

Juniata College



Founders Hall

Introduction and Location

Juniata College (“Juniata” or the “College”) is an independent, coeducational national liberal arts college founded in 1876 by members of the Church of the Brethren to prepare individuals “for the useful occupations of life.” The first classes were held on April 17, 1876, in Huntingdon, Pa. Three students attended; two were women. In 1879, classes were moved to Founders Hall on the present campus, also in Huntingdon, the county seat, which has a current population of approximately 9,000.

Juniata’s mission today is to provide an engaging personalized educational experience, empowering students to develop the skills, knowledge, and values that lead to a fulfilling life of service and ethical leadership in the global community. In keeping with its mission, the College is unique in several respects, most notably for Juniata’s Program of Emphasis (POE), which provides students the opportunity to design their own program of study, often crossing multiple departmental lines. Almost 25 percent of students take advantage of the opportunity to design their own program.

More than 95 clubs and organizations create a positive impact on the campus and in surrounding areas. In addition to being active in student life, 90 percent of seniors participate in distinctive hands-on learning, including internships, study abroad, student teaching, community outreach, or undergraduate research. Students intern locally, across the U.S., and internationally. Some research off-campus at national laboratories includes the National Institutes of Standards and Technology, Lawrence Berkeley National Laboratory, and the National Institutes of Health. Ninety-three percent of graduates are employed or enrolled in graduate school within six months of graduation—many attend top graduate schools, found their own businesses, and work for Fortune 500 companies. ***Since 2014, 25 individuals have been Fulbright Recipients.***

Juniata is located in Huntingdon, Pennsylvania, approximately 125 miles east of Pittsburgh, 150 miles north of Washington D.C. and 250 miles southwest of New York City.

Pennsylvania’s ridge and valley region surrounding campus, is also ideal for studying geology and environmental science, which are further supported by Juniata’s Raystown Field Station, a facility on the shores of Raystown Lake that provides opportunities in environmental education and research. Community members, professionals, and students also come to Huntingdon to enjoy the lake (Pennsylvania’s largest man-made) and its surroundings.

Facilities

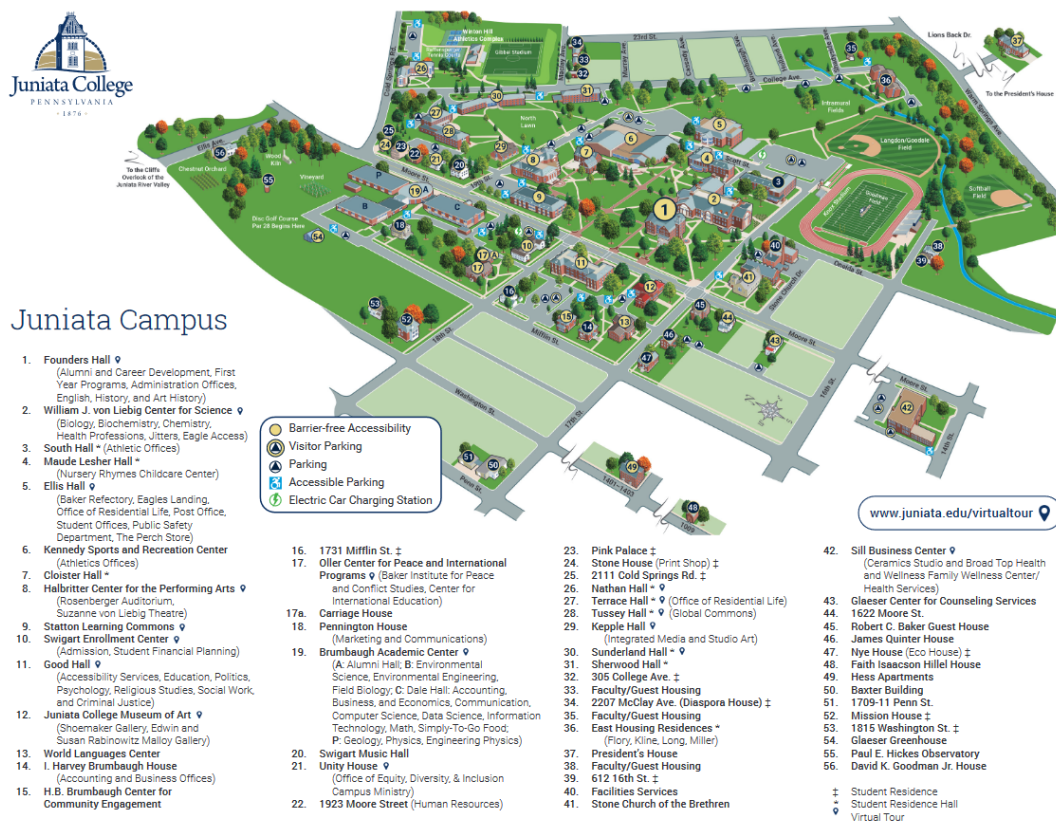
The College's 110-acre main campus is currently composed of 56 buildings, including nine residence halls and three apartment-style housing units. In addition, the College owns the 365-acre Raystown Field Station; a 316-acre nature preserve and Peace Chapel; a 300 acre riverfront tract known as the Sparks Farm to be used for educational programming; the Juniata College Museum of Art, which holds a collection of over 700 artifacts, including several renowned Hudson River paintings; a ceramics studio with Anagama Kiln; the Paul E. Hickes Observatory; the Sill Business Incubator; the Kennedy Sports and Recreation Center, featuring the Sam and Martha Brumbaugh Fitness Center, the Binder Natatorium and its Olympic-size pool, and two gymnasiums; the von Liebig Center for Science; the Halbritter Center for Performing Arts and Suzanne von Liebig Theater; and LEED Gold Founders Hall.

In 2024, the College completed the Statton Learning Commons renovations, which included a 4,000 square feet addition to the former Beeghly Library. In 2017, the College invested \$15 million in a variety of facilities additions and improvements across campus including a new athletics facility that includes a new turf and lighted soccer and lacrosse complex as well as new tennis courts, a new Integrated Media and Studio Art building and renovations to residence halls and academic buildings to enhance accessibility and provide additional small group study space across the campus.



Good Hall

Campus Map



Institutional Recognition

- The College has been included for more than 20 years in Loren Pope's Colleges that Changes Lives.
- Ranked 90th among national liberal art colleges by U.S. News and World Report in 2024.
- Ranked 25th in Top Performers on Social Mobility among national liberal art colleges in 2024, by U.S. News and World Report and #66 among Best Value Schools.
- Ranked 62nd best Liberal Arts College in US in Washington's Monthly College ranking in 2024.
- The College is included in Money Magazines Best Colleges for your money in 2024.
- Juniata was ranked 25th in the Nation for Great Financial Aid in the Best 390 Colleges by Princeton Review.
- Princeton Review ranked Juniata 17th in Best Classroom Experience, #21 in Most Accessible Professors and #6 in Lots of Race/Class Interaction in 2024.
- Wall Street Journal ranked Juniata as #353 on its comprehensive best colleges list.

Accreditation and Memberships

Since 1922 Juniata has been accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools.

Memberships

- Association of Independent Colleges and Universities of Pennsylvania
- the American Council of Education
- the National Association of Independent Colleges and Universities
- Pennsylvania Campus Compact
- Pennsylvania Consortium for the Liberal Arts
- Council for Higher Education
- College Board
- Council for Independent Colleges
- Council of Undergraduate Research
- National Collegiate Athletic Association
- Landmark Conference
- Eastern Collegiate Athletic Conference
- Centennial Conference
- The National Association of Student Affairs Professionals in Higher Education
- Association of Title IX Administrators
- American Association of Colleges and Universities (AAC&U)
- EDUCAUSE
- The Higher Education Systems and Services (HESS) Consortium
- Northeast Regional Computing Program (NERCOMP)
- Higher Education Data Sharing Consortium (HEDS)
- Council for Advancement and Support of Education



Governance

The College is governed by a self-perpetuating Board of Trustees (the “Board”) whose primary functions include determining the mission and goals of the College, overseeing and approving educational programs, electing the officers of the Board, appointing the College’s President, and overseeing and approving faculty-appointment procedures and employment policies for all employees of the College. The Board also approves the annual budgets of the College, authorizes changes in tuition and fees, and establishes policy guidelines for endowment, investments, and major fundraising efforts. Further, the Board authorizes new construction and major renovation of the existing plant, the purchase and sale of real property, the incurring of debt, and the acceptance of gifts or bequests on behalf of the College. There are no fewer than three regular meetings of the Board of Trustees each fiscal year (June 1 to May 31), held in the spring, summer, and fall at times and places designated by the Chair of the Board or by the President of the College. Board attendance averages above 90%. An act of a majority of the members in attendance represents an act of the Board, as long as those in attendance constitute a quorum (a majority of the total number of voting trustees constituting the Board at the time of any meeting). The bylaws of the College require that the Board consists of not fewer than 31 members nor more than 40 members (currently there are 35 members). Individuals are elected to the Board for three-year terms by the trustees at any regular meeting. The President of the College serves as an ex officio member of the Board but does not have the obligations or privileges of the elected Trustees, including, but not limited to, the right to vote. In Juniata’s last comprehensive capital campaign, the board contributed over 24% of \$128,600,351.

The structure of the Board includes an Executive Committee consisting of the officers of the Board: chair, vice chair, secretary, treasurer, assistant secretary, and assistant treasurer as well as the chair of each committee and two other members elected by the Board. The other committees include:

- Committee on Education
- Committee on Retention & Student Life
- Committee on Advancement
- Committee on Enrollment and Marketing
- Committee on Business Affairs
- Committee on Audit, Compliance & Risk Management
- Committee on Investments
- Committee on Governance

A list of the members of the Board of Trustees follows:

Board of Trustees

<u>Officers</u>	<u>Affiliation</u>	<u>Term Expires, 8/31</u>
Mary White – Chair	Vice President, Outreach Development HCA/Continental Division	2026
Carl Glaeser – Vice Chair	Managing Partner Palladian Advisors	2026
Bruce Moyer – Secretary	President The Moyer Group	2026
Gail Habecker – Treasurer	Principal PMG Advisors, LLC	2025

<u>Name</u>	<u>Affiliation</u>	<u>Term Expires, 8/31</u>
Christopher E. Bair	Managing Director Deloitte	2025
Eric D. Biddle	Retired, Senior Asst. Director of Admission The Pennsylvania State University	2027
David E. Christopher	Superintendent West Chester Area School District	2026
Cynthia G. Clarke	Retired, Director of Data Management Juniata College	2025
Nicole C. Close	President & Clinical Associate Professor EmpiriStat, Inc. & Tufts University of Medicine	2026
Jeffrey P. Craft	Managing Partner Deloitte	2026
Randall C. Deike	Retired, Senior VP for Enrollment Management Cleveland State University	2027
Jayne K. Donahue	Retired, Executive Vice President State Street Corporation	2025
David J. Fahey	Principal and Managing Director Avison Young	2027

<u>Name</u>	<u>Affiliation</u>	<u>Term Expires, 8/31</u>
Sarah Young Fisher	President Emeritus RKL Wealth Management	2025
Carl G. Glaeser	Managing Partner Palladian Advisors	2026
Gail M. Habecker	Principal PMG Advisors, LLC	2025
Joy L. Hadley	Director, Lender Activities U.S. Dept. of Housing & Urban Development	2026
Stephanie L. Haines	Federal Judge United States of America	2027
William P. Hayes	President and CEO Kish Bankcorp, Inc.	2025
Steven J. Holsinger	General Counsel and Secretary A.S.K. Foods, Inc.	2025
Eric C. Jensen	Retired, Senior Research Fellow Eli Lilly and Company	2027
Michael A. L. Johnson	Neurologist/Physician Colorado Neurodiagnostics	2027
Bruce A. Jones	Retired, Director PBF Logistics	2027
Elaine V. Jones	Retired, Vice President, Venture Capital Pfizer, Inc.	2026
Michael J. Klag	Dean Emeritus, Professor of Medicine Johns Hopkins University	2025
Fred C. Mason	Independent Consultant	2026
Robert S. McMinn	Executive VP, General Counsel Kish Bankcorp, Inc., and Kish Bank	2025
Bruce L. Moyer	President, Government/Legal Affairs The Moyer Group	2026
Howard M. Nathan	Executive Director Gift of Life Transplant Foundation	2025

<u>Name</u>	<u>Affiliation</u>	<u>Term Expires, 8/31</u>
Judodine Nichols	Former Chief Sustainability Officer Radius Recycling, Inc.	2027
Colleen E. Ostrowski	Senior Vice President & Treasurer VISA	2027
Carol A. Pletcher	President Pletcher, Inc.	2025
William A. Rys	Head of Government Affairs The Hartford	2025
Parisha P. Shah	Senior Research Investigator & Instructor University of Pennsylvania	2026
Jill L. Schadler	Global Head of Human Resources Partners Adaptimmune, LLC.	2027
Henry F. Siedzikowski	President Elliott Greenleaf & Siedzikowski, P.C.	2026
Brad Sterl	President Brad Sterl & Associates, Inc.	2026
Daniel K. Sunderland	President Sun Motor Cars, Inc.	2027
Christopher J. Thompson	Retired, Independent Consultant	2027
George P. Valko	Medical Director Thomas Jefferson University	2025
David G. Wagner	Retired, Chief Human Resource Officer Coherent	2027
Mary M. White	Vice President, Outreach Development HCA/Continental Division	2026
Friedhelm H. Wulczyn	Senior Research Fellow University of Chicago	2024



Nathan Residence Hall

Administration

The College is administered on a day-to-day basis by the President and members of the Senior Leadership Team. The Senior Leadership Team includes the President, the Chief Academic Officer (Provost), the Chief Financial Officer (Vice President for Finance and Business Affairs), the Chief Student Affairs Officer (Dean of Students), the Chief Advancement Officer (Vice President for Advancement & New Strategic Initiatives), Chief Enrollment Officer (Vice President for Enrollment), the Senior Leader for Equity, Inclusion, and Diversity (Dean of Equity, Diversity, and Inclusion), the Chief Marketing Officer (Vice President for Strategic Marketing and Communications) and the Executive Assistant to the President.

The President is appointed by, and serves at the pleasure of, the Board of Trustees. The members of the Senior Leadership Team are appointed by, and serve at the pleasure of, the President. The following biographies constitute the President and the members of the Senior Leadership Team:

Dr. James A. Troha, Ph.D. was named the 12th president of Juniata College on Nov. 20, 2012, by the Juniata Board of Trustees. Dr. Troha came to Juniata after a successful executive career at Heidelberg University, where he was executive vice president for institutional advancement and university relations. He oversaw all elements of the institution's fundraising, marketing and university relations efforts.

During his last two years at Heidelberg, Dr. Troha helped raise more than \$38 million toward a \$50 million campaign goal and helped secure several multimillion dollar cash gifts, the largest in Heidelberg's history. He also was responsible for overseeing record fundraising years for the university's unrestricted Heidelberg Fund. In 2011, Heidelberg received the 2011 CASE Fundraising Award, one of 24 institutions nationwide to be honored. Dr. Troha also took leadership in organizing, writing and launching Heidelberg's Academic Comprehensive Campaign for Excellence, the first of its kind for the university.

Dr. Troha began his administrative career at Heidelberg in 2002 as vice president for student affairs and dean of students, where he worked until he was named interim president in 2008. From 2003 to 2007, he also served as vice president for enrollment, where he helped increase enrollment by 19 percent in his first year and helped bring in the University's three largest freshmen classes in three decades. He led efforts to redevelop Heidelberg's website and implemented the University's first Leadership Academy.

He began his academic career in 1993 at the University of Evansville, in Evansville, Ind. In 1995, he was able to gain significant international experience as dean of students at Harlaxton College in Grantham, England, which is the British branch campus for the University of Evansville. By 1997, Dr. Troha had been named dean of students at Baker University in Baldwin City, Kan., a post he held until 2001.

A native of Cleveland, Ohio, Dr. Troha earned a bachelor's degree in criminal justice in 1991 and went on to earn a master's degree in counseling in 1993, both from Edinboro University (PA). In 2005, he earned a doctorate in educational policy and leadership from the University of Kansas in Lawrence (KS).

He has been active in the Huntingdon community, joining Rotary, serving as a member of the Executive Committee of the Huntingdon County Chamber of Commerce, and as a member of the former J.C. Blair Memorial Hospital Board of Directors. He and wife Jennifer co-chaired the Huntingdon County United Way campaign in 2015-2016.

Dr. Lauren Bowen, Ph.D. assumed the role of Provost on July 1, 2014. As provost, her responsibilities include leadership and supervision of all aspects of the curricular experience including the development and assessment of academic programs, international education, and community engaged teaching and learning. She is responsible for faculty recruitment, retention, development, and evaluation to ensure effective delivery of the academic program. In addition, she provides oversight and direction to administrative support of the academic enterprise including library services, the registrar, advising, institutional research, and the museum of art.

Dr. Bowen was a faculty member and academic administrator at John Carroll University from 1989-2014. While at JCU, Dr. Bowen served as Associate Academic Vice President (2007-2014) where her portfolio included leading diversity and inclusion efforts as she chaired both the Diversity Task Force and the Diversity Steering Committee and served as Title IX coordinator. She was also responsible for new program development and student success initiatives.

Dr. Bowen was a fellow of the American Council on Education during the 2000-2001 academic year and spent her fellowship at The College of Wooster in Ohio. She graduated with honors and distinction in political science from The Ohio State University in 1984 where she was also elected Phi Beta Kappa. Her MA and PhD in political science were earned at the University of Kentucky in 1987 and 1992 respectively.

Jeffrey Scaccia was hired as the Vice President for Finance and Business Affairs in July 2023. Jeff served as Vice President for Finance and Administration at Presbyterian College in Clinton, South Carolina, since 2019. Presbyterian College is a private liberal arts college with an enrollment of approximately 900 undergraduates and 250 graduate students. At Presbyterian College, Jeff's responsibilities included supervising accounting, information technology, and campus services (facilities operations), auxiliary services, and campus police. During his time at

Presbyterian, he managed over \$20 million of construction and renovation projects with varying levels of oversight regarding planning, design, and construction.

Prior to his tenure at Presbyterian College, Jeff served the University of the Ozarks in Clarksville, Arkansas as its CFO and Vice President for Finance and Administration from 2004 to 2019. Jeff earned his bachelor's degree in business administration from the University of Central Arkansas and his master's degree in business administration from the University of Arkansas. He also attended the Harvard Institute for Educational Management in 2015.

James Watt is the Vice President for Advancement and new strategic initiatives. Jim served Juniata College as the Director of Alumni Relations, from 2009 to 2011, and as Director of Development from 2011 to 2012. He left Juniata to become Director of Major Gifts at Penn State's College of the Liberal Arts, where he enjoyed success in fundraising during the University's For the Future campaign. He rejoined the Juniata Staff in 2016 as the Assistant VP of Development and Campaign Operation and was promoted in 2017 to Vice President for Advancement and then added new strategic initiatives to his portfolio. Mr. Watt holds a bachelor of science degree in human resources from Geneva College (PA), a master of science degree in human resource development from Villanova University (PA), a certificate of advanced graduate studies from Eastern University (PA), and is currently a PhD candidate in Business and Organizational Leadership at Eastern University (PA).

Matthew Damschroder, Ph.D. is the Vice President for Student Life and Dean of Students. Dr. Damschroder was the Assistant Dean of Students for Campus Life at Illinois Wesleyan University, a position he held over five years.

Dr. Damschroder earned his doctorate in educational administration and foundations from Illinois State University in December 2015. He also has a master in applied computer science/information systems from Illinois State and a bachelor of arts in English and philosophy from Drake University.

Dr. Damschroder has over 20 years of progressively increasing responsibility in student life and is very active in the National Association for Student Personnel Administrators and the National Society for Leadership and Success as well as a number of other professional organizations.

Jason Moran is Vice President for Enrollment. As Juniata's senior enrollment officer he oversees the Admission and Student Financial Aid operations in their charge to meet Juniata's enrollment goals by recruiting academically talented students to the College.

Mr. Moran became the Vice President for Enrollment on June 1, 2019. Mr. Moran previously served as dean of enrollment at Plymouth State University since 2016. Prior to his role at Plymouth State, Mr. Moran worked for 12 years in admissions at Lycoming College in (PA). Mr. Moran began as an admissions counselor in 2004 and ascended to the position of director of admissions by 2011, which he held for five years. Mr. Moran earned a bachelor of arts degree in corporate communication from Lycoming College and a master of science in education from Bucknell University.

Beth Homan is the Vice President for Strategic Marketing and Communications beginning June 26, 2023. Beth came to Juniata from Howard Community College (HCC) in Columbia, Maryland, where she has served as

Executive Director of Public Relations and Marketing since 2014. Howard Community College is a public community college in the Baltimore/Washington, D.C. region that serves more than 22,000 students annually in credit and noncredit courses and programs. HCC was awarded the Malcolm Baldrige National Quality Award in 2019.

As a member of the president's senior leadership team, her responsibilities at HCC were advising on crisis communications and public relations, including complex, high-profile events impacting the institution and higher education, creating a community engagement marketing campaign, and helping lead the college's strategic enrollment management committee. She also guided government relations communications and planned special events, such as groundbreakings and anniversary celebrations, in collaboration with the Howard Community College Educational Foundation.

Prior to Howard Community College, Beth held the position of Director of Communications at Montgomery College, a Maryland community college that serves students across three campuses. With past experience as a broadcast journalist, she has overseen cable television and video production teams at both institutions.

Beth earned a bachelor's degree in English from Transylvania University, a bachelor's degree in mass communications from Towson University, and a master's degree in public relations and corporate communications at Georgetown University. Outside of work, she is an active volunteer in her community on issues related to affordable housing.

Kathryn Guise is Executive Assistant to the President and has served in this capacity since January 2023 and has been with the College since April of 2021.

Derek James is the Dean of Equity, Diversity, and Inclusion. Derek came to Juniata from Penn State in July 2023, where he was coordinator of multicultural programs within the College of Agricultural Sciences. For the past 18 years, he has worked in secondary and higher education, focused on providing opportunities for those historically excluded, including those who have faced structural barriers and inequitable policies that have prevented equal access and chances to succeed. At Penn State, Derek co-chaired the Commission on Racial and Ethnic Diversity (CORED) and chaired the College Council of Multicultural Leadership (CCML). He was also a member of the Task Force on Policing in Communities of Color. Derek earned a bachelor of science degree in biology from Grand Valley State University and a master of science degree in agricultural and extension education from Penn State.



von Liebig Center for Science



Halbritter Center for the Performing Arts

Faculty and Staff

As of fall 2024, the College has 402 full- and part-time employees, including 146 full and part-time instructional faculty members as follows:

Professors	49
Associate Professors	15
Assistant Professors	28
Instructors	7
Part-time faculty	<u>47</u>
Total	146

Academic Programs

The College describes itself as a “community,” dedicated to providing the highest quality liberal arts education. As a community, Juniata is especially concerned with the environment necessary to foster individual growth. Toward this end, the College supports a flexible, “value-centered” curriculum, wherein students may design their own Programs of Emphasis (POE), which often transcends traditional majors. Juniata students also benefit from a two-advisor system to provide each student with different perspectives and additional assistance throughout their academic careers. POE’s may be tailored to personal goals and needs, may lead to either a B.A. or B.S. degree, and may include courses from among 20 academic departments and institutes. Starting in 2012, the College began offering a Masters in Accounting and in 2014 a Masters in Non-Profit Leadership was added. In 2019, we began a Master’s in Business Administration (MBA) and a Master’s in Organizational Leadership. In 2020, additional Master’s programs in Bioinformatics and Data Science were offered. Recently, Master of Education in Special Education, Master of Applied Ecology and Natural Resource Management, and Master of Public Health were created. In addition, the following are offered Accelerated Bachelors/MBA dual degree, Accelerated Bachelors/Master of Organizational Leadership, Accelerated Accounting/Master of Accounting, Accelerated Finance/Master of Accounting, and Accelerated Bachelors/Master of Applied Ecology and Natural Resource Management. Three certificate programs were added in Digital Humanities, Genomics, Ethics and Society, and Geographical Information Systems.

The following designated Programs of Emphasis (POEs) are available:

Art History & Museum Studies	Criminal Justice	French
Biochemistry	Data Science	General Science
Biology	Education: Biology & Secondary	Geology
Business: Accounting	Education: Chemistry & Secondary	History
Business: Business Analytics	Education: Early Education	History & Museum Studies
Business: Business Information Technology	Education: Early Childhood & Special Education	Information Technology
Business: Economics	Education: Earth & Space Science Secondary	Integrated Media Arts
Business: Entrepreneurship	Education: English Secondary	International Politics
Business: Finance	Education: French	International Studies
Business: Healthcare Administration	Education: General Science & Secondary	Legal Studies
Business: Human Resource Management	Education: Mathematics & Secondary	Mathematics
Business: International Business	Education: Physics & Secondary	Marine Science
Business: Management	Education: Social Studies & Secondary	Neuroscience
Business: Marketing	Education: Spanish	Peace and Conflict Studies
Business: Sports Management	Engineering	Peace and Criminal Justice Studies
Chemistry	Engineering Physics	Philosophy
Civil Engineering	English	Physics
Communication	Environmental Chemistry	Politics
Communication: Communication Advocacy	Environmental Economics	Professional Writing
Communication: Health Communication	Environmental Engineering	Psychology
Communication: Media Studies and Production	Environmental Geology	Public Health
Communication: Strategic Communication	Environmental Science	Social Work
Communication & Conflict Resolution	Environmental Studies	Spanish/Hispanic Cultures
Computational Physics	Exercise Science & Kinesiology	Studio Arts
Computer Science	Fisheries & Aquatic Sciences	Wildlife Conservation

Enrollment

The table below depicts fall enrollment statistics for Juniata for the past five years.

<u>Fall</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
First-time Freshman	328	331	296	390	367
Headcount	1,356	1,293	1,212	1,292	1,321
FTE	1,298	1,253	1,174	1,255	1,271

Applications and Acceptances

The following table displays applications, acceptances and matriculations for the College for the past five years.

<u>Fall</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Applications	2,757	2,752	2,563	2,917	2,779
Acceptances	1,860	2,049	1,952	2,090	2,188
Matriculations	329*	337	296	390	367
% Acceptances	67.50%	74.43%	76.16%	71.65%	78.73%
% Matriculations	17.70%	16.45%	15.16%	18.66%	16.77%

*58 matriculations deferred enrollment (compared to a historical average of 13) due to barriers and travel restrictions connected to the Covid-19 pandemic.

Academic Quality

The following are measures of academic quality for first-year students at Juniata College for the years shown.

<u>Fall</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
SAT Average	1208	1243	1188	1175	1183
Top 25% of High School Class	65%	62%	50%*	56%	50%
1 st to 2 nd Semester Retention	94.5%	88.8%	90.9%	94.1%	

*low number of High School rankings reported, only 148 out of the entire enrolled class.

Student Fees

The following table displays a historic record of the student charges for the College for the academic years shown.

	Required				
	<u>Tuition</u>	<u>Fees</u>	<u>Room</u>	<u>Board</u>	<u>Total</u>
2017-18	\$43,050	\$825	\$6,410	\$5,630	\$55,915
2018-19	\$44,772	\$825	\$6,666	\$5,855	\$58,119
2019-20	\$46,250	\$825	\$6,814	\$5,986	\$59,875
2020-21	\$48,350	\$825	\$6,944	\$6,106	\$62,225
2021-22	\$50,100	\$976	\$6,944	\$6,106	\$64,126
2022-23	\$53,256	\$1,080	\$6,944	\$6,106	\$67,386
2023-24	\$55,322	\$1,080	\$7,208	\$6,338	\$69,948
2024-25	\$57,500	\$1,080	\$7,500	\$6,600	\$72,680

Student Financial Aid – Grants

For the fiscal year that ended on May 31, 2023, 100% of the full time undergraduate students received scholarships or other grant aid.

In fiscal year 2023-24, total scholarship and grants provided were \$50,263,417, approximately 3.53% were from State programs, 4.26% were from Federal programs, and 90.30% were from College funds. The remaining 1.919% came from outside scholarships.

Federal Direct and Perkins Loans

The following table summarizes Perkins and Direct loan total received by Juniata students for the indicated fiscal years ended May 31:

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>
Perkins	\$0	\$0	\$0	\$0	\$0
Subsidized Stafford	\$3,230,437	\$2,925,114	\$2,746,647	\$2,704,662	\$2,706,058
Unsubsidized Stafford	<u>\$2,726,434</u>	<u>\$2,558,231</u>	<u>\$2,418,076</u>	<u>\$2,297,374</u>	<u>\$2,424,762</u>
Total	\$5,956,871	\$5,483,345	\$5,164,723	\$5,002,036	\$5,130,820

Default Rate

The loan default rate for Juniata students for the last five reporting years was:

<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
4.2%	3.1%	1.8%	0.9%	0.0% (due to halt in federal repayment due to COVID-19)	0.0% (due to halt in federal repayment due to COVID-19)

Competition

The following institutions were the top overlap schools for the current applicant year.

Private Institutions:

Non-Discounted Tuition and Fees for 2024-25

Franklin and Marshall (PA)	\$	70,794
Bucknell (PA)	\$	67,812
Gettysburg (PA)	\$	66,640
Dickinson (PA)	\$	65,650
Ursinus (PA)	\$	61,010
Susquehanna (PA)	\$	59,850
Juniata	\$	58,580
Allegheny (PA)	\$	56,550
Goucher (MD)	\$	53,350
Lebanon Valley (PA)	\$	52,080
McDaniel (MD)	\$	52,081
Elizabethtown (PA)	\$	37,950
Washington and Jefferson (PA)	\$	29,292
Albright (PA)	\$	29,082

Public Institutions:

Tuition and Fees for 2024-25

	<u>State Resident</u>	<u>Non-resident</u>
The Pennsylvania State University *	\$20,672	\$41,790
University of Pittsburgh *	\$21,926	\$41,430

* These schools have different rates based upon discipline; this rate represents General Studies.

Source: Collegeboard.org

Labor Relations

The 38 Facilities Services employees are represented by the International Brotherhood of Electrical Workers. The current agreement expires June 30, 2026.

Pension Program

The College provides a defined contribution retirement plan through Teachers Insurance and Annuity Association and College Retirement Equities Fund (TIAA-CREF). Employees who have met the eligibility requirements must participate in the plan. The College makes contributions to the plan equal to 10% of eligible employees' base salary. The contributions amounted to \$1,894,742.53 in fiscal year 2024. Plan participants are required to make contributions equal to 2% of their base salary on a tax-deferred basis. All contributions to TIAA-CREF are used to purchase individual annuity contracts in which the employees are fully vested. Each individual participating in the plan has a variety of investment options to choose from and may change their investment allocation at any time.



Museum of Art

Development/Campaign Efforts

Starting in June of 2014, Juniata began the BELIEVE campaign with a goal of \$110 million. Within four years, overall giving had more than doubled at Juniata College.

Year	Cash Gifts/Pledges	Deferred Gifts	Total Commitments
2014	\$4,941,870	\$3,550,000	\$8,491,870
2015	\$7,499,564	\$2,502,072	\$10,001,636
2016	\$9,240,873	\$5,537,515	\$14,778,388
2017	\$8,981,198	\$12,450,818	\$21,432,016
2018	\$7,380,169	\$14,832,302	\$22,212,471
2019	\$10,586,709	\$10,893,785	\$21,480,494
2020	\$14,053,832	\$4,132,105	\$18,185,937
2021	\$10,230,089	\$10,318,779	\$20,548,868
2022	\$8,693,085	\$8,830,282	\$17,523,367
2023	\$11,428,514	\$4,437,000	\$15,865,514
2024	\$8,831,016	\$11,065,661	\$19,896,677

The *BELIEVE* campaign raised \$128,600,351 in total face-value gift commitments during fiscal years 2015 through 2021, inclusive of deferred gift commitments, trusts, annuities, cash and cash pledges.

Accounting Matters

The College operates on a fiscal year ending May 31 and accounts for its financial resources according to Generally Accepted Accounting Principles (GAAP) for higher education entities. Juniata College is designated a 501(c)(3) Not for Profit entity.

The following tables represent the Statements of Financial Position and Activities from the audited financial statements for the past five fiscal years ended May 31.

Juniata College Statements of Activities

Juniata College

Statement of Activities

Year Ended May 31, 2024 (With Comparative Totals for 2023)

	Without Donor Restrictions	2024 With Donor Restrictions	Total	2023 Total
Operating Revenues				
Tuition and fees, net	\$ 22,567,557	\$ -	\$ 22,567,557	\$ 21,713,213
Federal, state and local grants and contracts	6,108,559	307,843	6,416,402	3,906,754
Private gifts, grants and bequests of cash and financial assets	1,985,454	4,977,386	6,962,840	10,575,353
Private gifts, grants and bequests of nonfinancial assets	178,302	-	178,302	35,067
Investment income, net	788,879	1,998,373	2,787,252	2,262,719
Endowment return, designated for operations	2,519,284	5,411,009	7,930,293	7,476,441
Other income	764,224	45,247	809,471	1,166,883
Auxiliary enterprises	15,254,366	-	15,254,366	13,854,845
Net assets released from restrictions:				
Satisfaction of program restrictions	7,943,880	(7,943,880)	-	-
Appropriation from endowment	5,411,009	(5,411,009)	-	-
Total operating revenues	63,521,514	(615,031)	62,906,483	60,991,275
Operating Expenses				
Educational and general:				
Program expenses:				
Instructional	18,751,815	-	18,751,815	17,226,561
Research and public service	2,604,426	-	2,604,426	2,236,381
Academic support	5,855,803	-	5,855,803	4,625,109
Student services	13,266,801	-	13,266,801	11,854,042
Institutional support:				
Management and general	9,522,360	-	9,522,360	7,990,353
Development	2,062,766	-	2,062,766	1,688,365
Total educational and general	52,063,971	-	52,063,971	45,620,811
Auxiliary enterprises	11,808,816	-	11,808,816	10,801,810
Total operating expenses	63,872,787	-	63,872,787	56,422,621
Change in net assets from operating activities	(351,273)	(615,031)	(966,304)	4,568,654
Nonoperating Activities				
Endowment investment return (loss), net of amount designated for operations	2,195,793	5,615,759	7,811,552	(8,959,068)
Loss on funds held in trust by others	-	(154,324)	(154,324)	(132,351)
Change in valuation of split-interest agreements	13,688	(340,631)	(326,943)	(378,665)
Change in net assets from nonoperating activities	2,209,481	5,120,804	7,330,285	(9,470,084)
Change in net assets	1,858,208	4,505,773	6,363,981	(4,901,430)
Net Assets, Beginning	37,814,290	117,209,943	155,024,233	159,925,663
Net Assets, Ending	\$ 39,672,498	\$ 121,715,716	\$ 161,388,214	\$ 155,024,233

Budget Procedures

Annually the College prepares an operating budget and updates a rolling five-year financial plan. The budgeting timeline (starting with the beginning of the fiscal year) and process is as follows:

- July
 - Board of Trustees Executive Committee reviews actual results for the previous fiscal year and projections for the current year
- October
 - Board Committee on Business Affairs approves working assumptions for the following year:
 - Tuition, Room, Board and Fees
 - Net Tuition
 - Capital Budget
 - Compensation Budget
 - Committee on Audit, Committee on Business Affairs and full board review previous year actual performance and updated year-to-date projections
- February
 - Board Executive Committee:
 - Approves any changes in working assumptions
 - Reviews year-to-date Results
 - Reviews five-year projections
 - Business Affairs Committee reviews the 5 year business plan
- April
 - Board Committee on Investments approves the endowment spending formula percent for the following year
 - Committee on Business Affairs reviews
 - Current fiscal year performance
 - Projected budget for upcoming year



Endowment Market Value

The Committee on Investments of the Board of Trustees manages endowment assets. This committee works along with an investment advisor to determine the investment policy and parameters to be adhered to by the professional money managers used by the College for its investment portfolio. The market value of the total portfolio was as follows at the end of fiscal years 2023, 2022, 2021 and 2020.

Investments with Readily Determinable Fair Value	<u>May 31, 2024</u>	<u>May 31, 2023</u>	<u>May 31, 2022</u>	<u>May 31, 2021</u>
Short –term Investments	\$8,306,835	\$7,359,915	\$1,948,023	\$4,424,060
Bonds and Notes	\$10,105,413	\$13,099,970	\$13,167,503	\$15,474,672
Equity Investments	\$85,637,752	\$74,645,284	\$82,268,898	\$94,831,865
Real Estate, Mortgage and Other Investments	<u>\$12,078,910</u>	<u>\$10,803,661</u>	<u>\$10,608,390</u>	<u>\$10,275,182</u>
Total Readily Determinable Fair Value	\$116,128,910	\$105,908,830	\$107,992,814	\$125,005,779
Investments Without Readily Determinable Fair Value				
Hedge Funds	<u>\$16,559,559</u>	<u>\$16,285,112</u>	<u>\$14,124,000</u>	<u>\$10,168,576</u>
Total Not Readily Determinable Fair Value	<u>\$16,559,559</u>	<u>\$16,285,112</u>	<u>\$14,124,000</u>	<u>\$10,168,576</u>
Total Endowment Fair Value	<u>\$132,688,469</u>	<u>\$122,193,942</u>	<u>\$122,116,814</u>	<u>\$135,174,355</u>

Endowment Market Value Summary by Restriction

The components of the endowment without donor restrictions and with donor restrictions as of May 31, 2023 are as follows:

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
Board-designated funds	\$37,132,081	\$0	\$37,132,081
Donor-restricted funds	\$0	\$95,556,388	\$95,556,388
Total Funds	<u>\$37,132,081</u>	<u>\$95,556,388</u>	<u>\$132,688,469</u>

Outstanding Indebtedness

At May 31, 2023, the long-term debt position of the College was \$67,128,971. The summary of the College's long-term principal outstanding is as follows:

Note 2016 OO2 Bonds	\$ 33,305,000
Note 2016 U2 Bank Loan	7,690,000
Note 2018 QQ1 Bonds	8,125,000
Note 2021 TT3 Bonds	16,755,000
Unsecured note	556,492
Unsecured note	<u>456,350</u>
Total Bonds and Notes Payable	<u>\$ 66,887,842</u>

Management Discussion

Juniata College opened its 2023-2024 fiscal year with 420 undergraduate students enrolled in classes. This represents a 31% increase in new students compared to the previous year. Graduate program enrollment increased from 35 students to 81 students (130% increase).

Juniata began offering classes in two new undergraduate programs: Legal Studies and Exercise Science & Kinesiology during the fall 2023 semester. The College also was preparing for the launch of three new academic programs for the fall 2024 semester: Civil Engineering (Bachelor); Applies Ecology and Natural Resource Management (Masters), and Public Health (Masters). Plans are also being made for the launch of a Bachelor of Science in Nursing program in the Fall of 2025.

The College completed the total renovation of the Beeghly Library into the Statton Learning Commons which serves as the intellectual hub of the campus. The Learning Commons provides resources and an environment to empower students to grow academically, cultivate effective collaboration skills and embrace the concept of lifelong learning. It includes a variety of learning spaces and gathering areas as well as technological and digital resources to meet the needs of contemporary students and reflect the various ways in which they learn.

Juniata continues to operate from a position of strength to serve its students by providing an engaging personalized educational experience empowering its students to develop the skills, knowledge and values that lead to a fulfilling life of service and ethical leadership in the global community.