



I make free adults out of children by means of books and a balance



HOW
MANY
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How many colleges have the courage to be distinct? Precious few. But St. John's College hits the mark, says David Brooks in a 2017 *New York Times* column. Indeed, in today's academic landscape, where institutions of higher education are increasingly homogenized, the college has remained proudly, even stubbornly, distinct. At the heart of St. John's distinctiveness is the Program, which has remained essentially unchanged for decades.

And yet, rather than stagnate, the Program is more alive and relevant than ever. St. John's has recently been called the “most forward-thinking, future-proof college in America” (*Quartz*, July 2017). Through study of the many challenging works in the

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Program, our students are undaunted when facing difficulty or the unknown, and find they can adapt to a rapidly changing world. From the examination of original thought, they are inspired to their own capacity for original thinking. Our students know the world the Great Books created, and they know that seizing this intellectual inheritance is only possible through a community of common purpose.

What we offer at St. John's is in short supply in America. Today, alarming numbers of citizens and thought leaders show little interest in the thinking that underlies opposing viewpoints. And public figures manipulate important issues through crude appeals to emotion and self-interest.

It is easy to feel powerless in the face of it all. But the St. John's Program stands firm as an antidote. Our college motto, "I make free adults out of children by means of books and a balance," speaks to our enduring promise: St. John's develops citizens who are able to listen; who engage in dialogue with those of opposing viewpoints; and who consider the origins of others' ideas. Most importantly, our alumni understand the liberating power of discovering just how little they truly know when they question what they believe.

In a polarized world such as ours, a St. John's education is more vital than ever.

But St. John's is at a critical crossroads. How does it preserve its distinctiveness, deliver its rigorous Program, and converse with a world that needs it—while at the same time exercising fiscal discipline? Incremental measures are not the answer.

It is time for St. John's to act courageously.

THE PROBLEM

While we are proud at St. John's of having resisted so many trends in higher education, we did not resist them all.

Fueled by the idea that families believe high price means high quality, most private colleges — led by the wealthiest schools — have embraced an escalating pricing model called “prestige pricing.” And St. John's has followed. All told, over the past two decades, tuition at private colleges has risen an astounding 157 percent. St. John's tuition rose 163 percent, three times the rate of inflation.

Today, most families read one message in these astronomical sticker prices:
You cannot come here.

The time has come for colleges to make a transformational change around college affordability and transparency, and St. John's is taking the lead in redefining the financial model.

On the face of it, a St. John's education does not look that expensive. How expensive is a large square table, some chairs, a chalkboard, books, and tutors? Between classes, students aren't working out in expensive gyms, performing on professional-level stages, or choosing which gourmet dining option might entice them. They are reading. And the cost to St. John's to provide this for each student is approximately \$60,000 a year.

Much of what makes St. John's so distinct also makes St. John's so expensive.

St. John's educational structure represents perhaps the most expensive business model in liberal arts education. Our commitment to small seminar classes rather than large lecture-style halls is unwavering. So is our commitment to caring for the finest full-time faculty in the nation, in lieu of shaving our costs through the use and abuse of adjunct faculty. And our long-standing devotion to providing the Program to students at both ends of the country, on small campuses without economies of scale, is also unwavering. But these commitments bind us to a financial path with little flexibility.

Last year, tuition at St. John's was more than \$52,000. This makes St. John's one of the most financially inaccessible colleges among its peer institutions.

OUR
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IS
UNWAVERING

Notably, 53 percent of the students who were admitted to St. John's in 2017 but chose not to enroll attributed their negative decision to "cost" and "financial aid." And what about the potential Johnnies whom we don't even know about? The ones who dream of a St. John's education but choose not to apply due to the published tuition?

Alumni tell us that St. John's is unaffordable, that they cannot send their children to St. John's, and that they themselves would not be able to attend St. John's today based on the current cost of tuition. And they question our complicity in a national social failing wherein a college education is no longer seen as accessible and colleges no longer serve as ladders leading to social mobility.

The truth is that while tuition keeps going up, financial aid—often offered to almost all admitted students—has gone up even faster. Unfortunately, most families are unaware of this fact. According to a 2017 *Chronicle of Higher Education* report, 60 percent of American families do not know that private colleges discount their tuition price for incoming students. This destructive cycle, publishing perennial tuition increases while discounting tuition for enrolled students at extraordinary rates, is antithetical to St. John's core values of authenticity and honesty.

Access to college should not be a bewildering game with hidden rules.

We are changing that for
all future Johnnies.

But the fact remains that the
distinctive education St. John's offers
is very expensive. St. John's must now
solve the problem of maintaining its
distinctiveness while at the same
time becoming clearly more affordable
and accessible.

OUR SOLUTION

At St. John's, our prime directive is to offer the unique education that defines the St. John's experience to all those potential Johnnies who seek it. To do this, St. John's is adopting a new financial model that will dramatically transform the college's ability to attract and retain those students who want to benefit from a St. John's education.

Our new financial model is composed of two essential and concurrent actions.

We will make St. John's more affordable by reducing our published undergraduate tuition to \$35,000, eliminating more than a decade of tuition increases.

AN
HONEST
EDUCATION
AT AN
HONEST
PRICE

The impact of this tuition reduction will be dramatic, because it will substantially reduce one of the most significant barriers to admission. Lowering the published tuition will also align St. John's closer to its core values of offering an honest education at an honest price.

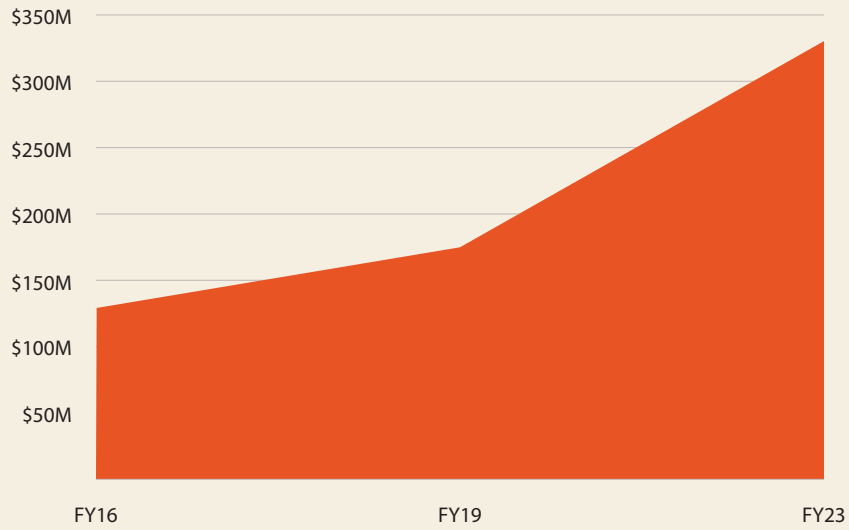
How is such a reduction possible?

It will be made possible by those alumni and friends who love the college and understand how important it is to maintain St. John's as a distinctive option for students who yearn for what St. John's offers. This love of the college will be expressed through an unprecedented outpouring of philanthropy at all levels — philanthropy that will ensure that the St. John's experience will be made available to those who seek it for generations to come.

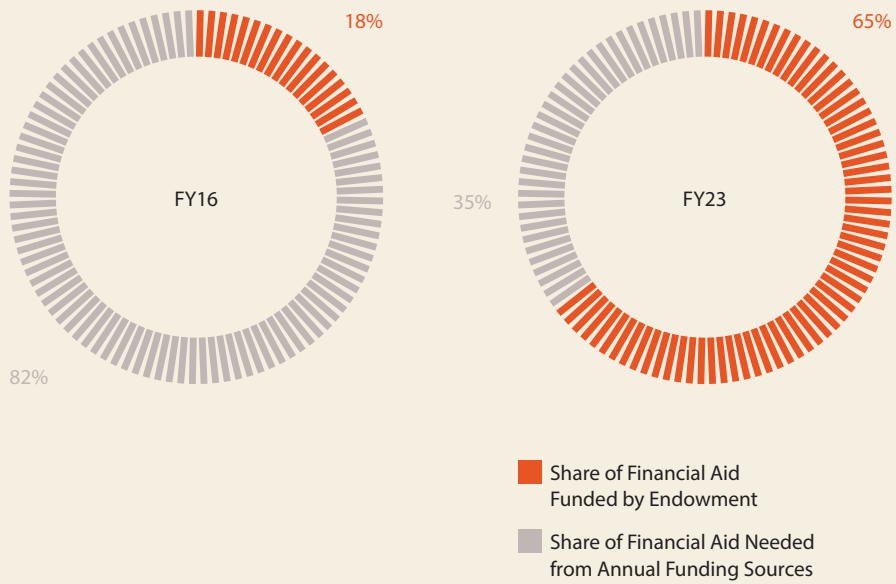
To do this, St. John's is launching
*Freeing Minds: A Campaign for
St. John's College.*

This \$300 million campaign will add \$200 million to our endowment, provide \$50 million to further strengthen the finances of the college through support of the Annual Fund and other current use contributions, and ensure \$50 million in essential improvements needed on both campuses.

ENDOWMENT CORPUS



ENDOWMENT IMPACT ON FINANCIAL AID



A truly transformational pledge — the largest gift in the history of St. John's — has allowed us to set a goal for the campaign that was previously inconceivable.

Alumni Warren and Barbara Winiarski have created a challenge grant from the Winiarski Family Foundation, matching dollar for dollar, every gift given to the college up to \$50 million dollars as a part of the *Freeing Minds* campaign.

This visionary gift will ensure St. John's future for many generations to come and also underscores the principles of the campaign—that a St. John's education should be affordable and accessible to all qualified applicants and Johnnies who seek it.

The addition of \$200 million to the endowment will more than double its size, eventually infusing an additional \$10 million annually into the operating budget of the college.

The impact of this cannot be overstated, particularly on the college's ability to be more affordable and accessible.

The success of this campaign will, in fact, preserve the essence of what makes St. John's so very distinct.

It is the fuel for continuing the Great Conversation. It will allow future Johnnies with the courage and fortitude to engage the Program, regardless of financial need, to sit around the seminar table in a Johnnie chair and learn in a way that is unlike any other classroom in America. It will also allow the college to preserve and continue its distinctive Graduate Institute programs in the Liberal Arts and the Eastern Classics for future GI Johnnies. It will allow St. John's to continue to free minds.

In addition to significantly strengthening the operating finances of the college, a greatly expanded Annual Fund will support areas alumni want improved. These include creating stronger student supports in areas such as academics, mental health, and student life, and expanding our career services and professional development programs for students. We will also support tutors in their own professional and academic development.

Freeing Minds: A Campaign for St. John's College will be as different from the campaigns of other schools as our Program is from their educational offerings.

While both campuses will receive funds to ensure proper maintenance, no new buildings will be constructed. The dollars raised will go almost entirely to things you cannot see, such as financial aid, and to vital improvements and upgrades to dormitories, libraries, and classrooms. In fact, if you walk the campuses 10 years from now and visit classes, very little will appear different, as the experience of the Program will remain fundamentally unchanged.

How will St. John's be different at the end of this campaign?

The college will maintain an affordable tuition price and allocate significant resources to support students with real

A
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financial need. The Annual Fund will ensure the financial vitality and viability of the college and continue to improve the scaffolding that surrounds and supports the Program. And we will continue to support the faculty, improve the campus experience outside of the classroom, and offer enhanced opportunities for students to explore career options and to connect to our alumni.

A bold vision and a courageous plan. An ambitious campaign predicated on a new financial model and an extraordinary challenge grant.

THE
WINIARSKI
FAMILY
FOUNDATION
CHALLENGE

A Transformational Legacy

St. John's alumni Warren and Barbara Winiarski are in many ways archetypal Johnnies.

Barbara matriculated with the first group of women at the college. She chose St. John's despite her parents' desire that she be formally trained as a painter, because, in her words, "she wanted to learn about everything."

After St. John's, they both began careers in academia, with Warren joining the faculty of the University of Chicago. But after contributing a chapter in the *History of Political Philosophy*, his thoughts turned toward becoming a grape grower and winemaker. Warren embraces his passion for winemaking with the same vigor that he pursued a life of the mind. He

once remarked, “My St. John’s education enabled me to acquire the proficiency and skills I needed in a scientific field. I was also an apprentice who asked very good questions.” His constant inquiry led to a level of expertise and career success that included his 1973 Stag’s Leap Wine Cellars Cabernet Sauvignon winning the now legendary winetasting competition referred to as the Judgment of Paris, the first time a California wine beat a French wine in a blind tasting competition. A bottle of the award-winning wine is part of the Smithsonian National Museum of American History’s permanent collection. The bottle is also included in *The Smithsonian’s History of America in 101 Objects*, by Richard Kurin, who was then the Smithsonian Institution’s Under Secretary for History, Art, and Culture. Warren was inducted into the California Hall of Fame in 2017.

Barbara worked alongside Warren to build the wine business and raise their family. In 1980, Barbara reconnected with her artistic passion and picked up her paintbrushes again. In 2018, her life's work was published in the book *Passages*. Barbara's paintings have been described as "having compelling intimacy. They capture moments in people's daily lives while drawing the viewer into a space of contemplation."

Warren's dedication to St. John's and the Program is so passionate that each summer he travels to Santa Fe to co-tutor seminars during Summer Classics. In July 2018, at the age of 89, he was a co-tutor with Judith Adam for the weeklong seminar on Aristotle's *Nicomachean Ethics*.

The couple credits St. John's as playing a critical part in their personal and professional success, and they are deeply committed to helping provide that opportunity to future generations of Johnnies.

Warren and Barbara hope the Winiarski Family Foundation challenge grant, which matches every gift dollar for dollar up to \$50 million dollars, will be met by those who are equally passionate about the future of St. John's College.

ARE
YOU

IN?

Facio liberos ex liberis libris libraque



