



2016

ANNUAL REPORT

JOHN CARROLL UNIVERSITY



Dear alumni and friends,

The 2015-2016 fiscal year marks our 130th as an institution of higher learning that started in 1886 as Saint Ignatius College in Cleveland. During this milestone year, we have continued to remain true to our heritage, reflect on our history and values, and enhance our distinguished reputation.

Academically, we reached a milestone, as all departments and majors completed a key external academic program review. Plans for every academic major, minor, and concentration have been implemented as part of our student-learning assessment. The freshman class began its academic career under our new, integrative core curriculum, which includes new courses that examine the creative and performing arts, the global community, the human experience, the natural world, social justice issues, and quantitative analysis.

We secured several grants to help us provide experiential learning opportunities for more students, as well as improve the overall John Carroll experience. One of them, awarded by the U.S. Department of Education, is a First in the World program grant totaling nearly \$1.3 million. We are the only university in Ohio to receive such funding. This project integrates student development and success theories into a program of block schedules and linked courses designed to bolster shared knowledge, learning, relationships, and responsibility among at-risk freshmen.

We were awarded a three-year, \$349,200 Career Ready Internship Grant from the Great Lakes Higher Education Guaranty Corporation, which will result in 190 new paid internships during the 2015 to 2018 academic years. We are one of 33 colleges and universities in four Midwest states receiving a combined \$12 million in grants to make internships more equitable for our students with

financial need. We are collaborating with businesses and nonprofit organizations to provide our students with an educational opportunity they might not have otherwise.

In addition to these grants, we continue to be recognized nationally. We are ranked No. 1 in the nation for preparing Boler School of Business students for jobs, according to the Best Undergraduate Business Schools employer survey conducted by Bloomberg Businessweek. We continue to rank No. 7 in the Midwest in the U.S. News & World Report “Best Colleges” guide, which marked the 27th consecutive year we ranked in the top 10 among regional universities. We also ranked third for a strong commitment to undergraduate teaching.

We were again named to the President's Higher Education Community Service Honor Roll, which is the highest federal recognition a college or university can receive for its commitment to volunteering, service-learning, and civic engagement. We also were one of only five colleges to receive the Higher Education Civic Engagement Award presented by The Washington Center and the New York Life Foundation based on our leadership and innovation in civic engagement through the “We the People” program. This significant recognition reflects the breadth of our students’ commitment to making a positive impact on communities throughout the world.

We have been humbled by the passion alumni and friends have for this University, which is shown by your participation in the Forever Carroll Campaign. This past fiscal year, we successfully closed our \$100 million goal to support scholarships; internships; endowed professorships; faculty development; mission-related initiatives; and beautiful places for students to live, learn, pray, and play on campus. Donors gave more than \$104 million, and we are securing a brighter future for this institution.

Finally, we launched a new strategic plan for the University this year. It is titled Promise and Prominence. Our plan has three goals – academic excellence for student learning and success, faith that does justice, and an engaged campus community. As such, we pledge our ongoing commitment to inspire individuals to excel through these learning goals, which guide us in educating today’s students. Our plan will make us stronger, not only because additional resources enrich student learning, but because John Carroll and its graduates are integral to communities working diligently to make the world better and more just.

We are pleased to share this annual report with you.

Sincerely,



Rev. Robert L. Niehoff, S.J.
President, John Carroll University



Michael J. Merriman '78
Chair, Board of Directors, John Carroll University

University Learning Goals

A John Carroll education is distinguished by respect and care for the whole person (*cura personalis*), innovative teaching, and integrated learning throughout the entire student experience. A commitment to excellence and academic rigor animates JCU's way of proceeding – graduating individuals of intellect and character who lead and serve by engaging the world. The University expresses this commitment through the following four aspirational learning goals informed by its Jesuit, Catholic heritage.



INTELLECT



CHARACTER



LEADERSHIP



SERVICE





Students are transformed through an integrated curriculum and applied learning to fully realize their potential to enrich the world.

The University received a \$1 million grant from Medical Mutual of Ohio to enhance the development of JCU's **prehealth professions program** to help position students for greater success in health-care careers and support faculty with projects that foster program excellence.

Two new **academic partnerships** will benefit JCU students. The University of Notre Dame will reserve seats each academic year for JCU graduates from science and social science/humanities majors in its Engineering, Science & Technology Entrepreneurship Excellence Master's Program. Also, the University signed a revenue-sharing agreement with Case Western Reserve University School of Law that allows JCU students to complete three years at Carroll and directly enter CWRU Law School, which features a highly ranked health-care law program. In addition to health law, students have the option to specialize in international and national security law or law, technology, and the arts.

Terry Mills, Ph.D., assistant provost for diversity and inclusion and chief diversity officer, accepted an invitation from the White House to highlight JCU's plans to implement the **First in the World grant** of \$1.3 million.

English professors Phil Metres, Ph.D., and George Bilgere, Ph.D., were honored with Individual Excellence Awards from the **Ohio Arts Council**. The council approves 75 awards, each worth \$6,000, out of 392 applicants. Additionally, Metres won a **Lannan Fellowship for poetry**. The Lannan Literary Awards and Fellowships were established in 1989 to honor established and emerging writers whose work is exceptional.

The Science and Faith in Seminary Formation for College and Pre-Theology Programs received \$10,000 in grants for the development and implementation of **science courses in the pre-theology and college programs** of Roman Catholic seminaries in the United States. The impetus for this project is the output of official church documents that support a recovery and reintegration of science in the seminary intellectual formation program. Doris Donnelly, Ph.D., is the project director.



Character

Inspired by the Ignatian tradition of finding God in all things, students develop a holistic awareness of themselves and others, acting with integrity and moral purpose for the good of society.

The 2016 George B. Sweeney Endowed Champion **Award for Service** recognized Robin Goist '18 and Marina Giannirakis '17 for their commitment to community service and social justice. The 2016 Staff Service Award recognized Peter Bernardo '67, '72G of the University's advancement division for his consistently positive impact on the community through voluntary service.

The 2016 Curtis W. Miles Faculty **Award for Community Service** recognized Penny Harris, Ph.D., of the sociology and criminology department for the significant contributions she has made to Northeast Ohio by sharing her expertise with community groups and nonprofit agencies.

Adam Chaney '17 is one of 12 students in Ohio to receive a **Charles J. Ping Student Service Award** for exemplary service to campus and the community.

As a fair trade institution and signatory of the Catholic Climate Covenant and the statement of global leaders in Catholic higher education in support of Pope Francis' "Laudato Si," the University will promote a low-carbon transition and **climate action**.

Ignatian Heritage Week (Jan. 24-30) celebrated the University's tradition of being men and women for and with others. This year's theme, "Borders and Frontiers: Answering the Ignatian Call to Peace and Justice," drew attention to the Jesuit commitment to peace and justice and the poor and marginalized.



Leadership

Students learn to recognize themselves as agents of positive change with and for others by integrating faith and reason to meet the world's needs through ethical leadership.

Madeline Smanik '16 received this year's NBC/John Carroll University **"Meet the Press" Fellowship**. Smanik, who majored in communication and political science, served as the campus editor for the University's student-run newspaper, The Carroll News, and held internships at Cleveland Magazine, WKYC-TV 3 (NBC), and Wingspan Care Group. The fellowship was created in 2009 in memory of the Sunday morning program's legendary host, Tim Russert '72.

Matt Sokol '17, a communication major and entrepreneurship minor, won the **Entrepreneurship Organization's** state contest and was selected to be one of 25 competitors at the national contest held in Miami.

His product is a new paint designed to protect the bottom of boats from the harmful effects of marine wildlife, parasites, and water erosion.

Robin Goist '18 was awarded a **Newman Civic Fellows Award** by Campus Compact, a national coalition of 1,100 colleges and universities committed to the public purposes of higher education. The award honors inspiring college students who've demonstrated an investment in finding solutions for challenges facing communities throughout the country. The 218 students honored this year represent the next generation of public problem-solvers and civic leaders.

Ovidiu Breahna '16 received the 2015 **Student Ambassador of the Year Award** for the Study in Spain program overseen by the Embassy of Spain-Trade Commission

For the second year in a row, and the sixth time in program history, JCU won the **Ohio Athletic Conference Men's All-Sports Trophy**. The Blue Streaks won athletic conference titles in lacrosse and tennis and were runners-up in basketball, wrestling, cross country, and football. Women's tennis and men's basketball won the OAC Championship, baseball clinched an OAC tournament bid, and swimming set 15 school records.



The Center for Service and Social Action educates for justice by offering opportunities for learning through service, community-based research, and civic engagement. The center connects the campus with the community through mutual partnerships that are significant, eye-opening, and transformative. These help the University realize the Jesuit goal of developing well-educated men and women who understand what it means to stand in solidarity with those living in poverty and on the margins, engage in ongoing reflection, and build a more just and humane society.

SUCCESS OF STUDENTS AND FACULTY

- 2,076 students (unduplicated) engaged in community service activities.
- 1,334 students took an academic service-learning course.
- 70 service-learning courses were offered.
- 38 faculty members taught one or more service-learning courses.
- 17 different disciplines offered one or more service-learning courses.
- 149 weekly service-learning activities were offered with 75 community partners.
- 125 student workers were employed by CSSA, the majority of whom were part of the Federal Work Study Program.
- 18 graduating seniors went on to do a year of service regionally, nationally, or internationally with Jesuit Volunteer Corps, City Year, MercyWorks, Operation Teach, Crossroads Ministry, Pulse, Marianist, Passionist, and Vincentian Volunteers.
- 135,586 hours of service to the community were contributed by students in 2015–2016.

POPULAR PROGRAMS

CARROLL READS ▶ a literacy tutoring program for students

WE THE PEOPLE ▶ a civic education program that focuses on the U.S. Constitution and citizenship in grade school and high school classrooms where JCU students are tutors

CARROLL BALLERS ▶ a student-led youth mentoring program at the Cuyahoga County Juvenile Detention Center

R.E.A.L. EARLY COLLEGE PROGRAM ▶ a mentoring and early college access program for eligible high school students from the Cleveland Heights–University Heights School district

2015-2016 HIGHLIGHTS

- Trained and mentored more than 125 student workers as leaders in service and ambassadors of the University in the community.
- Convened a new, 15-member faculty advisory board to provide strategic input on the center's work and identify and address faculty needs and interests.
- Developed and implemented a new service reflection process with the input and consultation of students involved in service, combined with best practices and research from the field.
- Worked with interested faculty to develop dynamic service-learning opportunities for existing and newly developed courses that are part of the new, integrative core curriculum.
- Piloted a new student employee development program to provide ongoing mentoring, skill development, leadership formation, and professional development.
- Co-sponsored four workshops titled “Social Analysis for the Twenty-First Century,” which brought Sr. Maria Cimperman, RSCJ to campus to help faculty, staff, and students deepen the capacity for reflection and social analysis.
- Convened a panel of Cleveland-area refugees to educate our students and campus community about the realities and plights of refugees today.



John Carroll—a private, co-educational Catholic university in University Heights, Ohio—is committed to educating the whole person—mind, body, and spirit—by adhering to the Jesuit tradition of educational excellence that dates back more than 460 years.

Distinctions

#7 among universities in the Midwest offering master's programs and one of the top 10 regional institutions for the 27th consecutive year (*U.S. News & World Report*)

#3 for a strong commitment to undergraduate teaching (*U.S. News & World Report*)

#7 in the Great Schools at Great Prices category (*U.S. News & World Report*)

#7 in the Midwest in the Best Colleges for Veterans category (*U.S. News & World Report*)

#1 in the nation for preparing Boler School of Business students for jobs in the Best Undergraduate Business Schools employer survey – BSOB also ranks 30 overall in the country (*Bloomberg Businessweek*)

#1 in Ohio (and #14 nationally) in overall pass rates of accountancy graduates (from medium-sized programs) who are first-time sitters for the Uniform CPA Examination. The JCU pass percentage was 70.6% compared to the national average of 55%. JCU has ranked nationally the past three years. (*National Association of State Boards of Accountancy*)

#4 in Ohio for colleges with the highest earnings potential for alumni (*The Cleveland.com* rating is based on a study, "Ranking Your College: Where You Go and What You Make," by the Georgetown University Center on Education and the Workforce)

JCU has been named to the **President's Higher Education Community Service Honor Roll**. This is the highest federal recognition a college or university can receive for its commitment to volunteering, service-learning, and civic engagement. The honor roll recognizes institutions of higher education that support exemplary community service programs and raise the visibility of effective practices in campus community partnerships.

Economic Impact

\$1 MILLION income tax revenue for University Heights (the city's largest source)

\$41 MILLION gross payroll

834 FULL- AND PART-TIME EMPLOYEES

847 STUDENT EMPLOYEES who work 1,273 different jobs

TOP5 The University was among five colleges and universities to receive the 2015 Higher Education Civic Engagement Award based on leadership and innovation.

TOP10 The part-time MBA program is among the top 10 in Ohio based on average peer assessment score, average GMAT and GRE scores of students entering the program, work experience, undergraduate GPA, and the percentage of MBA program students who attend the program part time (*U.S. News & World Report*)

TOP100 The only Ohio college or university included in Money Magazine's top 100 Best Colleges rankings based on graduation rates, educational quality, affordability, and alumni earnings

TOP100 The University was one of 77 business schools nationally to be included in the Best for Vets: Business Schools 2016 rankings. JCU has been ranked as a Military Times Best for Vets university for two years in a row, but this was the first year it participated in the business school survey.

Many graduates are employed by some of the most well-known companies and organizations in the world. Many alumni hold prominent positions, including chief executives, doctors, and teachers.

Blue Streak Nation

42,962

TOTAL ALUMNI

OF THOSE ALUMNI...

24,966

(58%) LIVE IN OHIO

22,504

LIVE IN NORTHEAST OHIO

—96% of those reside in the Cleveland and Akron areas

Where They Work*

TOP EMPLOYERS

1. THE CLEVELAND CLINIC FOUNDATION
2. JOHN CARROLL UNIVERSITY
3. CLEVELAND METROPOLITAN SCHOOL DISTRICT
4. THE PROGRESSIVE CORP.
5. KEYBANK
6. PNC FINANCIAL SERVICES GROUP
7. THE SHERWIN-WILLIAMS COMPANY
8. CASE WESTERN RESERVE UNIVERSITY
9. EY
10. PWC

Professional Fields*

3,292

TEACHERS

1,262

CORPORATE
PRESIDENTS

731

PH.D.S

803

VICE
PRESIDENTS

1,178

MEDICAL
DOCTORS

310

DENTISTS

2,052

ATTORNEYS/
JD ESQ.

466

CPAS

357

MEMBERS OF
BOARDS OF
DIRECTORS

* Based on information provided by alumni

STUDENTS



JCU graduates are individuals of intellect and character who lead and serve by engaging others.

3,026

**UNDERGRADUATE
STUDENTS**

497

**GRADUATE
STUDENTS**

21

**AVERAGE
CLASS SIZE**

14:1

**STUDENT TO
FACULTY RATIO**

84%

RETENTION RATE

compared to 81% for private institutions nationwide
and 80% for public universities nationwide
(representative of four-year institutions)

FRESHMAN CLASS PROFILE

3.6

**AVERAGE
HIGH SCHOOL GPA**

715

STUDENTS

STUDENTS FROM
309 SCHOOLS

87 FIRST-GENERATION
STUDENTS (12%)

24 STATES **8** COUNTRIES

Areas of Study

35%

BUSINESS

33%

SCIENCE, MATHEMATICS, AND HEALTH

13%

HUMANITIES

12%

SOCIAL SCIENCES, EDUCATION,

8%

UNDECLARED

STUDENTS FROM

36

STATES

71

**TRANSFER
STUDENTS**

52

COUNTRIES

42%

of the class of 2016 graduated
with a major and a minor or
more than one major

Internships: Engaged Learning

Students in the Boler School of Business and the College of Arts and Sciences participated in more than 400 internships with organizations such as the Cleveland Clinic, Lubrizol, Sherwin-Williams, Steris, University Hospitals, Shaker Historical Society, and Bellefaire JCB. These internships help students find jobs in their fields shortly after, or even before, graduation.



"Having an internship my senior year allowed me to easily transition from learning material in the classroom to applying what I've been taught in the real world. I worked with BioEnterprise, a nonprofit economic development organization focused on the biomedical sector, as a communication intern. I worked closely with the communication team in daily digital marketing, major

reports, and various communication efforts for the company and branding initiatives for the medical field in Cleveland. This position allowed me to explore the health communication field, something I had never considered before as a career option. I continue to work with BioEnterprise as a full-time employee and am exploring options for graduate schools offering health communication."

—MORGAN REAPE '16



"The Boler School of Business helped me take a career aspiration and turn it into a reality through advanced education, leadership opportunities, and professional networking. This past summer, I interned with Jefferies, LLC investment bank in Manhattan. As a fixed-income sales and trading summer analyst, I rotated through different desks on the bank's fixed-income trading floor and worked with the

syndication staff in debt capital markets. Throughout the summer, I completed multiple projects that added value to each desk. From my first day on John Carroll's campus until now, I believe the technical skills taught in the business school and the interpersonal skills I acquired throughout my humanities courses helped ensure a full-time offer beginning in the summer of 2017."

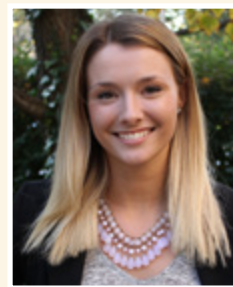
—MIKE RASCHILLA '17



"This summer I interned for Antares Capital as a credit analyst. At Antares, I worked alongside senior managers constructing middle-market deals with private equity firms. This experience expanded my knowledge of the leveraged finance industry and prepared me very well to return to Antares full time next summer.

I'm excited to return to Antares after graduation and broaden my knowledge even more."

—JAD ABDUL-AAL '17



"The Great Lakes Internship program allowed me to begin my career in the very competitive government relations industry. Through my internship with McCaulley & Company, I was able to apply the knowledge I learned from the political science program at JCU to the real world and help clients achieve their government relations and resource development goals. After completing my internship in May

2016, I accepted a full-time position from McCaulley & Company. Since accepting the offer, I've been able to work on exciting projects for various clients. So far, I have represented a client at NASA headquarters in Washington, D.C., and worked with the city of Lakewood, Ohio, through grant writing for several community development initiatives."

—ALEXANDRA EHRETT '16

Consolidated Summary of Operations YEAR ENDED MAY 31 (DOLLARS IN THOUSANDS)

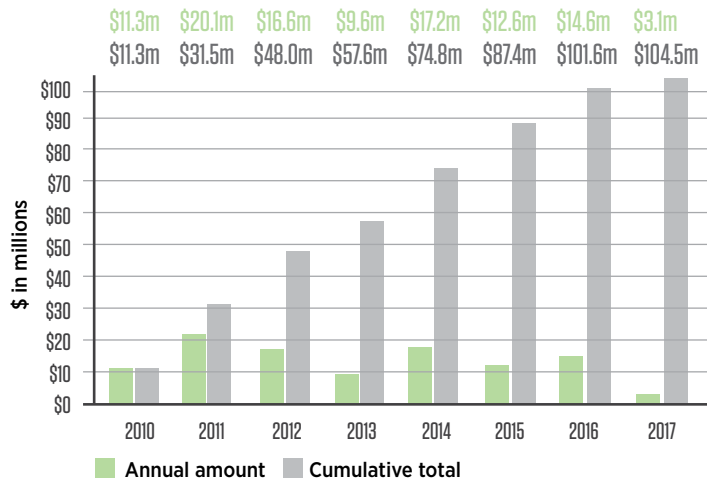
REVENUES	2016	2015
Tuition and fees	\$115,612	\$114,429
Funded scholarships	(9,853)	(9,160)
Unfunded scholarships and grants-in-aid	(57,694)	(57,051)
Residence and dining fees	18,903	19,008
Net student fees	66,968	67,226
Contributions and private grants	12,035	8,855
Government grants and contracts	3,634	3,863
Investment return designated for operations	10,785	10,315
Interest income	154	135
Rental income	3,782	3,662
Other	1,464	2,017
Total revenues	98,822	96,073
EXPENSES		
Instruction	34,039	34,137
Academic support	12,399	12,695
Sponsored programs	5,709	5,006
Student services	13,082	13,394
Institutional support	11,267	12,112
Auxiliary enterprises	18,543	17,056
Total expenses	95,039	94,400
Increase in operating net assets	3,783	1,673
SUMMARY OF FINANCIAL POSITION*		
Total assets	\$422,040	\$443,051
Total liabilities	96,325	97,949
Total net assets	325,715	345,102
Endowment market value**	\$187,663	\$205,197

* As of May 31 for years noted

** The change in the market value of the endowment is also impacted by the annual draws taken to fund University scholarships and initiatives. The net investment return for the endowment for the last fiscal year was 5.6%

FOREVER CARROLL CAMPAIGN

The University surpassed the Forever Carroll Campaign goal of \$100 million by reaching the \$104.5 million mark.



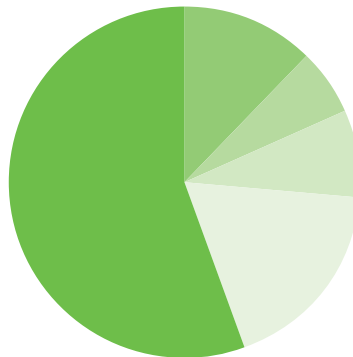
ENDOWMENT FUND MARKET VALUE

The net investment return for the endowment last fiscal year was (5.6)%. The change of the endowment's market value is affected by annual draws taken to fund University scholarships and initiatives.



SOURCE OF GIFTS (FOR FISCAL 2016)

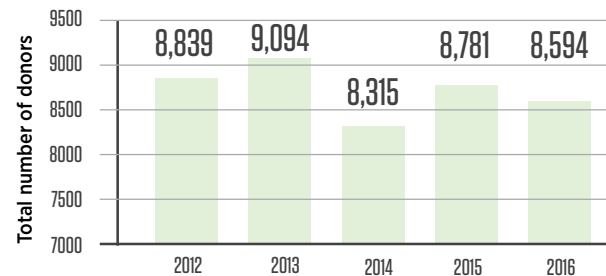
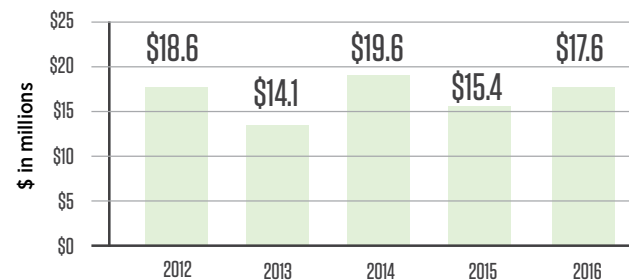
Cash gifts exceeded \$10 million in fiscal year 2016 and have exceeded \$8 million five out of the past six years. Alumni led the way in giving, accounting for more than half of all contributions. The percentage and number of alumni engaged with their alma mater increased to 31.4% from 30.5%. Gifts from foundations and corporations decreased from 32% of funds raised in FY 2015 to 26%. Gifts from parents, friends, and staff remained at 6%.



56%	ALUMNI	6%	PARENTS/FRIENDS/FACULTY, STAFF
	\$5,742,151		\$655,354
18%	FOUNDATIONS	12%	ESTATES
	\$1,866,622		\$1,272,958
8%	CORPORATIONS/ORGANIZATIONS		
	\$844,063		

GIVING AND COMMITMENTS

Philanthropy plays an important role in supporting the University's Jesuit Catholic mission. In fiscal year 2016, new gifts and pledges increased 12% to \$17.6 million compared to last fiscal year, when they totaled \$15.4 million. New gifts and pledges have exceeded \$15 million four out of the past five years.



Administration

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President

Jeanne M. Colleran, Ph.D., '76
University Provost and Academic
Vice President

Dennis F. Hareza '81
Vice President for Finance
Corporate Treasurer

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Vice President for Administration
Corporate Secretary

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Vice President for Student Affairs

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Vice President for University Mission
and Identity

Doreen Knapp Riley
Vice President for University Advancement

Brian G. Williams, D.M.
Vice President for Enrollment
and Institutional Analytics

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Dean, College of Arts and Sciences

Alan R. Miciak, Ph.D.
Dean, John M. and Mary Jo Boler
School of Business

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Assistant Provost for Diversity
and Inclusion

Colleen Trembl
General Counsel

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University Hospitals

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Retired Executive Vice President
Travel Centers of America

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Managing Director of Equity Research
KeyBanc Capital Markets

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BrownFlynn

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Retired Partner
KPMG

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Auxiliary Bishop
Archdiocese for Military Services, USA

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Charles T. Fisher III Chair of Business Ethics
and Professor of Management
University of Detroit Mercy

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Vice Chairman
Stoneleigh Capital LLC

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Retired Senior Vice President
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Allstate Insurance Company

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President
Rockhurst University

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Executive Vice President
Mettler Toledo

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Jesuit Scholastic Society of Jesus,
Chicago-Detroit Province

Terrence P. Fergus '76
President
FSM Capital Management, LLC

Daniel J. Frate '83
Group President, Customer
Management and Maintenance
ACI Worldwide

Evelyn Jenkins Gunn, Ph.D., '72G
Carnegie Scholar and Fellow (NBCT),
National Academy
Carnegie Academy for the Advancement
of Teaching & Learning

Annette L. Haile '74
Retired Vice President, *IBM*

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Partner
Thompson Hine LLP

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Crown Battery Manufacturing Company

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Retired President
Kenilworth Steel Company

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Chaplain
Loyola University Hospital

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United States Army, Retired
Deputy Director, Emergency Management,
U.S. Department of Labor, Retired

Robert W. Hostoffer, D.O. '81
Allergy and Immunology Physician
Allergy and Immunology Associates

William E. Kahl '86
Executive Vice President of Marketing
ShurTech Brands, LLC

Board of Directors (continued)

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Federated Investors Inc.

Teresa K. (Kluesener) Lewandowski '78
Director of Journal Production and
Manufacturing Services
American Chemical Society

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Retired President and CEO
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L. Thomas Marchlen
Senior Tax Attorney
Alcoa Inc.

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Executive Partner
Frazier Healthcare Partners

Michael J. Merriman '78
Operations Advisor
Resilience Capital Partners

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Petco

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John Carroll University

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Retired Vice President
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Chief Executive Officer
Sterigenics International LLC

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Archbishop
Archdiocese of Nassau, The Bahamas

Rev. James Prehn, S.J.
Rector, Jesuit Community
Loyola University Chicago

William A. Priemer
President and Chief Executive Officer
Hyland Software

Kyle J. Reynolds '99
Senior Private Banker
Huntington National Bank

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Retired Executive Vice President and CFO
Vulcan Materials Company

Rev. Michael J. L. Sheeran, S.J.
President
*Association of Jesuit Colleges
and Universities*

David W. Short '81
Retired Chairman and Co-CEO
The American Funds Group

Gregory J. Skoda '78
President, Chairman and CEO
Skoda, Minotti & Company

Mr. Raymond E. Smiley '51
Retired CFO
*Bearings Inc. (now known as
Applied Industrial Technologies)*

Mr. Terence C. Sullivan '77
President
Paragon Advisors Inc.

Stephen M. Todd '69
Retired Global Director and Vice Chair
Ernst & Young LLP

James E. Winchester Jr. '65
Chief Executive Officer and Chairman
The QUIKRETE Companies Inc.

Directors Emeriti

John G. (Jack) Breen '56
Retired Chairman and CEO
The Sherwin-Williams Company

Richard M. Hamlin Sr. '49
Chairman
The Reserve Group Inc.

Vincent Chiarucci
Retired President and CEO
Figgie International Inc.

Jack Kahl '62
President and CEO
Jack Kahl & Associates, LLC

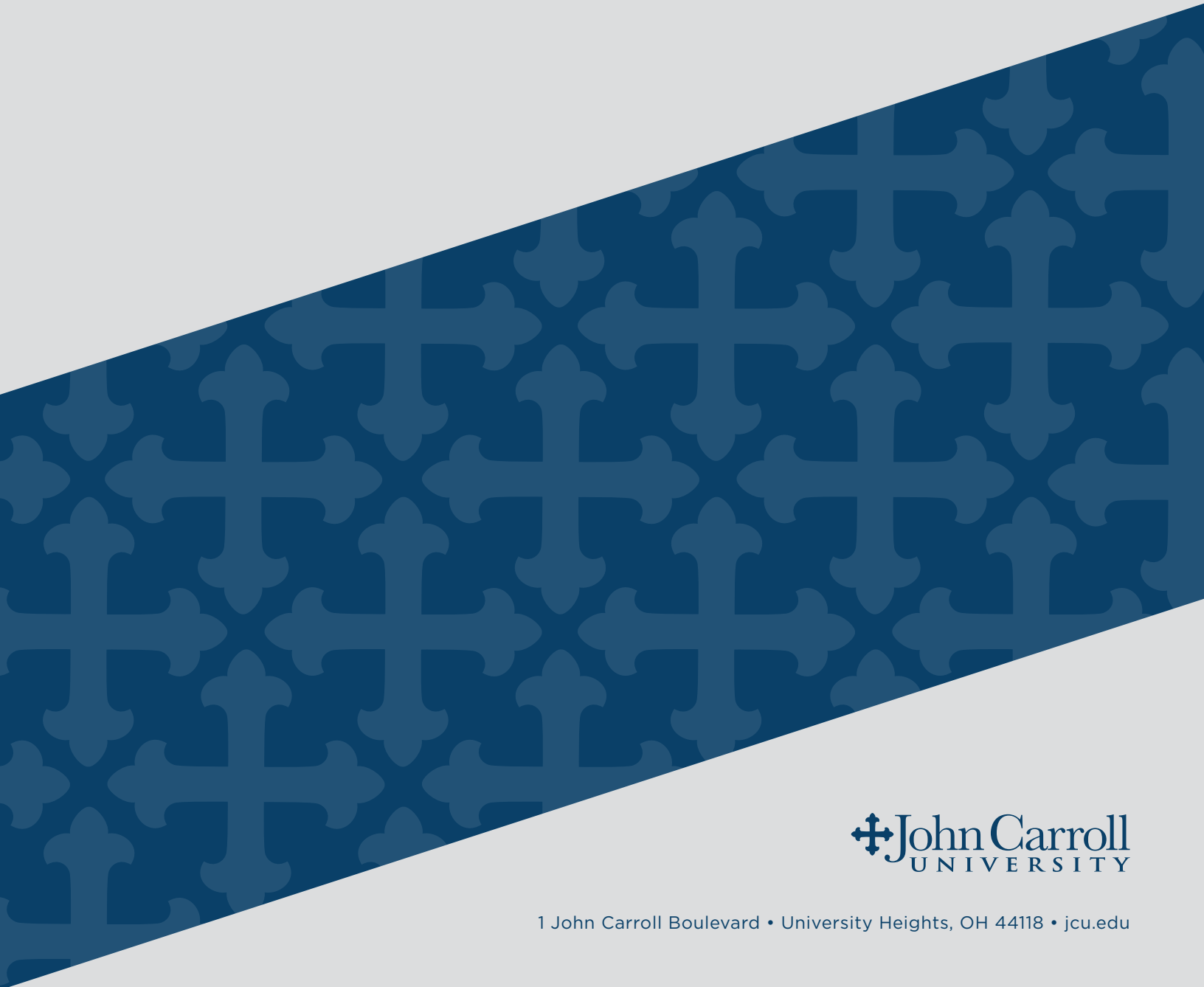
Rev. Howard J. Gray, S.J.
Special Assistant to the President
Georgetown University

Audrey Gilbert Ratner
Community Leader
Cleveland and Chicago

James S. Reid Jr.
Retired CEO
The Standard Products Company

Barbara S. Schubert '62, '67G, '80G
Retired Associate Director
The Ohio Ballet

Joseph D. Sullivan '53
Retired Partner
Calfee, Halter & Griswold LLP



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