



2016 PRESIDENT'S REPORT

CARLOW
UNIVERSITY



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.

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Dear Friends,

EVENTFUL EXCITING CHALLENGING

The 2015-2016 academic year that just ended was eventful, exciting, and exceptional in many ways. We have much to celebrate here at Carlow—and I want to extend my thanks to our faculty and staff for all of their hard work on many important initiatives. And I especially want to congratulate our students for the accomplishments they have achieved and the energy they bring to our community.

I am pleased to tell you that Carlow was re-accredited by the Middle States Commission on Higher Education—a significant achievement and milestone for the university. The board of trustees approved an ambitious master plan for our campus, fundraising was strong—and we maintained our enrollment in what are challenging times for higher education.

As you'll see in this report, enrollment and fundraising will continue to be at the heart of our strategic initiatives. As a Catholic institution, we have always believed that access to a transformative education is critical for those who may face challenges in financing their degree. Staying true to that mission is at the heart of what we do.

In the years ahead, we must continue to look to our alumni and friends to help support the operational and strategic goals of the university. The Honor Roll of Donors, coming out later this fall, is a wonderful reminder that this university has many friends—and we are truly grateful for your faith in us. In order to move forward, it is critical that others give back—through endowed scholarships, gifts to the Carlow Fund, and other support that will decrease our dependence upon tuition and strengthen our ability to continue to offer a first-class educational experience to a new generation of students.

I would like to thank all of you for your continued support and your counsel as we embark on the third year of our five-year strategic plan. We are approaching 2016-2017 with a sense of both urgency and optimism—to stay on track, take advantage of opportunities, and create initiatives that will be solid investments in our future.

Sincerely,

Suzanne K. Mellon, PhD
President





MIDDLE STATES RE-ACCREDITATION

It is with great pride that I report that Carlow's accreditation body, the Middle States Commission on Higher Education (MSCHE), re-accredited the university in the spring of 2016 for another nine years. The accreditation process is by no means automatic—and is only granted upon recognition of the university's ability to continue to offer a strong educational experience. The report Carlow submitted was an in-depth examination of our strengths, challenges, and initiatives in areas MSCHE considers essential to best assess the university's viability as an institution of higher education. Carlow received 22 citations of accomplishment, significant progress, or exemplary/innovative practices by the visiting accreditation team.

My thanks go out to all of the faculty, staff, students, alumni, and members of the board who participated in the process. Accreditation is a measure of quality to our peers, our donors, and prospective students—and it is wonderful to know that our peers consider this university worthy of that recognition.

STRATEGIC PLAN

At the end of the 2015-16 academic year, Carlow was on track to meet many of the goals of its ambitious five-year strategic plan. The second year of the plan saw the realignment of the university's master plan, and progress in the areas of 1) Enhance Brand; 2) Diversify Programs and Formats; 3) Increase Fundraising; 4) Foster Distinctive Learning; 5) Grow Partnerships; and 6) Increase Retention. Three areas that proved more challenging included 1) Expand Enrollment; 2) Optimize Resources; and 3) Elevate Experiential Learning.

Two new initiatives were added to the above list: 1) Increase Capital Funding and 2) Drive a Culture of Innovation and Diversity. This university, like many, must continue to find ways to tackle its aging infrastructure and to build new facilities to support growth. And also like many universities, we must further commit to being diverse and inclusive in our faculty and staff hiring—a commitment that honors our Mercy heritage.

Our top three priorities for the coming year remain the same: 1) Optimize Learning; 2) Accelerate Growth; and 3) Build Financial Health. **Each one of these must always be in our lens—and it is where they intersect that Carlow will thrive as an institution.**



Justin Harshbarger, BS 2016, Biology

2016 First-Year Class Profile

215

New Traditional First-Year Students

~3.42

Average High School GPA

~975

Average SAT
(+7 Points over last year)

93% from PA

54% from Allegheny County

7% from out of state
(MD, NH, NY, OH, TN, VT, WV)

83%
Female

17%
Male

*Class profile is as of two weeks before classes start—not final.

ENROLLMENT

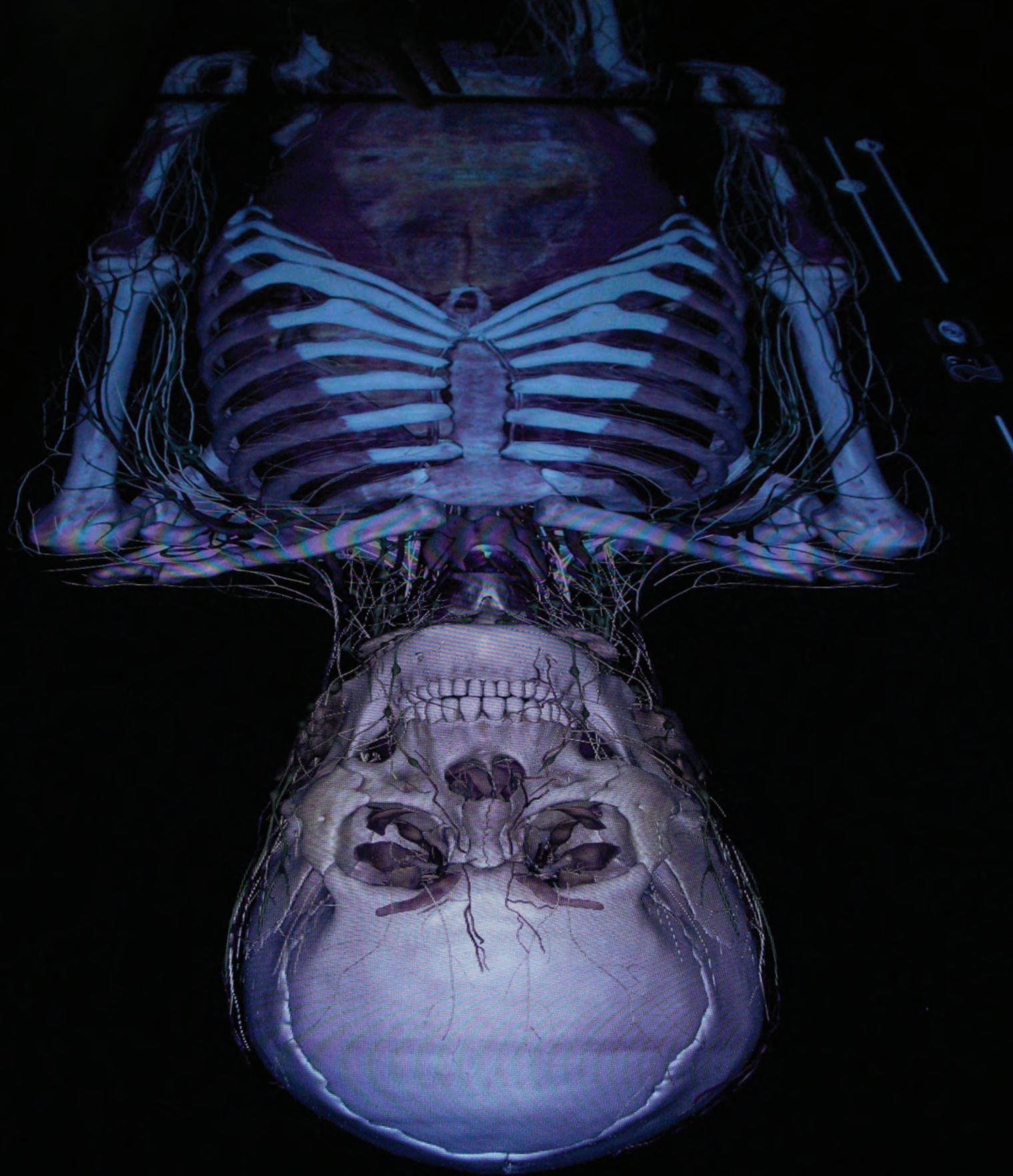
Fall 2016 enrollment was on par with enrollment from the previous academic year. Gains were seen in the average high school GPA—and the average SAT scores—of our first-year class.

Carlow has decided to invest in marketing and branding in order to “tell our story” in an effort to boost the visibility of the university and enhance enrollment in select programs. We are encouraged by the initial response to the campaign and are hopeful it will help increase applications and enrollment in the near term.



White/Caucasian 72%
Black/African American 14%
Unreported 7%
Two or more races 3%
Hispanic 2%
Asian 2%

Alonta Pitts, BS 2016, Management in Health Services



Carlow's Bachelor of Science in Respiratory Care program is the first such program in the country to integrate the Anatomage virtual dissection table into its courses.

NEW PROGRAMS

The Carlow Compass, the university's innovative general education curriculum, completed its first year in operation and, by all measures, met its goals and expectations. **The 2015-2016 academic year saw the introduction of the Bachelor of Science in Respiratory Care (BSRC) program, one of only 60 such programs in the country.** We are also now offering a 100 percent online BSRC degree completion option—one of only 11 in the nation. The BSRC is designed to tap the market of both professionals who need “up-credentialing” in their fields as well as new entrants into this in-demand area. We also now offer the RN-BSN degree completely online.

Looking ahead to 2016-2017, 10 new programs are being considered for Fall 2017 enrollment. Our focus is on programs that are in-demand in our region, increased online delivery options, and more distinct differentiation in our current programs. We will keep you posted on our progress.

WESTMORELAND COUNTY
COMMUNITY COLLEGE
COMMUNITY COLLEGE
OF ALLEGHENY COUNTY
COMMUNITY COLLEGE
OF BEAVER COUNTY
CONEMAUGH MEMORIAL
MEDICAL CENTER
PITTSBURGH
TECHNICAL COLLEGE



PARTNERSHIPS

Carlow continues to build strong relationships with key academic partners across our market area. In addition to our strong partnership with Community College of Allegheny County we now have nursing agreements signed with Westmoreland County Community College, the Community College of Beaver County, and Conemaugh Memorial Medical Center. The Community College of Beaver County agreement also includes an option for an early childhood education degree program, and we've also created partnerships with Pittsburgh Technical College (programs in criminal justice, corporate communication, and business management). And we are excited to announce that we are in the process of finalizing a 3+ agreement with the University of Pittsburgh in engineering.

ATHLETICS



One of the other big stories of the 2015-2016 academic year is the contribution of Athletics to our enrollment—as well as to our visibility as an institution. Nearly one-fourth of our new students (23%) who enrolled in Fall 2016 were varsity athletes. Carlow now hosts 11 varsity teams. In addition to women's volleyball, tennis, soccer, and softball, and men's and women's basketball and cross country, three new teams began competition: men's and women's golf, and men's soccer.

We celebrated the best showing of our women's softball team in their conference. They were the runner-up in the United States Collegiate Athletic Association (USCAA) Softball National Championship tournament—the best finish of any athletic team in Carlow history. In addition, they were also named a 2015-2016 National Association of Intercollegiate Athletics (NAIA) Scholar Team with the highest Carlow athletic team GPA (3.45). Four of the softball players were named USCAA All-Americans and their coach, Bob Sirko, was named USCAA Coach of the Year.

Carlow's conference affiliation, the Kentucky Intercollegiate Athletic Conference (KIAC), recently underwent a name change to become the River States Conference, more accurately reflecting the geographic location of its members.



Nai Mayen, criminal justice major



Academic convocation

NEW FACULTY AND STAFF

We welcomed new faculty and staff to the Carlow community, and our new hires reflect the university's focus on specific academic programs (management, mathematics/STEM, nursing, and psychology/counseling) that are key to our enrollment growth. We have also hired a dean of online and digital learning to help develop and manage our academic initiatives in those two important areas—and a director of sponsored programs and research to assist Carlow faculty in obtaining new grants and research awards. Finally, Carlow's social justice initiatives, including the Women of Spirit® Institute and the Geibel Institute for Justice and Social Responsibility, are being combined under an umbrella organization, the Social Justice Institutes, and a new executive director has been hired to direct those efforts.

KUDOS AND CONGRATS

Many Carlow faculty and students were honored during the year for their accomplishments and achievements. Here are a few examples that should make you all proud:



1



2



3

- Kevin Haworth, director of the Master of Fine Arts program in Creative Writing, received an award in 2016 by the National Endowment for the Arts (NEA) for creative writing. He is currently working on a book about the Israeli comic artist and writer Rutu Modan.
- Mary Burke, professor in the Psychology department, was honored by the YWCA Greater Pittsburgh with the Tribute to Women Leadership Award in the Health and Human Services Category.
- Our nursing graduates had the highest pass rate in Pittsburgh on their licensure examination (NCLEX)—95.74 percent.
- Carlow was one of a select group of 21 colleges and universities nationwide asked to take part in a new consortium for online humanities instruction, sponsored by the Council of Independent Colleges (CIC).
- Four Carlow students won prestigious Vira Heinz scholarships, a program that provides funds for study-abroad opportunities.
- Eduventure ranked Carlow 10th of the top 20 private master's schools in the United States for retention.

1.) Kevin Haworth, director of the MFA program 2.) Mary Burke, psychology professor
3.) Manjit Bhullar, BSN 2014, nursing director, Somerset Hospital Emergency Department



Trista Globosky, BSN 2012, flight nurse, STAT MedEvac

CAREER OUTCOMES

There is good news to celebrate when it comes to career outcomes and placement for Carlow students. **The latest report shows that 91 percent of our undergraduates, and 96 percent of our graduate students, were placed within six months of graduation.** The list of employers is indeed impressive—showing that Carlow students are in-demand by employers here in the Western Pennsylvania region, and that their majors are those that will be fueling the economy locally and nationally in the years to come.

More importantly, Carlow’s values-driven education is aligning with the needs of the new generation of college students—giving them a distinct competitive edge. Who knew that respect, integrity, ethical leadership, and social justice would also become today’s in-demand characteristics of top employees by industry, government, and nonprofits?

CARLOW IN THE NEWS

I am proud to say that Carlow was “in the news” in a positive way many times during the 2015-16 academic year. Stories appeared in print and online in publications such as the *Pittsburgh Tribune-Review*, *Pittsburgh Post-Gazette*, and others. Of special note were:



- The grand opening of our new, LEED-certified University Commons. Featured on KDKA-TV and in both the *Pittsburgh Business Times* and the *Pittsburgh Post-Gazette*.
- “Forget Ideal Work-life Balance” (regarding Woodrow Wilson Scholar Dede Bartlett’s visit to Carlow University). *Pittsburgh Post-Gazette*, November 11, 2015.
- Coverage of Carlow’s new tuition discount for alumni of the Catholic Diocese of Pittsburgh. *Pittsburgh Post-Gazette*, *Pittsburgh Tribune-Review*, KDKA Radio and TV, and WPXI-TV.
- “Prestigious Writing Award Finds Winner in Pittsburgh” about MFA Director Kevin Haworth’s NEA award. *Jewish Chronicle*, January 7, 2016.
- “Carlow Invites Locals to Meet Their Muslim Next Door,” WESA-Radio, January 27, 2016.
- “A Peaceful Stand” featuring Carlow’s One Billion Rising event against domestic violence. *Pittsburgh Tribune-Review*, February 11, 2016.
- “Students Help Homeless Children Exhibit Their Art” detailing involvement of Carlow students. *Pittsburgh Post-Gazette*, April 4, 2016.
- “Most Admired CEOs: Suzanne Mellon,” *Pittsburgh Business Times*, April 29, 2016.
- “Pittsburgh May Have 80,000 Worker Shortage by 2025,” *Pittsburgh Business Times*, May 4, 2016.
- Shawn McGill, Carlow alumna, was a *Pittsburgh Tribune-Review* News Maker for her selection as a Carlow University Laureate. May 28, 2016.

1.) University Commons 2.) Carlow stands up against domestic violence 3.) Shawn McGill, Carlow University Laureate

LIKES AND VIEWS AND TWEETS—OH, MY!

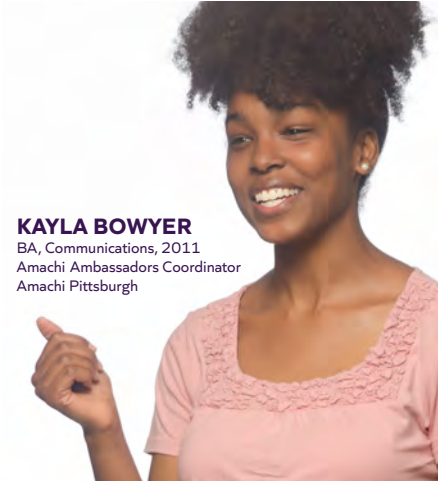
Carlow entered the age of social media in a big way during the 2015-16 academic year. Using metrics ranging from Google analytics to YouTube views, we’ve started to measure how many people are engaging with us—and on what topics. We’re gaining insight into which of our academic programs are garnering the highest number of unique page views, and how many times our tweets are being re-tweeted. And I am proud to report that the number of people following my Twitter feed (@PresidentMellon) continues to increase. While I may not yet be in the same social media stratosphere as certain reality stars, I understand and appreciate the need to stay in touch with our students, alumni, and friends, and to tell Carlow’s story, in new ways.



LIFE IS
COMPLEX.
STUDY BIOLOGY AT
CARLOW
UNIVERSITY
CARLOW.EDU



HEALTHY MINDS
=
HEALTHY LIVES.
Psych majors impact lives.
Find out how at
CARLOW
UNIVERSITY



KAYLA BOWYER
BA, Communications, 2011
Amachi Ambassadors Coordinator
Amachi Pittsburgh
IMPACT
YOUR WORLD
WITH A COMMUNICATIONS
DEGREE FROM
CARLOW
UNIVERSITY
CARLOW.EDU

Digital advertising on Facebook and Google features our strong academic programs.

WHAT DRIVES YOU?

TELLING THE STORY

During the 2015-16 academic year, Carlow embarked on a thoughtful and systematic process of reconsidering its image and determining how best to “tell its story” in order to compete in today’s increasingly complex and crowded educational recruitment market. A consulting firm was hired to help the university develop a brand platform—based on its distinctive strengths, mission, and aspirations—and in January 2016, an experienced vice president of marketing and communications, Jeanne Hartig, was hired to develop a brand strategy designed to enhance enrollment as well as institutional visibility. The campaign moves the university heavily into digital media and away from its principal reliance on print publications and newspaper/magazine advertising. The early results have been encouraging, and I hope you will follow “what’s next” on Carlow’s Facebook, YouTube, and Twitter accounts—as well as updates on the university’s website.



FUNDRAISING

I am especially happy to report that the fundraising numbers for the 2015-16 academic year were strong, despite the absence of a full-time vice president in that area. Of the 1,255 donors to the Carlow Fund, 22 percent of these donors increased the amount they gave over the previous year, and the average gift increased by 5 percent. I am especially pleased to report that faculty and staff giving increased by 22.7 percent, which is a testament to the faith and belief they have in the future of this university.

I want to also stress the important role of planned giving at our university. This academic year, we received significant estate gifts totaling \$2.7 million. Generosity such as this leaves a proud legacy that benefits our students for years to come.

We are thrilled that, for their 50th anniversary gift, members of the Class of 1966 raised \$63,055.80—including the establishment of The Class of 1966 Legacy Endowment for the Social Justice Institutes.

The other big news at the end of the 2015-16 academic year was the hiring of Carlow’s new vice president for university advancement. Kimberley Hammer, a well-known Pittsburgh fundraiser, is already reshaping the department and positioning it for increased activity in the months to come.

My thanks goes out to all of you who have supported Carlow in the past—and to those of you who continue to support this fine university. It is because of you that we are able to keep the Sisters of Mercy’s mission of access alive and to offer new generations of Carlow students the chance to “do good and do well.”

We can’t do it without you—and I hope you will stay with us, and encourage others to be part of our journey, in the months and years ahead.

2015-2016 University Advancement Highlights

\$5,763,650
Dollars raised

\$640,158
Total dollars raised
for the Carlow Fund

51.7%
Faculty and staff
giving participation

85
1929 Society Members

100%
The Carlow Fund
trustee and alumni
association member
participation

MASTER PLAN

Carlow's board of trustees approved a comprehensive facilities master plan for the university in 2016. In partnership with CannonDesign, this exciting development, two years in the making, comes at a critical time for Carlow, as we try to assess what type of space is required for educational needs five, 10, and 20 plus years from now. It is clear that our highly-regarded nursing program, in order to remain competitive, will need new simulation laboratories—and the athletic program, as it continues to grow, will need upgraded facilities in the near future. Discussions are now under way to prioritize the recommendations found in the plan, and we will continue to update you as they progress.





FINANCIAL

Carlow began and ended the year with a balanced budget, despite the increasing financial demands placed on private institutions of higher education. Through our rigorous process that aligns budget resources to the strategic plan, instruction, academic support, and institutional support continue to be allocated the greatest percentage of our overall operating budget. The university has also made significant efforts to increase its budget allocation toward preventive and deferred maintenance for our aging historic buildings. In addition, we met our goal of achieving a 2 percent surplus for reinvestment, and we completed a comprehensive and strategic alignment and prioritization plan that will be critical in providing guidance in the near future in terms of resource prioritization.

I am also happy to report that David Meadows has joined Carlow as our vice president for finance and administration. He has already embarked on a systematic analysis of our policies, procedures, and business analytics capabilities, and I look forward to working with him in the months ahead.



MERCY HERITAGE

Carlow’s tradition of service continued this year with our annual Mercy Service Day, during which all of our first-year students, as well as faculty and staff members, serve community partners around the city. Members of the Carlow community are involved in similar service opportunities throughout the year. This past spring was our 10th year serving with Habitat for Humanity in Laredo, Texas during Alternative Spring Break—and also the 10th consecutive year we have been named to the President’s Higher Education Community Service Honor Roll.

Two new student organizations have been initiated this past academic year. Chapters of Catholic Relief Services Ambassadors and the Interfaith Youth Corps will involve students in ongoing response to the needs of our world and in dialog and experiences which will enhance our understanding of and respect for the religious traditions of all Carlow community members.

Sister Sheila Carney, special assistant to the president for Mercy heritage and service, led a group of McDarby Institute graduates to Ireland in the spring of 2016, giving them an in-depth understanding of the Sisters of Mercy, the life of Catherine McAuley, their founder, and Carlow, Ireland—the home of the seven Sisters who sailed to Pittsburgh in 1843.

FOR MORE INFORMATION

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In 2016, the Allegheny Conference issued a report entitled ***Inflection Point: Supply, Demand, and the Future of Work in the Pittsburgh Region.*** Its conclusion: Our region will be remade in the next generation. We can have it happen to us or we can take the lead.

A major part of the change that is already here is the dominance of the Millennials—the largest generation in our history. Born between 1980 and 2000, they already constitute the majority of Carlow’s undergraduate and graduate students. Many are digital natives, and they are reshaping retailing and other service industries, communication, and transportation through their use of technology.

The Millennial generation is also, in many ways, closely aligned with Carlow’s Mercy values. For them, work must have purpose, inclusion is non-negotiable, social justice is a priority, and accepting the inherent dignity of each individual is a given. Making a difference is not enough for them. They want to have an impact—and they are not willing to wait to see it happen.

Carlow, therefore, is looking forward through values-driven/career-focused lens to the future. Mercy values have become the new competitive edge, and distinction, that will give our university the chance to stand out in a crowded educational marketplace—and the academic and educational experience we offer will help our graduates stay in-demand by employers in our region.

EXCITING
CHALLENGING

Exciting and challenging times are ahead. Thank you for your support and coming along on the journey.



PRESIDENT'S REPORT

Carlow University
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CHANGE SERVICE REQUESTED