DEAR FRIENDS,

For more than 131 years, John Carroll has inspired our graduates to lead their communities as men and women for and with others. As we look back on fiscal year 2017, we highlight the ways in which our community has been positioned to continue that mission for years to come.

First, John Carroll University launched the academic year with an enhanced commitment to undergraduate teaching. We welcomed 18 newly appointed faculty in areas of distinction within the University. Through the hiring of these new professors and lecturers, we ensured that our students will continue to be led by committed and expert faculty in the classroom.

In the College of Arts and Sciences, we received multiple grants to build on the successes of our STEM programs. And our athletic teams earned 10 conference championships, more than 90 academic awards, and a fourth consecutive Ohio Athletic Conference Men’s All-Sports Trophy. The Class of 2022 is 844 strong, and our overall financial picture improved as noted in the recent upgrading of our bond rating by Moody’s. This reflects the hard work of all units on campus, our strong brand as a Jesuit Catholic University, and improved operating performance.

We celebrated the end of the academic year with an historic announcement of a $10 million challenge gift from the Boler Family Foundation to kick off the “Inspired Lives Campaign,” which will support a transformed John M. and Mary Jo Boler College of Business. This gift along with $5 million in additional gifts from members of the University Board of Directors, officially launched a $25 million campaign.

Perhaps most exciting is that we welcomed a new University president this year with Michael D. Johnson becoming the 25th president, and first lay leader, of John Carroll University. As it stands today, more than half of the 28 Jesuit colleges and universities have lay leadership in the president’s office. Dr. Johnson joined the University from Babson College; he was previously dean of the globally-recognized School of Hotel Administration at Cornell University. His academic credentials include a B.S. from the University of Wisconsin and both an MBA and Ph.D. from the University of Chicago’s renowned Booth School of Business. Dr. Johnson taught marketing at the University of Michigan for 24 years. He and his wife Jill Kobus Johnson have three adult sons.

As we reflect on the progress of the past year, we are confident that our University is stronger and poised for growth in the years to come.

Sincerely,

MIKE MERRIMAN ’78
Chair, Board of Directors, John Carroll University

MICHAEL D. JOHNSON, PH.D.
President, John Carroll University
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JCU.EDU/ANNUALREPORT
Michael D. Johnson, Ph.D., began his tenure as the 25th president of John Carroll University on June 1, 2018. He has developed a reputation as a transformative academic leader, who has cultivated collaborative and supportive cultures at institutions throughout his career. Dr. Johnson comes to John Carroll University having served as the provost at Babson College, a private college in Wellesley, Massachusetts, known nationally for outstanding entrepreneurship programs. Prior to Babson, Dr. Johnson was dean of the prestigious Cornell School of Hotel Administration, where he raised the stature of the program as the global leader in hospitality education. He began his career as an academic and thought leader as a professor of marketing for 24 years at the Ross School of Business at the University of Michigan. It was also in Ann Arbor where Dr. Johnson met his wife, Jill Kobus Johnson, who holds a law degree from the University of Michigan. The Johnsons have three adult sons, Alex, Andrew, and Thomas.

John Carroll was ranked as the #6 regional university in the Midwest, according to the U.S. News and World Report 2018 “Best College Rankings.” The ranking represented a one-spot improvement from the previous year, and marked the 29th consecutive year that JCU was included in the top 10. The University also earned marks regionally in Best for Veterans (#5) and Best Value (#7).

Through $15 million in transformative gifts, John Carroll announced the formation of the new John M. and Mary Jo Boler College of Business in May. An historically significant $10 million challenge gift from The Boler Family Foundation made the transformation of the Boler School into the Boler College possible. At the announcement event, an additional $5 million in contributions from University Board members and other alumni were announced. This officially launched a new campaign to support the growth and development of the Boler College.
The Inspired Lives Campaign, which has a goal of $25 million, will support Boler and its two new schools, the School of Accountancy and Information Science, and the School of Leadership and Social Innovation. The School of Accountancy and Information Science will strengthen John Carroll’s reputation as a leader and innovator in accounting education. With an expanded emphasis on information science and data analytics, Boler Accountancy and Information Science graduates will be highly competitive in a fast changing and dynamic profession. The School of Leadership and Social Innovation will leverage new and established centers of excellence and faculty expertise in leadership, ethics, entrepreneurship, and social innovation. Boler Leadership and Social Innovation students will graduate as ethical leaders capable of meeting the increasingly complex demands of all industries and organizations. The Inspired Lives Campaign will support renovated classrooms and technology, including a state-of-the-art Capital Markets Lab to support an expanded finance program and a new academic program in wealth management. It will also bolster professional development opportunities for students and faculty, and further develop Boler Global.

ACADEMIC

John Carroll University’s Part-Time Professional MBA program jumped 66 spots in the nation according to U.S. News & World Report’s “Best Business Schools 2019” guide. The program ranked #111 nationally, #7 among Ohio universities, and #3 among private universities. The U.S. News & World Report part-time MBA ranking is based on four factors: average peer assessment score, average GMAT score, acceptance rate, and enrollment. The Boler Part-Time Professional MBA serves those who have a business or technical background and two or more years of professional work experience.

STEM students will benefit from two grants received by the University. The National Science Foundation awarded JCU a $640,000 grant to recruit, retain, and provide scholarship support for students working toward degrees in science, technology, engineering, or math (STEM). The S-STEM grant supports 32 undergraduate students through renewable $4,000 scholarships, conditional upon maintaining standards in a STEM-related major, including: biology, cell and molecular biology, chemistry, computer science, data science, engineering physics, environmental science, mathematics, and physics. The Ohio Department of Higher Education awarded the University a $54,600 grant that funded scholarships for 15 incoming undergraduate students. The Choose Ohio First (COF) program targets students pursuing STEMM (Science, Technology, Engineering, Math, and Medicine) degrees. The scholarship promotes success in the classroom and career exploration.

Students in the entrepreneurship program have a new place to explore ideas in a flexible environment that encourages innovation. The Burton D. Morgan Foundation Creativity and Entrepreneurship Classroom was made possible through a $300,000 grant from the organization. It encourages creativity and collaboration in its design, furnishings, and technology.
#1 for career readiness according to Bloomberg Businessweek
The Burton D. Morgan Foundation also awarded a $221,500 grant to the University to establish a LaunchNet program. The grant will expand opportunities for students in other academic programs to engage in entrepreneurial thinking, and meet their need for assistance in developing and implementing ideas.

The Department of Counseling received $1.3 million from the U.S. Department of Health and Human Services, Health Resources and Services Administration (HRSA) to address Ohio’s opioid epidemic. The Behavioral Health Workforce Education and Training (BHWET) Program grant will support the University’s Clinical Mental Health Counseling program. Sixty percent of award money will fund $10,000 stipends for graduate students. The University will also partner with Moore Counseling and Mediation Services (MCMS) to provide eighty current and future John Carroll students in a field-placement and internship program over a four-year period.

The College of Arts & Sciences announced the launch of two graduate programs: Educational Leadership and Substance Use Disorders Counseling. The Educational Leadership program focuses on principal and leadership preparation of K-12 teachers in public and private schools. JCU is one of the only universities in Ohio to incorporate a Certificate of Assessment and Accountability into the M.Ed. curriculum. The Substance Use Disorders Counseling certificate was created to meet the growing demand for qualified chemical dependency and substance abuse professionals.

Through a new collaborative agreement with the University at Buffalo School of Pharmacy and Pharmaceutical Sciences, John Carroll students will have the opportunity to earn a doctor of pharmacy degree in one less year. Under the 3+4 agreement, students will complete three years of undergraduate study in the JCU chemistry program and then apply to UB’s pharmacy program. Once accepted, students will have their first-year pharmacy courses applied toward completion of their bachelor’s degree at John Carroll.
ATHLETICS

In April, Michelle Morgan was named senior director of varsity athletics and recreation. She most recently served as senior women’s administrator and associate director at the University of St. Thomas, and has been recognized by the NCAA as an emerging leader in administration of athletic departments. She takes over from retiring Senior Director Laurie Massa, who oversaw 14 years of growth, including one of the longest periods of sustained athletic success in University history. Morgan served for eight years at St. Thomas, managing sports information and events, season ticket operations, sponsorship sales, revenue generation, external relations, branding, and marketing initiatives. Morgan becomes the 11th full-time athletic director in John Carroll University history.

Athletics earned the Ohio Athletic Conference (OAC) Men’s All-Sports Trophy for the fourth consecutive year in May. John Carroll amassed 89.25 points over the 12 sports recorded, which marks a new league record. The win ties the second-longest streak in conference history. It is also the eighth time since John Carroll joined the league in 1989-90 that the University will house the OAC Men’s All-Sports Trophy. JCU won seven men’s league titles in 2017-18, including: basketball, swimming & diving, tennis and lacrosse.

The Blue Streaks captured 10 total conference titles in 2017-18, including:

- Men’s Basketball (Regular Season & Tournament)
- Men’s Lacrosse (Regular Season & Tournament)
- Men’s Swimming & Diving (Tournament)
- Women’s Swimming & Diving (Tournament)
- Men’s Tennis (Regular Season & Tournament)
- Women’s Tennis (Regular Season & Tournament)

NCAA Qualifiers in:

- Men’s and Women’s Cross Country
- Men’s and Women’s Swimming & Diving
- Men’s and Women’s Indoor Track & Field
- Men’s and Women’s Outdoor Track & Field
- Wrestling

168 All-OAC Honorees
94 Academic All-OAC Honorees
13 All-Americans
5 OAC Coaches of the Year
FACULTY
FACULTY AWARDS AND NEWS

The Distinguished Faculty Award, which recognizes teaching excellence, personal scholarship, advisement and leadership of students, and community service, was awarded to Denise Ben-Porath, Ph.D. of psychology.

The Lucrezia Culicchia Award for Teaching Excellence, established to recognize teaching excellence, was awarded to Kristen Ehrhardt, Ph.D., of classical and modern languages and cultures.

BIOLOGY

Rebecca Drenovsky, Ph.D., a professor and chair of biology, was awarded a European Union (EU) Research and Innovation Staff Exchanges (RISE) grant to expand insights on plant biodiversity and land conservation. The prestigious grant supports Dr. Drenovsky’s study of gypsum soils, a naturally occurring mineral that can be found worldwide.

The research team includes representatives from 11 countries and 18 institutions, and will study best management practices for conserving these fragile ecosystems.

CLASSICAL AND MODERN LANGUAGES AND CULTURES

Martha Pereszlenyi-Pinter, Ph.D., presented “A Kozmetika királynője: Estée Lauder, a magyar (mégsem francia!) származású nő a márka mögött” [“The Queen of Cosmetics: Estée Lauder, the Hungarian (not French!) Origin Woman behind the Brand”] at the 57th Annual Hungarian Congress, which was held in November 2017 at the Hilton Garden Inn in downtown Cleveland. Dr. Pereszlenyi-Pinter also presented “Hidden Hungarians: Martin Rose, the Founding Father of Rose Iron Works, a Cleveland Treasure” at the 43rd Annual AHEA Conference, which was held at Cleveland State University in April 2018.

In addition, she served on the local organization committee with colleagues from CSU and CWRU.

FACULTY RENEWAL AND DEVELOPMENT

The Mike Cleary Program in Sports Studies hired two new faculty. The program focuses on planning, implementation and leadership across a wide diversity of athletic-related careers in college and professional sports management, coaching, recreation, and administration. John Carroll alumni provide a national network of administrators and coaches throughout the NFL, MLB, and NCAA who have opened doors for student internships and jobs.

The University launched the 2017-18 academic year with 18 newly appointed faculty. The hiring of new professors and lecturers represented the enhanced commitment to undergraduate teaching in Accountancy, Communications, Education, Marketing, Exercise Science, Sports Studies, and Supply Chain, as well as the Pre-Health Professions program. There is also a renewed focus on professionals seeking an MBA or other advanced degrees in areas such as Clinical Mental Health Counseling.

While appointments were made across a variety of disciplines, many were made to support areas of distinction within the University:

The Tim Russert Department of Communication and Theatre hired three new faculty. The department offers three tracks of study: Communication Studies, Digital Media, and Integrated Marketing Communication. The department is well-known for its JCU/NBC News “Meet the Press” Fellowship.

The John M. and Mary Jo Boler College of Business hired two new faculty in the Department of Accountancy and five in the Department of Management, Marketing & Logistics. Bloomberg Businessweek’s 2016 “Best Undergraduate Business Schools” Employer Survey ranked the Boler School #1 in the nation on how well undergraduate programs prepare students for careers at their companies.
COMMUNICATION AND THEATRE

Mary Beadle, Ph.D., presented the paper “Crime Reporting: Comparison of Coverage by a Local Newspaper and Television Station of the Murder of Marlene Steele” at the annual meeting of the American Journalism Historians Association, which was held in Little Rock, Arkansas, last October. Bob Noll, M.A. has been selected as a 2018 Faculty Fellow of the National Association of Television Producers and Executives (NATPE). NATPE Faculty Fellows attend the annual Marketplace and Conference for industry professionals, which brings together leaders from all areas of the global telecommunications industry as well as hundreds of exhibiting companies. The conference provides exposure to current television issues and practices while fostering better communication and cooperation with industry professionals. It was held in Miami, Florida, in January 2018.

ECONOMICS AND FINANCE


ENGLISH

Debby Rosenthal, Ph.D., served on the Advisory Board of The Collected Works of Harriet Beecher Stowe, a new scholarly edition in thirty-three volumes, to be published by Oxford University Press. Dr. Rosenthal has been invited to serve on the Community Relations Committee (CRC) of the Jewish Federation of Cleveland for a five-year term.
The CRC’s mission is to protect and promote a just, democratic, and pluralistic American society; to advocate for a strong and secure state of Israel; and to safeguard and secure the rights of Jews in Greater Cleveland and around the world. The CRC does this by establishing collaborative relationships with other ethnic, racial, civic, and religious groups. Dr. Rosenthal has been serving on the African American Outreach Committee and will also join the Latino Outreach Committee.

HISTORY
Malia McAndrew, Ph.D., has been named a visiting scholar at the The East-West Center in Honolulu, Hawaii, for the 2018-2019 academic year. The East-West Center was established by the U.S. Congress in 1960 to promote “better relations and understanding among the people and nations of the United States, Asia, and the Pacific through cooperative study, research, and dialogue.” Dr. McAndrew will write a biography of Lt. Ethel Weed, the Cleveland native who was among the first American women to shape U.S. foreign policy and peacetime military strategy during the U.S. occupation of Japan.

PHILOSOPHY
Earl Spurgin, Ph.D., presented “Punishment and Nongovernmental Institutions’ Disqualifying Natures,” and also served as a judge for the Intercollegiate Ethics Bowl, at the 27th Annual Meeting of the Association for Practical and Professional Ethics in Chicago in March 2018.

POLITICAL SCIENCE
Jen Ziemke, Ph.D., an associate professor of political science, was awarded a $196,000 grant from the U.S. Office of Naval Research for an 18-month study of narratives across social media. Dr. Ziemke’s project, “Multimodal Analysis of Social Media to Detect Strategic Campaign Trends,” The team will analyze a variety of datasets, showcasing the conversion of data into objects and sounds to see if it enhances our ability to detect trends over time.

SOCIOLOGY AND CRIMINOLOGY
Wendy Wiedenhoft-Murphy, Ph.D., and Mindy Peden, Ph.D., (Political Science) presented the paper “Global Debt and Justice” at the conference “State of Inequality: Social Justice under Siege” at Humber College in Toronto last October.

STUDENTS
Ryan Brown ’18 received the 2018 NBC/JCU “Meet the Press” Fellowship in May. The political science major and business minor is spending nine months at NBC’s “Meet the Press,” gaining experience in research and production. Brown most recently served as editor-in-chief of The Carroll News, and previously held an internship with ABC News. He gained political experience as a consultant in his home state of Michigan, and as a volunteer for Ohio Governor John Kasich’s 2016 presidential campaign. The fellowship was created in 2009 in memory of the Sunday morning program’s longtime host, the late Tim Russert ’72.

In May, Nathaniel Heiden ’17 became the latest John Carroll graduate to earn a Fulbright Fellowship Study/Research award. Heiden, a biology major, is currently working in Jaca, Spain, at the Instituto Pirenaico de Ecología, where his research centers on assessing plant responses to gypsum levels in soil. Heiden is part
of an international consortium called GYPNET, comprised of 60 scientists from 18 different institutions from 11 countries. After graduating in December 2017, Heiden worked in Haiti as a field scientist with Levo International, Inc. His goal was to support the development of community partnerships that promote sustainable agriculture.

For Sean Freeman ’19, social justice has become a passion. As a result of his efforts at JCU, he was named as a Newman Civic Fellow in March by Campus Compact. Freeman, a communications major, is one of 268 U.S. students in the organization’s 2018 cohort. Freeman has worked with the Coalition of Immokalee Workers (CIW), participated in JCU’s U.S.-Mexico border Immersion Trip, and led a trip to El Salvador. His one-year experience will provide a variety of learning and networking opportunities, including a national conference with the Edward M. Kennedy Institute for the United States Senate.

5 JCU students were selected by CCC to participate in the 2018 Summer Fellows Program.

Five John Carroll students were selected by Catholic Community Connection (CCC) to participate in the 2018 Summer Fellows Program. The competitive fellowship offers positions in marketing, communications, development, and nonprofit management. Molly Killeen ’20 (Catholic Charities), Klaire Mathews ’18 (Community Community Connection), Thomas McCartney ’18 (Sisters of Charity Health System), Jacob Schupp ’19 (The Village of St. Edward), and Antonio Vuyancih ’18 (Catholic Cemeteries Association) took part in paid work experience at Catholic organizations in Northeast Ohio. The program was created in 2017 to introduce young adults to careers in Catholic ministry.

CURRICULUM REVISIONS

The Integrative Core Curriculum prepares students to make a difference in the workplace and in society. It combines high-level transferable skills, as well as a liberal arts approach rooted in Jesuit principles. Following a 2017 revision, JCU’s Integrative Core is composed of four main components:

**Foundational Competencies:** highlights writing, oral expression, and quantitative analysis, and ensures that these competencies are re-iterated and refined in subsequent courses.

**Language Study:** interaction with authentic cultural materials created in other languages, which increases capacity to understand the perspectives of other people and cultures.

**Integrated Courses:** combines more than one content area and requires students to hone critical thinking and problem-solving skills that cross disciplines.

**Jesuit Heritage:** highlights disciplines traditionally part of the Jesuit heritage in higher education with courses in Philosophy, Theology & Religious Studies, and the creative and performing arts.
2017–2018 FINANCIAL OVERVIEW

John Carroll’s net assets grew by $22 million in fiscal year 2018 to $364 million – a 6.5 percent increase over the previous year. Improved operating performance, increased fundraising and strong returns on our endowment investments were the key drivers of the net asset growth.

TUITION

Total undergraduate enrollment increased to 3,076 as retention rates for all three returning cohorts improved from prior year. As a result, net student fees increased 4.4 percent in 2018, marking the first increase in net student fees in three years. Fundraising revenue doubled in 2018 to $21 million, largely driven by support behind the new Boler College of Business. Total revenues increased by 13.3 percent to $111 million in 2018.

OPERATING EXPENSES

Operating expenses increased 1.5% for the year, benefiting from $2.3 million of lower salaries and benefits attributable to prior year’s restructuring efforts. The University’s endowment fund grew by $17 million to $226 million. This included investment gains of $19 million and contributions of $9 million, offset by net endowment support for operations of $11 million. The portfolio return for the endowment fund was 9.8 percent. The John Carroll endowment has produced an annualized return of 7.8 percent over the past five years. The endowment portfolio remains well diversified, with 59 percent in domestic and international equities, 9 percent in fixed income, and 32 percent invested in alternative strategies including private equity and real asset funds.

CREDIT QUALITY

Excellent liquidity levels continue to bolster the University’s credit quality. Monthly Days Cash on Hand improved to 465 days in 2018 compared to the relevant peer benchmark of 355 days. Total debt outstanding declined to $68 million from $71 million in 2017 while Spendable Cash and Investments to Total Debt increased to 2.1 times coverage versus a peer benchmark of 1.8 times coverage.
## Summary of Financial Position

<table>
<thead>
<tr>
<th></th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>$429,140</td>
<td>$443,051</td>
<td>$422,039</td>
<td>$438,700</td>
<td>$456,112</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>$(93,793)</td>
<td>$(97,949)</td>
<td>$(96,325)</td>
<td>$(96,960)</td>
<td>$(91,967)</td>
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<tr>
<td>Total Net Assets</td>
<td>$335,347</td>
<td>$345,102</td>
<td>$325,714</td>
<td>$341,740</td>
<td>$364,145</td>
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### Revenues

<table>
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<tr>
<th></th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and Fees</td>
<td>$109,568</td>
<td>$114,429</td>
<td>$115,612</td>
<td>$118,413</td>
<td>$123,209</td>
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<tr>
<td>Funded Scholarships</td>
<td>$(8,912)</td>
<td>$(9,160)</td>
<td>$(9,853)</td>
<td>$(10,180)</td>
<td>$(10,114)</td>
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<tr>
<td>Unfunded Scholarships and Grants-In-Aid</td>
<td>$(54,237)</td>
<td>$(57,051)</td>
<td>$(57,694)</td>
<td>$(60,129)</td>
<td>$(62,421)</td>
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<tr>
<td>Residence and Dining Fees</td>
<td>$16,818</td>
<td>$19,008</td>
<td>$18,903</td>
<td>$18,619</td>
<td>$18,998</td>
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<tr>
<td><strong>Net Student Fees</strong></td>
<td>$63,237</td>
<td>$67,226</td>
<td>$66,968</td>
<td>$66,723</td>
<td>$69,672</td>
</tr>
<tr>
<td>Contributions and Private Grants</td>
<td>$8,467</td>
<td>$8,855</td>
<td>$12,035</td>
<td>$10,408</td>
<td>$20,990</td>
</tr>
<tr>
<td>Government Grants and Contracts</td>
<td>$4,533</td>
<td>$3,863</td>
<td>$3,634</td>
<td>$3,659</td>
<td>$3,793</td>
</tr>
<tr>
<td>Investment Return Designated for Operations</td>
<td>$9,852</td>
<td>$10,315</td>
<td>$10,785</td>
<td>$11,140</td>
<td>$11,007</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>$5,400</td>
<td>$5,814</td>
<td>$5,400</td>
<td>$6,040</td>
<td>$5,581</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>$91,489</td>
<td>$96,073</td>
<td>$98,822</td>
<td>$97,970</td>
<td>$111,043</td>
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### Expenses

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<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
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<tr>
<td>Instructional</td>
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<td>$51,383</td>
<td>$52,147</td>
<td>$51,524</td>
<td>$51,524</td>
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<td>Student Services</td>
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<td>$13,394</td>
<td>$13,080</td>
<td>$14,007</td>
<td>$14,451</td>
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<tr>
<td>Institutional Support</td>
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<td>$12,112</td>
<td>$11,267</td>
<td>$11,905</td>
<td>$11,785</td>
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<tr>
<td>Auxiliary Enterprises</td>
<td>$14,821</td>
<td>$17,056</td>
<td>$18,544</td>
<td>$18,136</td>
<td>$18,210</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>$90,770</td>
<td>$93,945</td>
<td>$95,038</td>
<td>$95,572</td>
<td>$97,016</td>
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</table>

### Increase in Operating Net Assets

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<tr>
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<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>$719</td>
<td>$2,128</td>
<td>$3,784</td>
<td>$2,398</td>
<td>$14,027</td>
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### Undergraduate FTE Enrollment

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<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,000</td>
<td>3,000</td>
<td>3,000</td>
<td>3,038</td>
<td>3,076</td>
</tr>
</tbody>
</table>

### Spendable Cash & Investments to Total Debt

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.9</td>
<td>1.9</td>
<td>1.6</td>
<td>1.9</td>
<td>2.1</td>
</tr>
</tbody>
</table>

### Monthly Days Cash on Hand

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>456</td>
<td>429</td>
<td>369</td>
<td>412</td>
<td>465</td>
</tr>
</tbody>
</table>

* A Rated Private Universities
UNIVERSITY STATS, AWARDS, ETC.

ADMISSIONS
The University enrolled **753 first-year students in 2017-18**, with 21% coming from the top 10% of their class, and 33% coming from out-of-state. Overall, the student body **toted 3,486 members**, representing 31 states and 36 countries. Of the 3,486 total students, 3,052 were undergraduates and 434 were graduate students. The retention rate from 2016-17 was 86%.

STUDENT ACTIVITIES
Students were active outside of the classroom in 2017-18, achieving high levels of interaction with both our University and surrounding communities.

- **73.5%** of full-time undergraduates participated as members of student organizations, club, or varsity sports and/or held major student leadership positions.
- **23.4%** of full-time undergraduates were varsity student-athletes (670). 105 students participate in two or more sports.
- **33.1%** of full-time undergraduates participated in intramural sports.

University Advancement achieved record-breaking fundraising levels in FY 2018.

$26,574,700

That is a 64% increase over the previous year.
STUDENT SERVICES
The Center for Career Services supported professional development programs for both the College of Arts and Sciences and the Boler College of Business.

1,052
students engaged with as a result of the Boler Professional Development Program.

315
students engaged with as a result of the College of Arts and Sciences Professional Development Program which was launched as a pilot program with 11 academic departments.

The Center for Student Diversity and Inclusion:
• Engaged 3,384 students, staff, and faculty during the 2017-18 school year.
• Provided 93 unique programs.
• Funded 26 Community Development Activities carried out by the eight (8) cultural student organizations.

ALUMNI ENGAGEMENT = 29.2%

ALUMNI LOCATION
all living alumni = 23,593
living in Northeast Ohio = 44,319

TOP EMPLOYERS INCLUDE
Cleveland Clinic, Progressive, KeyBank, PNC Bank, Sherwin-Williams, University Hospitals, EY
PEOPLE

BOARD OF DIRECTORS

Michael J. Merriman ’78 (Chair)
Business Consultant
Product Launch Ventures, LLC

William P. Donnelly ’83 (Vice Chair)
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