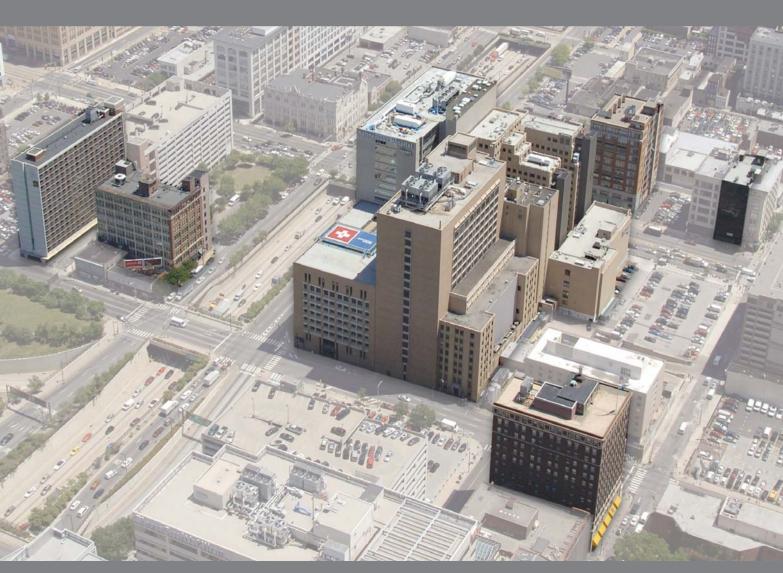
# THE 2006 DREXEL UNIVERSITY PRESIDENT'S REPORT

# A DECADE OF PROGRESS





• Drexel's Queen Lane Medical Campus, home to the Drexel University College of Medicine



• Drexel's Center City Hahnemann Campus, housing nursing and public health programs in downtown Philadelphia

#### FROM THE CHAIRMAN

A decade ago, with Drexel University facing declining enrollment and fiscal uncertainty, the Board of Trustees gave a mandate to the administration: Rebuild Drexel so that its reputation, finances and vision match its century-long tradition of academic excellence.

I am pleased to say that the effort was a success, and the evidence is contained in the

report you are holding. Drexel has achieved rebirth by focusing on our core assets—commitment to technology, leadership in co-operative education and the benefits accorded by our "living laboratory" of Philadelphia—while expanding the scope of our mission, in a climate of sound administrative practices.

Drexel's entry into health sciences education in 1998 saved the nation's largest private medical school (now the Drexel University College of Medicine) and 13,000 jobs in Greater Philadelphia, and made the statement that we were prepared to compete with the very top tier of national universities. Now we are poised to launch the first new law school at a top-ranked doctoral university in 30 years. More than 1,650 applicants have given us the opportunity to admit an inaugural class whose strength surpasses even our expectations.

The qualitative and quantitative growth at Drexel in the past 10 years owes a debt to the strong leadership in place. I am confident that the achievements of the next decade will eclipse the great success of this one.

Joseph H. Jacovini, Esq. Chairman of the Board

#### FROM THE PRESIDENT

I am pleased to report on 10 years of remarkable, positive change at Drexel University. In the past decade, we have implemented sound business practices to create a stable financial foundation for growth. We expanded our mission to encompass new disciplines, including medicine and law, befitting the top comprehensive university Drexel has become. We added two health sciences campuses and

constructed or renovated major buildings at the rate of one per year. Enrollment doubled, even as our selectivity increased.

Drexel now comprises 13 colleges and schools including the nation's largest private medical college and one of only two law schools to follow a co-operative model. Research expenditures have grown sevenfold as we created opportunities for cross-disciplinary projects. Endowment increased sixfold as alumni and donor confidence increased.

For these reasons and more, the publication of this 10-year report is an occasion for celebration. Drexel is in a great position to continue investing in our future and to reinforce the core strengths that make this a great university: our technological focus, a co-operative education program that provides students with valuable work experience, and the resources to invest in our future goals and objectives.

Our decade-long focus on building our resources and implementing new ideas has reinvigorated a university that already was a dynamic center of learning. All who have contributed to our success—students, faculty, staff, alumni and trustees—join me in looking forward to further growth and innovation.

Constantine Papadakis

apadakis

**President** 

# A reinvigorated campus and community

# **Today's Drexel looks very** different from 10 years ago



The Edmund D. Bossone Research Enterprise Center

New vision and a commitment to excellence coupled with a great tradition have transformed Drexel inside and out. The broad spectrum of people that is Drexel forms a lively, diverse and engaged community. Our students come from the Philadelphia region, across the nation and around the world, and they have created the strongest campus life in the University's history. Our academic mission has expanded, bringing new disciplines along with the creative and talented people who pursue them. To support this breadth, Drexel has grown from one campus to three, and our University City Main Campus has seen an infusion of new construction and renovation from renowned architects.

1996

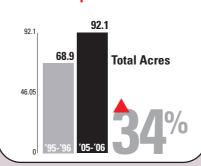
## **More Colleges**

- College of Arts and Sciences
- Bennett S. LeBow College of Business
- **■** College of Engineering
- **■** College of Information Science and Technology
- Antoinette Westphal College of Media Arts & Design
- Richard C. Goodwin College of Professional Studies

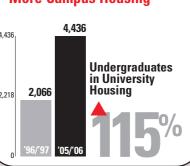
- Drexel University College of Medicine
- College of Law
- College of Nursing and **Health Professions**
- Pennoni Honors College
- School of Biomedical Engineering, Science and Health Systems
- School of Education
- School of Public Health

# **More Economic Impact** Jobs due on State to Drexel Activity Economy 8.375 9 091 \$440m \$92,656 92,656 Economic Economic Impact per Impact per Studenť Employee \$37,916 145 857

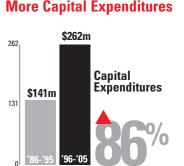
## **More Campus Area**



## **More Campus Housing**



## **More Capital Expenditures**



1995

 Shipyard College, an initiative that upgrades the skills and increases job opportunities for former Philadelphia Navy Yard workers, becomes a national model. The program is organized by PRIDE, a Drexelled educational consortium including Community College of Philadelphia, Camden County Community College and Delaware County Community College.

•LeBow College of Business announces the Great Valley Consortium, a corporate-education partnership that offers the Drexel MBA and MBA in finance to employees of corporations along Pennsylvania's Route

 President Papadakis institutes the student suggestion award program, for which two students who submit the best idea implemented by the University receive \$500. The first awards are presented at the 1996



President Papadakis (center), shown with former Temple University President Peter Liacouras Hon. '84 and former University of Pennsylvania President Judith Rodin, inaugurated on May 3.



●Men's basketball team wins first NCAA tournament game

School of Education and School of Biomedical Engineering, Science and Health Systems established.

College of Information Science and Technology launches asynchronous master's degree program in information systems.



President and Mrs. Papadakis, at the invitation of President Bill Clinton, attend a White House state dinner in honor of the President of the Hellenic Republic, Constantine Stephanopoulos.

• Faculty computers upgraded as part of the University's strategic investment in technology



Philadelphia Mayor Edward G. Rendell named 1996

•For the first time in its history, Drexel was listed among The Chronicle of Philanthropy's top 400 charities in the **United States.** 

1997 Van Rensselaer Hall, student residence (renovated) Architect: Bower Lewis Thrower

1998 North Hall, student residence Architect: Michael Graves

1999 Paul Peck Alumni Center (restored) Original architect: Frank Furness (1876)

# The new look on campus



















2001 Queen Lane Medical Campus (acquired) Architect: Ewing Cole



2003
Ross Commons,
student center (restored)
Original architect:
T. P. Lonsdale (1928)

2004 Stiles Hall, student residence (renovated) Architect: InTech

2005
Bossone Research
Enterprise Center
Architect: Pei Cobb
Freed & Partners
5

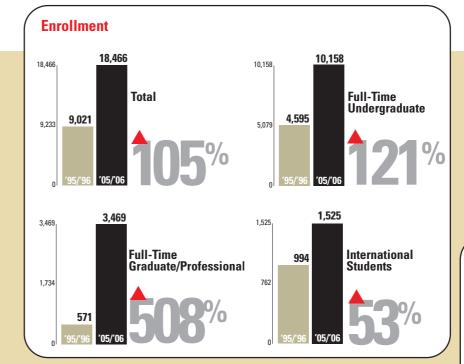
# More students, better students

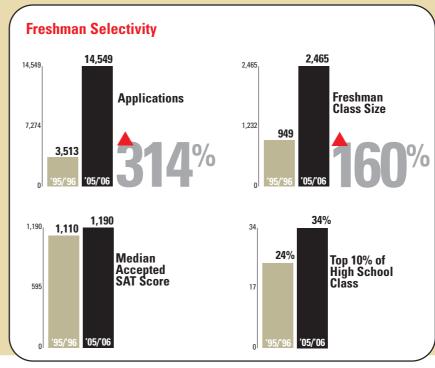
# A top-quality student body responds to Drexel's vision

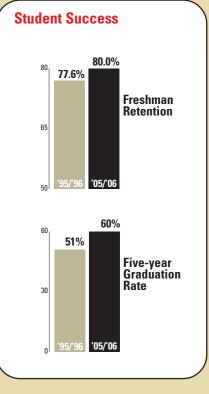


NASA astronaut Chris Ferguson '84 (left) at Accepted Students Day greeted by Dan White, a Drexel student

A university's mission begins with teaching, and the heart of any great institution is its students. Over the past decade, Drexel has seen quantitative growth in our student body matched by equally strong qualitative growth, as the University attracts more and better students. We have re-emphasized our unique brand of learning (technology-based, co-op enhanced and reinforced through civic engagement) and found that there is a strong demand for our product. The University has also made a commitment to student satisfaction, leading to the groundbreaking StudentsFirst employee-development initiative dedicated to creating a student-centered culture among our staff and administration.







1997





•Alumnus and Internet founder
Paul Baran '49, Hon. '97 launches
Drexel Web site.

 Blue and Gold Connection transfer program with Community College of Philadelphia formalized.



 Renowned architect Michael Graves begins design of North Residence Hall.

Princeton Review ranks
 College of Engineering
 among America's best engineering graduate schools.



C.R. "Chuck" Pennoni '63, '66, Hon. '92 elected chairman of the Drexel University Board of Trustees.



1998

Construction begins on the 500-bed North Residence Hall, located at 32nd and Race Streets.



•Drexel ranked by Yahoo Internet Life as Philadelphia's most wired campus.

 Ph.D. in Education approved by the Pennsylvania Board of Education.

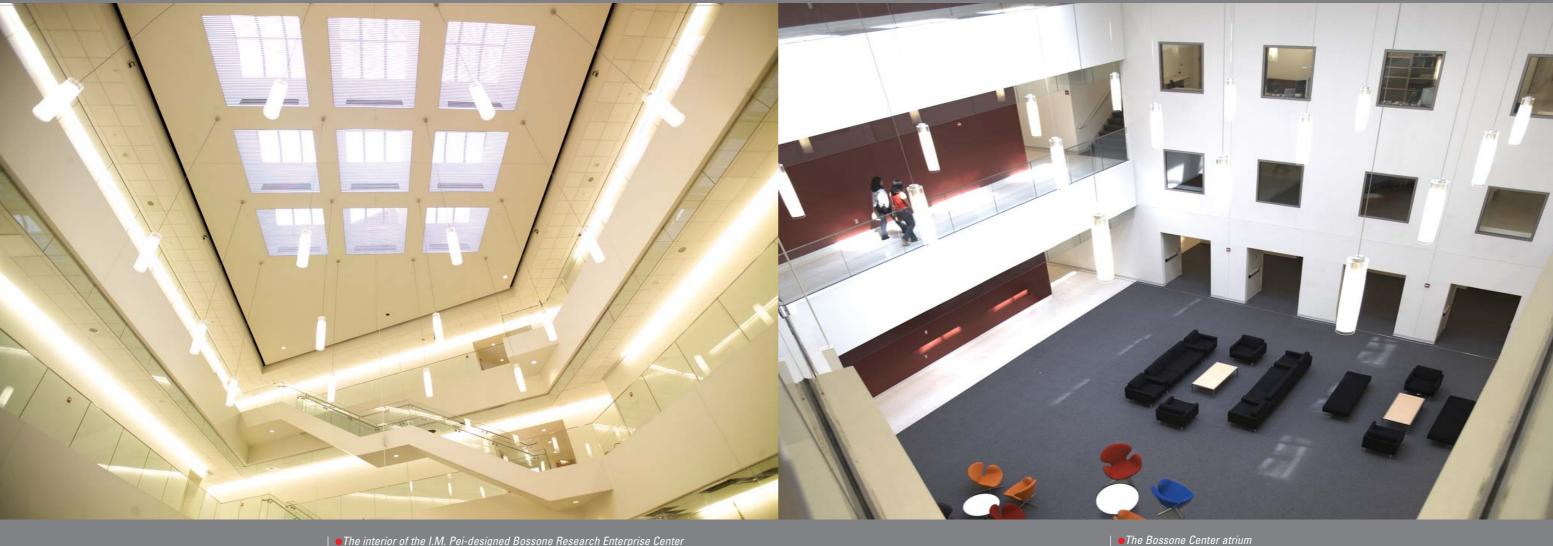


to the Furness Building, now called the Paul Peck Alumni Center. The project was also supported by a grant from the George F. Baker Trust and members of the Drexel family.

Drexel Engineering Alumnus

Paul Peck '64 funds renovations

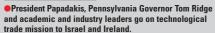
• Co-op in Israel is launched.



• The interior of the I.M. Pei-designed Bossone Research Enterprise Center

# 1998<sub>continued</sub>





•First wireless Cyber Zone established at Hagerty Library.

•MBA Online program for first-year MBA students launched.

•Drexel becomes first university in the region to Webcast commencement.



Drexel Board of Trustees accepts agreement for Drexel to manage Allegheny University of the Health Sciences (renamed MCP Hahnemann University). Celebrating the agreement are (from left): AUHS and Drexel Board Member Manuel N. Stamatakis Hon. '05, Drexel Chairman C.R. "Chuck" Pennoni '63, '66, Hon. '92 and President Papadakis.



•President Papadakis granted private audience with Pope John Paul II to discuss canonization of Blessed Katharine Drexel.



 President Papadakis greets Dr.
 Xinzhao Chen, right, President of China's Hefei University of Technology. Chen was on campus to sign an agreement for academic exchange and cooperation between Drexel and Hefei.



Orexel hosts Philadelphia mayoral debate and roundtable on the University City Main Campus.

•College of Arts and Sciences begins offering bachelor of arts degrees.

•Judaic Studies program launched.

University accepted as member of the University Corporation for Advanced Internet Development (Internet2).



Drexel presents former University First Lady Mary E. Hagerty (left), wife of Dr. William Walsh Hagerty, Drexel President from 1963 to 1984, with the degree of Doctor of Humane Letters, honoris causa. During her years at Drexel, Mrs. Hagerty contributed to a strong sense of community through her interest in and involvement with students, faculty, staff and alumni. **Current Drexel First Lady Eliana** Papadakis (right) has continued Mrs. Hagerty's legacy.



 MCP Hahnemann University celebrates its first Commencement. Among those who participated in the School of Medicine ceremony were (from left to right): Medical College of Pennsylvania President Emeritus Maurice Clifford, President Papadakis and Emeritus Chancellor of MCP Hahnemann University D. Walter Cohen.

# A faculty strong in teaching and research

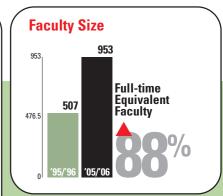
# World-class scholars knock down boundaries between disciplines

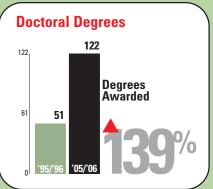


Dr. Richard Rest's anthrax research lab

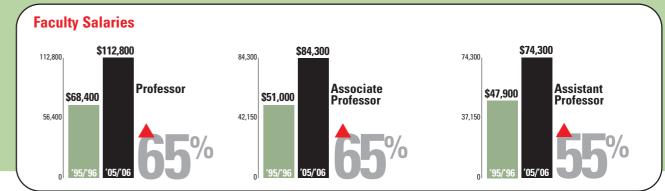
Drexel has become a destination of choice for the best teachers and researchers from around the world. The University aggressively recruits a highly decorated, well-funded and entrepreneurial faculty that creates new knowledge and builds new generations of independent thinkers. Research at Drexel has grown exponentially over the past decade, with a major impetus being our entry into academic medicine. The faculty of the nation's largest private medical school, the Drexel University College of Medicine, works with researchers in our traditional areas of strength to create a cross-disciplinary research enterprise that promises to be a national leader for decades to come.

# Research Funding 101.6 S101.6m Research Expenditures 9 \$18.0m Indirect Costs Recovered 815.1m 95/96 04/05 \$23.9m NIH Expenditures 11.95 \$1.3m 96/06 \$1.3m 96/06 \$1.3m 96/06 \$1.3m 96/06 \$1.3m 96/06 \$1.3m

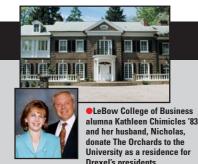








1999<sub>continued</sub>





●Engineering alumnus Bennett S. LeBow '60, Hon. '98 becomes major benefactor of the College of Business, which was named in his honor.

OUniversity holds first combined MCPHU-Drexel Research Day.



The Institute for Women's Health and Leadership now led by Lynn Yeakel, opens.

• A regional research consortium led by Drexel receives a two-year, \$7.5 million contract from the Defense Advanced Research Projects Agency to conduct research on how to expand the Internet to meet the technological and user demands of the 21st century.



 Christopher Reeve visits the MCP Hahnemann University (MCPHU) spinal cord research team.

2000



 Ground broken for 300-bed, honors student East Residence Hall, located at 115 N. 32nd Street.  Schools of Nursing and Health Professions become the College of Nursing and Health Professions.

Drexel creates the nation's second nursing co-op program.

Drexel and MCP Hahnemann University introduce fully wireless cyber campuses

ullet Nation's first Techno MBA Online launched by LeBow College of Business.



The Anthony J. Drexel Picture Gallery in Drexel's Main Building, restored to its 1902 grandeur

# 2000 continued



•Drexel hosts volunteer training and other activities for the Republican National Convention. Candidate George W. Bush (center) met with MCP Hahnemann University Chairman Manuel N. Stamatakis Hon.'05 and President Papadakis when he visited former President Gerald Ford at Hahnemann University Hospital on the MCPHU campus.



- Ouniversity introduces AJDrexelBank.com.
- •Drexel named 16th most wired college by *Yahoo Internet Life.*
- Drexel forms regional nanotechnology center with Penn and Ben Franklin Technology Partners of Southeastern Pennsylvania.
- Ouniversity announces \$200 million capital campaign.



 Alumnus Paul Peck '64 and President Papadakis celebrate the opening of the Paul Peck Alumni Center.



John A. Daskalakis '63 makes a major gift to Drexel athletics and the Physical Education Athletic Center, which is named the Daskalakis Athletic Center in his honor.



- •LeBow College of Business alumnus Richard Goodwin '48, Hon. '04 becomes key supporter of the College of Professional Studies, which is renamed in his honor.
- Drexel named "Company of the Year" by the PENJERDEL (Pennsylvania, New Jersey, Delaware) Council, for its dedication to the betterment of the Greater Philadelphia region.



St. Katharine Drexel, niece of Anthony J. Drexel, canonized. A delegation of Drexel representatives, including President and Mrs. Papadakis, traveled to Rome for the ceremony and met with Pope John Paul II.

# New emphasis on signature Drexel strengths: Co-op

# Co-operative education continues to be a unique draw for the University



A Drexel student collaborating with a co-op employer

Co-operative education, in which nearly every Drexel undergraduate spends up to three six-month periods working full-time in his or her field, has helped define Drexel since 1919. Co-op remains central to the University's character, and we continue to expand applied learning opportunities. Real-world experience is one of the most important products we deliver to students: One in three Drexel alumni in our most recent survey reports having been hired by a former co-op employer; 79 percent call co-op "very important" in increasing their knowledge in their major field; and 80 percent report that co-op was "very important" in helping them find a job after graduation.

2001

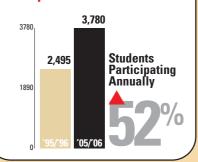
# Top 10 Co-op Employers in 2005



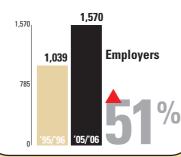
# **Top Co-op Locations in 2005**

United States	International
■ Pennsylvania	■ Hong Kong
■ New Jersey	■ Great Britain
■ Delaware	■ Brazil
■ New York	■ Greece
■ California	■ Israel
■ Maryland	■ Costa Rica

## **Co-op Students**



# Co-op Employers



### Average Salaries per Six-month Experience in 2005

All Students	\$14,005
Business	\$13,191
Humanities	\$10,610
Sciences	\$13,429
Nursing/Health	
Professions	\$12,754
Engineering	\$15,117
Information Science/	
Technology	\$15,213
Media Arts/Design	\$10,792
<b>Professional Studies</b>	\$10,433
Biomedical Engineering/	
Science/Health Systems	\$15,118
Education	\$7,357

2000<sub>continued</sub>



Philadelphia permanently closes 32nd Street between Market and Chestnut Streets and transfers ownership to Drexel, allowing the University to transform the street into a plaza and "gateway" to the University City



•Drexel becomes the first university to provide students with voice recognition software, Dragon Naturally Speaking Preferred 4.0, as part of its free University CD.

 Doctors in the MCP Hahnemann cardiology and pulmonary clinical practices participate in test program using Palm Pilots to streamline patient care.



Plans unveiled for Research Enterprise Center, designed by Pei Cobb Freed & Partners, and Leonard Pearlstein Business Learning Center, designed by Philip Johnson/Alan Ritchie Architects.  Drexel launches Applied Communications and Information Networking Program (ACIN) with Sarnoff Corporation, Telcordia Technologies and the Edmund Scientific Company.

Drexel provides information technology support to Cabrini College.



•Goodwin College of Professional Studies alumnus Edmund D. Bossone '53 makes donation to support Research Enterprise Center, which will be named in his honor. •U.S. Department of Defense gives Drexel \$10.84 million for Project ACIN, which addresses the technological challenges and demands of 21st century warfare and peacekeeping missions.

●The Department of Neurobiology and Anatomy receives \$7 million, five-year NIH grant for "Mechanisms of Recovery After Spinal Cord Industry" project.



Co-operative education advocate George D. Behrakis donates for renovations to Drexel's Grand Hall, which will be named in his honor.



• The beautifully renovated Ross Commons, student center for the north side of campus

Ross Commons, set in a restored 1888 mansion

# 2001 continued



 Christopher Reeve honored at the first MCP Hahnemann University Black Tie White Coat Ball.

- ●College of Nursing and Health Professions launches Accelerated Career Entry program.
- •Drexel athletics wins America East Academic Cup for highest cumulative GPA in conference.
- Drexel acquires MathForum, the Internet's leading mathematics education community.

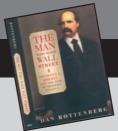


OGROUND BY STANDARD OF THE STA



 University honored by The Newcomen Society of the United States.

 Standard and Poor's upgrades bond rating and financial status to "A" and "stable."



The first biography of University founder Anthony J. Drexel, *The Man Who Made Wall Street: Anthony J. Drexel and the Rise of Modern Finance,* by Dan Rottenberg, is published (University of Pennsylvania Press).



•Former Pennsylvania Governor and U.S. Secretary of Homeland Security Tom Ridge named Drexel Business Leader of the Year.

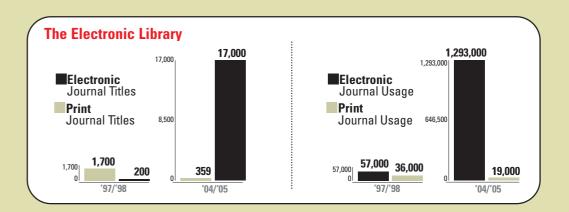
# New emphasis on signature Drexel strengths: Technology

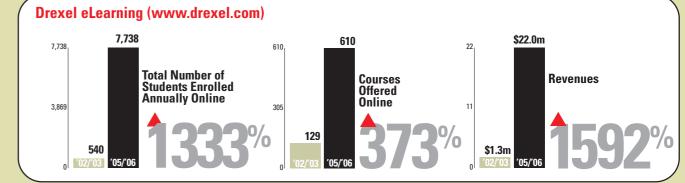
# The University strengthened its leadership position in academic technology

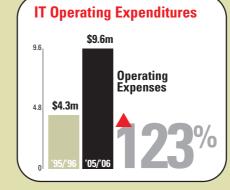


A high-tech classroom in LeBow College of Business

Drexel has made news repeatedly for our technological firsts: first online master's in information systems, first major university to create an all-wireless campus, first university to offer students a wireless Web portal, first university to offer an online affinity bank to its community and much more. Our professors are improving the way academic resources are delivered to students, via online and hybrid classes. We created a subsidiary, Drexel eLearning, Inc., that harnesses our academic strength to serve the commercial distance-learning market. And other schools have turned to us for our technological expertise—Drexel provides information technology services to 50 other educational institutions through an Application Service Provider model.







# Leading Institutions Served by Drexel as Application Service Provider Cabrini College, Radnor, Pa. Cumberland University, Lebanon, Tenn. Medaille College, Buffalo, N.Y. Neumann College, Aston, Pa.

■ Rosemont College, Rosemont, Pa.

2002





•Athletics ranked first in gender equity in the nation by *U.S.News & World Report* 

●The Lincoln University/ Drexel Dual Degree Program in Engineering expands to grant a minimum of eight scholarships each year to students at the historically black university.



 The 40,000-square-foot state-of-the-art Leonard Pearlstein Business Learning Center opens on the University City Main Campus.



Senator Arlen Specter (left) and Mayor John Street
(second from left) join Dean Gloria Donnelly (third from
left) as the College of Nursing and Health Professions
opens the new 11th Street Health Services of Drexel
University facility to provide healthcare to thousands of
medically underserved residents of North Philadelphia.



Christopher and Mary Stratakis Endowed Chair in Corporate Governance, made possible by support from alumnus Christopher Stratakis '51 and his wife, Mary (center, with LeBow College Dean George Tsetsekos and President Papadakis).



•Fourteen-foot-long, 10-foot-high, 4,100-pound Mario the Magnificent statue, created by renowned sculptor Eric Berg, dedicated on University City Main Campus.





| • Handschumacher Dining Hall

| •North Hall, designed by Michael Graves

# 2002 continued



 Drexel's service learning program, which places Drexel freshmen in 105 Philadelphia public schools to teach more than 45,000 students, is the largest in the country.



Drexel enters agreement with Community Energy, Inc., a Delaware County, Pa. green electricity marketer, to purchase four million kilowatt hours of wind energy, the entire energy output of a 220-foot-tall state-of-the-art wind turbine. The turbine provides almost 10 percent of the University's total electricity, making Drexel the country's leading in terms of the presentant of wind energy. try's leader in terms of the percentage of wind energy that makes up the University's total electricity supply.



Drexel holds its fourth annual \*\*Celebrate Health Fair" in Philadelphia's Dilworth Plaza. (College of Nursing and Health Professions Dean Gloria Donnelly, left, participates.)



The Anthony J. Drexel Picture Gallery, which houses The Drexel Collection, re-opens in the Main Building.



The Greenawalt Student Development Center, made possible by a gift from alumnus and Drexel trustee Richard A. Greenawalt '66 and his family, opens in the Creese Student Union Complex.



2003

●The Commonwealth of Pennsylvania awards Drexel \$8 million for Bossone Research Enterprise Center.





The Papadakis family demonstrates its belief in the quality of the Drexel education when daughter Maria (right) enrolls at the University.



●The Honors Program becomes the Pennoni Honors College, in recognition of former Drexel Chairman C.R. "Chuck" Pennoni '63, '66, Hon. '92 and his wife, Annette.

# New emphasis on signature Drexel strengths: Civic engagement

# The University educates good students and good citizens



Drexel students helping to rebuild a Philadelphia neighborhood

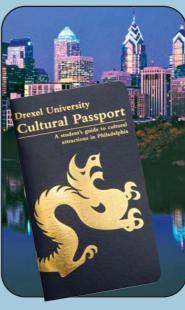
Drexel students learn through their service and work in the City of Philadelphia, our "living laboratory." The University's contributions to community service have grown in recent years thanks to our entry into health sciences education—leading to initiatives in care for underserved populations as well as public health policy—and the establishment of our Center for Civic Engagement. The Center administers University 101, the academic component of our service initiative for students, and helps members of the Drexel community connect to service opportunities, with special emphasis on the public schools in our West Philadelphia neighborhood through the Drexel/School District of Philadelphia Partnership.

## **Some Initiatives in Civic Engagement**



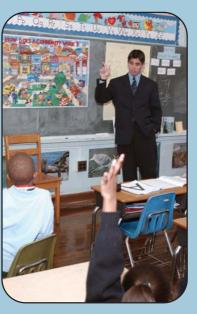
11th Street Family Health Services Center of Drexel University

Drexel College of Nursing and Health Professions students and staff treat underserved populations in four Philadelphia public housing developments, reducing the burden on hospitals.



#### **Cultural Passport**

Each Drexel freshman receives one free admission or performance at each of 20 local cultural organizations, helping those organizations reach new audiences.



# Drexel/School District of Philadelphia Partnership

Drexel students, faculty and staff provide technological, academic and volunteer support to eight West Philadelphia public schools.

2003<sub>continued</sub>



•Drexel enters lease agreement with Commonwealth of Pennsylvania for Philadelphia Armory. Drexel and the Pennsylvania Department of Military and Veterans' Affairs will develop a long-term plan to renovate the Armory into a convocation center and basketball arena.



●The Drexel University Board of Trustees adopts the best practices of Sarbanes-Oxley Act of 2002, making Drexel the first university in the U.S. to voluntarily amend its bylaws to include provisions of the legislation that holds officers and board members of for-profit organizations to legal and high ethical standards. Pictured left to right: Christopher Stratakis '51, Senator Paul Sarbanes (D-Md.) and President Papadakis.



 MAD Dragon Records, the Philadelphia region's first universityowned record label, is launched.



 Drexel ranked 123rd in the Best National Universities-Top Schools category by U.S.News & World Report.



 Joseph H. Jacovini succeeds C.R. "Chuck" Pennoni as chairman o the Board of Trustees.



●Ross Commons, a student dining, study and activity center, housed in a 115-year-old, 25-room, 17,000-square-foot Victorian Gothic mansion owned by the University since 1928, is dedicated. The building's renovations were made possible by a gift from alumnus and trustee George M. Ross '55, Hon. '99 and his wife, Lyn (left to right with President Papadakis).



 First 2003 Philadelphia mayoral debate between candidates John Street and Sam Katz (shown left to right), held in Mandell Theater.

•The LeBow College of Business Executive MBA program ranked 30th in U.S. and 56th in the world by Financial Times.





• Drexel Dragon Park, featuring the work of sculptor Eric Berg

•The Drexel Athletic Complex

2004

Montgomery County Community College and Burlington County College sign dual admission agree-ments with Drexel.





●The Drexel University College of Medicine Philadelphia philanthropist and publisher Kal Rudman and his announces affiliations with St. Peter's University Hospital, a 422-bed acute care teaching hospital in wife, Lucille (shown left to right New Brunswick, N.J., and Philadelphia's Friends with singer Patti LaBelle Hon.'03), Hospital, ranked by *Philadelphia* magazine in 2003 as a "Top Hospital in Mental Health." (Left to right) Ronald C. Rak, Esq., Chairman; Bishop Paul G. present Drexel with gift to estab-lish the Kal and Lucille Rudman Institute for Entertainment Bootkoski; Sheryl Slonim, CEO, Saint Peter's **Industry Studies in the Antoinette** University Hospital; and President Papadakis. Westphal College of Media Arts & Design.



• Drexel places 73rd among private colleges and universities nationwide and 224th overall in *The Chronicle of Philanthropy's* "Philanthropy 400."

Above, Lois and George Krall '58 (center) and their family celebrate the opening of the Krall Center for Executive Education, made possible by a leadership gift from Mr. and Mrs. Krall.

●National Security Agency redesignated Drexel as one of 59 national Centers for Academic Excellence in Information Assurance Education for 2004-07.

2005



●The 154,000-square-foot Edmund D. Bossone Research Enterprise Center, which includes a 292-seat auditorium, 70-foot-high prism, three-story atrium, 5,100-square foot patio, 77 offices, 48 teaching labs, 37 lab support spaces and eight conference rooms, is dedicated.



•School of Education partners with Apple Computer Inc. on the iPods in Education Initiative to provide free iPods to incoming School of Education freshmen



●StudentsFirst<sup>SM</sup> initiative, aimed at achieving excellence in service to students through faculty and staff development, is launched.

•College of Engineering graduate programs ranked 26th among private colleges and universities and 61st overall by U.S.News & World Report.

 School of Education graduate programs ranked 18th among private colleges and universities and 66th overall by U.S.News & World Report.

# Financial stability and growth regained

# Drexel is positioned to support exciting initiatives

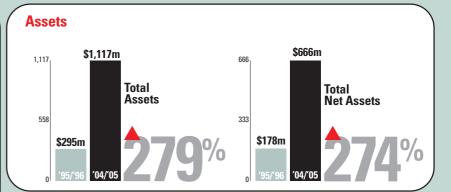


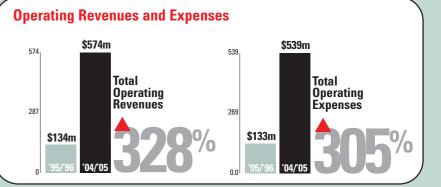
Studio work for MAD Dragon Records, Drexel's student-run record label

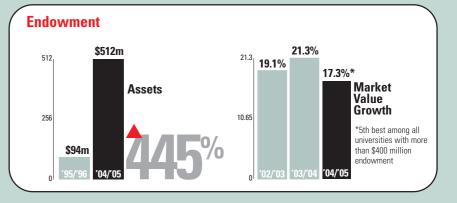
After a period of financial uncertainty in the early 1990s, Drexel has emerged in the past decade as a robust institution on firm financial footing. A quality academic product and strong business principles have helped us increase Drexel's endowment sixfold. Since 1995, Standard & Poor's has upgraded our bond rating four times to our current "A+ stable," exceeded by only 56 private universities in the nation. In that time, Drexel conducted by far its largest and most successful fundraising effort, The Drexel Campaign, raising \$200 million. Today, Drexel's stability allows us to commit the necessary resources to continue building a world-class comprehensive university.

## Standard and Poor's History of Ratings

- ■Before 1997 BBB+
- **1997** 
  - A- stable outlook
- ■July 12, 1999
- A- positive outlook
- September 26, 2000
- A stable outlook
- December 22, 2005A+ stable outlook







2005continued



• Ground broken for new multi-million dollar student center on the Queen Lane Medical Campus. Students celebrated the groundbreaking with Drexel University College of Medicine Chairman Manuel Stamatakis Hon. '05 (second from left); President Papadakis (fifth from right) and DUCoM Vice Dean Dr. Barbara Schindler (right).



Or. Ralph Walkling named first holder of the LeBow College of Business' Christopher and Mary Stratakis Endowed Chair in Corporate Governance and Accountability.



•The Vidalakis Family Foundation donates \$1 million to Drexel to establish Cretan Scholars program, which will annually award \$5,000 stipends to eight students to support their six-month co-op placements in Crete. The award was presented by Dr. Nicholas Vidalakis (right).



the Best National Universities
Top Schools by U.S.News &
World Report.



 Cultural Passport program, which offers Drexel freshmen free admission to more than 20 partnering Greater Philadelphia cultural institutions, is launched.



 The Pennsylvania Department of Education approves the Drexel University College of Law's application, paving the way for the College's opening in fall 2006.



After a gift from Kay Westphal 59, Hon. U2 and h family, the Antoinette Westphal College of Media Arts & Design is dedicated, honoring alumna Antoinette Westphal '59, Hon. '02. Shown is the Westphal family (from left): Ray Westphal '59, Hon '02, Stefanie Westphal-Lucas, Amanda Westphal Radcliffe and Jeff Westphal.

Timetine continued on page

# **Consolidated Statement of Financial Position**

June 30, 2005 with comparative totals for 1996 through 2004 (000's)

	1996*	1997	1998	1999	2000	2001	2002	2003	2004	2005
ASSETS										
Cash and cash equivalents	\$8,141	\$1,531	\$11,593	\$8,654	\$7,443	\$11,183	\$21,455			
Operating cash								\$16,598	\$25,712	\$63,259
Risk Retention Group cash									4,643	2,918
Accounts receivable, net	10,608	10,955	28,140	33,374	34,318	40,659				
Tuition							30,945	37,661	40,560	30,083
Patients								14,911	10,890	7,093
Grants, contracts and other							13,832	24,308	27,184	25,736
Tenet HealthSystem								3,194	3,551	8,993
Contributions receivable, net	4,419	4,230	6,548	14,680	18,720	23,616	27,446	32,945	25,683	30,005
Other assets	2,303	3,341	7,410	5,849	6,529	7,900	7,086	8,719	13,177	13,955
Deposits with bond trustees	10,756	16,307	44,879	17,588	30,015	38,943	26,611	58,692	38,995	40,857
Escrow deposits with bond trustees		16,799	29,130	27,691	12,348	11,877	6,779			
Student loans receivable, net	6,677	6,819	6,717	6,799	7,319	7,029	6,843	25,738	27,062	29,366
Beneficial interests in trusts							1,144	16,312	32,844	35,570
Investments	134,199	146,458	157,393	228,189	251,406	245,248	228,047	353,603	418,341	479,335
Land, buildings and equipment, net	118,108	128,498	145,387	174,084	194,010	197,507	220,876	268,284	325,054	349,978
Total assets	\$295,211	\$334,938	\$437,197	\$516,908	\$562,108	\$583,962	\$591,064	\$860,965	\$993,696	\$1,117,148
LIABILITIES										
Accounts payable	\$5,917	\$4,577	\$12,153	\$12,167	\$9,818	\$11,840	\$15,111	\$24,128	\$27,754	\$31,725
Accrued expenses	12,780	14,227	14,146	14,841	17,328	20,464	24,476	33,667	46,140	57,398
Lines of credit	12,700	17,221	17,170	14,041	10,000	20,404	24,410	3,500	3,498	8,606
Deposits	1,769	4,188	5,486	7,278	6,472	8,118	9,349	17,249	21,338	27,543
Deferred revenue	12,219	5,681	11,554	15,180	18,046	22,512	24,267	29,228	33,042	36,304
Capital leases	12,213	3,001	11,557	13,100	10,040	22,312	24,201	809	30,042	30,304
Government advances for student loan	s 5.398	5,509	5.663	5.752	5,846	5,952	6.074	24,768	25,155	25,502
Bonds and notes payable	79,167	110,287	172,657	171,159	180,507	194,144	183,419	215,123	240,426	264,570
Total liabilities	117,250	144,469	221,659	226,377	248,017	263,030	262,696	348,472	397,353	451,648
iotai namitties	117,230	144,403	221,033	220,311	240,017	203,030	202,030	340,472	331,333	431,040
NET ASSETS										
Unrestricted	103,463	103,550	109,922	169,951	180,601	186,589	199,685	235,910	279,565	320,321
Temporarily restricted	37,349	48,268	63,971	76,044	83,661	79,712	66,544	117,890	140,711	154,085
Permanently restricted	37,149	38,651	41,645	44,536	49,829	54,631	62,139	158,693	176,067	191,094
Total net assets	177,961	190,469	215,538	290,531	314,091	320,932	328,368	512,493	596,343	665,500
Total liabilities and net assets										

<sup>\*</sup>Restated

## **Consolidated Statement of Activities**

for the twelve months ended June 30, 2005 with comparative totals for 1996 through 2004 (000's)

	1996*	1997	1998	1999	2000	2001	2002	2003	2004	2005
OPERATING REVENUE										
Tuition and fees	\$96,513	\$105,515	\$128,135	\$144,326	\$157,906	\$182,232	\$197,743	\$273,515	\$302,434	\$338,965
Less: Institutional financial aid	(14,821)	(23,134)	(32,662)	(38,564)	(43,020)	(47,164)	(43,792)	(52,150)	(58,947)	(68,775)
Net student revenue	81,692	82,381	95,473	105,762	114,886	135,068	153,951	221,365	243,487	270,190
Patient care activities								108,026	105,677	78,404
State appropriations	5,446	5,446	5,446	6,623	6,789	6,959	6,953	19,076	17,611	17,857
Government grants and contracts	13,106	11,389	12,658	17,691	16,570	26,663	39,455	82,335	81,226	89,458
Private grants and contracts	4,116	2,803	1,996	1,965	2,817	3,028	2,214	10,451	10,312	11,030
Private gifts	6,675	5,861	9,170	18,290	15,326	15,665	13,684	19,364	18,526	20,874
Endow payout under spending formula	5,386	5,784	6,583	8,506	10,064	12,063	13,177	13,447	12,594	16,938
Investment income	2,975	2,559	3,190	3,638	2,958	2,444	1,689	1,492	2,450	3,308
Sales and services of aux. enterprises	10,483	13,197	16,895	18,711	21,034	25,758	26,280	29,819	39,455	44,148
Other sources	3,784	6,146	7,026	4,162	4,506	5,569	5,296	16,678	16,905	22,204
Total operating revenue	133,663	135,566	158,437	185,348	194,950	233,217	262,699	522,053	548,243	574,411
OPERATING EXPENSE										
College programs	48,930	54,125	60,736	68,343	77,703	81,707	94,516	143,422	159,890	177,501
Research and public service	13,755	12,686	12,525	17,552	17,607	25,890	32,944	61,470	69.104	80,689
Academic support	2,404	2,904	4,255	5,329	5,621	4,830	5,384	17,134	16,496	16,653
Student services	12,868	13,627	14,619	14,851	15,775	16,594	19,486	25,484	25,818	27,171
Institutional support	21,324	22,061	26,181	30,028	29,675	36,786	36,975	57,465	64,587	67,325
Scholarships and fellowships	2,522	3,268	3,871	4,160	4,919	4,054	6,585	8,983	9,278	8,347
Auxiliary enterprises	8,268	8,695	11,943	13,907	14,122	15,376	15,604	19,721	24,848	27,191
Total education and general	110,071	117,366	134,130	154,170	165,422	185,237	211,494	333,679	370,021	404,877
Patient care activities	110,011	117,000	101,100	101,170	100,122	100,207	211,101	115,807	114,259	90,667
Operation and maintenance	11,762	13,279	11,258	9,699	11,118	11.014	13,353	29,713	22,651	16,520
Interest	4,935	4,662	7,131	8,461	9,891	9,648	8,800	9,968	9,740	8,745
Depreciation	5,900	5,499	5,443	5,661	6,318	7,404	8,238	14,603	16,277	17,878
Total operating expense	132,668	140,806	157,962	177,991	192,749	213,303	241,885	503,770	532,948	538,687
	132,000	140,000	137,302	177,331	132,143	213,303	241,003	303,770	332,340	330,007
Change in net assets from operating activities	995	(5,240)	475	7,357	2,201	19,914	20,814	18,283	15,295	35,724
NON OPERATING										
NON-OPERATING										
Net gain/(loss) from API and DeL	(339)	(1,879)	(954)	(714)	(65)	2,920	(236)	(768)	**	**
Endowment and other gifts	1,184	1,441	2,908	50,281	5,168	4,662	8,963	8,599	4,450	13,377
Settlements								60,990	11,550	
Realized and unrealized gains	9,307	18,410	22,928	18,657	17,239	(29,914)	(26,399)	(1,815)	55,125	24,545
Other non-operating expense		(224)	(288)	(588)	(983)	(237)	(2,448)	(1,288)	(2,570)	(4,489)
Change in net assets from										
non-operating activities	10,152	17,748	24,594	67,636	21,359	(22,569)	(20,120)	65,718	68,555	33,433
Cum. effect of accounting changes	14,097					9,496	6,742			
Change in net assets	25,244	12,508	25,069	74,993	23,560	6,841	7,436	84,001	83,850	69,157
PHEC net assets at beginning of year								97,815		
PHEC net assets transferred to Drexel								2,309		
Net assets at beginning of year	152,717	177,961	190,469	215,538	290,531	314,091	320,932	328,368	512,493	596,343
Net assets at end of year	\$177,961	\$190,469	\$215,538	\$290,531	\$314,091	\$320,932	\$328,368	\$512,493	\$596,343	\$665,500

29

28

<sup>\*</sup>Restated

<sup>\*\*</sup>Included in operating activities



•32nd Street Park, the new heart of campus

| **∞**•The "sunken quad" outside the Creese Student Center





 Ground broken for 50,000-square-foot Academic Law Building on University City Main Campus.

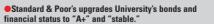


•The Drexel at BCC program, which will allow Burlington County (N.J.) College (BCC) students to earn Drexel bachelor's degrees entirely at the BCC Mount Laurel campus beginning in fall 2006, is established.

Drexel's Department of Public Safety begins using DragonForce™—a wireless information-exchange platform that looks like a PDA and gives police, fire, emergency medical teams and other first responders the ability to command, communicate and adapt tactical plans in routine or

mand, communicate and adapt tactical plans in routine or emergency situations securely and without disruption. The DragonForce™ technology is based on research conducted by Drexel faculty members Drs. Moshe Kam, Robert G. Quinn Professor of Electrical and Computer Engineering, and William Regli, associate professor of computer science.

# 2006



•The University's endowment in FY2005 is the 112th largest among all U.S. universities and 73rd among all private colleges and universities, according to The Chronicle of Higher Education.



• Drexel named to *Princeton Review's* "Top 25 Most Connected Campuses."



Ouniversity presents first President's Awards as part of the StudentsFirst<sup>5M</sup> initiative at the Kimmel Center for the Performing Arts.



President Bill Clinton and CNN senior medical correspondent Dr. Sanjay Gupta visit the University City Main Campus as part of the Fit Nation initiative.

# A reputation that reflects achievement

# Drexel is recognized worldwide as an outstanding university



Drexel athletes at the home of President and Mrs. Papadakis

Drexel's qualitative and quantitative growth has not gone unnoticed. The University has climbed steadily in national and international rankings and today sits in the top echelon of schools. Many of our colleges, schools and programs have also been recognized. Rankings are just one small measure of a university's success, but we are pleased to know that our hard work to improve Drexel has resonated with observers.

#### **University-wide**

- Ranked among "Best National Universities-Top Schools" three years running
- Athletics: No. 1 nationally for gender equity (U.S. News)
- Co-op: Top 10 nationally (U.S. News)

#### **Antoinette Westphal College of Media Arts & Design**

• Top 15 among interior design programs

#### **Bennett S. LeBow College of Business**

- Techno MBA **among best** online graduate programs (U.S. News)
- Executive MBA in top 25 nationally, top 50 worldwide (Financial Times)
- Top 25 in entrepreneurial emphasis (Entrepreneur)
- Top 100 in MBA programs (U.S. News)
- Top 60 in undergraduate programs (BusinessWeek)

#### **College of Engineering**

• Undergraduate program **No. 57** among engineering schools that award doctoral degrees. (U.S. News)

### **College of Information Science and Technology**

- No. 11 among library and information science programs (U.S. News)
- No. 5 for specialized programs in information systems (U.S. News)
- No. 6 for specialized programs in digital librarianship

#### **College of Nursing and Health Professions**

- Top 25 among physician assistant programs
- Top 50 among nursing anesthesia programs

#### **School of Education**

• No. 16 among graduate programs at private universities

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