



GRATITUDE

A Report for Alumni & Friends
of St. John's College



ST JOHN'S
College



Dear Alumni & Friends,

St. John's College is entering an extraordinary period of renewal thanks, in large part, to our alumni and friends. Over the last several years, you have stood by us as we moved through myriad challenges. Some of you have supported us through the consistency and confidence of your gifts. Others have supported us by asking for the college to listen and respond to your concerns. Many of you have done both.

The vast majority of you have expressed your deep love for the Program, and your desire that it remains the foundation of the work that we do in both our undergraduate and graduate programs. Rest assured that the Program is the bedrock of St. John's College and that our commitment to it is unwavering.

Some of you have demanded improvements in the way we do business and in the scaffolding that surrounds the Program. Over the last three years, we have worked very hard to hear your concerns and to act on them.

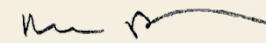
This communication is intended to share our progress on a number of these fronts, as well as on others. It is, in many ways, an annual report on the state of the college. But it is also something else. It is a heartfelt thank you to our alumni, donors, and friends for standing by us in both the hard times and the good times.

Today, the college is in a much stronger place than it was a few years ago. Much of our progress is due to so many of you who have passionately loved and supported St. John's College: those who have raised your hands, stuck out your necks, and opened your wallets. We hope this publication will bring both pride and joy as you discover the impact you have had.

We also hope that alumni will stay tuned for an in-depth survey that will arrive in the coming month. While we conduct small surveys frequently, this comprehensive survey is done just once a decade and the results are often transformative: the last one resulted in a complete restructuring of Alumni Relations. Also, as we increasingly use data to improve outcomes for the college, your participation will help us move the needle here as well.

Finally, if you have somehow missed Frank Bruni's article about us in the *New York Times*—entitled “The Most Contrarian College in America”—please Google it immediately!

In gratitude,



Mark Roosevelt
President, Santa Fe



Pano Kanelos
President, Annapolis

THE PROGRAM

The Program is the heart of St. John's College,
and through our experience in it we bring
to life the principle embodied in our seal:
“I make free adults out of children by
means of books and a balance.”



Instituted in 1937, the Program spans some 3,000 years of the West's most innovative thinking through the Great Books and cuts across multiple disciplines, constituting what may well be the most rigorous college education in America today.

The Program is what we read—Plato's *Republic*, Euclid's *Elements*, Dante's *Divine Comedy*, Newton's *Principia*, Austen's *Pride and Prejudice*, Nietzsche's *Beyond Good and Evil*—but

much more than this, it is what we do as readers—gathering around a table, or by a chalkboard, without digital distractions, to speak, to listen, to consider, to challenge, to reflect, and still always to learn.

The college recommits itself to maintaining the Program, while also sustaining a vibrant conversation with our community's many voices about the Program and its relationship to our current era.

TRANSPARENCY

“The 2017 annual report was how I came to understand the complicated details of tuition pricing and discounting. When we announced our tuition pricing drop last fall, it all came together, and made sense for me.”

—Macarena Olsen (A13)

Our alumni and friends have spoken resoundingly about the need for transparency from the college.

In response, we have dramatically changed our culture and have implemented a number of new initiatives to increase openness, honesty, and the sharing of information with our community.

WE NOW PROVIDE:

- ◆ Extensive updates from Board of Visitors and Governors meetings
- ◆ JohnnieCasts: Live telecasts between alumni and college administrators
- ◆ Our 2017 report was our first in a decade

ALUMNI ENGAGEMENT

“The changes over the last few years have been dramatic. The college considers me, and the Alumni Association, true partners in decision-making.”

—Tia Pausic (A86)
President, Alumni Association

Our alumni want to engage meaningfully with the college. They also want effective mechanisms through which to provide input on high-impact decisions that will affect St. John’s future. To this end, the college has changed course, considering our alumni to be vital partners on issues of true importance.

WE ARE:

- ◆ Increasing the diversity of alumni voices in leadership through active partnership with the Alumni Association Board and the Board of Visitors and Governors
- ◆ Testing high-stakes communications and initiatives on alumni focus groups
- ◆ Using alumni surveys to inform decision-making on issues like
 - ◆ campus culture
 - ◆ tuition pricing
 - ◆ campaign development
 - ◆ visual identity

“Our college administration is treating issues of sexual misconduct with the seriousness and care they deserve, and we can only applaud them for that.”

*–Cameron Hines (SF21), Assistant Editor,
The Moon (student newspaper)*

CAMPUS CULTURE

“At St. John’s College, tutors, staff, and students feel a shared responsibility to work together to create the culture in which we work, live, and learn. Title IX and student safety are just two of the areas where recent community-wide training has improved our ability to support student wellbeing.”

*–Danielle Lico,
Executive Director of Campus Wellness, Annapolis*

Our alumni, parents, and friends have expressed a desire for the college to affirmatively prioritize student safety, academic support, and mental health support for students.

IN RESPONSE, THE COLLEGE HAS:

- ◆ Updated policies to insure that sexual misconduct will not be tolerated at St. John’s College
- ◆ Hired professional Executive Directors of Campus Health and Wellness on each campus, who:
 - ◆ Oversee Title IX, ADA compliance, mental health, and student safety
 - ◆ Report directly to the Presidents
 - ◆ Allow Assistant Deans to focus more on academic support
- ◆ Hired our inaugural Presidential Fellow for Academic Support

CAREER PREPARATION

“In our recent past, a student-run networking gala for students and alumni might not have happened. Today, the college enthusiastically supports these kinds of efforts.”

–Avinash Kumar (SF21), founder of the student-run St. John’s Consulting Club

HIGHLIGHTS INCLUDE:

Annapolis

- ◆ 59% of the Class of 2018 received SJC-funded internships and/or fellowships
- ◆ Center for Entrepreneurship in the Liberal Arts
- ◆ Application Bootcamp
- ◆ Summer Experience Fair
- ◆ Job Shadowing Program
- ◆ 55 Career Services events in 2018, compared to approximately 10 in 2010
- ◆ ‘Smart Start’ salary negotiation workshop

Over the last several years, the college has become increasingly committed to providing a robust program of career preparation services. This work began in earnest with the creation of Hodson internships, Ariel internships, Pathways fellowships, and Global Pathways fellowships, which have been generously funded by our donors. On our first JohnnieCast with our alumni, we asked participants how they would

Santa Fe

- ◆ 74% of applicants were awarded SJC-funded internships and/or fellowships
- ◆ New Office of Personal and Professional Development
- ◆ The TELOS Program: a four-year career development program
- ◆ Job Shadowing Program
- ◆ Launch Pad workshop for seniors
- ◆ Mini MBA Series
- ◆ Vault and Handshake: college-wide industry-standard tech resources

prioritize college funding. At any other college, the overwhelming answer would likely have been to provide more financial aid to incoming students. But at St. John’s, the answer was evenly split between financial aid and career services. And so, spurred on by you and the Alumni Association, we have continued to build upon this work and have also expanded our services to include alumni supports.

St. John's is one of the most
socioeconomically diverse colleges
of top liberal arts colleges.

ACCESSIBILITY

#3 Most International
Students
in US *US News & World Report, 2018*

#4 Lots of Race/
Class Interaction
in US *Princeton Review, 2018*

Our alumni and friends care deeply that a
St. John's education is accessible to all who truly
desire the challenge of the Program.

According to a 2017 *Chronicle of Higher Education* report, 60 percent of American families do not understand how dramatically American colleges discount tuition for all but the wealthiest families. In response, we have decreased our tuition from \$52,000/year to \$35,000/year. In addition, we have frozen graduate tuition for a full year.

We have also implemented a new financial model that places philanthropy, rather than student-derived revenue, at its center. Our new price helps families understand how affordable we really are and, as campaign gifts continue to come in, our affordability will continue to increase.

HERE IS A SNAPSHOT OF THE CLASS OF 2022:

78% received need-based aid

26% are students of color

24% are Pell Grant-eligible

16% are first-generation college students

\$6M in aid awarded by SJC to the Class of 2022

“The most contrarian college in America”

– *Frank Bruni, New York Times*

VISIBILITY

Johnnies and our supporters have long been frustrated at our lack of visibility in both the news and advertising. Over the last year, we have raised our profile significantly through the launch of our capital campaign, our new financial model, and a sharpened identity that has come to life in the press.

A FEW PRESS HIGHLIGHTS INCLUDE:

New York Times

Forbes

Associated Press

The Hill

Chicago Tribune

Miami Herald

Houston Chronicle

Weekly Standard

Inside Philanthropy

Washington Post

CNBC

Boston Globe

Christian Science Monitor

Fox News

Baltimore Sun

Sydney Morning Herald

Chronicle of Higher Ed

Inside Higher Ed

VISUAL IDENTITY



ST JOHN'S
College

ANNAPOLIS ♦ SANTA FE

Our alumni have expressed dissatisfaction with the visual identity that we introduced in 2014.

In surveys and focus groups, a large majority communicated that the following changes should be made to a future college logo:

1. Restore “books and balance” seal
2. Restore orange as the primary color
3. Remove lowercase “sjc” in favor of “St. John’s College”

Over the last 18 months, the college has been working to shift our visual identity in accordance with alumni preferences. The beginning stage of this work is evidenced in our capital campaign. We will fully implement our new identity on our website, social media channels, and marketing materials in summer 2019. This identity, which can be seen on the opposite page, balances the desire of a large majority of alumni to reclaim our visual heritage with the desire of mostly younger alumni for a cleaner, more contemporary style. Our heritage is

restored with the restoration of the seal, orange and our full name; and we embrace a contemporary style with our more streamlined seal and our new Neutra font, which is used in the college motto and campus location line of the logo. Our new visual identity has also come to life fully in this publication.

Please wait to share our new logo until our current recruiting season is over this summer. We don't want to confuse prospective students.

FINANCIAL STRENGTH

“I want to make sure that the college thrives and I’m not going to stop until we get there. Period. And that’s why I’m IN.”

–Warren Spector (A81),
Capital Campaign Chair

Our community wants assurance that the college is in a healthy financial position, which will enable us to remain committed to the Program while increasing our affordability and support for student needs. We have made incredible progress on this front over the last three years thanks to the commitment of our staff and faculty, and to the generosity of our alumni and donors. We are laying the groundwork for a brighter future, though much work remains.

PROGRESS INCLUDES:

- ◆ Structural deficit cut from \$12M to \$3.9M
- ◆ On track to balance budget by 2021
- ◆ \$50M matching donation from the Winiarski Family Foundation
- ◆ \$25M gift from alum Ron Fielding
- ◆ \$25M gift from alum Warren Spector
- ◆ Raised \$195M toward \$300M capital campaign goal

WORK UP AHEAD:

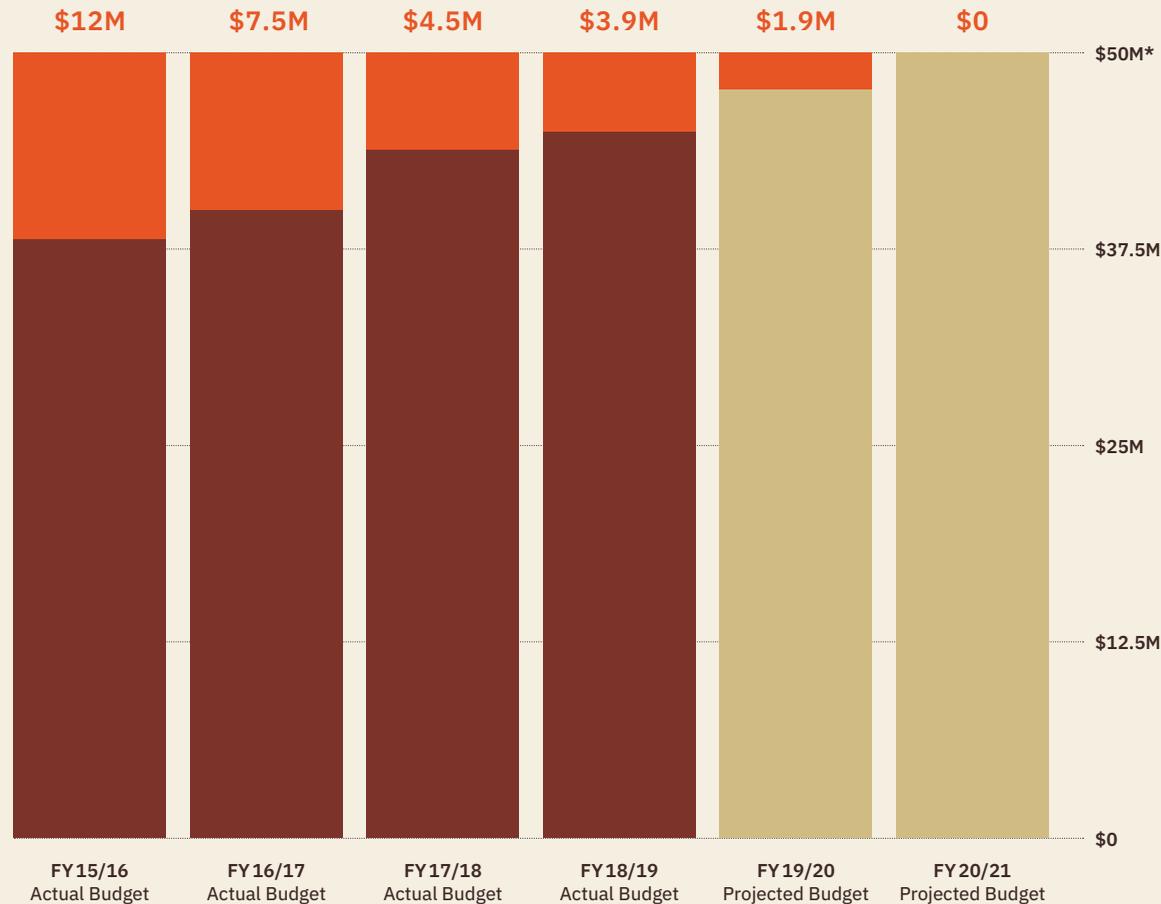
- ◆ Continuing to streamline cross-campus college operations
- ◆ Remaining vigilant about keeping costs low and expenses education-focused
- ◆ Strengthening application and enrollment numbers
- ◆ Raising our retention rates through strategic student supports
- ◆ Increasing donor participation rates and dollars raised for the Annual Fund and endowment

OUR IMPROVING FINANCES:

The college has made substantial progress toward reducing our operating deficit. Our commitment to achieving a balanced budget is unwavering, as it is essential to our long-term financial health. We are grateful for the commitment that faculty and staff

have made to keeping costs under control, and that our larger community has made to the Freeing Minds campaign, which will substantially increase our endowment and hence our annual revenue.

Figure 1—Structural Deficit



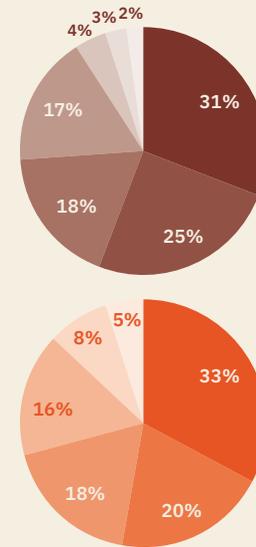
■ Annual structural deficits

*Approximate annual operating budget

Our FY18 audited financials closely resemble our operating budget: they show a \$3.4 million operating deficit while our actual structural deficit was \$4.5 million. The reason audited financials differ from operating budgets is that they include additional income such as pledges and additional expenses such as depreciation. Note that tuition revenue comprises just 31 percent of our revenue, which

reflects a vexing nationwide trend in which families can no longer afford the costs that have built up in higher education. This reality has placed increasing budget strains on the majority of America's college and universities, including our own. In the last decade alone, St. John's student-derived revenue has dropped by approximately \$10M.

Figure 2—Audited Revenue and Expenses



Revenue		
Net Student Tuition	\$14,542,560	31%
Contributions*	\$11,897,717	25%
Endowment Dist. for Operations	\$8,543,682	18%
Auxiliary Enterprises**	\$8,268,340	17%
Other Revenues	\$1,888,768	4%
Federal Grants/Contracts	\$1,486,112	3%
State Appropriations	\$715,440	2%
Total	\$47,342,619	100%

Expenses***		
Instruction	\$16,908,325	33%
Institutional Support	\$9,966,280	20%
Student Services	\$9,028,964	18%
Auxiliary	\$8,113,089	16%
Development & Fundraising	\$3,997,330	8%
Academic Support	\$2,734,956	5%
Total	\$50,748,944	100%

* Includes cash and pledge commitments received within the fiscal year (7/1/17 – 6/30/18). The Winiarski Family Foundation pledge received in the fall of 2018 will appear in next fiscal year's financial statement.

** AUXILIARY ENTERPRISES: Room and board comprise the majority of this line item.

*** INSTRUCTION: Tutors, Laboratories, Lectures, Community Programs, GI Tutors, Summer Tutors, January Freshman Tutors, Study Abroad, Mellon Grants

INSTITUTIONAL SUPPORT: Collegewide Operations, Treasurer's Office, Information Technology, Public Safety, Human Resources, President's Office, Office Services

STUDENT SERVICES: Career Services, Internships, Health Services, Counseling, Assistant Deans, Admissions, Graduate Admissions, Registrar, Student Activities, College Activities, Athletics, GI Council, Student Polity

AUXILIARY: Dining Hall, Conference Services, Bookstore, Print Shop, Depreciation

DEVELOPMENT & FUNDRAISING: Alumni Office, Development Office, Board of Visitors & Governors, Communications, Website, Advancement Services, Events

ACADEMIC SUPPORT: Dean's Office, Library, GI Office

Questions about this chart? Email presidents@sjc.edu

OUR NEW FINANCIAL MODEL:

Our alumni and friends understand these financial challenges and are stepping forward to move us toward a philanthropy-centered financial model. Our \$300 million capital

campaign will grow our endowment significantly, providing a strong financial foundation to match the college's reputation as a top-tier liberal arts college.

MAJOR GIFTS HAVE BEEN TRANSFORMATIVE:

\$50M

The Winiarski Family Foundation challenge grant matches, dollar for dollar, up to \$50 million, every gift to any fund with a gift to the endowment.



\$25M + \$25M

Two \$25 million lead campaign gifts were donated by two alumni: Board of Visitors and Governors chair Ron Fielding and capital campaign chair Warren Spector.

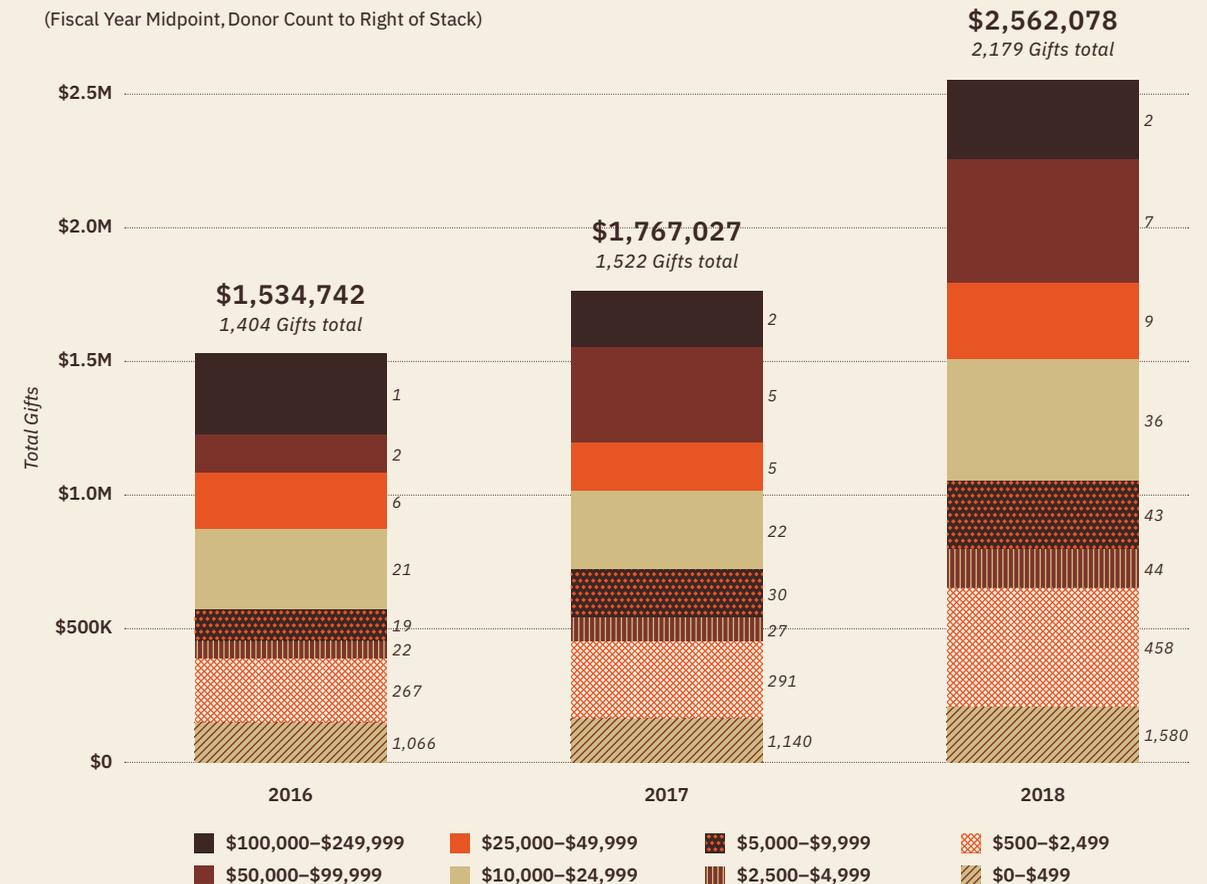


SMALL- AND MEDIUM-SIZED GIFTS ARE INCREASING:

Traditionally, the college has relied on a handful of very generous donors to fund the college's philanthropic efforts. Today, alumni and friends from across the St. John's community are stepping forward with small and medium-sized gifts. This is raising our participation rates and, if sustained over the long term, will result in a financially healthier college.

On Giving Tuesday 2017, 49 donors raised approximately \$10,000 for the Annual Fund. This fall, more than 350 donors came together on Giving Tuesday to raise ten times that amount—over \$100,000, which will be doubled through our Winiarski matching challenge!

Figure 3—Annual Fund Giving by Gift Amount: July–December
(Fiscal Year Midpoint, Donor Count to Right of Stack)



Freeing Minds: A Campaign for St. John's College will raise our endowment from \$136 million (FY16) to over \$300 million. The impact on financial aid and affordability will be transformative.



“St. John’s unique insistence that we keep class sizes small means that our cost of operations goes up relative to other prices. The only long-term solution for the college is philanthropy.”

–Ron Fielding (A70),
Board of Visitors and Governors Chair

Figure 4—Endowment Corpus

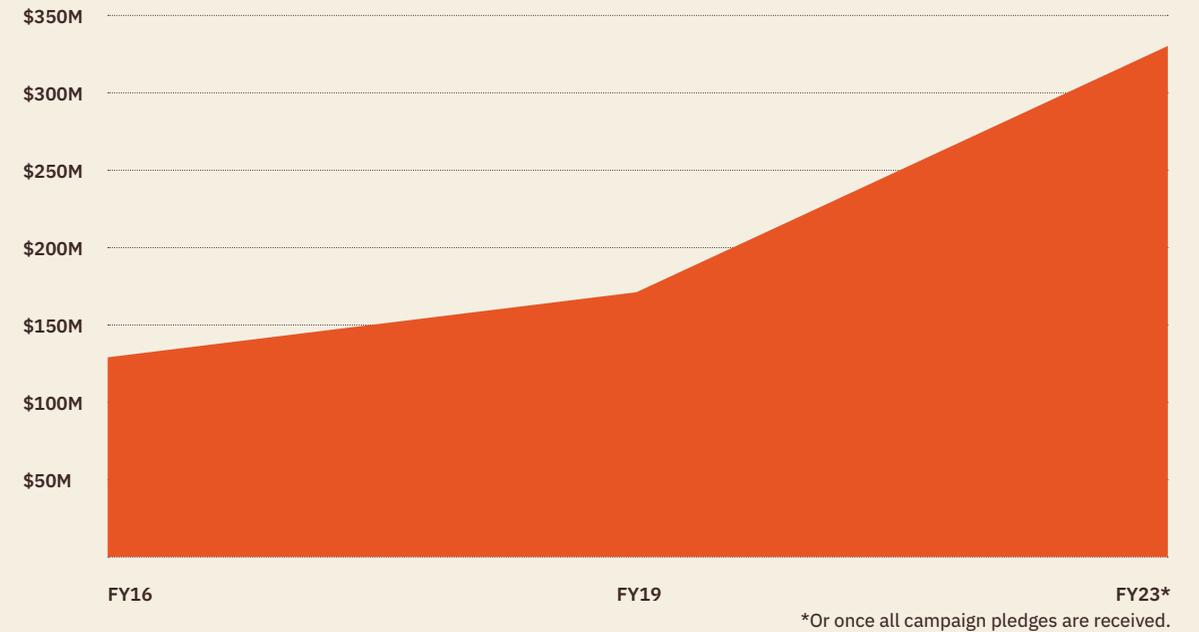
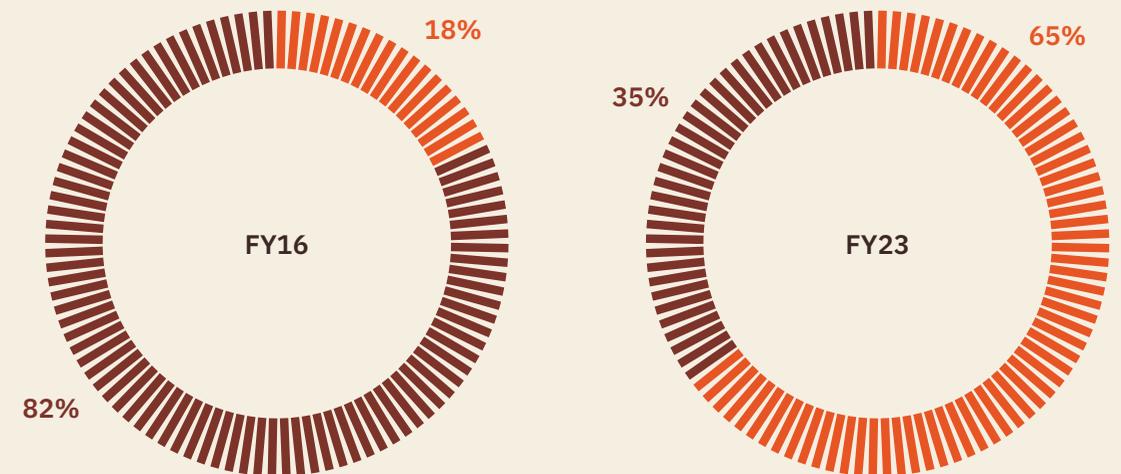


Figure 5—Endowment Impact on Financial Aid



■ Share of Financial Aid Funded by Endowment
■ Share of Financial Aid Needed from All Other Revenue Sources

VISION

“The most delicate but essential feature of leadership is balance: having the commitment to preserve what is best and the courage to change what isn’t.”

*–Mark Roosevelt, President,
St. John’s College, Santa Fe*

Our community expects and deserves vision from college leadership. The college’s presidents strive to find the right balance between preserving what is best about St. John’s College, while taking seriously the college’s finances and the many concerns expressed by our community.

THE PRESIDENTS ARE GUIDED BY A VISION IN WHICH:

- ◆ The Program is our foundation
 - ◆ Our tutors, who bring it to life, are central to the college
- ◆ Students experience the most rigorous education in America
- ◆ Our Graduate Institute is as healthy as our undergraduate program
- ◆ Students are supported academically and personally
- ◆ The college continues to value and support students after they graduate
- ◆ The college listens to, and engages meaningfully with, our full community
- ◆ Our new financial model recognizes the decreasing capacity of students to pay high tuition prices and therefore places philanthropy at the center of our model
- ◆ Our financial strength, and thus our affordability, increases over time
- ◆ Our college is sharply positioned as:
 - ◆ The most rigorous college in America
 - ◆ The alternative to excessive trends in higher education
 - ◆ A college that frees minds from inherited biases
 - ◆ A place where civil discourse thrives
 - ◆ A place where multiple viewpoints are both considered and challenged in a respectful, inclusive, community-oriented culture

FREEING MINDS

A Campaign for St. John's College

“Our alumni helped create this campaign and they love this campaign. Their prodigious generosity and steadfast commitment to the Program are truly inspirational.”

—Pano Kanelos, President,
St. John's College, Annapolis

For three years, the college has been listening to you. The insights you've provided have come to life in our capital campaign. The theme, *Freeing Minds*, was chosen by almost 1,000 alumni through surveys and focus groups, as was our prominent use of the books and balance seal. In addition, our tuition reduction was tested first on 50 alumni and donors, then refined and tested again on our entire alumni email list.

Of the 800 who responded, the support for a tuition reduction was striking with almost 90 percent in favor.

In short,

Freeing Minds: A Campaign for St. John's College
exists because of you.



This is your campaign.

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ST JOHN'S College

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IT
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