



PRESIDENT'S REPORT

CARLOW
UNIVERSITY

2019



MISSION

Carlow University, rooted in its Catholic identity and embodying the heritage and values of the Sisters of Mercy, offers transformational educational opportunities for a diverse community of learners and empowers them to excel in their chosen work as compassionate, responsible leaders in the creation of a just and merciful world.

VISION

Carlow University will be a preeminent, innovative, Catholic university, renowned for providing transformational learning experiences in which students realize their full potential and become career-ready ethical leaders committed to a just and merciful world.

VALUES

Mercy
Hospitality
Service
Discovery
Sacredness of Creation

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SUZANNE K. MELLON, PHD WITH CARLOW'S
2018 FIRST YEAR MENTORS.

A PERSONAL WELCOME FROM THE PRESIDENT

Change and transformation is a constant in higher education today, and Carlow University is poised to be highly responsive and nimble. Driving change with urgency, Carlow University continues to embody a culture of academic excellence and innovative growth while building upon the values and entrepreneurial spirit of the university's founders.

Over the past five years, the strategic vision for the institution has led to a transformational realignment of colleges, programs and curriculum, ensuring that Carlow graduates are highly qualified and well prepared to meet the rigorous demands of the 21st-century workforce, and that the university is well positioned to provide the region with a steady stream of talented graduates.

As we prepare to renew our Strategic Plan, our focus will remain on academic excellence viewed through the lens of innovation. It will drive growth and provide the path forward for the university's future.

Over the past academic year, we have continued to focus on accelerating enrollment growth. Several new degree and non-degree programs have been added to our offerings, including undergraduate, graduate and certificate programs. These are detailed on the following pages and include an update on our College of Professional Studies and the recently announced agreement between Saint Vincent College and Carlow University that will deliver Carlow nursing degrees on the Saint Vincent campus.

A Carlow education continues to prepare students to stand up to injustice, make a meaningful impact in their communities and manage change in a challenging global economy.

Carlow University continues to be positioned as a preeminent, innovative, Catholic university, where graduates are ready to face the challenges of our ever-changing global workplace as career-ready ethical leaders committed to a just and merciful world.

I thank all of you for your continued support and counsel as we move boldly and confidently into the future.

Sincerely,



Suzanne K. Mellon, PhD
President, Carlow University

NEW TRUSTEES

In November 2018, Carlow University welcomed several new members to its Board of Trustees.



Bart Gabler, JD, MBA, is acting chief information officer and director of pricing and legal project management for the law firm of K&L Gates, LLP. In addition to overseeing the firm's Information Technology, Library &

Information Services, and Security teams, Gabler has global responsibilities to oversee the development of creative fee arrangements to meet client business. He works directly with client service teams on pricing-related issues, including helping to identify client business objectives, cost pressures and pricing preferences to ensure seamless client service.



Suzanne Paone, MBA, DHA, RHIA, is president and founder of Innovation Advising LLC, which advises regional, national and international organizations in technology-based workforce development to improve organizational performance,

reduce consulting costs and promote retention of talent. Her background in technology-based organizational change includes 27 years of experience at UPMC and the University of Pittsburgh involving large-scale innovations in healthcare and life sciences. Paone maintains an active undergraduate and graduate teaching agenda and sits on doctoral committees for Laureate Education's Walden University.



Guhan Venkatu is group vice president at the Federal Reserve Bank of Cleveland, where he oversees the regional outreach and analysis unit within the research department. His research on inflation and inflation expectations,

housing and household finance, and factors related to regional economic growth, has been a resource for the public and for the bank's president and board of directors. He joined the bank in 1998 as a research analyst, later serving as economist and then vice president and senior regional officer of the Pittsburgh branch.



Sister Linda Werthman, RSM, PhD, LMSW, is a member/director of Catholic Health Ministries/Trinity Health and current chair of Mercy Housing Inc. She has been a trustee of St. Xavier University, Chicago, and the University of Detroit Mercy,

where she served as associate professor of social work, associate provost, dean of continuing studies, associate vice president of academic affairs and provost of the Urban Health Education Center. She earned her PhD from Case Western Reserve University, her MSW from Michigan State University and her bachelor's degree from Mercy College of Detroit.



Lois Wholey, Esq., is a fundraising professional and former director of development for Pittsburgh Ballet Theater. She was formerly executive director of the Andrew Carnegie Free Library and Music Hall in Carnegie, Pa., and

development manager for The Bridge Fund of New York, where she remains a board member. She has been in-house counsel to Robert Wholey & Company Inc. and was in private practice for 15 years. She is active in the community, serving or having served on many local boards.

TRANSFORMING LIVES. TRANSFORMING OUR WORLD.

Below we share highlights of our progress on five key goals, progress we will build upon as we begin the Strategic Plan renewal process. Our focus will continue to be on growth, innovation and academic excellence.

ACCELERATE GROWTH

The central aim of all our endeavors is growth and sustainability for the university. This includes aggressive recruitment of students, with special attention to the adult and graduate market, brand recognition, differentiation, and continuous attention to our retention and graduation rates. Progress has been made, as demonstrated in fall 2018 with our largest freshman class since 2009. We have growing momentum in adult and graduate student sectors and are encouraged that our strategies will bear fruit as we see record-breaking numbers of applications for fall 2019. A multi-pronged marketing strategy is helping to fuel this enrollment growth. The College of Professional Studies has launched a sub-brand targeting adult and graduate students. Titled "Together We Can Do This," this initiative will work to advance enrollment with these key demographics while expanding our innovative approach to partnerships with businesses and organizations that need to upskill their workforce.

OPTIMIZE LEARNING

Our standards for academic excellence dictate continual innovation and staying closely attuned to changing workforce needs. New technologies afford opportunities for evolving curricula while adult and graduate students with complex lives need flexibility and support to succeed. Carlow launched several new programs in response to high workforce demands, such as the BS in Data Analytics and the MEd in Secondary Education. The Hub for Workforce Development and Innovation established new partnerships with UPMC IDI, Partner4Work, Community College of Allegheny County, Greater Valley Community Services, and the Greater Pittsburgh Airport Authority. Finally, the Center for Digital Learning and Innovation established a University Innovation Lab, launching a new Virtual Reality Program. Happily, this is all working to advance the career outcomes rate: We are proud to boast that 95 percent of Carlow graduates are employed or enrolled in graduate school within six months of graduation.

BUILD FINANCIAL HEALTH

Carlow's ability to be innovative and deliver high-quality programs and academic experiences depends on our financial strength. Strategic management of resources and investment in students, programs and infrastructure are essential. In 2017-2018, the university's fundraising totaled \$4.7 million, with more than \$1 million in new gifts to Carlow's endowment and additional gifts toward the campus's \$5 million capital campaign, which was created to support several campus projects that will conclude in 2019.

CREATE TRANSFORMING ENVIRONMENTS

In fall 2018, we completed the new Celtic Simulation Lab for Innovative Learning. Located in Curran Hall, it provides a state-of-the-art learning environment for clinical practice. The transformation of St. Joseph Hall into a contemporary health, fitness and multipurpose center is on schedule for completion in spring 2019. The center will provide an important new resource for our campus community and athletes. Also central to campus life is the value we place on hospitality, diversity and inclusion. In 2017, we launched a program to train staff and faculty to support these values by serving on search committees during our hiring processes. We are proud to have trained more than 30 search advocates to date.

INNOVATE THROUGH PARTNERSHIPS

Partnerships provide a powerful vehicle for expanding our reach through collaboration. Examples include an Intraoperative Neuromonitoring program with UPMC/Procirca, an articulation agreement with the workforce development organization Partner4Work, and Carlow's Hub for Workforce Development and Innovation which assists regional organizations with their workforce development. Carlow University also has formed partnerships and articulation agreements with Butler County Community College, UPMC Mercy, and Westmoreland County Community College.

COMMITTED TO A **JUST** and **MERCIFUL** WORLD



TOGETHER,
WE CAN
DO THIS.

COLLEGE of PROFESSIONAL STUDIES

Western Pennsylvania's workforce needs are evolving, and Carlow University's College of Professional Studies has begun to respond to the demand by providing flexible, adult-friendly, customized educational programs designed for adult learners as well as companies in the region.

Today's rapidly changing knowledge economy requires an ongoing commitment to learning in the region's workforce. To regain its preeminence in serving nontraditional, adult learners and graduate students in the region, Carlow University has engaged in a strategic partnership with BD&E, a Pittsburgh-based strategic branding and marketing communications firm.

Working together with BD&E, Carlow has launched a sub-brand for the College of Professional Studies in support of the new college's four key objectives: to increase adult and graduate enrollment; to maximize the adult learner experience; to advance corporate partnerships; and to deliver interdisciplinary programs. BD&E's marketing efforts are focused on helping Carlow increase enrollment and advance corporate partnerships, areas in which the firm's extensive industry experience can make a great contribution.

Although Carlow has bucked the trend of declining traditional student population enrollment, the adult learner is a key demographic for university growth. There is increasing competition among regional institutions for

market share of adult students. The sub-brand will echo and build upon Carlow University's existing brand as an institution of higher education that offers a unique value proposition to its adult students.

In addition to respect, dignity and social justice, the sub-brand will convey a powerful message of "We Believe in You" and "Together We Can Do This," clearly inciting a "What's in it for me" awareness to prospective adult students and the organizations for which they work. Brands that tap into the key emotional needs of their prospects, and work to deliver on the promises they make, are well on their way to creating deep-seated loyalty.

The best brands build their messages around simple but compelling notions that resonate with their audiences, creating a unique and memorable place in the hearts and minds of internal and external constituents.

The new sub-brand effectively works in fulfillment of the College of Professional Studies mission, which is to ensure a differentiated, supportive and forward-thinking learning environment where adult learners can build the capabilities required to "make their unique mark" on their dynamic world.



CARLOW'S COLLEGES: A FOCUS ON ACADEMIC
EXCELLENCE THROUGH INNOVATIVE GROWTH

COLLEGE of HEALTH AND WELLNESS

A tradition of academic excellence combines with compassionate care in Carlow University's College of Health and Wellness.

The university has expanded upon that tradition through two innovative initiatives that will benefit both our students and our region, as experts predict a shortfall of nursing and other healthcare professionals in the area over the next decade.

A renovated simulation lab provides the 800-plus students in the college with double the learning space and an environment that complements clinical experience and builds competency. With the expanded facilities, the college can include students majoring in Nursing, Respiratory Care, Healthcare Data Analytics and Healthcare Management, offering them high-fidelity

simulations that contribute to effective team-building and experiential learning activities.

A unique collaboration with Saint Vincent College approved by the Pennsylvania State Board of Nursing in spring 2018 will begin in fall 2019. Through this partnership, Saint Vincent faculty will teach non-nursing courses that satisfy core curriculum requirements, and Carlow nursing faculty will teach the nursing curriculum. Classes will be held at Saint Vincent College, but students will earn their degree through Carlow University.

Philanthropic foundations continue to support the College of Health and Wellness. In the past year, Carlow has received grants from the Jewish Healthcare Foundation and the Fine Foundation to enhance

education for the nursing students who plan to work with patients with behavioral health challenges. Additionally, federal funding received from the Health Resources and Services Administration will provide student loan forgiveness for graduate nursing students who become nurse educators after graduation.

With the expansion of programs and services, Carlow has maintained its excellence in nursing education. Carlow students had the highest pass rate in the Pittsburgh region on the National Council of Licensing Exams for the fifth year in a row, including a perfect pass rate in 2017 and 2018.



CARLOW'S COLLEGES: A FOCUS ON ACADEMIC
EXCELLENCE THROUGH INNOVATIVE GROWTH

COLLEGE of LEARNING AND INNOVATION

Carlow University's longstanding tradition of academic excellence through innovative growth was reflected in the launch of new programs and partnerships within the College of Learning and Innovation.

In response to the needs of the region, where employers are reporting a high demand for professionals with critical thinking skills and expertise in data analysis and reporting, the BS in Data Analytics program was designed and launched. Students are enrolling for classes that begin in fall 2019 and have the ability to designate the program as a major or minor. The U.S. Bureau of Labor Statistics has forecast a 27 percent growth in careers in this field, so there's a bright career outlook. And Carlow graduates can confidently move forward knowing the skills they acquire can lead to success in an array of workplace environments, such as

business, finance, government, healthcare, information technology and sports.

The Education Department relaunched its master's in Secondary Education program with a new format and course offerings, responding to the critical need for teachers in the Pittsburgh area and throughout Pennsylvania. In addition, Carlow is now participating in the Federal TEACH (Teacher Education and Compensation Helps) program, which enables graduates who teach in high (teacher) need areas to have a significant portion of their educational costs covered by grants.

The college's Biology Department launched its first master's program through a partnership with UPMC Shadyside School of Cardiovascular Perfusion.

Through coursework at Carlow and clinical experiences at UPMC, this program, one of only 16 in the country, allows students to complete a BS in Biology and MS in Cardiovascular Perfusion in a little more than five years.

Another unique new partnership with UPMC/Procirca allows Carlow students to earn a BS in Neuroscience with a concentration in Intraoperative Neuromonitoring. As one of the few highly specialized programs in the country, this partnership trains students to become surgical neurophysiologists, key members of an operating room team who monitor a patient's nervous system during surgeries that pose risks to the brain, spinal cord and peripheral nerves. Students also get hands-on training in the operating room and gain required clinical hours needed for certification.



COLLEGE of LEADERSHIP AND SOCIAL CHANGE

Carlow University's College of Leadership and Social Change prepares students for life beyond Carlow as leaders and change agents who promote social justice for vulnerable populations. Ninety-nine percent of graduates from this college find employment immediately after graduation, and 100 percent of those seeking continued education are admitted to a graduate program.

The college has developed unique partnerships with community, business and educational organizations to benefit our students. An articulation agreement between Carlow and the workforce development organization Partner4Work has enabled students who complete the Google IT Support Professional Certificate to apply six credits to any of the following academic programs within the college: Accounting, Business Management, Communication and Media, Corporate Communication, Human Resource Management, Political Science, and Psychology.

A partnership with the National Cyber-Forensics & Training Alliance has established a new nine-credit graduate certificate program that prepares students to investigate, respond to and remediate threats on the Dark Web—websites that house illegal activities such as identity theft, drug trafficking, human trafficking and child pornography.

In addition, the college is quickly developing expertise in multiple forensic areas, including a Master of Arts in Psychology with a Forensic Psychology track; additional electives in forensic psychology in the Doctor of Psychology program; a new undergraduate Criminology program that more directly embeds psychology into the curriculum; and the continued success of the master's in Fraud and Forensics.

In 2018, the college, building off a tradition of excellence in its undergraduate Social Work program, established a new master's in Social Work program to help students build and apply knowledge that positively impacts the region, nation and world.

To meet the demands of the digital world, the college has brought academic rigor to online programs in business—where both MBA and undergraduate business courses can be taken completely online, completely in class or as a combination of the two—and in communication, where an offering now includes Digital Storytelling.

And there is more on the horizon. The college is recruiting students for enrollment in an interdisciplinary collaboration in behavioral neuroscience with the College of Learning and Innovation that will begin in fall 2019.



CHELSEIE
GEYER '08

ALUM ON THE GROUND OF INNOVATION FOR THE GREATER GOOD OF PUBLIC HEALTH

Carlow graduates depart with strong support from faculty and a wealth of varied training, including specialized skill sets in the sciences.

Microbiologist **Chelsie Geyer '08** thought a doctoral degree was out of her reach until a Carlow University professor suggested she give it a shot.

Geyer met Dr. Felicia Cianciarulo when she was a high school student looking to major in science. After their first conversation, Geyer chose Carlow for its strong Biology program and the career benefits she believed it could provide. Her college choice was life-changing.

As a Biology major, Geyer eagerly took several of Cianciarulo's courses. A class on microbes and infectious disease aroused an unexpected passion: Geyer decided to pursue a master's degree in microbiology. When she shared her idea, Cianciarulo suggested setting her sights even higher.

Geyer completed doctoral studies at Creighton University in Omaha, Neb., graduating with a PhD in Medical Microbiology and Immunology in 2014. She then served a year as a colloquium fellow for the American Academy of Microbiology in Washington, D.C. before accepting a full-time position with the U.S. Food & Drug Administration.

As a scientific reviewer for the FDA's Center for Devices and Radiological Health, Geyer works on cross-functional teams of scientists who review novel medical

procedures, called assays, and in-vitro diagnostic devices that need market clearance or approval.

"We want new assays and medical devices to be safe and effective before they are used by consumers and healthcare providers. There are specific performance goals that each sponsor must reach in order for the assay or device to be marketed," Geyer said.

Her job requires an immense depth of knowledge in her field and ethical leadership that ensures her team's commitment to quality. Communication between experts is crucial.

Innovation for the greater good of public health motivates Geyer's team. If members determine that a device requires additional testing to meet market requirements, the sponsor receives feedback and recommendations.

"I enjoy my line of work. It is gratifying when you review a device that receives market clearance because you are enhancing and protecting public health," Geyer said.

Geyer finds it hard to imagine where she would be today without her foundation in Carlow's Biology program.

"It can take just one amazing professor or course to discover the passion that will drive you and your career," Geyer said.

FOCUSED ON SOCIAL JUSTICE

True to its foundation, firmly rooted in the vision of the Sisters of Mercy, Carlow University continues to work on behalf of social justice through programs and initiatives that fall within the breadth of the university's Social Justice Institutes.

ATKINS ENDOWED CENTER FOR ETHICS

"What defines our nation's value is not the absence of hate, but our response to it," said Bill Schweers, JD, executive director of the Atkins Endowed Center for Ethics, during a Dec. 1, 2018 program on Carlow University's campus titled "Confronting Hate: A Response to the Tree of Life Tragedy."

Schweers set the framework for a moving discussion centered on the Oct. 27 shooting at the Tree of Life Synagogue in Pittsburgh's Squirrel Hill neighborhood, where 11 Jewish worshippers died.

"Before hate can be confronted, it has to be acknowledged to exist," Schweers said. "The Tree of Life tragedy is part of a long legacy of violence perpetrated in the name of white nationalism and anti-Semitism."

MERCY CENTER FOR SERVICE

Several hundred first-year students put down their books and laptops and picked up paintbrushes, scrub buckets and brooms to assist 18 nonprofit organizations throughout Allegheny County as part of Carlow's annual Mercy Service Day Sept. 21.

ALTERNATIVE SPRING BREAK

Instead of heading to the beach for spring break, 28 members of the Carlow community—students, faculty and staff—chose an Alternative Spring Break experience working with Habitat for Humanity in Laredo, Texas, providing food and other assistance to the homeless in Sacramento, Calif. and learning about sustainable ways to eliminate extreme poverty in Haiti. They returned with stories and photos to share about the people they helped.



NEW DIRECTOR FOR SOCIAL JUSTICE INSTITUTES

Ryan Scott has been named director of Carlow University's Social Justice Institutes. Scott is the former director of education initiatives at the Urban League of Greater Pittsburgh, also serving as co-director for African-American Leadership Institutes at both Robert Morris University and Penn State's Greater Allegheny Campus.

Scott has extensive experience in the areas of equity in education and social justice. Prior to joining the Urban League, he worked for the Pittsburgh Leadership Foundation's Amachi Pittsburgh mentoring program. He served on the Youth Outcomes Advisory Board for Big Brothers Big Sisters of Greater Pittsburgh and worked with the African-American Achievement Trust Collective Focus mentoring program, and was lead mentor at the Barack Obama Academy of International Studies. He is a member of the Allegheny East NAACP and is assistant regional polaris of Iota Phi Theta Fraternity.

Scott holds a bachelor's degree from West Virginia University, a master's degree in Education from Argosy University, and he is pursuing his doctorate in Education with a concentration in higher education management at the University of Pittsburgh.

ST. JOSEPH HALL RENOVATIONS EMBODY FORWARD MOVEMENT OF UNIVERSITY

Renovations to St. Joseph Hall are well underway, due to be completed by spring 2019 and in full use when students return to campus for the fall semester.

The renovated building, known as St. Joe's, will house all of Carlow University's athletics teams, the athletics administration department, and an improved gymnasium and fitness center with state-of-the-art equipment.

Additions will include a cardiovascular center; strength training space; a massage and relaxation suite for athletes and trainers; a new studio for dance, aerobic and yoga classes; and space for Carlow's many non-credit student activities.

The renovations are part of Carlow's dedication to the health and well-being of its students. These facilities also will benefit non-athletes and allow Carlow to remain competitive by offering the amenities students have come to expect.

Most of the improvements, under the direction of Franjo Construction, are inside the 90-year-old building. Newly installed mechanical, electrical and plumbing systems are vital upgrades. New bathroom and shower facilities are being added, and the entire structure will be air-conditioned, including the gymnasium.

As part of the conversion to a more modern and useful fitness center mezzanine, the old pool has been filled in and a new mezzanine railing has been installed. A new floor is being installed in the main gymnasium.

The contractor is installing a brick elevator shaft that will make the building fully accessible.

Carlow's student athletics offerings have grown. The university now has 13 teams, from volleyball to track and field, and our facilities are growing with them. These renovations are vital to the university's continued support of the Celtics.

Anyone can support the St. Joe's renovation project. Donation can be made at any level with naming opportunities starting at \$25,000. For details, contact Kimberley Hammer, vice president of university advancement, at 412.578.6294 or kahammer@carlow.edu.

CARLOW SPORTS OFFERINGS

Basketball: *men and women*

Cross Country: *men and women*

Golf: *men and women*

Soccer: *men and women*

Softball: *women*

Tennis: *women*

Track and Field: *men and women*

Volleyball: *women*





SISTERS OF MERCY 175 YEARS IN NORTH AMERICA

On Dec. 21, 1843, seven Sisters of Mercy arrived in Pittsburgh from Carlow, Ireland and immediately began to make an impact in the new world. From their base in Pittsburgh, they established hospitals and schools across the United States and Canada, eventually leading to the 1929 founding of Mount Mercy College—now known as Carlow University.

In August 2018, Carlow recognized the legacy of those seven Sisters of Mercy—Frances Warde, Josephine Cullen, Agatha O’Brien, Elizabeth Strange, Veronica McDarby, Aloysia Strange and Philomena Reid—by awarding them posthumous honorary doctorates.

“The seven Sisters of Mercy are true exemplars of the university,” said Suzanne K. Mellon, PhD, President of Carlow University. “Having left home and country and traveled to Pittsburgh, they turned their attention and compassion to the needs of the poor and disenfranchised, transforming lives through education, healthcare, social services and countless other ministries across our country. Carlow University’s values of mercy, hospitality, service, discovery and the sacredness of creation are rooted in their lives and witness.”

Sister Patricia McDermott, RSM, president of the Institute of the Sisters of Mercy of the Americas, accepted the honorary doctorates on behalf of the sisters. Sister



Patricia has been a member of the leadership team of the Sisters of Mercy of the Americas since 1999, and prior to that was president and a member of the provincial administrative team for the Omaha Regional Community of the Sisters of Mercy.

“Certainly, the Sisters of Mercy who claim Pittsburgh as their home and have deep respect and love for Carlow University are very appreciative of this honor given to their founding sisters on the occasion of our celebrating 175 years of Mercy presence in the United States,” Sister Patricia said when accepting the degrees. “It’s truly a glorious moment for them to be a Sister of Mercy today.”

ENROLLMENT 2017-2018

Total Headcount: 2,076

UNDERGRADUATE STUDENTS: 1,333

Traditional: **930** (898 full-time, 32 part-time)

Adult: **403** (173 full-time, 230 part-time)

- ▶ **82%** women **18%** men
- ▶ **94%** from PA
- ▶ **59%** from Allegheny County
- ▶ **6%** from out of state

GRADUATE STUDENTS: 743

85% women **15%** men

RETENTION RATES

*For first-time, full-time, degree-seeking undergraduates of all ages who started in Fall 2017 and returned for Fall 2018: **79.7%***

CAREER PLACEMENT AND ENROLLMENT IN GRADUATE SCHOOL

For students who graduated between August 1, 2016 and July 31, 2017:

Outcome rate for job seekers:

Bachelor's: **94%** Master's: **99%**

Doctoral: **100%**

Outcome rate for bachelor's graduates seeking continuing education: **95%**

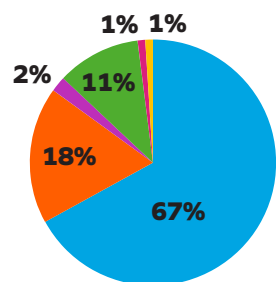
FINANCIAL AID FOR UNDERGRADUATES

Percentage of students receiving Institutional Aid for the 2017-2018 academic year:

All: **65%** Traditional: **93%**

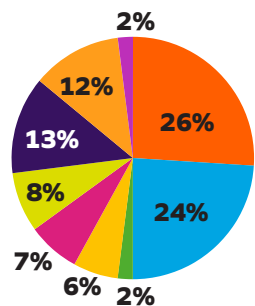


FINANCIAL HIGHLIGHTS 2017-2018



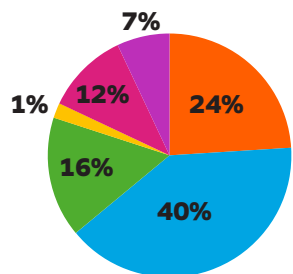
Total Revenue: \$48,658,068

- Tuition and Fees, net: \$32,474,120
- Auxiliary Enterprises: \$8,880,213
- Federal and State Governmental Grants: \$870,610
- Private Gifts: \$5,381,898*
- Interest Income: \$513,674
- Other Sources: \$537,553



Total Expenditures: \$45,687,719

- Instruction: \$11,765,237
- General Institutional Support: \$10,834,420
- Scholarships and Fellowships: \$1,007,838
- Student Services: \$2,645,418
- Depreciation and Amortization: \$3,104,569
- Operation and Maintenance of Physical Plant: \$3,659,115
- Academic Support: \$5,782,619
- Auxiliary Expenses: \$5,763,049
- Interest Expense: \$1,125,455



Sources of Giving: \$4,694,432**

- Alumni: \$1,127,848
- Corporations and Foundations: \$1,893,846
- Estate: \$768,035
- Faculty and Staff: \$42,430
- Friends: \$526,882
- Trustees: \$335,391

Audited financials.

*Amount includes pledges and actual gifts. ** Amount includes actual gifts.

BENEFITING FROM GENEROSITY

Carlow University was one of only three universities to receive a **\$330,000 grant from Pennsylvania's Department of Education** to fund higher education pathway initiatives for early childhood educators. The competitive award, made available through Pennsylvania's Race to the Top Early Learning Challenge grant, supported partnership opportunities to identify and reduce barriers on the path to early childhood education degrees. Through this work, the state's first 4-year early childhood apprenticeship program was created.

Carlow University has received a grant for **\$150,000 from the Health Resources and Services Administration (HRSA)** to provide student loan forgiveness for graduate nursing students who become nurse educators. The grant, known formally as the HRSA's Nursing Faculty Loan Forgiveness Program (NFLP) but called the HRSA NFLP Award, provides up to 85 percent of loan forgiveness over the course of four years beginning after the student graduates and assumes a teaching role.

Carlow University has received a **\$173,000 grant from the Claude Worthington Benedum Foundation** to research and develop out-of-school learning competencies for learning educators. It will uncover new career opportunities for education majors in settings outside the formal school structure, at places such as museums, science centers, arts organizations and more. Through this grant, Carlow will develop partnerships with key consultants, including The Children's Museum of Pittsburgh, to develop the first undergraduate experiential learning/out-of-school learning undergraduate and graduate major.

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St. Johns University, New York

Guhan Venkatu
Group Vice President, Federal Reserve Bank of Cleveland

Sister Susan Welsh, RSM '70
Sisters of Mercy
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