efforts and asks Michelle about the main areas to focus on for the recruiting process. MB: Alums should focus on areas that they feel are important, but in general, enrollment efforts focus on academics, community, family feel, and scholarship/aid.
6. Comment and question from Chris Gahagen: All of this is excellent, but what do we do about students who do not get a personal connection or find the website? MB: Most students say that they find out about Juniata from personal interaction, website, books, etc. In particular, the Fisk Guide was really good for advertising the college.

7. Question from Lisa Jenkins: How exactly should alums prepare to “sell” JC outside of the local region? Will there be training/mentoring/guidance for alums? As a follow up comment/question, Kathy Collins adds that many alums were talking about this at the Networking Dinner the day before. Is it possible to get “cue cards” or “talking points” from the office? It’s possible to maybe get more emeritus members involved this way, too, especially if they know exactly what they are supposed to be doing. MB: These are all excellent points, and there is basic information given to all people who are involved in JAA efforts (such as people who serve as enrollment extensions at college fairs, etc); however, there is a fine line between informing volunteers and also proving so much information that volunteers are scared away. David Meadows mentions at this point that we definitely need to be careful with this, as the admissions office had major problems with this in the past. Volunteers were often flipping through pages of information for prospective students instead of sincerely interacting with them; we do not want this to be happening. At this point there is some general discussion amongst the group that some basic talking points and even a short 5-minute video (Jim Watt’s suggestion) would be good things to have for recruiting alums to the enrollment effort.

Michelle ends by emphasizing that we need to build this network, and it needs to work. There were a number of chaotic moments in the first round of the Gold Card process; there was a student that didn’t come because of the chaos. This is a work in progress. This is all the more reason for alums to call the office if there is an issue to try to catch errors. In general, there is a fair amount of turnover at the alumni office, so the office has been trying to encourage alums to visit the website more frequently to learn about changes. Call the office or stop in! Michelle strongly emphasizes the desire to remove the formality between the admissions office and the alumni network.

Bruce concludes the morning session by thanking Michelle for her report. He points out that a major goal for the Council is to now determine how best we can help the efforts and take on the challenge ourselves. In addition to working on improving alumni recruitment efforts, Bruce invites each member of the Council to take on the challenge of recruiting at least one student through the Gold Card program.

Following the lunch break, Kathy Collins leads the Council in a *Strengths Finder* group development program. At the end of the program, after discussion of each member’s strengths, Bruce points out that the work groups on the Council are not immovable; the process of forming and serving on committees is fluid. He emphasizes that one of the best parts of exercises like *Strengths Finder*, is to determine whether we have successfully built the best teams and this will continue to be reviewed throughout the year. Bruce thanks Kathy for leading the group in the program before introducing Jim Watt for the Alumni Office report. Bruce mentions that Jim is coming up on his 1-year anniversary as director, and that both the Council and college are lucky to have him and the staff leading alumni efforts.

Jim Watt: Alumni Office Report. Jim begins his report by expressing his excitement for the new people on Council. This is an excellent organization that continues to get great people,

but also benefits from those who have served on the Council in the past; Jim thanks Emeritus members Lisa Jenkins and David Corman for being at the meeting. Jim also thanks Dawn Scialabba for attending the meeting; she is currently working in the Alumni Office during this busy time with Homecoming and with Katie on leave.

Dawn Scialabba: Dawn extends her excitement and pleasure of having worked with many of the people who now serve on Alumni Council. She is delighted to come over to the Alumni Office. Dawn has worked at the college for 22 years, and has most recently been working into a part time position at the Unity House (campus ministry, etc; she's worked there for the past 6 years). Dawn thanks everyone for inviting her to join us at the meeting and says that she's looking forward to working with us and the Alumni Office.

Jim continues his report by reflecting back on the past year, the theme of which has been Mutual Benefit. This year has been about the power of the network and how it can accentuate the college and how it can help alums. The alumni directory is a critical element of various parts of the networking efforts. The current system for contacting alums involves finding information on Datatel and subsequent phone calls through the administration at the Alumni Office. This process is arduous and ineffective. Jim highlights that, "we can do better," and mentions to this end that a new functional database is going to be put out this academic year. He strongly encourages members of Council to think about our ideas and to contact the office with our ideas.

Jim continues his report by sharing a few of the key efforts ongoing at the office right now.

1. New marketing campaign for Homecoming. Jim reports that Homecoming is definitely different this year. It has been a major challenge to try and create an event on campus that accommodates alumni, students, family, faculty, and staff. To this end, the office examined each demographic and started marketing to them directly and differently. To their delight, people responded to the individualized marketing efforts and overwhelmingly so!
 - a. The numbers show in increased momentum when directly comparing registration numbers between this year and last.
 - b. There is a strong sense that students are more motivated about Homecoming. This was a key goal to improving the weekend.
 - c. Most importantly, the Office has focused greatly on determining what each group of people wants "to get" out of the weekend, and the marketing efforts were geared towards this end. It's rewarding to see that those efforts are making a difference in the weekend.
2. Jim mentions that this is the first year that such a large change is being made for Homecoming. To this end, he asks the Council for help in several areas.
 - a. If you are coming to homecoming, please register. **YOU MUST DO THIS TO COUNT YOU!**
 - b. If you do come and you want to help out, that would be awesome. Here are ways to help:
 - i. Be a host – not only will this help the Office, it would also help people understand what the Council is. Additional visibility would be good.

- ii. Engage with other alums, faculty, students, and families – and then share the information with the office. Feedback can be applied!
- iii. Participate directly in programming, such as the wine tasting. Currently 240 people are signed up for the event! Jim asks the Council to share any information regarding wines, wine experts, vineyards, etc. Any help would be greatly appreciated!

Jim finishes his report by emphasizing again that the office is really pushing the idea of mutual benefit. The Alumni Office works with every department on campus and is a connection between the college and alums. The improved Homecoming efforts this year are a part of a much larger plan to execute better relations between all of the different parts of the campus (students, alums, faculty, family, etc.). These efforts really matter to the long term success of the college.

David Meadows: Alumni Office report, continued. David begins by saying that everything he's talking about today is focused on the network: Alumni to alumni connections, alumni to student connections. These are all focused on mutually beneficial outcomes. David is not going to talk about the specifics of the revamped regional plan, but will focus on a few outcomes based on what is already happening (note to alums: see previous meetings' minutes for more information on the Regional Network Plan).

1. JCDC is serving as the first model for this type of network building. The model is not perfect yet, but doing really wonderful things. Most importantly, the group is slowly getting outside of doing the typical fun social things by not eliminating those events, but adding value with other types of programming.
 - a. One such example is Jodie Monger Gray's annual picnic. 110 people were at the event, but with this new regional model, outcomes are based on more than just the number of attendees.
 - b. Important regional improvements to the typical event: In addition to alums, some current students and their parents were in attendance.
 - c. Not a huge number of prospective students in attendance, but there is a focus to get prospective students involved in regional groups. David is working with the enrollment center on this; there were 5 prospective students in attendance; hopefully more in the future!
2. Philly Area (Delaware Valley Regional Group): Regional leadership in place! The first executive committee (President: Ty Furman, Vice President: Lisa Jenkins, Past President: Parisha Shah) is in place. Ten other alums have committed to serving on the leadership team, resulting in a total of 13 committed alums. This has been a huge success so far! The group is already planning their first activity in support of the women's volleyball team at Haverford (September 25th).
3. Affinity Groups are officially dead, but the idea of them is being re-worked. David mentions that when he became in charge of this area, he said he would do so only if he could trash the concept and restart. As such, we will not hear him talk about Affinity Groups again as they used to be, mainly because they were without structure. The concept of the groups is good, but as they existed, they were ineffective and irritating to those involved, including faculty. David emphasizes that

the idea was good, but the concept needs major work. To this end, any groups that have affinity to the college have to be organized into two major categories:

- a. Career – students are more interested than ever in this. Students WANT THIS. We do not need to beg anyone anymore to get involved in career-related programming. David’s office is looking for the departments that are actively interested, and already has more than can they handle including health professions, business, law, and even the art department (help them figure out who alums are who have had art background and have jobs in art to talk to current art students). David envisions different levels of programming:
 - i. Midlevel Programming - Bringing alums to campus to interact with students, such as the law careers panel, which happened this past academic year. Students loved the program – the office received an overwhelming amount of positive feedback. We need to continue things like this in the future.
 - ii. Upper Level Programming – High profile and larger impact events, such as Dick Mahoney’s politics event in D.C. The event brought Juniata students to a region to attend briefings around the city and to stay with alums. In addition, there was an organized lunch with a speaker; alums/parents came to be a part of it. David highlights that the college is outcomes from these types of events every single time they occur. We need to smart and deliberate about the programming we choose to run.
- b. Non-Career – despite the failure of affinity groups as a whole, non-career affinity isn’t a bad thing! The idea here is to allow single events to satisfy different tenants of the network/strategic plan, such as the Tangerine Bowl reunion. This was the 55th reunion of the bowl and alums who attended the event met with current students, current coaches, and had the opportunity to hang out with each other and have a good time. This is the same idea with the 75th anniversary of instrumental bands reunion. We can make these events work for us and the network as a whole.

David finishes his report by mentioning that he is working directly with departments who want to work with them; this is the best place to get started for the time being. David also asks us to please share our ideas with him if we have specific thoughts about general or specific career programming. If we don’t share our ideas, they’ll never know!

Jim Watt interjects that David is being modest: The faculty want to be a part of programming that actually seems like it will work; David has made this happen. They want alumni to be involved. The office has shown that they can be the liaison to make these connections work. There are a couple of questions following David’s report:

1. Question from Bruce Moyer: Is there a role for social media in affinity-type programming? DM: This will have to be determined on a case-by-case basis; for something like a panel discussion, no need for that, as most of the advertising gets done on campus/in class. Bruce adds that he’s thinking about this in terms of how alums can help other alums. DM: This is definitely the missing piece, but we cannot

skip straight to this type of interaction until something is currently established with the department on campus. Once the alumni to student connection is consistently working, then the focus can be on alumni to alumni career interactions. Student to alumni relationship is the primary focus at the moment.

2. Question from Sarah Fisher: In the database, does the College have info about the activities people did on campus? DM: Yes – we do. Not always completely accurate, but yes.

David finishes the Alumni Office report by mentioning that Career Day is now under his purview in the office, and that one major goal of this year is to get more alums involved who are directly offering jobs, internships, and job shadow opportunities. David emphasizes that alums do not have to be in HR, but are welcome to invite HR representatives if necessary in order to actually offer positions.

The Council breaks for workgroup sessions. Please see the attached document for highlights of workgroup goals from each group. There is general discussion amongst the group regarding the Digital and Media relations report regarding the development of a Facebook-esque searchable networking site. Jim mentions that the current “JC Connect” database/site is being constructed and should be available for beta testing soon. He welcomes feedback on the site and on potential names for the group. Highlights regarding the database include:

1. Ability to search by various areas of focus, including career, degree, geography, etc.
2. Profiles that are input into the system will not be active until alums sign in and activate them.
3. Capabilities of the program will far exceed current options, including distribution for assignments and class schedules, video sharing, live video conferencing, online forums.
4. Importantly, alumni will be able to control whatever information is on their profile.
5. Also important, Juniata owns the data; it cannot be sold to Facebook or used in other social networking capacities, although there is a direct link to Facebook through the site.

Bruce Moyer: Closing Comments. Bruce asks the Council members to consult the sheet in our folders regarding the purpose of the Council. He asks us to think about this – did we advance the purposes of the Council today? Where did we succeed? Where are places that we may need improvement? He encourages us to be thinking about what is written on this charter, as it should be shaping our efforts now and in the future. Bruce concludes the meeting by reiterating the Homecoming request from the Alumni Office, both in terms of assisting and attending. He thanks us for our time and efforts and officially adjourns the fall 2010 Alumni Council Meeting.

Respectfully submitted,
Parisha P. Shah, '01