Arcadia University marched into 2008 taking big, bold steps. We developed a visionary Undergraduate Curriculum. We expanded our worldwide footprint to South Africa, Tanzania, France, and India. We developed robust online degree programs. We attracted more interest than ever from prospective students. We planned for a new Commons for students. We opened a new building and a new entrance. We began the largest-ever Campaign in this University’s history and ended the first year of the quiet phase with more than $12 million in commitments and gifts toward a goal of $23.5 million.

I want to take this opportunity to thank each member of the Arcadia community because it is our collective effort that enables us to accomplish so much more together. Each donor recognized in this Annual Report made an important contribution to this University's goals—and to our students' success. Alumni, faculty, staff, parents, friends—your contributions are an affirmative statement about the educational quality experienced by each new generation of students in the warm shadow of Grey Towers Castle.

In many conversations with alumni over the last two years, I have been able to point to what we are planning, what we are doing, and what we have accomplished already. Yet even as we tally the progress we are making, I sense that in many ways we are closing the circle with our history. We are connecting what was great about Beaver College with today’s University. If you have visited the Castle recently, for example, you will find that we have been stripping away layers of varnish and paint to expose the true beauty of the original woodwork and designs. What was enlightening and sophisticated about a Beaver College education is also what we are replicating for today’s students. As the senior class shirt proudly proclaims this year, “Fling high the Scarlet and the Grey.”

It was just eight years ago that this institution took what may have been its most daring step, changing its name. I have spoken with so many of you about the Beaver College memories and traditions that you hold so dear. Surely many have wondered if taking such a drastic step was truly essential for the college to be successful. At the end of this Annual Report, I have provided a detailed reporting on our progress since the name change.

This University’s day is just beginning, but we will always remember fondly our Beaver College past.

President Jerry M. Greiner
2008 Annual Fund Awards
Celebrating the Alumni Fund

Class with the Largest Gift
Class of 1971
Elsa Larsen Vernon, Fund Agent

Class with the Largest Gift Increase
Class of 1971
Elsa Larsen Vernon, Fund Agent

The Martha-Lee Taggart Sunderland Award
Given to the Class with the Highest Percentage of Participation
Class of 1958
Clementine Klein Brodsky, Fund Agent

Harry G. Kuch GOLD Award
Given to the Graduates of the Last Decade (GOLD) Class with the Highest Percentage of Participation
Class of 2006
Meghaan Figgs and Jessica Hoos, Fund Agents

The Bette E. Landman Plate
The Bette E. Landman Plate is presented at Reunion and honors the Reunion Class with the largest five-year gift to the Alumni Fund. Left to right, Anne Pilert, Maddy Johnson Stein, Babs Senker Krug, and Heather Fleming Tucker accepted the Plate on behalf of the Class of 1968 from President Jerry Greiner.

The Ethlyn Selner Mack Bowl
The Ethlyn Selner Mack Bowl is presented at Reunion and honors the Reunion Class with the highest five-year percentage of participation in the Alumni Fund. Clementine Klein Brodsky, Fund Agent, accepted the Bowl on behalf of the Class of 1958 from President Jerry Greiner.

Reunion2Sum Contest
The Class of 1958 celebrated its 50th Reunion by participating in the second annual Song Contest and winning the Reunion2Sum Contest by having the most Reunion attendees plus the most donors to the University.
Ways to Give

The Campaign

At Home and in the World—The Campaign for Arcadia University seeks to meet the University’s highest priorities as defined by an intensive strategic planning process and Arcadia’s master plan. The Campaign not only seeks to address facility, endowment and operating costs resulting from the rapid growth in student enrollment (quadrupling since 1985), but it also better positions the University for the future. If we are to succeed, we must take these vital steps now:

• Enhance and build capital projects (the University Commons, a new Academic Center currently named Easton Hall, restoration of Grey Towers Castle, student housing and campus landscaping improvements).

• Increase our endowments to continue to attract and retain the best faculty and students through scholarships and faculty support.

• Enhance our Annual Fund, which allows the University to do more for every student and enriches student learning through the new curriculum and opportunity grants.

Campaign gifts may be paid over five years. All Campaign donors are recognized in the University’s Annual Report; contributors of $5,000 or more will be listed on a Campaign plaque, and named areas are available for donations of $10,000 or more. An endowment for a student scholarship or faculty program may honor a loved one or favorite faculty member and be named for gifts totaling $25,000 and above. These gifts grow in perpetuity as part of the University’s Endowment, while a portion of the income is spent every year to fund the donor’s intention. The impact of the gift grows larger over time. Our Major Gifts team would be delighted to answer any questions or discuss the Campaign with you. Please call the Office of University Advancement, 215-572-2945, to speak with Nick G. Costa, Vice President for Development and Alumni Relations, costan@arcadia.edu; Jay Vogel, Vice President for University Advancement, vogelj@arcadia.edu; Marilyn Lucas, Assistant Vice President, lucasm@arcadia.edu; Diane Zimmaro ’94, Senior Development Officer, zimmarod@arcadia.edu; or Drusilla Buscemi, Major Gifts Officer, buscemid@arcadia.edu.

The Annual Fund

Unrestricted gifts made within the fiscal year support Arcadia University’s Annual Fund. These gifts can be unrestricted or designated for a specific operational use, such as Academic Support, Buildings and Grounds, International Programming, Library Operations, Student Scholarships and Student Services. Gifts of all sizes are encouraged and welcomed as the University is very interested in the number of people who make gifts, as well as the total amount raised during the year. Your gift truly matters.

Annual Fund gifts continue to be very important for the University during the Campaign, and multi-year commitments are especially meaningful for the Annual Fund. The Annual Fund secures funds for the University’s ongoing programs and daily operations and is a vital part of Arcadia University’s annual budget. The Annual Fund makes up the difference between the actual costs of running an internationally recognized University and what tuition covers.

For many people approaching a “big” Reunion year, class gifts through the Annual Fund take on a special meaning as alumni decide how best to honor this milestone. (See Reunion Awards on page 2.)

For more information about the Annual Fund, please call Judy McNamara, Director of the Arcadia Annual Fund, at 215-572-2124, or e-mail her at mcnamary@arcadia.edu.

Employer Matching Gifts

Many employers match their employees’ contributions to educational institutions. With many matching gift programs, you can double or triple the impact of your gift to Arcadia University, and you will receive credit for the full amount of your gift plus the match. Please ask your employer if a corporate matching gift program is available. Often a spouse’s employer will match personal contributions, so inquire about your spouse’s company policy as well.

Additionally, many companies continue to match gifts made by employees even after retirement. In most cases, you will need to fill out a company form and enclose it with your gift. For more information about matching gift programs, please call Judy McNamara, Director of the Arcadia Annual Fund, at 215-572-2124, or e-mail her at mcnamary@arcadia.edu.

Planned Gifts

Donors often can make a larger gift to Arcadia University than might otherwise be possible through financial and estate planning. Planned gifts allow you to make a gift that leaves a lasting personal legacy in an area that is important to you, such as endowing a scholarship or professorship to honor a family member or a favorite professor or benefiting a specific University program. Planned gifts include bequests, life-income gifts including charitable gift annuities and trusts, life insurance, retirement accounts and real estate. Planned gifts can help you to save taxes, allow you to pass more on to your heirs, and benefit Arcadia University by making a gift of great significance.

Our knowledgeable staff is delighted to answer any questions you might have. You also may visit our Planned Giving Web site for more information about these gift options at www.arcadia.edu/plannedgiving. Please call Diane Zimmaro ’94, Senior Development Officer, at 215-572-2095, or e-mail her at zimmarod@arcadia.edu for more information.
The Arcadia Annual Fund

Annual Fund contributors provided support during the fiscal year, which ran from July 1, 2007, through June 30, 2008. These contributors recognized that tuition alone cannot and does not cover all operating costs; their support allows us to do more for every student.

The Arcadia Annual Fund is composed of several funds that include the Alumni Fund, the Graduate Alumni Fund, the Parents’ Fund, and the Friends’ Fund. These listings recognize those who have made gifts (including matching gifts) during the fiscal year to unrestricted, restricted and capital projects.

Rosemary Deniken Blankley ’57 served as National Chair of the 2008 Annual Fund, ably steering the Annual Fund toward a successful fund-raising year. We are deeply appreciative of her leadership and dedication.

### Arcadia Annual Fund Giving Levels

<table>
<thead>
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<th>Level</th>
<th>Gift Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renaissance Club</td>
<td>$25,000 and above</td>
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<tr>
<td>Medallion Club</td>
<td>$10,000–$24,999</td>
</tr>
<tr>
<td>Coronet Club</td>
<td>$5,000–$9,999</td>
</tr>
<tr>
<td>Tower Club</td>
<td>$1,000–$4,999</td>
</tr>
<tr>
<td>Castle Benefactor</td>
<td>$250–$999</td>
</tr>
<tr>
<td>Contributor</td>
<td>$1–$249</td>
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### 2007-08 Sources of Gifts*

<table>
<thead>
<tr>
<th>Source</th>
<th>Unrestricted Annual Fund</th>
<th>Restricted Annual Fund</th>
<th>Capital Funds</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni</td>
<td>$531,132.10</td>
<td>$372,460.99</td>
<td>$521,746.07</td>
<td>$1,425,339.16</td>
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<td>Parents</td>
<td>$15,907.50</td>
<td>$44,481.95</td>
<td>$30,326.00</td>
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<td>Friends</td>
<td>$112,469.37</td>
<td>$116,664.35</td>
<td>$157,421.50</td>
<td>$386,555.22</td>
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<tr>
<td>Corporations</td>
<td>$148,012.46</td>
<td>$1,392,294.36</td>
<td>$76,865.41</td>
<td>$1,617,172.23</td>
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<td>Foundations</td>
<td>$151,033.33</td>
<td>$304,947.04</td>
<td>$349,750.00</td>
<td>$805,730.37</td>
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<td>Churches</td>
<td>$9,371.43</td>
<td>$10,028.68</td>
<td>$88.48</td>
<td>$19,488.59</td>
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<tr>
<td>TOTAL</td>
<td>$967,926.19</td>
<td>$2,240,877.37</td>
<td>$1,136,197.46</td>
<td>$4,345,001.02</td>
</tr>
</tbody>
</table>

* Outright gifts only. Does not include planned gifts or pledges.

### 10-Year Giving Chart*

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Unrestricted Annual Fund</th>
<th>Restricted Annual Fund</th>
<th>Capital Funds</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007 - 08</td>
<td>$967,926.19</td>
<td>$2,240,877.37</td>
<td>$1,136,197.46</td>
<td>$4,345,001.02</td>
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<tr>
<td>2006 - 07</td>
<td>$906,176.90</td>
<td>$1,908,679.45</td>
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<td>2005 - 06</td>
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<td>2004 - 05</td>
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<td>$6,792,779.65</td>
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<td>2003 - 04</td>
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<td>2002 - 03</td>
<td>$864,872.22</td>
<td>$1,248,650.25</td>
<td>$1,758,996.24</td>
<td>$3,872,518.71</td>
</tr>
<tr>
<td>2001 - 02</td>
<td>$860,593.00</td>
<td>$838,560.95</td>
<td>$3,391,982.73</td>
<td>$5,091,136.68</td>
</tr>
<tr>
<td>2000 - 01</td>
<td>$844,461.94</td>
<td>$388,133.66</td>
<td>$1,318,379.94</td>
<td>$2,550,975.54</td>
</tr>
<tr>
<td>1999 - 00</td>
<td>$816,259.19</td>
<td>$673,527.26</td>
<td>$1,112,537.38</td>
<td>$2,602,323.83</td>
</tr>
<tr>
<td>1998 - 99</td>
<td>$787,539.16</td>
<td>$617,820.04</td>
<td>$2,198,840.37</td>
<td>$3,604,199.57</td>
</tr>
</tbody>
</table>

* Outright gifts only. Does not include planned gifts or pledges.

Every effort has been made to ensure accuracy. If you note any discrepancies, please call 215-572-2161.
As Manager of Whitemarsh Township, Pa., Chris van de Velde knows the importance of having sufficient funds for the Township’s annual operations, as well as savings or reserves to meet emergency needs and major projects. He applies this same philosophy to his giving to Arcadia University. His gift to the Annual Fund helps to strengthen the University’s operating budget while his campaign gift helps to meet the University’s long-term needs.

“As a Board member, I’m happy to be part of such a great University. I recognize that my Annual Fund gift allows the University to do more for every student right away. But I also wanted to make a major or planned gift to At Home & In the World—The Campaign for Arcadia University. For the Campaign, I funded a charitable gift annuity which will pay me income for life beginning when I retire. Because I will receive income when I may need it most, I was therefore able to make a much larger gift than would otherwise be possible,” he says.

With his charitable gift annuity, van de Velde also received several tax benefits, including an immediate income tax deduction for a portion of his gift.

Donors can fund a gift annuity with cash or appreciated securities. They also have the option of deferring the income until a future date (known as a deferred gift annuity), an ideal way to give and to increase retirement income.

“My charitable gift annuity helps me and Arcadia University at the same time.”

If you are interested in exploring how a charitable gift annuity can benefit you and At Home & In the World—The Campaign for Arcadia University, please contact Diane Zimmaro ’94, Senior Development Officer, at 215-572-2095 or zimmarod@arcadia.edu. A minimum gift of $10,000 is required. Birth date(s) of the annuitant(s) are needed to provide you with an estimate of your annuity rate and charitable deduction.
Thanks to the assistance of Pennsylvania State Senator LeAnna M. Washington, Arcadia now has another method for helping students in financial need—the Commonwealth Scholars program. This $100,000 program awards scholarships to 10 first-generation students from Philadelphia and Montgomery counties. By removing some of the financial barriers of attending college, the program gives deserving students an opportunity to complete degrees and expand their career options.

“It has always been important to me to do something that will advance educational opportunities for students at the University,” says Washington, who is on the Board of Trustees of Arcadia University. “I am pleased that this program will help students reach their goals.”

“Since more than 97 percent of our students receive financial assistance, programs like this are vital for sustaining the quality and affordability of an Arcadia education,” says President Jerry Greiner. “The entire campus community is grateful for Senator Washington’s dedication and hard work in securing this new program for our students.”

“It is my hope that the students selected for this program will work hard, get good grades, and use this opportunity as a steppingstone to bring to fruition their goals and objectives,” Washington says. “A college education is more important than a piece of silver or gold because no one can take your education away from you. It is yours for a lifetime. Without an education, life’s opportunities are limited, and your skills and abilities will often suffer from atrophy.”
Keeping with tradition, the Class of 1958 presented the University with a generous class gift at Alumni Reunion Weekend 2008. Class gifts are composed of all annual and planned gifts (including bequests) from members of that class over the last five years. Members of the Class of 1958 reached extraordinary levels of giving with gifts of all sizes. To recognize this generosity, a Smart Classroom was named in their honor. Located in the newly built Easton Hall, this classroom serves as a testament to the power of alumni giving.

“The generosity of the Class of 1958 shows the impact that alumni can have on today’s students,” says Georgene Pilling, Director of Alumni Relations.

“Thanks to the wonderful gifts the class members gave in honor of their 50th Reunion, Arcadia’s students have the newest technology available in the Class of 1958 Smart Classroom,” echoes Judy McNamara, Director of the Annual Fund.

Members of the Class of 1958 were excited that their joint efforts allowed them to raise a substantial amount of money. It was a rewarding way to mark their 50-year Reunion, and the Smart Classroom allows their legacy of giving to continue.

“When we were offered the opportunity to have a Smart Classroom dedicated to honor us for raising more than $75,000, we jumped at the idea,” says Class Editor Patricia Lyford ’58. “I personally felt that this was the year to make a larger gift to honor our 50th Reunion. The University did a lot for me and gave me a tremendous start in life. I would like to help other students have a great beginning.”

Smart Classrooms feature the latest technology available to educators. With access to an array of media—including DVD playback and touch-screen PowerPoint presentations—professors can provide students with the tools to succeed in today’s global marketplace.

To learn more about Reunion giving, visit www.arcadia.edu/givingback.
Faculty and staff joined together this year to create a scholarship fund named for recent retiree Marie Gallagher '95. Gallagher served Arcadia for 28 years as Assistant to the Provost and gained the respect and admiration of both faculty and staff members during her tenure.

Dr. Michael Berger, Arcadia Provost and Vice President for Academic Affairs, was instrumental in creating the Marie T. Gallagher '95 Endowed Scholarship fund. “We wanted to find a fitting way of honoring her for her years of distinguished service to the University,” he says. “When I joined the Arcadia community 16 years ago, Marie was already viewed as an incredibly effective administrative assistant, and I found her support to be invaluable during the time we worked together.”

Over the years, Berger and Gallagher collaborated to launch a number of innovative projects that continue to have a positive impact on the University community, such as the Arcadia Bulletin, the periodic Oasis gatherings of faculty and staff, and the annual celebration for retiring faculty members. When Gallagher announced her retirement, Berger wanted to express his gratitude to her with a meaningful gift. He says that to the University’s knowledge, a student scholarship had never been named in honor of a staff member. Thus, Gallagher’s scholarship was the first of its kind—created to honor a well-respected, long-standing member of the Arcadia community.

“It was our way of thanking Marie for all she did for the University and the Provost’s Office,” Berger says, noting that creating the fund was a great source of personal satisfaction for him. “I wanted to give her something that would be close to her heart and that would be perpetual.”

The Gallagher Scholarship fund already has reached $35,000. The campus-wide support for creating this scholarship exemplifies the sense of community that Arcadia faculty and staff members share. Pride and generosity are essential to the continued growth of the University.

“It honors the place at which they have chosen to work and will likely enhance the learning environment for students and faculty,” Berger says of the importance of faculty and staff giving. “You know that you’re helping to make Arcadia a better place.”

Without the generosity of faculty, staff, alumni and other friends, scholarships like the one named for Gallagher would not exist. Since more than 97 percent of Arcadia students receive financial aid, scholarship funds are crucial to the continued growth and academic excellence of this institution.
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A Bold Step: On July 16, 2001, the Beaver College community celebrated its official change to Arcadia University at a ceremony in front of Grey Towers Castle, with more than 700 dignitaries, faculty, staff, students and alumni attending. Thousands of people also participated via a live Web cast. The new name lit up the skyline of Philadelphia—and made headlines around the world. To this day, the process followed in determining and implementing a new name for this historic university is considered a "best practice" case study for others to follow.

The Challenges: But the challenges that followed the name change were twofold. One immediate goal was to attract a larger, more diverse student body that would help to ensure the University’s growth and fiscal stability. At the same time, care would be needed in finding ways to bridge the heart-felt affection many held for Beaver College to what would become known as Arcadia University.

The Rationale: The name Arcadia was chosen for several reasons. Arcadia was a picturesque region of Ancient Greece, a place where poets and philosophers felt nurtured and free to pursue independent thought and artistic inquiry. As a name, Arcadia has a strong and positive connection to academic pursuits, reflecting the University’s commitment to vigorous intellectual exploration and a free exchange of knowledge and real-world experience. It is also a name that underscores the University’s mission as a leader in global education.

Shared Experiences: For today’s students, the definition of Arcadia is distilled into the Arcadia Promise to each student: global perspectives, real-world integrative learning experiences, and personal attention and involvement with faculty. These are also the common elements experienced by generations of Beaver College alumni. These elements that are so valued by alumni are also the shared ties that bind new students.

Measuring Change: The following pages provide a look at the measurable impact of the name change, a reporting on the results that followed the bold step of changing the institution's name in an effort to change the course of its future.

Read more at www.arcadia.edu/unleashed.
“Students are increasingly attracted to what is distinctly Arcadia—almost unlimited opportunities to explore the real world, whether it’s a research project with a faculty member, an internship, community service, or more than 100 study abroad programs around the world.”

- President Jerry M. Greiner
Did REAL CHANGE Follow NAME CHANGE?

Would a University that dared to change a name known by many be able to build a compelling new identity on top of the old? Would a small college with a historic reputation grow into a private university with a worldwide footprint? Would more students want to attend? Would more men apply?

Yes!

UNDERGRADUATE APPLICATIONS FOR ADMISSION—UP 204%

- Male undergraduate applications up 213%
- Transfer applications up 87%
- Full-time graduate applications up 253%

“ARCADIA” Unleashed THE UNIVERSITY’S POTENTIAL—IN JUST 8 YEARS.
“New housing, a new library, a new academic hall, and soon a new University Commons—Arcadia’s growth can be seen in the number of students we serve and the campus we have built for them. It’s also measurable in the number of tenure-track faculty who remain committed to the personal attention and small class sizes that have been this institution’s promise for 155 years.”

- President Jerry M. Greiner
Would more **STUDENTS** come to **ARCADIA University**?

Would the newly named University grow as planners had projected? Would the moniker “Arcadia” translate into more students, more revenue, and a more stable future? Would Arcadia be able to build a new student body that was bigger and more diverse?

**Yes!**

**TOTAL ENROLLMENT—UP 42%**

- Male enrollment up 112%
- Underrepresented student enrollment up 100%
- New and renovated buildings: Landman Library, Dining Complex, Oak Summit Apartments, Grand New Entrance, Easton Hall

“**ARCADIA**” **Unleashed** the University’s potential—in just 8 years.
“Students are increasingly cognizant that they need a global perspective to compete in the global marketplace of ideas, and they are choosing to experience a diverse world for themselves. More and more students from colleges across the nation choose to study abroad through Arcadia, which is the oldest and one of the largest campus-based study abroad programs in the nation. Our own students are using their passports at unprecedented rates—propelling us to second in the nation for undergraduate participation in study abroad.”

- President Jerry M. Greiner
Would a GREAT AMERICAN CASTLE be home to a GLOBAL LEADER?

Would decades of Beaver College study abroad translate into global leadership for Arcadia University? Would a small private university be able to scale the nation’s oldest campus-based study abroad program into one of the largest? Would Arcadia be able to incorporate global experiences as an integral part of each student’s education?

Yes!

EDUCATION ABROAD ENROLLMENT—UP 56%

- More than 100 programs around the world
- 300 other college and university partnerships sending their students to study abroad through Arcadia
- More than half of Arcadia’s graduates earning credits abroad

“ARCADIA” Unleashed THE UNIVERSITY’S POTENTIAL—IN JUST 8 YEARS.
“Enrollment growth, alumni giving, and the largest-ever campaign in this University’s history are providing resources to fund Arcadia’s future growth and quality. Our fund-raising success is a reflection of our successful alumni, who are putting their education to work in the world.”

- President Jerry M. Greiner
Would ALUMNI and FRIENDS buy into the NAME CHANGE?

Would changing the institution’s name build on 150 years of heart-felt alumni connections? Would alumni identify with Arcadia and continue to support their alma mater? Would they appreciate the academic caliber and continued faculty-student interaction in the somewhat larger institution?

ENDOWMENT—UP 63%

- Largest single gift ever to the University—$5 million
- Largest Campaign under way, with $12 million raised last year
- Annual Fund goal of $1 million

“ARCADIA” Unleashed THE UNIVERSITY’S POTENTIAL—IN JUST 8 YEARS.
Arcadia’s budget shows a simple formula: The tuition and fees students pay go directly toward the instructional and support services they receive that year.

Gifts, grants and endowment income are increasingly important to Arcadia’s budget. They are the only primary sources of funds not paid by students and their families.

The University’s expenses are equally transparent: Teaching is the University’s mission. Distinguished faculty, not graduate assistants, provide personal instruction to both undergraduate and graduate students. The University’s student-to-faculty ratio is just 13:1. Academic and instructional support ranges from the Writing Lab to Landman Library to Web-based teaching and learning tools. Auxiliary enterprises include residence halls and apartments, the Dining Complex and other services. Arcadia’s Center for Education Abroad advances the University’s commitment to study abroad not just to Arcadia students, but to nearly 3,000 students per year from other colleges and universities.

The source for Operating Revenue and Expenses is Arcadia University Audited Financial Statements, using Generally Accepted Accounting Principals.

### Operating Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and Fees</td>
<td>$ 45,074,000</td>
</tr>
<tr>
<td>Center for Education Abroad Revenue</td>
<td>$ 37,103,000</td>
</tr>
<tr>
<td>Government Grants</td>
<td>$ 2,548,000</td>
</tr>
<tr>
<td>Private Gifts and Grants</td>
<td>$ 4,900,000</td>
</tr>
<tr>
<td>Investment Income</td>
<td>$ 1,375,000</td>
</tr>
<tr>
<td>Endowment Income</td>
<td>$ 1,404,000</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>$ 982,000</td>
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<tr>
<td>Auxiliary Enterprises</td>
<td>$ 10,751,000</td>
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</tbody>
</table>

**Total** $ 104,137,000

### Operating Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$ 28,415,000</td>
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<tr>
<td>Center for Education Abroad Expenses</td>
<td>$ 35,076,000</td>
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<tr>
<td>Academic Support</td>
<td>$ 5,971,000</td>
</tr>
<tr>
<td>Student Services and Athletics</td>
<td>$ 9,419,000</td>
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<tr>
<td>Institutional Support</td>
<td>$ 9,668,000</td>
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<tr>
<td>Auxiliary Enterprises</td>
<td>$ 11,387,000</td>
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</tbody>
</table>

**Total** $ 99,936,000