Dear friends,

In addition to celebrating the first Jesuit pope’s visit to the United States this year, we have celebrated many achievements that confirm our intentional focus and dedication to supporting students as stated in our strategic plan. This focus is producing results, as we implement high-quality educational services from the point of admission to graduation and beyond.

These accomplishments – which are shown concretely through rankings, grants, and programs – also indicate we are holding ourselves accountable to meeting our public commitments and adhering to our covenant with our students. We are meeting our aspirational University learning goals – intellect, character, leadership, and service. We are also preparing for the Higher Learning Commission’s visit in September 2016 by improving our academic program reviews, data collection and assessment of learning by our faculty, and planning and communication across campus.

Access and affordability continue to be a priority for us, which is exemplified by the fact our graduation rate is 10 percent higher than our peers in Ohio, according to The Education Trust, a national nonprofit advocacy organization that enhances high academic achievement. Choosing John Carroll University significantly improves the opportunity of our Pell Grant students to graduate. I am pleased to report that our Pell Grant and non-Pell Grant students have the same graduation rate. Only 35 other schools in the nation have accomplished this achievement!

Financially, we have managed our investments carefully, and those investments, as well as gifts from alumni and friends, enabled our endowment to surpass $200 million on May 31, 2015. As I write this letter, the endowment is slightly less due to challenges in the global markets, which impact our returns. Our smaller endowment limits opportunities for our students, and it is why we have made increasing our endowment a top priority during the next several years.

We thank all of you for your continued support – whether it be your time, treasure, or talent – of this distinguished University as we continue to build on our recent success.

God bless,

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

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

The University was awarded a three-year, $349,200 Career Ready Internship Grant from Great Lakes Higher Education Guaranty Corp., which will result in an anticipated 190 new paid internships during the 2015-2018 academic years. JCU is one of 33 colleges and universities in Ohio, Minnesota, Iowa, and Wisconsin that received a Great Lakes grant, which will help make internships more equitable for students with financial need. John Carroll will collaborate with businesses and nonprofit organizations to provide the greatest number of current and future students with an educational opportunity they might not have otherwise.

The second group of Cleveland Heights High School students in the R.E.A.L. Early College started taking classes on campus. R.E.A.L. (relevant, experiential, active learning) Early College is a collaboration between JCU and the Cleveland Heights-University Heights School District. The program requires students to demonstrate mastery of their core classes before enrolling at JCU. The students, who continue to take classes at Heights High, can earn as many as two years of college credit at Carroll.

JCU’s special partnership with the Cleveland Clinic also provides many JCU students with paid summer biomedical research opportunities. Our new health-care information technology track helps students gain the specialized knowledge and abilities needed to meet the IT needs of the fast-growing health-care industry.

John Carroll and the Ohio University Heritage College of Osteopathic Medicine established a partnership to help talented Ohio high school seniors reserve an assured seat in medical school.

As part of the International Business with Language and Culture major, the University created experiential internships in China with the LU-VE Group, a commercial refrigeration company, with the help of Stefano Deleidi ’87.

The Mike Cleary Program in Sports Studies helps students develop the knowledge and abilities to be leaders in athletic-related careers. A partnership with the National Association of Collegiate Directors of Athletics will benefit student-internship, mentoring, and shadowing opportunities.

JCU hired seven tenure-track faculty to develop destination programs to enhance revenue, support the Integrative Core Curriculum, and increase diversity.

JCU’s academic programs focus on developing the Integrative Core Curriculum with several new, often linked, courses. One new minor is Humanitarian Action and Technology.

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.

Hal ’81 and Diane Hawk and Carl Hughes ’79 established four fellowships (two in Rome and two in Washington, D.C.) with the World Food Programme, the food assistance branch of the United Nations.

The Office for Institutional Diversity and Inclusion integrated diversity and inclusive excellence into the University’s strategic plan, institutionalizing efforts that can be measured. The office also developed a teaching postdoctoral fellowship that will provide opportunities for JCU to promote its mission and vision to a significant minority applicant pool.

JCU defensive lineman David Porter ’16 was named to the 2015 Allstate AFCA Good Works Team for his dedication and commitment to serving others. Porter is one of only 22 college football players from throughout the country to be named to the good works team, and he’s the first Blue Streak to be named to the team in the award’s 24-year history. Porter participated in the Jesuit Day of Service for three years, helping local residents build a community garden; but much of his service has been dedicated to tutoring and mentoring children through the University’s partnerships with Roxboro Middle School, Boys and Girls Clubs of America, and the Fatima Aftercare Program.
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.

East Asian Studies major Larissa Stefaniuk ’17 is one of 860 American undergraduate students from 332 colleges and universities throughout the U.S. who received the Benjamin A. Gilman International Scholarship to study abroad for a semester. Stefaniuk studied at Nanzan University in Nagoya, Japan. Gilman scholars receive as much as $5,000 to apply toward their study abroad or internship program costs. The program, which is sponsored by the U.S. Department of State’s Bureau of Educational and Cultural Affairs, aims to diversify the students who study and intern abroad and the countries and regions they go. Scholarship recipients can gain a better understanding of other cultures, countries, languages, and economies, making them better prepared to assume leadership roles within government and the private sector.

The U.S. Department of Education awarded the University a First in the World program grant, totaling nearly $1.3 million. JCU is the only university in Ohio to receive the funding. First in the World grants help develop innovative strategies to improve academic outcomes and retention rates for at-risk college students.

ADMINISTRATION

Alan Miciak, Ph.D., was appointed dean of the John M. and Mary Jo Boler School of Business and tenured professor of marketing. Previously, Miciak was dean of Duquesne University’s Palumbo and Donahue School of Business from 2005 to 2013.

Margaret Farrar, Ph.D., was appointed dean of the College of Arts and Sciences and tenured professor of political science. Most recently, Farrar served as associate dean at Augustana College in Rock Island, Ill.

Ed Peck, Ph.D., was appointed the new vice president for mission and identity.

Terry Mills, Ph.D., was appointed the University’s first assistant provost for diversity and inclusion.
Service
The Center for Service and Social Action seeks to educate for justice by offering opportunities for learning through service and advocacy. The center connects the campus with the community through rich partnerships that are eye-opening, high-impact learning experiences. These help the center 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.

2014-15 HIGHLIGHTS
• Two new intern positions were created for students to develop professional skills.
• A new student leadership team of eight juniors and seniors was established.
• CSSA hosted the national AJCU Service-Learning Directors bi-annual conference in June.
• JCU students hosted a benefit for victims of the Nepal earthquake.
• Grace Donnelly ('16) received the Charles J. Ping Student Service Award, one of three students selected in the state of Ohio.
• Ohio Supreme Court Justice Maureen O'Connor attended and presented awards for We the People Mock Congressional Hearing.

THE SUCCESS OF STUDENTS AND FACULTY
• 2,078 students (68%) engaged in community service during the past year and contributed 116,148 hours of service to the community. The number of hours represents a 2.5% increase compared to the previous academic year.
• During the past year, 1,012 students took an academic service-learning course, and 41 faculty members taught 59 service-learning courses offered in 14 disciplines.
• 98 student workers were employed by CSSA and eligible for the Federal Work-Study Program to support their tuition needs and encourage their retention.
• 21 graduating seniors in the class of 2015 went on to do a year of service regionally, nationally, or internationally.
• The estimated economic impact of JCU’s service to the community is more than $2,504,150, which is calculated based on 116,148 hours of service multiplied by the national volunteer rate of $21.56 an hour.
• 75 community partners provided opportunities for students to serve, engage, learn, and develop their skills and talents while building mutually beneficial learning opportunities for clients in need.

IMPACT ON STUDENTS
Of the 983 students in service-learning courses surveyed by the CSSA, 270 responded. 94% of respondents reported they have a responsibility to help efforts directed at social justice changes in society. 93% said they’re confident they can help promote equal opportunity for all people as a result of their experience.

DISTINGUISHED RECOGNITION
John Carroll is one of five colleges and universities to receive the 2015 Higher Education Civic Engagement Award presented by The Washington Center and the New York Life Foundation. Recipients were chosen based on their leadership and innovation in civic engagement. JCU is being recognized for creating the We the People service-learning program.

The University is among a select group of colleges and universities named to the President’s Higher Education Community Service Honor Roll. This is the seventh consecutive year JCU’s Center for Service and Social Action has been recognized with this distinction.

JCU is ranked among the top 20 colleges and universities for service-learning in the U.S. for the fifth consecutive year. (U.S. News & World Report)

John Carroll is one of 361 institutions that hold the Community Engagement Classification as a Carnegie Community Engaged Campus.

SIGNATURE PROGRAMS
Carroll Reads – a literacy-tutoring program for K-6 students
We the People – a civic 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
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)

**TOP 100**
The only Ohio college or university to be named among the top 100 in Money Magazine’s 2015-16 Best Colleges rankings based on graduation rates, educational quality, affordability, and alumni earnings

**#1 PROGRAM FOR STUDENT VETERANS IN OHIO**
No. 5 student veteran program in the nation among private schools, and No. 29 student veteran program in the nation overall (Military Times, “Best for Vets 2015”)

**0% PELL GAP**
JCU is one of 36 schools nationally, and the only one in Ohio, to have no gap in the graduation rate between Pell Grant and non-Pell Grant students. In contrast, the average nationwide graduation rate for Pell students is 5.7 percentage points lower than the rate for non-Pell students (The Education Trust). The University’s graduation rate is 10% higher than its peers in Ohio.

Economic Impact

- **$127 MILLION** in total annual economic impact*
- **1,798 JOBS CREATED** in the region by University spending
- **$1.03 MILLION** income tax revenue for University Heights (the city’s largest source)
- **$43.4 MILLION** gross payroll
- **847 FULL- AND PART-TIME EMPLOYEES**
- **750 STUDENT EMPLOYEES**

*Center for Economic Development at Cleveland State University’s Maxine Goodman Levin College of Urban Affairs (2011)
Many graduates are employed by some of the most well-known companies and organizations in the region, which is a result of the University’s involvement in the area and dynamic internships. Many local alumni hold prominent positions in Northeast Ohio, including chief executives, doctors, and teachers.

Blue Streak Nation

42,502 TOTAL ALUMNI

2,934 ALUMNI
live in University Heights and the adjacent Cuyahoga County suburbs

22,305 ALUMNI
live in Northeast Ohio and 96% of those reside in the Cleveland and Akron areas

Professional Fields*

<table>
<thead>
<tr>
<th>Field</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>TEACHER</td>
<td>3,106</td>
</tr>
<tr>
<td>VICE PRESIDENT</td>
<td>776</td>
</tr>
<tr>
<td>ATTORNEY/JD ESQ.</td>
<td>1,776</td>
</tr>
<tr>
<td>PRESIDENT</td>
<td>1,030</td>
</tr>
<tr>
<td>MEDICAL DOCTOR</td>
<td>3,106</td>
</tr>
<tr>
<td>CPA</td>
<td>412</td>
</tr>
<tr>
<td>PH.D.</td>
<td>725</td>
</tr>
<tr>
<td>DENTIST</td>
<td>311</td>
</tr>
<tr>
<td>BOARD DIRECTOR</td>
<td>289</td>
</tr>
<tr>
<td>NURSE</td>
<td>184</td>
</tr>
</tbody>
</table>

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 BANK
7. THE SHERWIN-WILLIAMS CORP.
8. ERNST & YOUNG
9. CASE WESTERN RESERVE UNIVERSITY
10. PWC (PRICEWATERHOUSECOOPERS)

* Based on information provided by alumni
JCU graduates are individuals of intellect and character who lead and serve by engaging others. To achieve this mission, the University devotes itself to inspiring students to excel in learning, leadership, and service throughout the world.

By the Numbers

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Students</td>
<td>3,137</td>
</tr>
<tr>
<td>Graduate Students</td>
<td>536</td>
</tr>
<tr>
<td>Retention Rate</td>
<td>88%</td>
</tr>
<tr>
<td>Student to Faculty Ratio</td>
<td>14:1</td>
</tr>
<tr>
<td>Class Size</td>
<td>21</td>
</tr>
<tr>
<td>States</td>
<td>35</td>
</tr>
<tr>
<td>Countries</td>
<td>48</td>
</tr>
<tr>
<td>Transfer Students</td>
<td>94</td>
</tr>
<tr>
<td>Business</td>
<td>32%</td>
</tr>
<tr>
<td>Science, Mathematics, and Health</td>
<td>26%</td>
</tr>
<tr>
<td>Humanities</td>
<td>25%</td>
</tr>
<tr>
<td>Social Sciences, Education, and Global Studies</td>
<td>17%</td>
</tr>
<tr>
<td>Average High School GPA</td>
<td>3.5</td>
</tr>
<tr>
<td>Students from</td>
<td>761</td>
</tr>
</tbody>
</table>

Four-Year Graduation Rate

- 65% JOHN CARROLL
- 53% PRIVATE INSTITUTIONS (nationally)
- 34% PUBLIC INSTITUTIONS (nationally)

Areas of Study

- 32% BUSINESS
- 26% SCIENCE, MATHEMATICS, AND HEALTH
- 25% HUMANITIES
- 17% SOCIAL SCIENCES, EDUCATION, AND GLOBAL STUDIES

Freshman Class Profile

- Average High School GPA: 3.5
- Students from 315 Schools
- 118 First-Generation Students
- Students from 315 Schools
- 24 States 9 Countries
- Of the 2015 Freshman Class originates from Ohio
  - 34% Northeast Ohio
  - 17% Akron/Canton/Youngstown
  - 3% Central Ohio
  - 2% Toledo
Internships: Engaged Learning

This past academic year, students in the Boler School of Business participated in about 200 internships with more than 150 companies, including Phillips Healthcare, Disney, GE Lighting, the Rock and Roll Hall of Fame and Museum, and JP Morgan Chase. In the College of Arts and Sciences, about 250 students took advantages of about 300 internships at organizations such as the Cleveland Clinic and Rainbow Babies and Children’s Hospital, as well as various police departments, local governments, and schools. These valuable internships help students find jobs in their fields shortly after, or even before, graduation.

“My yearlong co-op with Lubrizol and summer internship with Sherwin-Williams have expanded my view to the different available opportunities as a research-and-development chemist. At Lubrizol, I worked alongside my mentor on many different projects, including one I was able to see to completion on its way to a patent – diesel engine dispersants for motor oil. At Sherwin-Williams, I was assigned to a new breakthrough project, a protective marine coating, and even led the project during the time I was there. Being able to work independently on the beginning stages of such a project was a phenomenal experience that taught me how to think critically to solve problems and move through stages of development. These are crucial skills I’ll be able to implement throughout my Ph.D. program and beyond."

– SARAH BLASK ’16

As an international business with language and culture major, my focus has been studying Mandarin Chinese and business. Last semester, I worked in Beijing for Blue Ocean Network, a private, English-language Television Network that provides information about China to its international viewers. I edited company-made videos about Chinese culture, business, lifestyle, and travel. The semester-long internship, which allowed me to further engage myself in a setting outside the classroom, has helped me understand where I want to be. I have chosen to continue my passion for doing business in China by applying to several programs in Beijing with the hope of returning there after graduation.

– HANNAH PATTERSON ’16
## Consolidated Summary of Operations

**YEAR ENDED MAY 31 (DOLLARS IN THOUSANDS)**

### REVENUES

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and fees</td>
<td>$114,429</td>
<td>$109,568</td>
</tr>
<tr>
<td>Funded scholarships</td>
<td>(9,160)</td>
<td>(8,912)</td>
</tr>
<tr>
<td>Unfunded scholarships and grants-in-aid</td>
<td>(57,051)</td>
<td>(54,237)</td>
</tr>
<tr>
<td>Residence and dining fees</td>
<td>19,008</td>
<td>16,818</td>
</tr>
<tr>
<td><strong>Net student fees</strong></td>
<td><strong>67,226</strong></td>
<td><strong>63,237</strong></td>
</tr>
<tr>
<td>Contributions and private grants</td>
<td>8,855</td>
<td>8,467</td>
</tr>
<tr>
<td>Government grants and contracts</td>
<td>3,863</td>
<td>4,533</td>
</tr>
<tr>
<td>Investment return designated for operations</td>
<td>10,315</td>
<td>9,852</td>
</tr>
<tr>
<td>Interest income</td>
<td>135</td>
<td>127</td>
</tr>
<tr>
<td>Rental income</td>
<td>3,662</td>
<td>3,605</td>
</tr>
<tr>
<td>Other</td>
<td>2,017</td>
<td>1,668</td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td><strong>96,073</strong></td>
<td><strong>91,489</strong></td>
</tr>
</tbody>
</table>

### EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>34,137</td>
<td>33,503</td>
</tr>
<tr>
<td>Academic support</td>
<td>12,695</td>
<td>12,143</td>
</tr>
<tr>
<td>Sponsored programs</td>
<td>5,006</td>
<td>6,023</td>
</tr>
<tr>
<td>Student services</td>
<td>13,394</td>
<td>12,593</td>
</tr>
<tr>
<td>Institutional support</td>
<td>12,112</td>
<td>11,687</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>17,056</td>
<td>14,821</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>94,400</strong></td>
<td><strong>90,770</strong></td>
</tr>
<tr>
<td><strong>Increase in operating net assets</strong></td>
<td><strong>1,673</strong></td>
<td><strong>719</strong></td>
</tr>
</tbody>
</table>

### SUMMARY OF FINANCIAL POSITION*

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>$443,051</td>
<td>$429,140</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>97,949</td>
<td>93,794</td>
</tr>
<tr>
<td>Total net assets</td>
<td>345,102</td>
<td>335,346</td>
</tr>
<tr>
<td>Endowment market value**</td>
<td><strong>$205,197</strong></td>
<td><strong>$198,277</strong></td>
</tr>
</tbody>
</table>

* As of May 31 for years noted

** The change in the market value of the endowment is 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 6.6%
Forever Carroll Campaign
The Forever Carroll Campaign has reached $87 million in commitments toward the goal of $100 million.

Source of Gifts
Alumni led the way in giving, accounting for more than half of all contributions. The percentage of alumni who contributed to Carroll decreased to 13.3% (4,989) compared to 13.7% (4,995) in fiscal year 2014, 15% (5,490) in FY 2013, and 14.9% (5,354) in FY 2012. However, the percentage and number of alumni engaged with their alma mater increased. Gifts from foundations, corporations, and organizations increased 12% to 32% of funds raised compared to 10% in FY 2014. Also, gifts from parents, friends, and staff decreased to 6% compared to 12% in FY 2014. Cash gifts exceeded $9 million in fiscal year 2015 and have exceeded $8 million five out of the past six years.

Giving and Commitments
Philanthropy plays an important role in supporting the University’s Jesuit Catholic mission. In fiscal year 2015, new gifts and pledges decreased 21% to $15.4 million compared to last fiscal year, when they totaled $19.6 million. New gifts and pledges have exceeded $15 million four out of the past five years.

Endowment Fund Market Value
The change of the endowment’s market value is affected by annual draws taken to fund University scholarships and initiatives. The net investment return for the endowment last fiscal year was 6.6%.
## Administration

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rev. Robert L. Niehoff, S.J.</td>
<td>President</td>
</tr>
<tr>
<td>Jeanne M. Crolleran ’76, Ph.D.</td>
<td>University Provost and Academic Vice President</td>
</tr>
<tr>
<td>Margaret E. Farrar, Ph.D.</td>
<td>Dean, College of Arts and Sciences</td>
</tr>
<tr>
<td>Richard F. Mausser ’00G</td>
<td>Vice President for Administration</td>
</tr>
<tr>
<td>Mark D. McCarthy, Ph.D.</td>
<td>Vice President for Student Affairs</td>
</tr>
<tr>
<td>Alan R. Miciak, Ph.D.</td>
<td>Dean, John M. and Mary Jo Boler School of Business</td>
</tr>
<tr>
<td>Terry L. Mills, Ph.D.</td>
<td>Assistant Provost for Diversity and Inclusion</td>
</tr>
<tr>
<td>Edward J. Peck, Ph.D.</td>
<td>Vice President for University Mission and Identity</td>
</tr>
<tr>
<td>Doreen Knapp Riley</td>
<td>Vice President for University Advancement</td>
</tr>
<tr>
<td>Brian G. Williams</td>
<td>Vice President for Enrollment and Institutional Analytics</td>
</tr>
</tbody>
</table>

## Board of Directors (as of June 1, 2015)

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael R. Anderson M.D., ’86</td>
<td>Vice President and Chief Medical Officer University Hospitals</td>
</tr>
<tr>
<td>Nancy Cunningham Benacci ’77</td>
<td>Managing Director/Head of Equity Research</td>
</tr>
<tr>
<td>Barbara (O’Brien) Brown ’82</td>
<td>Principal and Co-owner</td>
</tr>
<tr>
<td>James E. Buckley ’80G</td>
<td>Retired Partner</td>
</tr>
<tr>
<td>The Most Rev. Neal J. Buckon ’75</td>
<td>Auxiliary Bishop Archdiocese</td>
</tr>
<tr>
<td>Rev. Gerald F. Cavanagh, S.J.</td>
<td>Charles T. Fisher III Chair of Business Ethics and Professor of Management University of Detroit Mercy</td>
</tr>
<tr>
<td>James A. Coyne ’82</td>
<td>Vice Chairman, Director and CFO</td>
</tr>
<tr>
<td>Joan M. (Balzarini) Crockett ’72</td>
<td>Retired Senior Vice President of Human Resources</td>
</tr>
<tr>
<td>Rev. Thomas B. Curran, S.J.</td>
<td>President Rockhurst University</td>
</tr>
<tr>
<td>William P. Donnelly ’83</td>
<td>Head of Finance, Supply Chain, and IT Mettler Toledo</td>
</tr>
<tr>
<td>Kevin J. Embach, S.J., M.D.</td>
<td>Jesuit Scholastic Society of Jesus Chicago-Detroit Province</td>
</tr>
<tr>
<td>Terrence P. Fergus</td>
<td>President FSM Capital Management LLC</td>
</tr>
<tr>
<td>Daniel J. Frate ’83</td>
<td>Executive Vice President Global Markets and Product Management ACI Worldwide</td>
</tr>
<tr>
<td>Gen. (Ret.) Carter F. Ham ’76</td>
<td>United States Army</td>
</tr>
<tr>
<td>Michael L. Hardy ’69</td>
<td>Partner Thompson Hine LLP</td>
</tr>
<tr>
<td>Harold F. Hawk Jr. ’81</td>
<td>President and CEO</td>
</tr>
<tr>
<td>Robert E. Heltzel Jr. ’70</td>
<td>Retired President</td>
</tr>
<tr>
<td>Rev. Mark G. Henninger, S.J.</td>
<td>Professor Georgetown University</td>
</tr>
<tr>
<td>Col. (Ret.) Mary Jo (Casserly) Hogan ’76</td>
<td>Deputy Director Emergency Management Center U.S. Department of Labor</td>
</tr>
<tr>
<td>Robert W. Hostoffer, D.O. ’81</td>
<td>Allergy and Immunology Physician</td>
</tr>
<tr>
<td>William E. Kahl ’86</td>
<td>Executive Vice President-Marketing Shurtech Brands LLC</td>
</tr>
<tr>
<td>Richard J. Kramer ’86</td>
<td>Chairman, CEO, and President The Goodyear Tire &amp; Rubber Company</td>
</tr>
<tr>
<td>Jane B. (Broeren) Lambesis ’83</td>
<td>Vice President Sales Federated Investors Inc.</td>
</tr>
<tr>
<td>Teresa K. (Kluesener) Lewandowski ’78</td>
<td>Director of Journal Production and Manufacturing Services American Chemical Society</td>
</tr>
<tr>
<td>Thomas B. Lewis, Ph.D., ’60, ’62G</td>
<td>Retired President and CEO Chiral Technologies Inc.</td>
</tr>
<tr>
<td>L. Thomas Marchlen</td>
<td>Senior Tax Attorney Alcoa Inc.</td>
</tr>
</tbody>
</table>
Board of Directors (continued)

Richard E. Maroun ’77  
Executive Partner  
Frazier Healthcare  

Michael J. Merriman ’78 (board chair)  
Operations Advisor  
Resilience Capital Partners  

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

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William J. O’Rourke Jr. ’70  
Retired Vice President  
Sustainability and Environment,  
Health and Safety  
Alcoa Inc.  

Michael B. Petras Jr. ’89  
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Cardinal Health at Home  

Rev. James Prehn, S.J.  
Vocation Director  
Society of Jesus  
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William A. Priemer  
President and Chief Operating Officer  
Hyal Software  

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

Daniel F. Sansone ’74  
Retired Executive Vice President and CFO  
Vulcan Materials Company  

Barbara Schubert ’62, ’67G, ’80G  
Retired Associate Director  
The Ohio Ballet  

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

David W. Short ’81 (immediate past chair)  
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Board and Co-CEO  
The American Funds Group  

Raymond E. Smiley ’51  
Retired CFO  
Bearings Inc. (Applied Industrial Technologies)  

Terence C. Sullivan ’77  
President  
Paragon Advisors Inc.  

Stephen M. Todd ’69  
Retired, Global Director and Vice Chair  
Ernst and Young LLP  

James E. Winchester Jr. ’65  
Chief Executive Officer  
The Quikrete Companies  

Directors Emeriti

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Chairman and Founder  
The Boler Co.  

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

Vincent A. Chiarucci  
Retired President and COO  
Figgie International, Inc.  

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

Richard M. Hamlin Sr. ’49  
Chairman  
The Reserve Group, Inc.  

Jack Kahl ’62  
President and CEO  
Jack Kahl and Associates, LLC  

Audrey Gilbert Ratner  
Community Leader  
Cleveland and Chicago  

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

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