

DREXEL UNIVERSITY PRESIDENT'S REPORT

# THE PIVOT

2015





“In 2015 we moved aggressively to better focus our resources on academic excellence and student success.”

FROM THE PRESIDENT

Americans are taking a hard look at what makes colleges and universities important to families and society. As a result, higher education is changing rapidly.

Fortunately, Drexel’s strengths — experiential learning, translational research, deep civic engagement — are more relevant than ever in this transformed landscape. And in 2015 we moved aggressively to better focus our resources on academic excellence and student success.

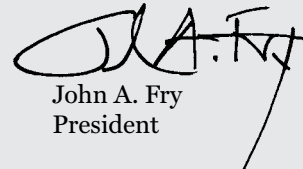
Drexel has prioritized recruiting “right-fit” students and fully supporting them throughout their time at the University. We have also continued our quest to keep a Drexel education affordable. Our goal is to achieve higher student retention and graduation rates that will make our University successful and sustainable for the long term.

Our strategy has required critical investments in academics, advising, cooperative education support and financial aid. The next campaign for Drexel will be driven by our twin aims of student success and academic excellence.

The stories in these pages demonstrate the direction in which Drexel is moving as one of the most innovative and entrepreneurial universities in the United States. They describe how Drexel’s students and faculty use this University as a platform to become leaders, to push the boundaries of knowledge and to find solutions for urban problems and global challenges.

I am so proud to share this report with Drexel stakeholders and the many friends who are interested in where this great University is headed.

Sincerely,



John A. Fry  
President



“This is a great opportunity to combine Drexel’s expertise in novel nanomaterials with our Korean colleagues’ nanofabrication experience.”

*Yury Gogotsi, PhD*

## **Tying** Global Co-op to Research Excellence

Yury Gogotsi, PhD, and the A.J. Drexel Nanomaterials Institute spearheaded a new international collaboration that lets Drexel students help turn novel materials into real-world technologies. The FIRST Nano<sup>2</sup> Co-op Center will feature full-time undergraduate co-op assignments at Korea’s National NanoFab Center, which works with companies like Samsung and Hyundai on applications including energy storage and water desalination. Created with the Korea Advanced Institute of Science and Technology and funded by Korea’s National Research Foundation, FIRST Nano<sup>2</sup> is directed by Gogotsi and fellow College of Engineering professor MinJun Kim, PhD. Gogotsi’s Nanomaterials Group contributes some of Drexel’s best-funded and most-cited work, with more than 160 major scholarly publications over the past 5 years.



## Energizing Nuclear Fusion in Plasma

Plasma-based nuclear fusion is a promising source of clean energy, but only if researchers can overcome the vexing problem of unexpected energy-loss events called “disruptions.” During his spring 2015 co-op at the U.S. Department of Energy’s Princeton Plasma Physics Laboratory, physics major Matthew Parsons was the only computational physicist writing code to predict plasma disruptions — not just in his lab, but in the entire nation. And after finishing his studies in the College of Arts and Sciences and Pennoni Honors College last summer, Parsons went back to PPPL on a post-graduate research appointment to help advance statistical models that predict disruptions.

“I am really interested in environmental issues. I think helping to develop nuclear fusion into a viable clean energy source is the most significant thing that I could do with my career.”

*Matthew Parsons*

## THE VALUE OF THE DREXEL CO-OP

Drexel’s signature experiential education program lets undergraduates alternate classes with up to three full-time work experiences, and pays dividends long after graduation.

**19.5%**  
**HIGHER SALARY AFTER ONE YEAR FOR DREXEL GRADS**  
(over national average, per NACE 2013 survey)

**46%**  
**OF DREXEL GRADS ACCEPTED JOB OFFER FROM CO-OP EMPLOYER**  
(per Drexel 2013 survey)

**8.8%**  
**MORE ANNUAL INCOME AFTER 10 YEARS FOR CO-OP GRADS NATIONWIDE**  
(over those with no co-op or internship, per U.S. Department of Education 2011 data)

**\$17,852**  
**HIGHER MID-CAREER SALARIES FOR DREXEL GRADS**  
(over comparable institutions, per Brookings Institution 2015 study)

*Danielle Schroeder, civil engineering major, on co-op at Pennoni Associates*





## Setting the Stage for Major Events

Laurelle Holley has spent time around big stars at some of Philadelphia’s most exciting happenings, but she was too busy working to be star-struck. As traditions director for the Campus Activities Board, Drexel’s main student-run event programming organization, Holley helps ensure that Drexel’s largest student events are perfect. Student organizations like CAB add an important dimension to Drexel’s focus on experiential education, and the senior sport management major in the Center for Hospitality and Sport Management has overseen production of annual highlights like the Comedy Show, which brought “Parks and Recreation” star Retta to campus; the Crystal Ball semi-formal held at Citizens Bank Park’s Diamond Club; and Spring Jam, which featured national musical acts like Big Gigantic.

“I worked with all types of vendors, contractors and University administrators to make sure these events could run smoothly. And I got a lot of hands-on experience, which was amazing — and totally Drexel!”

*Laurelle Holley*

## ATHLETICS AS A HIGH POINT OF STUDENT LIFE

Drexel’s varsity athletes are successful on the field and in the classroom, and their coaches are leaders in their sports. Here are just a few unique firsts and program-wide highlights.

**FIRST THREE-TIME ALL-CAA WOMEN’S SOCCER PLAYER:**  
MELISSA CHAPMAN

**FIRST CAA GOLFER OF THE YEAR:**  
CHRIS CRAWFORD

**FIRST DAD VAIL (CREW) COACH OF THE YEAR:**  
PAUL SAVELL

**FIRST TEAM ALL-CAA:**  
EIGHT ATHLETES IN EIGHT SPORTS

**CUMMULATIVE GPA FOR STUDENT-ATHLETES:**  
3.28



*Melissa Chapman, senior civil engineering major*



## Joining the Fight Against Parkinson's

Drexel is leading the search for a next-generation treatment for Parkinson's disease, with support from the Coulter Foundation, the country's premier promoter of translational biomedical research. Over time, up to 80 percent of patients treated with the most common Parkinson's drugs experience dyskinesia, a painful movement disorder. College of Medicine associate professor Sandhya Kortagere, PhD, is developing a compound called PCT-3010 that promises relief to sufferers and a reduction in cognitive impairment resulting from the disease. The compound is one of the Drexel biomedical breakthroughs supported by the Coulter-Drexel Translational Research Partnership, which helps researchers commercialize life-saving inventions by equipping them to win crucial early-stage funding. Kortagere's work has received significant funding as well as industry guidance through the program.

“The Coulter Program helped me with all the aspects that I wouldn't normally think about as a scientist. And the financial support may even inspire other investors to support our work. But most important, if I can improve the quality of life for these patients, I think it'll be a job well done for me.”

*Sandhya Kortagere, PhD*

## THE QUEST FOR BREAKTHROUGHS WITH THE COULTER FOUNDATION

Through the Coulter-Drexel Translational Research Partnership, the foundation helps Drexel promote, develop and support innovations for patient care. Promising projects continue to enter the pipeline.

**KOLLECT PHYSICAL THERAPY GAMING SYSTEM FOR CEREBRAL PALSY AND MOVEMENT DISORDERS**

*(College of Medicine, School of Biomedical Engineering, Science and Health Systems)*

**TOTAL ANKLE REPLACEMENT SYSTEM**

*(College of Engineering, Rizzoli Institute of Italy)*

**DIAGNOSTIC TEST TO PREDICT WOUND HEALING**

*(College of Medicine, School of Biomedical Engineering, Science and Health Systems)*

**ULTRASOUND DEVICE FOR DRUG DELIVERY THROUGH THE SKIN**

*(College of Medicine, School of Biomedical Engineering, Science and Health Systems)*





## Engineering Solutions to Global Conflict

Momtaz Alhindi wants to be part of a new wave of engineers tackling a broad range of problems — all the way up to global conflict resolution. The Syria-born, Pennsylvania-raised undergraduate mechanical engineering student enrolled in the first “peace engineering” course offered under Drexel’s partnership with PeaceTech Labs, a venture of the congressionally funded U.S. Institute of Peace. The goal is to enlist future engineers and innovators in the search for technology-based tools to mitigate violent conflict around the world. Alhindi, who is also in the Drexel Global Engagement Scholars program under the Office of International Programs, was part of a conflict-resolution class exploring the dynamics of global hotspots according to the institute’s framework for conflict analysis.

“One of the most effective weapons we have today against violence is technology, and engineers have the power to make a very big impact on conflicts around the world. I want to undertake a sustainable engineering practice that takes into account the impacts that engineering can have on the environment, global markets and human populations.”

*Momtaz Alhindi*

## A NEW EMPHASIS THROUGH THE GRADUATE COLLEGE

Graduate programs have moved closer to Drexel’s core as the University’s research reputation has grown. In 2015, Drexel launched the new Graduate College to emphasize the importance of graduate studies.



*James Herbert, PhD  
Founding Dean,  
Graduate College*

**DEVELOPING INNOVATIVE NEW GRADUATE PROGRAMS**

**SUPPORTING AND ADVOCATING FOR GRADUATE STUDENTS**

**FOSTERING INTERDISCIPLINARY RESEARCH AND GRADUATE PROGRAMS**

**OFFERING PROFESSIONAL DEVELOPMENT OPPORTUNITIES TO STUDENTS**

**BUILDING COMMUNITY AMONG STUDENTS AND FACULTY**





## Charting His Own Path to Clean Air

Collin Cavote has two things that no other new graduate in the nation can claim: a degree in biomimicry and a startup building “biowalls” — living, breathing plant-based air filters. As an 18-year-old he left school behind for five years to explore sustainable lifestyles. But he was drawn back to college in 2013 by the Pennoni Honors College’s custom-designed major program, where he built a curriculum around how natural processes can serve as a model for technological solutions to human challenges. Inspired by the 80-foot biowall in Drexel’s Papadakis Integrated Sciences Building, he worked with the Close School of Entrepreneurship to launch Biome, his California-based business that designs biowalls on a scale suitable for homes.

“I was able to use Drexel’s custom major to build my company — my coursework was essentially guided into the company, and the last year of my schooling was spent running the company. There was never a barrier between school and the real world. My experience was super-organic and, in a way, quite beautiful.”

*Collin Cavote*

## RECOGNITION FOR TOP STUDENTS

Drexel students consistently gain top national honors, and 2014-15 was no exception.

**65 students and recent alumni** received competitive national scholarships or fellowships

**29 nations welcomed Drexel award winners** for research or study

**\$3.3 million** combined value of these awards (up 20% over last year)

### Honorees or finalists for:

Goldwater Scholarship • NSF Graduate Research Fellowship Program  
Fulbright U.S. Student Program • Carnegie Junior Fellows Program  
Gates Cambridge Scholarship • NIH Graduate Fellowships and Grants  
Udall Scholarship • Whitaker International Fellowship  
Benjamin A. Gilman International Scholarship • U.S. Department of State Critical Language Scholarship • National Defense Science and Engineering Graduate Fellowship • Boren Awards for International Study

### Kline School of Law scholarships received include:

Justinian Foundation Scholarship • Peggy Browning Fund Fellowship  
Louis B. Brandeis Law Society Foundation’s Mayer Horwitz Scholarship





## Changing the Shape of Wireless

Imagine having a wireless antenna in your device that changes shape to find your optimum channel, no matter how crowded the bandwidth. No more data slowdowns, no dead spots. This unique “reconfigurable antenna” is on the market after a decade of research by College of Engineering professor Kapil Dandekar, PhD, and former graduate student Daniele Piazza, who founded Adant Technologies after graduation to market their invention. Major telecom companies including ZyXEL have incorporated the technology into their systems. And because the antenna “remembers” configurations and automatically adjusts to its location, it could one day be used to authenticate wireless users so you can roam fearlessly, even on insecure public networks. Hello, Starbucks’ free wifi.

“There’s a lot of complex electromagnetic analysis that goes into designing antennas. Some consider it a skill akin to sorcery. In my view, the people who can do it seemingly effortlessly bear as much resemblance to artists as to your traditional picture of an engineer.”

*Kapil Dandekar, PhD*



*The Exo-Skin, a robotic glove developed at Drexel to help restore function to people with hand injuries*

## OUTSIZED IMPACT AT THE START OF THE COMMERCIAL PIPELINE

Drexel is in the top ranks of global universities for intellectual property development, competitive with much larger research enterprises.

**120**  
disclosures

of intellectual property received in 2014

**42**  
total patents issued

ranked  
**52<sup>nd</sup>**  
among academic institutions for patents  
(when considering Drexel and College of Medicine, based on list by National Academy of Inventors)

Higher ranked universities spend **\$8** on research for every **\$1** Drexel spends



## Collaborating to Treat Pain

For patients in underserved populations, injuries can turn into chronic pain all too easily. Former physical therapy resident Jason Sharpe, DPT, thought collaborative care could reverse the cycle, and had the ideal venue to find out: the College of Nursing and Health Professions' community-based, nurse-managed health center in North Philadelphia.

With graduate students Dylan Ottemiller and Michael Nilsen, Sharpe led a case study of education-based care that combined physical therapy and art therapy to halt a patient's progress toward chronic pain after a severe limb injury. The 2015 expansion of the Stephen and Sandra Sheller 11<sup>th</sup> Street Family Health Services Center, made possible by the Sheller Family Foundation, means twice as much room for patient-centered projects like this one.

“The Sheller 11th Street Family Health Services Center is a unique setting where collaboration between providers allows comprehensive care to be offered to the community in one facility. It’s also an excellent learning environment where students and residents can gain experience with a wide variety of patients.”

*Jason Sharpe, DPT*

## CLINICAL EXCELLENCE AS COMMUNITY SERVICE

Drexel’s health sciences programs transcend academics to provide practical and clinical care for underserved populations and the community as a whole.



### COLLEGE OF MEDICINE

**CARING TOGETHER**  
*Helps women overcome substance abuse*

**CHINATOWN CLINIC**  
*Provides medical care and social services to uninsured immigrants*

**DO ONE THING**  
*Offers rapid HIV and hepatitis C testing in Philadelphia*

**HEALING HURT PEOPLE**  
*Reduces retaliatory violence among youth through hospital-based intervention*

**PARTNERSHIP COMPREHENSIVE CARE PRACTICE**  
*Enhances quality of life for people with HIV/AIDS in Philadelphia*

**WOMEN’S CARE CENTER**  
*Specializes in gynecology and family planning for women without insurance*

### COLLEGE OF NURSING AND HEALTH PROFESSIONS

**BEHAVIORAL HEALTH COUNSELING**  
*Serves populations including veterans, older adults and the homeless (through Project Home)*

**COMMUNITY NUTRITION COURSE**  
*Connects students to organizations fighting hunger*

**PHYSICIAN ASSISTANT PROGRAM**  
*Offers health education to students and seniors*

**PHYSICAL THERAPY PROGRAM**  
*Provides pro bono physical therapy to underserved populations*

### DORNSIFE SCHOOL OF PUBLIC HEALTH

**OFFICE OF COMMUNITY PROJECTS**  
*Facilitates practice projects with 300-plus government and community organizations*

## A COMPREHENSIVE RESEARCH UNIVERSITY

Drexel's thriving research enterprise continues to attract broad support and have outsized impact.

**\$101M**  
in sponsored research awards,  
FY2015

**52nd in the world**  
for U.S. patents earned (42)  
by academic institutions

**5.5% increase**  
in awards over FY2014

**DREXEL RESEARCHERS WERE LEADERS AMONG THEIR PEERS IN 2015 ON TOPICS ACROSS PHYSICAL, LIFE AND SOCIAL SCIENCES.**



### GAMES THAT TEACH

School of Education professor **Aroutis Foster**, PhD, studies the design and educational applications of digital technologies (e.g., games, simulations). His 2015 paper with former graduate student Mamta Shah on helping teachers integrate and use game-based learning was named one of "5 Academic Papers You Must Read" by *EdTech Review*. Foster works in the Games and Interactive Digital Environment (GLIDE) lab and is the founder of the Drexel Learning Games Network.



### FABRICS THAT WORK

"Smart" textiles are the key to wearable technology — clothes that can monitor your health or power your devices. Drexel is at the forefront of the field thanks to **Genevieve Dion's** Shima Seiki Haute Tech Lab, which produces high-performance textiles in multidisciplinary collaboration with researchers across Drexel to develop complex products like a glove to help people with hand injuries (see page 13).



### WATERSHED HEALTH

The Academy of Natural Sciences of Drexel University provides scientific expertise to the Delaware River Watershed Initiative, the William Penn Foundation's effort to protect the region's ecological health. In 2015 it was announced that the Academy's team, led by Senior Director of Environmental Initiatives **Roland Wall**, will administer a new \$5 million research fund to study watershed processes.



### A LABOR MOVEMENT

The 2014 protest by Market Basket employees against the firing of the supermarket chain's CEO piqued the interest of business researchers everywhere. But LeBow College professor **Daniel Korschun**, PhD, literally wrote the book on it: His "We Are Market Basket" was named one of the 15 best business books of 2015 by *Forbes*. Korschun researches how corporate social responsibility creates relationships with a company's stakeholders.



## Spanning the Globe for Research

Drexel's researchers go to extremes for science. In two separate trips to Antarctica, engineering and chemistry assistant professor Peter DeCarlo, PhD, and his research group spent a total of 14 weeks making continuous air measurements from a fishing hut on the frozen surface of McMurdo Sound. Among the many instruments they brought to Antarctica was a specialized high-resolution aerosol mass spectrometer DeCarlo helped to develop — never before had the device been deployed in so remote an environment. The millions of data points collected by his team represent the largest and most comprehensive study of particulates in Antarctica's atmosphere available to science.

“It’s difficult enough to run these instruments in the lab, but to do so in an environment like Antarctica is a feat, and it’s a tribute to the abilities and perseverance of Drexel students and scientists that they can do such cutting-edge polar research.”

*Peter DeCarlo, PhD*



## Making Public Health Personal

When it comes to giving, Drexel graduate Dana Dornsife and her husband David strive for impact. With a legacy that already included multiple gifts to the University, including the one that established the Dornsife Center for Neighborhood Partnerships, the Dornsifes gave their largest gift yet — \$45 million — to the School of Public Health in 2015. Now named the Dana and David Dornsife School of Public Health, the school will use the unprecedented gift to tie together its work in communities in Philadelphia and its international efforts.

“Dave and I want our philanthropy behind projects that we know will be transformative. It really feels good to be able to have success and to use it in a way that is going to be a catalyst for change. It feels good to know you’re having a positive impact on future generations.”

*Dana and David Dornsife*

## PHILANTHROPIC LEADERS FROM ALL FIELDS

Drexel’s strongest fundraising year in history included a number of transformative gifts. Here are a few examples.

**GERRY LENFEST HD’13** made a \$2 million commitment to support the new Center for Cultural Partnerships, which fosters collaboration between Drexel and area cultural institutions and makes their offerings more accessible to students.

**RAYMOND G. PERELMAN HD’12** committed \$6 million to support construction of the Raymond G. Perelman Center for Jewish Life, which will be the first facility at Drexel dedicated to Jewish student life.

**PENNY HD’13 AND ROBERT FOX HD’13** expanded their support of the Robert and Penny Fox Historic Costume Collection with a \$2 million commitment for critical staff positions and to establish the Center for Historic Costume Exhibition and Research.

**FRANCES AND JAMES J. MAGUIRE** supported the creation of Maguire Field at the Vidas Athletic Complex as well as the Maguire Scholars program, and have given more than \$2 million through their Maguire Foundation.

**JEAN AND R. JAMES MACALEER HD’12** made a generous commitment to support strategic initiatives at the Academy of Natural Sciences, where their involvement has spanned two decades and the late Mr. Macaleer was trustee and chairman.

**THE HYMAN KORMAN FAMILY FOUNDATION** led by Berton, Leonard and Steven Korman, committed \$8 million to renovate the Quadrangle and the Korman Center, named for alumni Max Wm. ’29 and Samuel J. Korman ’34.

**THE CHARLES AND BARBARA CLOSE FOUNDATION** funded renovations of the Pearlstein Business Learning Center, home of the Close School of Entrepreneurship, bringing its commitments supporting entrepreneurship at Drexel to \$13 million.



*Perelman Center for Jewish Life*



## Crossing Boundaries for Neighborhood Solutions

From urbanists and designers to the dean of public health, a Drexel research group is showing how interdisciplinarity can lead to solutions that improve neighborhoods. In December 2014 Drexel's Urban Design & Health team was named an inaugural member of the American Institute of Architects Design & Health Research Consortium investigating how design affects public health in communities. The Drexel team is focusing on how aspects of natural systems can inform urban design to achieve population health improvements. Dean Ana Diez-Roux, MD, PhD, is one of four Dornsife School of Public Health faculty members joining forces with five professors from the Westphal College of Media Arts & Design for projects like a sustainable school playground, an urban greenway and agricultural partnerships in the Mantua neighborhood.

“Both urban planning and public health research show that how we design cities influences health, from physical activity levels to violence. This collaboration turns knowledge into actions that make a difference in Philadelphia and have implications for cities everywhere. It’s a terrific example of Drexel’s commitment to using interdisciplinary science to solve urban problems.”

*Ana Diez-Roux, MD, PhD*

## PROGRAMS IN PARTNERSHIP WITH NEIGHBORS

**The Dornsife Center for Neighborhood Partnerships** is Drexel’s “urban extension center,” fostering collaboration with neighbors in the Powelton Village and Mantua neighborhoods near campus. Here’s a sampling of new Dornsife Center programs.



*Cicely Peterson-Mangum  
Executive Director, Dornsife  
Center for Neighborhood  
Partnerships*



**KLINE SCHOOL OF LAW COMMUNITY CLINIC**  
One-on-one services from Kline School of Law students addressing homeownership, employment and family issues, and workshops on topics like tangled title, small business development and child custody

**ADULT EDUCATION**  
Programs ranging from basic education to GED prep to credit-bearing college courses

**DORNSIFE SENIOR GROUP**  
Brings seniors from Mantua and Powelton together to discuss community issues and develop needed programming

**TECHSERV COMMUNITY GENIUS BAR**  
Free help with technological devices for community members, provided by a student organization formed to bridge the digital divide in Philadelphia

**WRITERS’ ROOM**  
Creative writing workshops that bring neighbors and the Drexel community together to create shared stories

**COMMUNITY DINNERS**  
Monthly Dornsife highlight for community members, local organizations and the Drexel community to discover the center and each other



## Learning About 'War Stories' Side-by-Side

Drexel students and West Philadelphia community members came together to learn how to better engage and listen to veterans, thanks to College of Arts and Sciences associate teaching professor Robert Watts. The participants read books and watched films about the experiences of soldiers during and after conflict in a “side-by-side” English course called “War Stories” that Watt taught in summer 2015. Side-by-side classes are part of community-based learning at Drexel, which integrates service and broader perspectives into the curriculum. The “War Stories” course met at the Writer’s Room in Drexel’s Dornsife Center for Neighborhood Partnerships, the University’s urban extension center.

“‘War Stories’ is part of my small effort to help close the civilian-military gap, and to help students gain a perspective about war that would allow them to help close that gap themselves in the future.”

*Robert Watts at the West Philadelphia mural “Communion Between a Rock and a Hard Place” Mural © 2012 City of Philadelphia Mural Arts Program/Phillip Adams and Willis Humphrey, reprinted by permission*

## A NATIONALLY LAUDED FACULTY

Drexel faculty prepare new generations of leaders, do transformative research and provide high-impact service to society. They also win awards and recognitions in their fields. Here’s just a handful of examples from this year.



**INNOVATION IN SCHOLARSHIP AWARD, CENTER FOR REPRODUCTIVE RIGHTS**  
David S. Cohen, JD, Kline School of Law  
*For research advancing health, women’s rights, human rights or constitutional law*



**DISTINGUISHED DIRECTOR AWARD, GENERAL BUILDING CONTRACTORS ASSOCIATION**  
Charles Cook, PhD, College of Engineering  
*In recognition of selfless contributions to the association and the industry*



**AATA RESEARCH AWARD, AMERICAN ART THERAPY ASSOCIATION**  
Girija Kaimal, EdD, College of Nursing and Health Professions  
*In support of excellence in research*



**JONATHAN SHARP AWARD, PARTNERSHIP FOR THE DELAWARE ESTUARY**  
Susan Kilham, PhD, College of Arts and Sciences  
*For lifetime achievement*



**BRADLEY STOUGHTON AWARD FOR YOUNG TEACHERS, ASM INTERNATIONAL**  
Steven May, PhD, College of Engineering  
*For broadening awareness of materials science among high school students*



**PERRY CHAPMAN PRIZE, SOCIETY FOR COLLEGE AND UNIVERSITY PLANNERS**  
Danuta A. Nitecki, PhD, Dean of Libraries  
Michael Khoo, PhD, College of Computing & Informatics  
*To further research to improve campus environments*



**RACHEL CARSON PRIZE, SOCIETY FOR SOCIAL STUDIES OF SCIENCE**  
Gwen Ottinger, PhD, College of Arts and Sciences  
*For a book-length work of social or political relevance*



**CORNERSTONE LIFETIME ACHIEVEMENT AWARD, ELECTRONIC SIGNATURE AND RECORDS ASSOCIATION**  
Amelia Boss, JD, Kline School of Law  
*For contributions to the foundation and advancement of electronic records*



## Scaling the Summit of a Development Project

Civil engineering graduate Ryan Monkman can stand at the top-floor lounge of the Summit at University City, Drexel's newest (and tallest) high-rise residence, and think about the role he played in getting it built. The Summit is Drexel's third residence developed in partnership with American Campus Communities, and after three co-op assignments with Hunter Roberts Construction Group, the Summit's general contractor, Monkman landed a job as assistant project manager helping the \$170 million project rise from the ground. Private partners like ACC build and manage critical campus infrastructure on Drexel-owned land, a model that has brought \$475 million in investment to University City while freeing Drexel to focus on academic priorities.

“Drexel was able to develop parcels they already owned and enhance the student environment without any money coming from the University's pocket. For us as the builder, we can take ACC's vision to hundreds of properties across the country and make it into an amazing living space for thousands of students. And for the students, I have to say, I'm incredibly jealous of the opportunity these kids get.”

*Ryan Monkman*

## PARTNERSHIPS FOR NEW INFRASTRUCTURE

Drexel has been a pioneer in attracting development partners to build and manage non-academic infrastructure so the University can focus on academic investment.



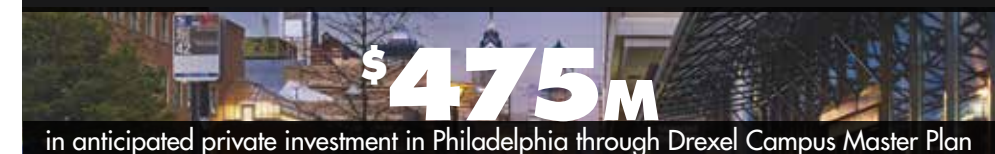
The Study at University City hotel with Hospitality 3



Three new residential/retail developments with American Campus Communities



Planned residential development and preschool with Radnor Property Group



**\$475M**

in anticipated private investment in Philadelphia through Drexel Campus Master Plan



**\$220M**

in ground rents over the length of ground lease agreements with developers



### Following a Communications Dream

A childhood experience on a television game show planted the seeds of a communications career for Marissa Anderson. She nurtured those seeds with a master's degree in communications through Drexel University Online, and they blossomed into a position as a communications officer for the U.S. Department of the Interior where she coordinates organization-wide special events and helps share important stories in a variety of media. Anderson studied online in the College of Arts and Sciences while working full-time as a public affairs specialist for the Department of Defense, winning the Department of the Army Achievement Medal for Civilian Service along the way.

### Responding to the Call of the Library

When banker James Ritter fell in love with the world of libraries, Drexel helped make his dream job possible. Ritter decided to move into library management after creating a bank program that awarded grants to Maine libraries. Six years later he was in line for the top library job in the state — Maine State Librarian — contingent on his pursuit of a master's degree in the field. With no appropriate university programs in Maine, Ritter chose the College of Computing & Informatics' library and information science degree through Drexel University Online, completing his studies in 2015.

“My career goal has always been to work for an organization that contributes to preserving wildlife and the environment. Drexel provided me with the background and education I needed to be able to do that.”

*Marissa Anderson*

“I have the incredible opportunity to help the library provide leadership in an era of significant challenges and opportunities, and to expand equity and access to library services for Maine's citizens.”

*James Ritter*

## A DREXEL EDUCATION ANYWHERE

Drexel Online is one of the nation's oldest and most successful online education providers, and serves working professionals in Greater Philadelphia, across America and around the world.

**20**  
YEARS  
OF OFFERING  
ONLINE DEGREES

**6,700**  
ONLINE STUDENTS  
EACH YEAR

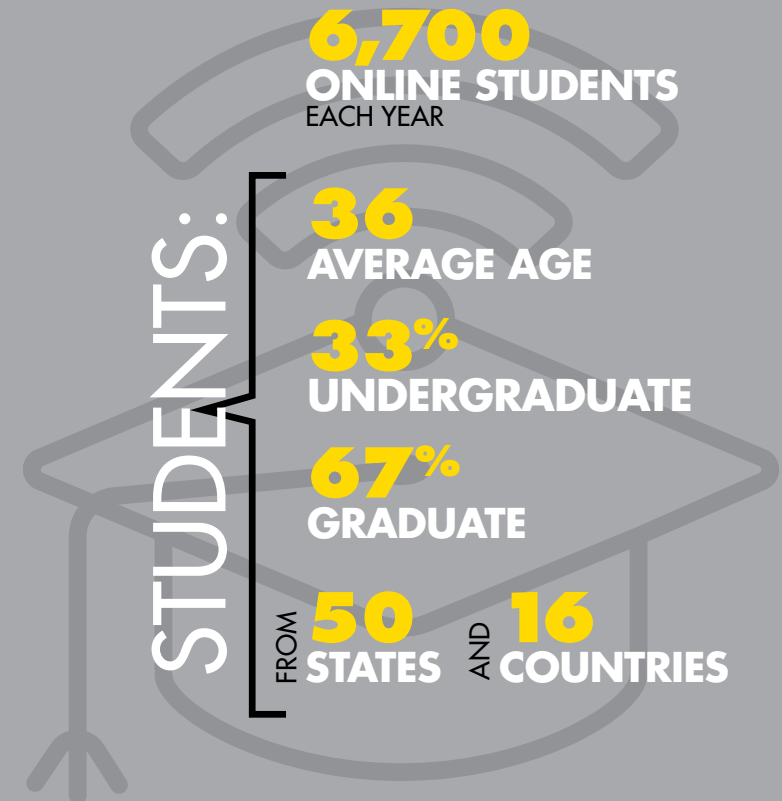
**36**  
AVERAGE AGE

**33%**  
UNDERGRADUATE

**67%**  
GRADUATE

FROM **50** STATES AND **16** COUNTRIES

STUDENTS:







“Drexel is without peer among comprehensive, research universities offering contemporary, applied education. The University assimilates a unique breadth of disciplines, and innovative collaborations at the intersections of existing strengths will lead to transformative outcomes.”

*M. Brian Blake, PhD  
Executive Vice President for Academic Affairs and Provost*

**LOOKING FORWARD IN ACADEMICS**

M. Brian Blake's arrival as executive vice president for academic affairs and provost was one of the year's most important milestones at Drexel. Blake becomes the first person to hold that dual title at the University, with a new level of executive oversight of the academic and research enterprise including the College of Medicine.

Blake brings an inspiring vision for agile, experiential, global education honed in leadership roles at the University of Miami, the University of Notre Dame and Georgetown University. He led his own research lab at each institution, and has significant industry experience at companies including Lockheed Martin and General Dynamics.

Drexel looks to Blake to foster an interdisciplinary academic environment that encourages innovative teaching and research for the benefit of our students, community and society. His leadership will drive the University's pursuit of academic priorities including student retention, faculty growth, global reach and a state-of-the-art research infrastructure.



**LOOKING FORWARD TO AN INNOVATION DISTRICT**

This image shows one possible future for the long-term potential of University City, including the rail yards north of Amtrak 30th Street Station and Drexel's campus, to become an innovation-based center of gravity for Philadelphia. Drexel and Amtrak are project principals along with Brandywine Realty Trust, PENNDOT and SEPTA for the Philadelphia 30th Street Station District Plan exploring the future neighborhood. (Courtesy of Amtrak and the 30th Street Station District Plan Project Team.)

## FUNDRAISING AND SUPPORT

Drexel raised more than \$115 million in FY2015. This milestone achievement represented the largest amount raised in a single fiscal year and exceeded the University's \$100 million goal by 15 percent. The University also received the largest gift in its history: a landmark commitment by trial lawyer Thomas R. Kline to name the School of Law, which will transform legal education at the University for generations to come.

This record-setting year in fundraising reflects a growing level of commitment to Drexel's mission. The Anthony J. Drexel Society, representing Drexel's most generous donors, has grown its membership by more than 20 percent over the past three years. In that same time, the number of dollars given by Society members has increased by 40 percent.

Drexel's \$120 million fundraising goal for FY2016 year is even more ambitious, and as of December 31, 2015, the University had achieved 70 percent of the goal. This includes a transformative \$45 million commitment from Dana Dornsife '83, HD '14 and David Dornsife HD '14 to name the School of Public Health. Fundraising priorities for the year include increasing the endowment, particularly through scholarships and professorships, and supporting Drexel's strategic initiatives and capital projects.

## FINANCIAL SUMMARY

### Financial Position

As of June 30, 2015, total net assets grew to \$1.2 billion from \$1.1 billion in 2014 and comprise \$631.2 million in unrestricted assets, \$255.4 million in temporarily restricted assets for specific purposes and \$324.0 million in permanently restricted assets for endowments and student loans.

Total assets increased by \$80.7 million during FY2015 to \$2.1 billion. Cash totaled \$106.8 million and is supported by continued strength in the University's financial position. Accounts receivable, net of allowances, totaled \$156.2 million, including \$73.9 million of tuition receivables, \$71.5 million in sponsored program grants and contracts, \$9.0 million of patient charges and \$1.9 million due to the College of Medicine from Tenet Healthcare Corporation. Contributions receivable, net of allowances and discounts, increased by \$16.5 million to \$88.9 million.

Total liabilities increased by \$17.5 million during FY2015 to \$866.9 million. This increase is related to increases in post-retirement and pension benefit liabilities (\$8.4 million), deferred revenue (\$14.3 million), accounts payable (\$10.2 million) and accrued expenses (\$11.3 million) and is offset by decreases in deposits (\$16.7 million) and bonds and notes payable (\$9.7 million).

### Activities

Total operating revenue was \$1.1 billion. Net student revenues increased over the prior year by \$28.3 million due to higher than anticipated undergraduate enrollment. The University's operating expenses totaled \$978.9 million and were less than budgeted expenses by \$24.4 million.

The change in net assets from operating activities was \$78.2 million. The total change in net assets, including operating and non-operating activities was \$63.2 million. Non-operating activities include endowment and other gifts, realized and unrealized net loss on investments net of endowment payout and other non-operating income.

### Endowment

As of June 30, 2015, the portfolio market value was approximately \$684.1 million, including certain participating trusts and non-pooled investments, down slightly from \$687.1 million in FY2014. This total includes the \$61.1 million Academy of Natural Sciences endowment. Performance of total pooled assets was +3.2 percent, outperforming the policy index, while total assets decreased in value due to the annual spend disbursement and an adjustment to certain non-pooled assets exceeding the amount of gifts and investment returns achieved.

## DREXEL UNIVERSITY AND SUBSIDIARIES CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS OF JUNE 30, 2015

(in thousands)

	<u>2015</u>
<b>ASSETS</b>	
Cash and cash equivalents	
Operating cash	\$99,457
Restricted	7,341
Accounts receivable, net	
Tuition	73,917
Grants, contracts and other	71,461
Patients	8,950
Tenet Healthcare Corporation	<u>1,852</u>
<b>Total accounts receivable, net</b>	<b>\$156,180</b>
Contributions receivable, net	88,888
Other assets	36,847
Funds held by trustees	5,845
Student loans receivable, net	35,482
Beneficial interest in trusts	53,507
Investments	691,672
Land, buildings and equipment, net	<u>902,329</u>
<b>Total assets</b>	<b><u><u>\$2,077,548</u></u></b>
<b>LIABILITIES</b>	
Accounts payable	58,379
Accrued expenses	112,975
Deposits	22,394
Deferred revenue	118,993
Capital lease	2,804
Government advances for student loans	28,513
Postretirement and pension benefits	64,200
Bonds and notes payable	<u>458,661</u>
<b>Total liabilities</b>	<b>866,919</b>
<b>NET ASSETS</b>	
Unrestricted	631,177
Temporarily restricted	255,432
Permanently restricted	<u>324,020</u>
<b>Total net assets</b>	<b><u><u>1,210,629</u></u></b>
<b>Total liabilities and net assets</b>	<b><u><u>\$2,077,548</u></u></b>

## DREXEL UNIVERSITY AND SUBSIDIARIES CONSOLIDATED STATEMENT OF ACTIVITIES FOR THE YEAR ENDED JUNE 30, 2015

(in thousands)

	<u>TOTAL</u>
<b>OPERATING REVENUE</b>	
Tuition and fees	\$872,924
Less: Institutional financial aid	<u>(244,991)</u>
Net student revenue	627,933
Patient care activities	103,199
State appropriations	8,064
Government grants and contracts	87,791
Private grants and contracts	16,488
Private gifts	66,999
Endowment payout under spending formula	25,470
Investment income	3,037
Sales and services of auxiliary enterprises	89,841
Other sources	<u>28,315</u>
<b>Total operating revenue</b>	<b><u>1,057,137</u></b>
<b>OPERATING EXPENSE</b>	
College programs	362,345
Research and public service	90,675
Academic support	28,747
Student services	47,501
Institutional support	138,080
Scholarships and fellowships	14,720
Auxiliary enterprises	<u>43,076</u>
<b>Total education and general</b>	<b>725,144</b>
Patient care activities	132,544
Other operating expense	61,657
Interest	15,869
Depreciation and amortization	<u>43,685</u>
<b>Total operating expense</b>	<b>978,899</b>
<b>Change in net assets from operating activities</b>	<b><u>78,238</u></b>
<b>NON-OPERATING ACTIVITY</b>	
Endowment and other gifts	16,578
Realized/unrealized net loss on investments, net of endowment payout	(18,994)
Other non-operating loss	<u>(12,583)</u>
<b>Change in net assets from non-operating activities</b>	<b>(14,999)</b>
<b>Change in net assets</b>	<b><u>63,239</u></b>
<b>NET ASSETS</b>	
Beginning of year	<u>1,147,390</u>
End of year	<b><u><u>\$1,210,629</u></u></b>

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# PIVOT

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