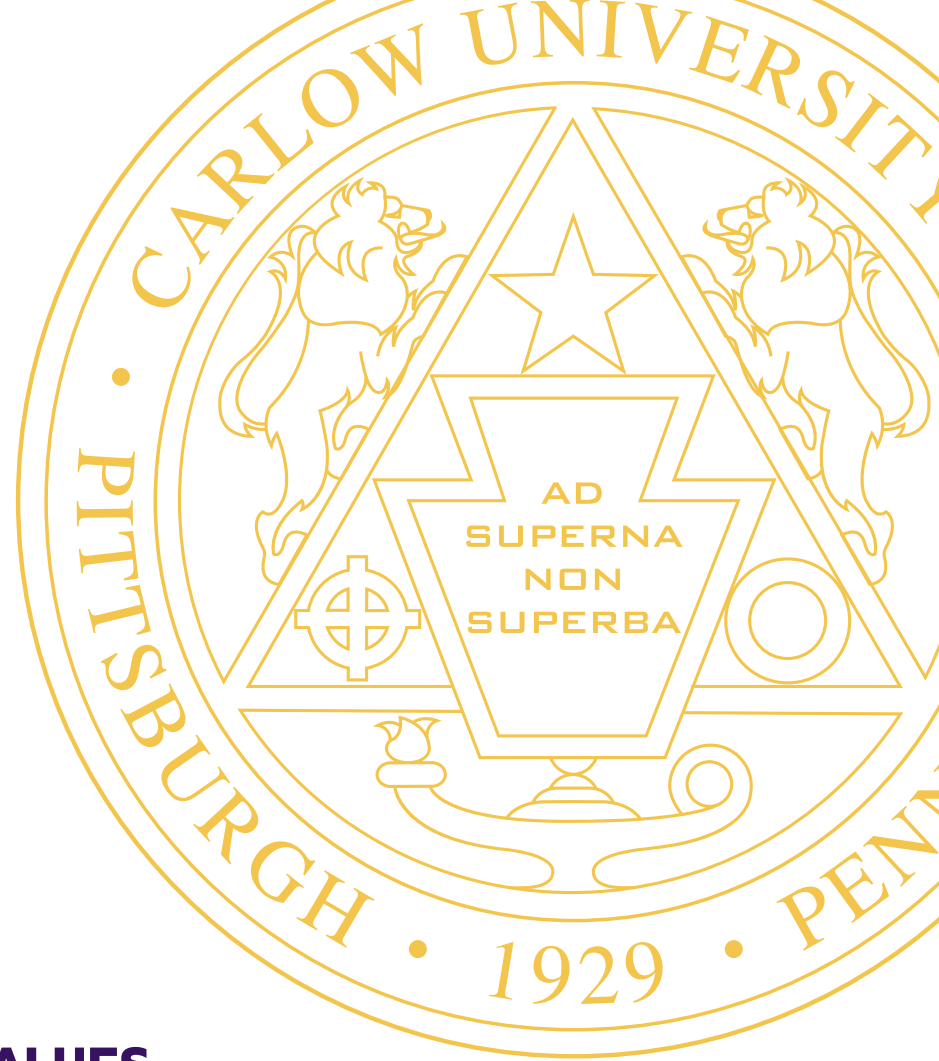


The background of the slide features a large, faint, light purple seal of Carlow University. The seal is circular with the text "CARLOW UNIVERSITY" at the top and "PITTSBURGH • PENNSYLVANIA" at the bottom. The year "1929" is at the bottom center. Inside the circle is a shield with a star at the top, a cross on the left, and a chalice at the bottom. The shield is flanked by two lions. The text "NON SUPERBA" is written across the middle of the shield.

THE CARLOW COMMITMENT:

NEW DIRECTION. DEFINING MOMENT.

2020 PRESIDENT'S REPORT



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 CLASS OF 2023.

A PERSONAL WELCOME FROM THE PRESIDENT

Dear Friends,

I am pleased to share this President's report for 2019. As always, it has been an eventful year. We have rejoiced in the accomplishments of our students, planned for how we can best continue to serve them and collaborated with our regional partners to understand the future of work and careers. We have much to celebrate and important plans for the future.

While this report captures this specific moment in time—the 2019-2020 academic year—we are also providing you with a preview of some significant initiatives now underway. We are focused on our future and will share the Carlow Commitment, our new strategic plan that will guide us through 2025. Approved by Carlow's Board of Trustees in October 2019, this plan addresses how Carlow will respond to a time of unprecedented change in higher education, high demand for individuals in a work force shortage in the region and the need to continually expand and update skills and credentials throughout careers. The Carlow Commitment calls for some aggressive pivots in the operations and strategies that will guide us and reflects the intense and thoughtful deliberation of many staff, faculty, students and trustees. I am grateful to all who contributed.

This report also looks at an important milestone for Carlow as we celebrate nine decades of fidelity to our mission. We are pleased to share with you a glimpse of how that mission translates today.

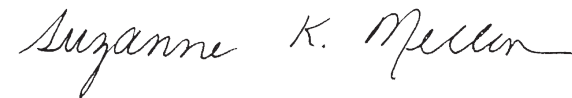
We've included a few highlights of the academic research that take place on our campus to showcase the exemplary work of our faculty and students. This work links

curricular and co-curricular activities to enhance the learning experience that occurs during a student's university years and positions them for success immediately post-graduation.

Finally, we share our signature Women of Spirit® awards. In April we will honor six amazing women from our region whose lives reflect the values our founders instilled in this University. They serve as outstanding role models for us all.

As you learn more through this year's report, I urge you to consider how you can help Carlow University fulfill its new vision. Through our collective efforts, and with a strong and deeply committed board and team, we will continue to positively contribute to our community and the greater region through our graduates. They are the living example of our mission at work in the world.

With gratitude,



Suzanne K. Mellon, PhD
President, Carlow University

THE CARLOW COMMITMENT.



L-R: **Mark Freeman**, program director physician assistant program, assistant professor; **Morgan Crocco**, undergraduate student; **Chinyere Ibejiubah**, adult graduate student; **Suzanne K. Mellon, PhD**, president; **Georgia Petropoulous**, executive director Oakland Business Improvement District; **John Paul Farah**, 8th grader from the Campus Laboratory School of Carlow University; **A. William Schenck, III**, Vice Chair Board of Trustees; **Matthew Pak**, undergraduate student

NEW DIRECTION. DEFINING MOMENT.

A Message from Suzanne K. Mellon, PhD

Every great organization or university reaches defining moments. Good ones. Bad ones. Moments they can choose to shape through will, imagination and hard work. It is such a moment of reinvention for Carlow University.

As we celebrate this 90th anniversary year, we look back and embrace our heritage and the moments that made us who we are today. One such moment was the decision by seven brave nuns who set out from Ireland to serve the needs of the Pittsburgh community. Decades later, the Sisters of Mercy would go on to open Mount Mercy College in 1929.

It took no shortage of courage to cross that ocean. It was a seismic risk—one that required not just conviction, but a gargantuan level of commitment. They believed they could create a future in a place they had not yet seen, guided by core values and a belief that they would and could make the world a better place. And, they did.

Their commitment to a more just and merciful world resonates with us today as we move forward with the same bold thinking—providing transformational learning experiences that prepare a diverse student population for 21st century challenges.

Today, the university is not just a vital force for the prosperity of Pittsburgh and the region, but a place that serves to better society through education. Committed

to the mission, inspired by the vision and empowered by the possibilities, Carlow's future will require the shared commitment of many.

In early 2019, as Carlow's five-year strategic plan was coming to an end, I convened a Strategic Plan Innovation Renewal Committee to architect a renewed plan that would guide us into the future. In October 2019, the Board of Trustees approved this new strategic plan and vision, titled the Carlow Commitment.

Building upon our vision from the 2015-2019 plan, in which we aspire to be a preeminent, innovative Catholic University where students realize their full potential and become career-ready ethical leaders, this renewed commitment seeks to "unleash imagination—to transform lives in pursuit of a just and merciful world."

This inspiration was drawn from a 1929 quote by Albert Einstein, which reads: "Imagination is more important than knowledge. For knowledge is limited to all we know and understand, while imagination embraces the entire world, and all there ever will be to know and understand."

Today, Carlow is applying imagination to our strategic thinking, focusing intently on the innovation and flexibility needed in today's highly competitive and rapidly changing landscape of higher education. What is it that Carlow University aspires to be? Who

will we serve? How will we serve them? The Carlow Commitment answers these questions.

At the heart of answering these questions is the renewed commitment to also being a Catholic university of choice to those we serve and a university able to extend that service to a changing enrollment profile. While the undergraduates that have always been central to Carlow's mission will remain, the Carlow Commitment will compel us, over the next five years, to extend our reach and impact in new areas of study and to a new cohort of students. Pivoting to this new market will require a laser-like focus combined with important new investments.

One of those key investments to which we are committed is the addition of four new graduate health science programs which will equip students for professions that will be in demand for many years to come: physical therapy, occupational therapy, speech-language pathology, and physician assistant. Given Carlow's amazing track record in the health sciences to date, we are confident that we can and will be a leader in providing these programs and serving students with the same level of excellence for which Carlow has long been known. And, job expansion for graduates in these areas is projected to grow monumentally between now and 2026.



Creating these programs while building on Carlow's legacy of excellence in the health sciences will require significant investments in our infrastructure and our learning environments. To do this effectively, we will need to engage a partner who desires to locate on one of our remaining pieces of property, on Fifth Avenue, and work with us on the construction of a new facility. We envision that facility to be a place of shared goals and shared intellectual assets, with expanded resources in virtual reality, simulation and distance learning technology. Partnerships like the one Carlow envisions are the new normal for any university that seeks to be relevant in meeting the needs of the communities in which they exist. Partnerships

also ensure that our academic programs quickly and efficiently ramp up to address community needs while feeding the local economy with well-prepared and skilled professionals.

As we work together over the next five years, we'll expand our online presence while simultaneously designing the programs that will meet the needs of adult learners and corporate education in that online world. This expansion will enable us to build opportunities for nontraditional students and people at midcareer who desire a new profession. These are new and important horizons for Carlow, and they will meet unmet needs in our community. Carlow's

size and mission are ideal for these groups. We will also enable working adults and others to achieve a degree in a more compressed timeframe. Doing so will save expense for students and the university.

Pivot is a word we are using a lot these days. To be sure, the Carlow Commitment will require us to pivot in critical ways in order to accelerate our growth, optimize our learning environments and create collaboration across academic disciplines. And, of course, we face the imperative of building a stronger financial base.

The Carlow Commitment is ultimately about an even stronger value proposition for the university. What distinguishes Carlow is not simply its identity as a Catholic University. On the day they graduate—and years into the future—we want our alumni to know, with certainty, that they changed their lives, and the lives of others, by choosing this university.

Ours is an ambitious plan. It's a critical moment.

The good news is that Carlow has never been short of ambition or imagination. We've identified the mechanics of the plan and the principles that will guide us. We know what metrics we will apply and the investments we will need.

As our founding Sisters of Mercy like to say, "We look out at the horizon and scan the area of greatest need and then we step forward to fill it." The same can be said of this plan.

Once again, we're stepping forward.



INNOVATION PIVOTS INITIATIVES

Academic Differentiation

Graduate Health
Sciences New Programs

Scale Online Programming

CPS and Hub for
Workforce Development
and Innovation

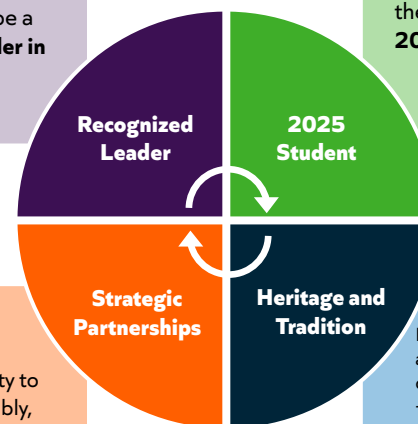
P3 Initiative

Technology Infrastructure

Strategic Marketing

Invest where we
believe we can be a
**recognized leader in
3-5 years.**

Focus our delivery on
the needs of the
2025 student.



Seek **strategic partnerships** to
improve our ability to
grow quickly, nimbly,
and with high quality.

Leverage unique **heritage**
and **tradition** to
differentiate:
+ Catholic Mercy Heritage
+ Career Focused
Liberal Arts

As Carlow University celebrates its 90th year, we honor the university's founding by the Sisters of Mercy and reflect on the ways in which Carlow's leadership has continued this heritage of mercy.

WHAT DOES IT MEAN TO "BE OF MERCY"?

By Cynthia Nicola, EdD



Mother Iranaeus Dougherty, 1929-47, created a college without a charter and limited resources, Dedicated to "the true woman, the true scholar, for true service." Mount Mercy College started during the Great Depression, sustaining itself through World War II.

Mother Francella McConnell, 1947-52, expanded the campus, adding Antonian Hall and instituting the "controversial" Nursing major. In the world, the Korean War was in full swing.

For both sisters, Mercy meant *courage to face what seemed insurmountable*.

Mother Margaret Mary Corbett, 1952-60, strengthened the liberal arts, emphasizing theology and philosophy. She served when the Soviet Union detonated the first hydrogen bomb and saw the decision of Brown v. the Board of Education.

Sister Muriel Gallagher, 1960-63, instituted the Self-Evaluation of Mount Mercy (a 1960s study that centered on reviewing curricular offerings in the

college's general education/liberal arts requirements.) She served when the Berlin Wall was built and the Civil Rights movement was gaining momentum.

Sister Elizabeth Carroll, 1963-66, instituted mental health concepts in Nursing and maintained that students needed a strong liberal arts basis to be Merciful. She witnessed the assassination of President John F. Kennedy and heard Dr. Martin Luther King Jr.'s "I Have a Dream" speech.

For them, Mercy meant *courage to face our inhumanity*.

Sister Jane Scully, 1966-82, championed women's and minorities' access to education, founding Tuesday College, Weekend College and Hill College (all of which allowed for women to gain more access to education.) During her tenure, the United States experienced recession and the Cold War ended.

Sister Mary Louise Fennell, 1982-88, increased efforts to bring Carlow to the

professional community. Majors were created in Computer Science, Chemistry and Journalism. During her years, public schools deteriorated, and minorities experienced high unemployment.

Sister Grace Ann Geibel, 1988-2005, moved Carlow to university status and founded the Grace Ann Geibel Institute for Justice and Mercy. Sister Grace Ann saw the fall of the Berlin Wall and the devastation of 9/11.

For them, Mercy meant *courage to face the unethical*.

Dr. Mary Hines, 2005-13, doubled graduate enrollment and increased endowment. She witnessed the devastation of two major hurricanes and global human rights violations.

Dr. Suzanne Mellon, our current President, has increased graduate programming and professional accreditations. Our University Commons is the first LEED-certified building. Her term takes place amid the dawn of artificial intelligence.

Now, our very humanity is threatened. For both, Mercy means *courage to face the unfathomable*.

To be of Mercy means to respect God's creations. That includes the sacredness of our campus and respect for those whom we encounter. Our Presidents have served through Depression, wars, injustice and terrorism. They have translated world needs into liberal arts-based curricula to prepare students to be of Mercy so that the sacredness of God's creation is safeguarded.

Meet needs with courage; be "of Mercy."

This modified text is excerpted from "Be of Mercy" © 2019. Quotes are taken from Nicola's dissertation titled "Carlow College 1929-1990: Tradition and Change at a Catholic Women's Liberal Arts College," University of Pittsburgh, April 1996.



CAMERON SHORT
AND JULIA PAYNTER

THE IMPACT OF GIVING: IMMEASURABLE

The generosity of donors can enable endless possibilities for college students, allowing them to build a bright future and make an immeasurable impact on their communities and beyond. At Carlow University, students benefit from scholarships through the Carlow Fund, endowments and restricted funds.

Alumna Dorothy A. Davis, JD '78, chair of Carlow University's Board of Trustees, can speak with authority on the matter. Her own attendance at (then) Carlow College was contingent upon institutional aid.

"I couldn't have come to Carlow if it weren't for annual loans, scholarships and work study, in addition to federal Pell grants in my senior year," Davis said. "It was cost prohibitive. My dad worked for a telephone company and never made more than \$25,000 a year to support our family of four."

After graduating summa cum laude from Carlow, Davis went on to attend the University of Pittsburgh's School of Law. Today, she's a practicing attorney at Eckert Seamans Cherin & Mellott, LLC. She is a member of the Executive Committee and Board of Directors at Eckert Seamans Cherin & Mellott, LLC. She is chair of the firm's Financial Services Litigation Group and the Eckert Seamans Charitable Foundation. She also serves on the Diversity & Inclusion Committee, the Compensation Committee and the Energy Executive Committee.

"That whole time I was at Carlow, I understood the importance and value of what other people's gifts meant to my education," Davis said. "Today, my Carlow

education is the foundation of my ability to be influential in my community, to bring about positive change and to help others who come after me, all of which have always been important to me."

Davis said Carlow's mission is becoming increasingly more important.

"We need to affirm our Carlow values, our humanity, and try to spread that message in an increasingly non-civil and inhuman world. Our voice needs to be heard now more than ever," she said.

Junior Biology major Cameron Short, recipient of a Rose Marie DiNardo Memorial Endowed Scholarship in Environmental Sciences, applauds Carlow's values.

"From research to presentations, to writing, to internships, and even a direct route to my master's degree, Carlow University has proven to be all it promised and then some in the way of developing me into an open-minded, empathetic, versatile and just leader and innovator, ready to help serve the environment for the betterment of the Earth and all life on it," he said.

According to Davis, the timing is critical for supporting Carlow's students.

"It allows students to focus their energies on studies, perform better and ultimately transform their excellence into the workforce. They're better positioned to help more people," she said.

"It also allows students to graduate within the shortest amount of time. College is so expensive, and when students remain in college longer, they pay more interest on loans. College debt is crushing people. Altruistically, it allows society as a whole to be less burdened by debt—as opposed to chasing debt."

Sophomore Psychology major Julia Paynter, recipient of the Joyce A. Bender Scholarship for Students with Disabilities, is the first generation in her family to attend college—and she couldn't be more appreciative of receiving a scholarship.

"This scholarship is helping to change my life for the better," Paynter said. "A thank-you isn't enough to describe how grateful I am.

"I would love to pay it forward someday."

ENROLLMENT 2019-2020

Total Headcount: **2,022**

UNDERGRADUATE STUDENTS: **1,298**

Traditional: **858** (831 full-time, 27 part-time)

Adult: **440** (206 full-time, 234 part-time)

- ▶ **83%** women **17%** men
- ▶ **95%** from PA
- ▶ **60%** from Allegheny County
- ▶ **5%** from out of state

GRADUATE STUDENTS: **724**

86% women **14%** men

RETENTION RATES

For first-time, full-time, degree-seeking undergraduates of all ages who started in Fall 2018 and returned for Fall 2019: **77.7%**

CAREER PLACEMENT AND ENROLLMENT IN GRADUATE SCHOOL

For students who graduated between August 1, 2017 and July 31, 2018:

Outcome rate for job seekers:

Bachelor's: **95%** Master's: **99%**

Doctoral: **100%**

Outcome rate for bachelor's graduates seeking continuing education: **93%**

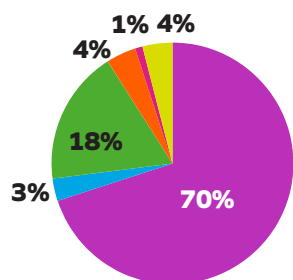
FINANCIAL AID FOR UNDERGRADUATES

Percentage of students receiving Institutional Aid for the 2018-2019 academic year:

All: **67%** Traditional: **92%**

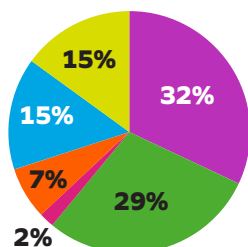


FINANCIAL HIGHLIGHTS 2019-2020



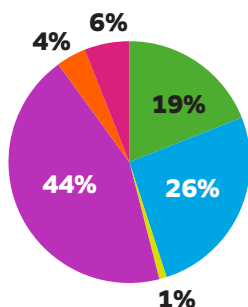
Total Revenue: \$48,614,930

- Tuition and Fees, net: \$33,804,785
- Auxiliary Enterprises: \$8,839,194
- Federal and State Governmental Grants: \$1,723,126
- Private Gifts: \$1,677,487*
- Interest and Dividend Income: \$670,542
- Other Sources: \$1,899,796



Total Expenditures: \$48,114,142

- Instruction: \$15,251,400
- General Institutional Support: \$14,166,176
- Scholarships and Fellowships: \$1,110,193
- Student Services: \$3,328,181
- Academic Support: \$7,094,146
- Auxiliary Expenses: \$7,164,046



Sources of Giving: \$5,992,237**

- Alumni: \$1,149,474
- Corporations and Foundations: \$1,555,459
- Estate: \$2,676,743
- Faculty and Staff: \$41,992
- Friends: \$219,527
- Trustees: \$349,043

Audited financials.

*Amount includes pledges and actual gifts.

** Amount includes actual gifts.

BENEFITING FROM GENEROSITY

Carlow University has received a **grant for \$289.442 from the United States Department of Justice's Office on Violence Against Women (OVW)** to support the development of a Coordinated Community Response (CCR) Team to address issues pertaining to sexual, dating, and domestic violence.

Carlow University is creating the **Western Pennsylvania Early Childhood Apprenticeship Hub**, which will improve the quality of childcare by reducing barriers to school enrollment and degree attainment for working adults. This is funded by a **\$1 million grant** from an anonymous donor.

The National Science Foundation (NSF) has awarded Carlow University a nearly \$1.2 million grant through the NSF's Robert Noyce Teacher Scholarship Program for the purpose of preparing secondary level teachers to teach STEM subjects (science, technology, engineering, and mathematics) effectively in high-need school districts.

The Heinz Endowments has awarded Carlow University \$182,000 for The Summer Youth Philanthropy Program, a collaboration between Carlow University and the Heinz Endowments to help college-bound students, in partnership with adults, lead and support change in communities throughout Pittsburgh.

The Addison H. Gibson Foundation, formed to help the people of western Pennsylvania become productive members of society through block grants awarded to selected educational institutions, awarded Carlow University **\$100,000 for scholarships** to qualifying students.

From education to health care to government and regional growth, Carlow graduates are well trained, responsible leaders who excel in their respective fields, actively making an indelible mark in the creation of a just and merciful world.

SHINING SPOTLIGHTS ON ALUM

1. CHI CHAN '19

As a post-doctoral fellow in clinical psychology at Allegheny General Hospital, Chi Chan serves people being treated for mental health issues in an outpatient setting.

While he's making a difference improving individual lives, he's hoping to impact the community through a leadership position, a goal that became more attainable after earning his doctorate in counseling psychology, PsyD, from Carlow in 2019.

"One of my future goals is to take on trainees who have interest in the field to advance and promote the standards of the profession toward best practices in serving our patients," he said.

Chan serves patients in varying socioeconomic status and age, from children to seniors. He said Carlow's program was instrumental in his formation because of its ideals on ethical considerations.

"Carlow's emphasis on social justice provided opportunities for discussion on core issues on how inequality is perpetuated, and how we can each rectify that in our professional work," he said.

2. NANCY CUPPS '07

Nancy Cupps, who earned her MSN at Carlow, is director of Women's and Children's Outpatient and Inpatient, UPMC Pinnacle, as well as a Carlow adjunct professor for the RN to

BSN program. At UPMC, she leads a team of 200 people who work to narrow gaps in health care for women, infants and children.

The overall goal is to decrease maternal mortality and morbidity. New initiatives emphasize the importance of the mother's health after giving birth, Cupps said. They include more phone calls from nurses to assess mothers' health, telemedicine, more extensive and flexible office visit hours, and transportation options.

Cupps' work ethic stems from her time at Carlow. "As a student, I learned what wonderful teamwork looks like. As a professor, I learned the leadership skills needed to oversee these teams and how to really listen to others in order to help the team and the work we do for the better," she said.

3. AMIE DOWNS, ESQUIRE '94

As communications director for Allegheny County, Amie Downs is responsible for all media interactions and public communications.

Currently, she is preparing for the rollout of the county's new voting system in advance of the 2020 presidential primary election. Her team's work includes developing processes and educating county residents.

"From a local, state or federal standpoint, the election process is crucial, and for the local region we need to make sure voters have confidence in the voting process and feel it is secure," Downs said.

1.



2.



3.



Downs traces her work ethic back to her undergraduate time at Carlow where she earned her bachelor's degree in communication with a minor in sociology.

"My entire career reflects the Carlow values, especially service to others," she said. "Working in a government job, I am here to serve the people of this region and make sure the region understands the work that we are doing and why we are doing it."

4. CAROL BARONE-MARTIN '95 '04

Carol Barone-Martin is a community champion for high quality early education.

For the last 15 years, she has served as executive director for early childhood education for Pittsburgh Public Schools, overseeing infant, toddler and preschool programs that serve over 2,000 children.

Barone-Martin, who earned her early childhood education and supervisor certifications at Carlow, is working on a new initiative, Imagine PPS, which is aimed at "reimagining" the way students are educated and

4.



setting them up for success as they progress in school. Community members, universities, local government and prominent leaders in the region are partnering on the initiative.

Barone-Martin said her time at Carlow prepared her for her role.

"I really appreciate the developmental focus, theory and practices I learned in my programs at Carlow that I now implement into my work as a leader," she said. "My supervision courses taught me the importance of developing a good team and sharing your own leadership

5. SABRINA SAUNDERS MOSBY '11

Sabrina Saunders Mosby was named president and chief executive officer of Vibrant Pittsburgh, a nonprofit economic development organization working to attract, retain and elevate a diverse regional workforce, in November 2019.

"I'll do my best to make sure those roles are filled, but also filled with talent that is diverse. With the country

5.



becoming more and more diverse, we need to change the narrative not only here in Pittsburgh but nationally," Saunders Mosby said, who earned her master's degree in Professional Leadership at Carlow.

Saunders Mosby recently was appointed as a member of the President's Council on Equity, Inclusion and Community at Carlow.

Saunders Mosby attributes her success to those who invested in her, and she seeks to be that positive influence on others as well.

"That leadership from others certainly left a mark on me, and I try to be a champion for others, especially young black women leaders," she said.



THE HIGHER NOTES: UNDERGRADUATE RESEARCH

As a result of extensive research, seven undergraduate Carlow University students will be traveling to Bozeman, Montana and the campus of Montana State University to participate in the National Council on Undergraduate Research (NCUR), a conference where undergraduate students present their research to peers, mentors and faculty from across the nation.

Psychology students Anastasia Marsh, Haley Lawrence and Danielle Anders will be making a presentation on the accuracy and reliability of eyewitness testimonies. Biology student Justin Molitoris, mentored by Prahlad Menon PhD, will be presenting his research demonstrating a 3-D Reconstruction of Aortic Outflow Cannula Tips from Multi-View Image Captures. Anna Havrilla, a double major in political science and English, will be examining the effect of gratitude expression on voter turnout. Briana Springer, an English major, will present on the struggle for indigenous rights at Standing Rock; and Karlee Arendt, also an English major, will be looking at the rebirth of the British horror genre in literature.

Havrilla, Springer, and Arendt are veterans of presenting at conferences, as they each presented, during the Fall 2019 semester, at the Mid-Atlantic Popular and American Culture Association that was held in Pittsburgh.

Provost Sibdas Ghosh, PhD, says that efforts like this represent a renewed commitment to creating opportunities for learning and leadership.

"These ideas are advocated both by the American Association of Colleges & Universities' LEAP initiative and research on High Impact Practices," said Dr. Ghosh. "Having undergraduate students participate in research is very important to us because it opens opportunities for students to become leaders who think universally and lead innovatively to serve the world."

The NCUR conference is a highly competitive environment that receives more than 4,000 submissions annually. Not everyone who submits an abstract of their research is accepted, but seven Carlow students submitted abstracts and all seven were accepted for presentations.

"The entire conference is student-focused, and it is quite an accomplishment to have all seven of our students selected to make a presentation," said Stephanie Wilsey, PhD, dean of the College of Leadership and Social Change, who will be accompanying the students along with Beth Zamboni, PhD, associate professor, mathematics. "Our students' presentations have a broad range—from literature to data analytics."

Among other ongoing undergraduate research at Carlow, Ericka Mochan, PhD, assistant professor of mathematics, is leading a group of undergraduate researchers working on the mathematical model in virology using the Mathematics Lab at Carlow. Mochan's research specifically focuses on Influenza A virus, which causes millions of infections and thousands of deaths around the world every year.

"These numbers grow higher during influenza pandemic years," Mochan said. The majority of hospitalization deaths from seasonal influenza are due to pneumonia complicating the influenza infection." She says this co-infection is referred to as a superinfection, and the ultimate goal of her research is to develop a differential equation model to determine if there are early markers of complicated influenza infection.

"I am currently working with senior chemistry/mathematics double major Nicole Portman on developing a small differential equation model of the influenza-pneumonia superinfection," Mochan said. She added that Nicole is currently fitting this model to experimental data taken from mice infected with H1N1-strain influenza or 1918 Spanish flu strain influenza, followed by a *Streptococcus pneumoniae* infection 7 days later. Nicole's work will be expanded this summer with another undergraduate performing research, and together their work will show which elements and mechanisms of the immune system are most impacted by superinfection.

Gosh said, "Carlow is committed to the value of a liberal arts and sciences education with global emphasis for all students irrespective of their majors, using the power of linked curricular and co-curricular activities to make a university experience truly inclusive and transformative.

"To that end, we have instituted engaged and experiential learning through undergraduate research by providing a solid foundation of methodology and thereby enabling a smooth transition from faculty directed activity into student-driven investigation supervised by faculty."



L-R: THE HONORABLE KIM BERKELEY CLARK, KRISTEN S. KURLAND, KAREN L. LARIMER, ANNE V. LEWIS, NANCY D. WASHINGTON, PHD, SISTER SUSAN WELSH, RSM

SIX WOMEN OF SPIRIT® TO BE HONORED AT AWARDS GALA

This year, Carlow University's Women of Spirit® Awards recognize outstanding leadership from six remarkable women who have made their marks in fields not always dominated by women: banking and finance, real estate development, law, health care, and education.

"Carlow's Women of Spirit® demonstrate characteristics central to the mission of our university," said Dr. Suzanne K. Mellon, president of Carlow University. "The Women of Spirit® Awards program has earned a distinguished place as a Pittsburgh treasure. Since its beginning in 1993, women leaders have been recognized for their professional and personal leadership and their service to others. In turn, they share their expertise with the Carlow community by actively

participating in the life of the university and in the development of its students."

The 2020 awardees are:

The Honorable Kim Berkeley Clark, President Judge, Fifth Judicial District, Pennsylvania

Kristen S. Kurland, Professor of Architecture, Information Systems and Public Policy, Carnegie Mellon University

Karen L. Larimer, Executive Vice President, Chief Customer Officer, Head of Retail Banking, PNC Financial Services Group, Inc.

Anne V. Lewis, Board Chair, Oxford Development Company

Nancy D. Washington, PhD, Educator and Civic Leader

Sister Susan Welsh, RSM, President and CEO (retired), Pittsburgh Mercy

Nominees were considered by a Women of Spirit® selection committee made up of former awardees and university officials using such criteria as a strong commitment to values, accomplishments that have led to new knowledge or discoveries, and innovation or leadership that has brought about change for the good of humankind.

This renowned program provides Carlow scholarships to undergraduate students with financial need, demonstrated academic excellence, documented

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The Women of Spirit® Awards will be presented April 2 in Carnegie Music Hall, Oakland.

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