

**NEUMANN  
UNIVERSITY**

WINTER 2024  
Vol. 52, No. 1

**CHALLENGE  
ACCEPTED!**



**CHALLENGE  
ACCEPTED!**

**To Build the Ed Snider Ice Arena**

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**Wednesday, March 13**

Day of Giving

**Friday, March 15**

Charter Day Mass & Celebrations

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Neumann Inspires Film Festival

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**NEUMANN UNIVERSITY**  
alumni, family and friends

**WINTER 2024** Vol. 52, No. 1

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# INSIDE ACCENT

## FEATURES

4 Ryan Savitz: Marvelous Mentor

6 Esports Major  
is Coming Soon

8 The Ed Snider  
Ice Arena Challenge

12 Alumni Profile:  
Tim Donnelly '12

14 Support for  
the Student Center



**ON THE COVER:**

*Hockey players JD Speer and  
Chase Cochrane give two thumbs  
up at the announcement of the  
Ed Snider Ice Arena Challenge.*

## DEPARTMENTS

3 From the President

16 Class Notes

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# YOUR IMPACT.



*Dr. Chris Domes with  
Scott Tharp, president and CEO  
of Ed Snider Youth Hockey & Education*



## FROM THE PRESIDENT

“  
The presence  
of a major  
recreational  
arena on  
campus will  
create a host  
of new  
internship  
opportunities  
for our  
students.  
”

October 25, 2023, was a good day for Neumann University. On that date, Ed Snider Youth Hockey & Education announced a \$15 million challenge grant to support the construction of the Ed Snider Ice Arena on campus. More than 150 people visited campus to celebrate the news at a reception in the Bayada Atrium.

We have two years to raise an additional \$15 million to secure the grant, and we are confident that we will meet this challenge.

The arena will be the most tangible result of this partnership, but it is not the most significant. The collaboration with SNIDER will benefit Neumann in many ways.

It will assist in recruiting students and maintaining a consistent enrollment level at a time when the number of high school graduates in the region is declining. We will be the only NCAA Division III college in the region with on-campus rinks.

The partnership will provide opportunities for student involvement in SNIDER educational programs on our campus. Two classrooms and office space in the arena will be dedicated to SNIDER education, and one of the two rinks in the arena will be designated for its hockey activities.

The presence of a major recreational arena on campus will create a host of new internship opportunities for our students.

Our business plan projections for the arena indicate that revenue from renting ice time will exceed operational expenses by several hundred thousand dollars each year. This revenue source can be used to support academic programs and student scholarships with the goal of increasing our retention and graduation rates.

The arena will even help the Aston community. Visiting players and their families who travel to Delaware County for weekend matches and regional tournaments will boost the local economy.

The cover story in this issue provides more details about the arena and the challenge grant. Please help us spread the word that the partnership with SNIDER is about more than a building.

Dr. Chris Everett Domes  
President



*Ryan Savitz with three of the students he has mentored:  
Elizabeth Shire, Christopher Greve, and Maria Ramunno*

# Ryan Savitz, Marvelous Mentor



In a typical year at Neumann, about three or four undergraduates major in mathematics.

Despite these low numbers, multiple students have presented their statistical research at MathFest, the Joint Meeting of the American Statistical Association, the Annual Meeting of the International Academy of Business and Economics, the National Association of Environmental Professionals, and the Midwest Sports Analytics Meeting. Others have received Clare Boothe Luce research grants for women in STEM and been invited to attend the CBL National Conference. One has had her research published in the *Journal of Medical Virology*.

How can so few achieve so much? The answer is Ryan Savitz.

A veteran of 22 years at Neumann, Savitz has climbed the academic ladder, stepping on every rung from instructor to full professor. His resume reflects his intense interest in two fields: statistics/mathematics (BS from Ursinus, MS from Temple) and economics/business (MBA from Drexel, PhD from Touro).

Even with his credentials, he has never been tempted by the world of business. Both of his parents are educators (his father, Fred, taught at Neumann for more than 20 years), and he considers his love of teaching “a calling from God.”

He describes himself as an applied statistician and offers his help to any student, regardless of major, who wants to do research.

“The talent is in all of them,” Savitz says. “If they have an interest, I want to help bring it out. The most important thing that I’ve learned over the years is to find a topic they’re interested in. I don’t pick the topic. It’s got to have some quantitative slant to it, but it can be in communications, biology, math, education, whatever.”

Once a student selects a topic, the mentoring process begins. “It starts out very hands-on and over time it becomes hands-off,” explains Savitz. “At the beginning, I tell them exactly what they need to do (look up these three topics, perform a specific analysis on the data you collected). Over time, you get more hands-off as you see them becoming more independent researchers.”

His mentoring is student-centered and mirrors his teaching philosophy. “Even when I have a class of 25 students, I don’t think of myself as teaching a class. I’m teaching 25 human beings with different skills

and needs and challenges. I try to present material in a logical, nicely paced manner. You have to meet students where they are.”

Savitz regularly makes a startling offer to his students. If a student has the prerequisites, puts in a certain number of hours, reads the text, and fails, he will write a letter of apology to their parents. “I’ve never had to write such a letter,” he grins.

Current and former students appreciate the style and substance of Savitz’s mentoring.

“  
The talent  
is in all of them,  
If they have an  
interest, I want to  
help bring it out.  
”

According to Elizabeth Shire, a math major who will graduate with secondary education certification, “Working with Professor Savitz is easy and simple. He’s a constant guiding hand that I can turn to. We can bounce ideas off each other, and he provides good leadership for me.”

Shire earned a Clare Boothe Luce research grant and presented a paper, “Promoting student motivation with inquiry-based learning,” at MathFest in Tampa, Florida, in August of 2023.

Maria Ramunno, a 2023 graduate whose research on COVID-19 in Pennsylvania was published by the *Journal of Medical Virology* is effusive in her praise: “Ryan Savitz has been my main entire source of support my whole entire college career. He pushed me to do better, always continue growing, and be curious. He helped me get my research published, and we’ve been to conferences together. Even though I’ve graduated, he’s still a big support in my life. I’m thankful for all his help.”

Ramunno is now a software engineer at JP Morgan.

Regarding his success at mentoring, Savitz deflects credit to his students. “If I have a student who’s interested and willing to do the work,” he says, “it always works 100% of the time.”

That’s the expert analysis of an applied statistician.

# New **esports** Major Coming this Fall

The speed at which esports has evolved would give Charles Darwin pause. In the course of just a few decades, Pac-Man (a time-filling distraction similar to solitaire) has morphed into League of Legends, Fortnite, Call of Duty, and other games with millions of avid fans.

According to Dr. Barry Person, Jr., "The esports arena is being recognized as an industry of its own. There are career opportunities now that may not have existed 10 or 15 years ago. It's not just video games. The field involves sports facilities, content creation, professional leagues, and trends and analysis operations."

Dr. Person is the School of Business professor who has been tasked with creating a major and minor in esports at Neumann. Both will be ready by the fall of 2024, he says.

Experts believe that the timing for a major (not just a certificate) is right. According to Statista, a global data and business intelligence platform, the 2023 worldwide esports market was expected to reach \$3.8 billion in revenue with growth projections hitting \$5.7 billion by 2028.

*Fortune Business Insights* has published similar revenue projections, noting that "The growing trend of live streaming of games, gaming investments, rising viewership, ticket sales, engagement activity, and demand for league tournament infrastructure are the factors influencing the esports market growth."

Person, too, is bullish on the industry's future. The money flow, he explains, comes from companies that want to advertise to a specific demographic, registration fees, high-level

investors, and sponsorships opportunities through TikTok, Twitch, and YouTube TV.

"It's a global network," he says, "and that really helps generate interest. You can play with or watch people playing anywhere in the world. So much is still going to happen as the industry evolves."

Neumann's esports major will focus on the business aspects of the field: marketing, event management, sales, public relations, and profitability. "Just as our sport management major applies business skills to sports, we will apply those same skills to video gaming," says Person. Degree requirements will allow students to intern within the esports industry as they actively learn how to market to a global audience, how to create content to get more followers on social media, how



to organize competitive tournaments, and how to capitalize on entrepreneurial instincts in the field.

The new major will not include courses in programming or software development, and it will avoid what Person refers to as “first-person shooter” games to adhere to the university’s non-violent and peaceful Franciscan values.

Person comes to Neumann from SUNY Delhi, where he taught esports, opened a gaming lab, and helped to organize an intramural gaming community. He also has experience with special needs students, YMCA youth programming, and coaching college basketball. He is a certified life coach and motivational speaker.

He holds a PhD in Psychology from Capella University, an MS in Sport Management from Howard University, and a BS in Sport Management from Drexel University.



*Dr. Barry Person, Jr.  
with a student in the esports lab.*

“  
Just as our  
sport management  
major applies business  
skills to sports, we will  
apply those same skills  
to video gaming.  
”

*Esports is a billion-dollar  
industry and poised for growth.*

### **ES 101: Introduction to Business of Esports**

This introductory course acquaints students with the emergence and establishment of esports within the sport and recreation industry. The course also provides students with an overview of the settings and opportunities within the vast and diverse industry. Course content includes industry definition, league management, event management, marketing, career pathways, team management, and gaming exploration.

### **ES 220: Industry Topics and Trends Analysis**

This investigative course will explore various current topics and trends with the esports industry. The course also provides students with a direct glimpse into the major subjects that current industry professionals are working to address. Course content will include league development, facility development, cultural awareness, global influence, industry economics, litigation rulings, and esports industry reach.

### **ES 350: Streaming and Influencer Content Creation**

This advanced level course is designed to promote the creation and personal expression of esports digital material through media presentation. A particular focus will be given to both individual and collaborative creation of streaming and influencer content rooted in esports production. Course content will include esports commentary, social media platform production, personality management, influencer impact, global audience, and streaming quality.

### **ES 460: Esports Senior Seminar**

Senior seminar is designed to grant students the opportunity to gain experiential knowledge through engagement with both the local and campus community through esports event programming. Specifically, the course aims to allow students to actively apply all relevant major course work as they engage with others in the community serving as the industry professional. Student efforts culminate at semester’s end through the production of two esports events held at Neumann.

# CHALLENGE ACCEPTED!

To Build the Ed Snider Ice Arena

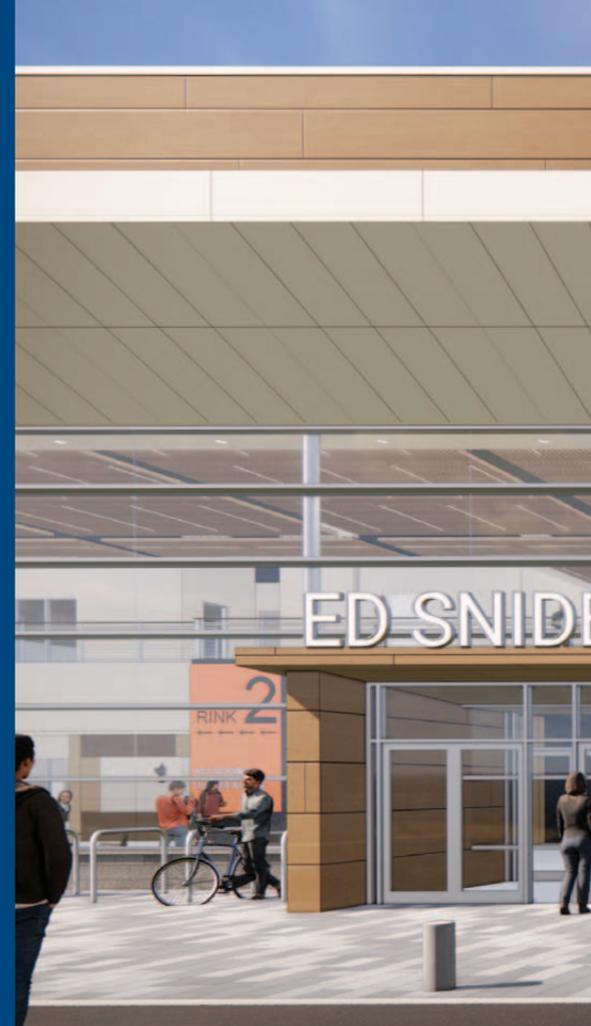


## Support the Challenge

Visit [www.neumann.edu/challenge](http://www.neumann.edu/challenge)



At the site of the proposed Ed Snider Ice Arena are Scott Tharp, president and CEO of Ed Snider Youth Hockey & Education; Lindy Snider, daughter of Ed Snider and member of the SNIDER board of directors; and Dr. Chris Domes, president of Neumann University.



## The Ed Snider

In a partnership that epitomizes a symbiotic relationship, Neumann University and Ed Snider Youth Hockey & Education have joined forces to expand the educational opportunities that both organizations can offer to youngsters — from elementary school through college.

SNIDER has presented Neumann with a challenge grant of \$15 million to support the construction of the Ed Snider Ice Arena on campus. When the university matches the fundraising challenge, the SNIDER gift will be the largest that the university has ever received.

The grant was announced by Dr. Chris Domes, Neumann University president, and Scott Tharp, president and CEO of SNIDER, at an October 25 event on Neumann's campus. The arena will be named in honor of Ed Snider, the iconic entrepreneur and philanthropist who founded the Philadelphia Flyers.

"We are thrilled to be partners with Ed Snider Youth Hockey & Education, one of the most respected organizations in the country, and to honor the legacy of Philadelphia Flyers founder and chairman, Ed Snider," said Dr. Domes. "Given our mission alignment, a



An artist's rendering of the main entrance to the Ed Snider Ice Arena.

# Ice Arena Challenge

partnership with SNIDER will reimagine what is possible for underserved youth in our area."

"This collaboration will further help us promote health, wellness, and leadership to more students through our programs, while also strengthening the academic, co-curricular, and experiential learning opportunities for SNIDER and Neumann University," said Tharp.

Plans call for the university to continue raising funds for the next two years and begin construction of the arena no later than the spring of 2026.

The building will include two ice rinks, one serving as the home for Neumann's ice hockey teams and another designated as the official home for SNIDER programming and outreach in the City of Chester and Delaware County. The rinks will have seating for 750 and 300 spectators, respectively.

Two classrooms and dedicated office space will support SNIDER's educational programs in the arena. Since its founding in 2005, the organization has focused on education, teaching youngsters life lessons that support healthy, happy and productive lives.

*Continues on page 10*

“ The success of this foundation will be measured by the thousands of boys and girls who come through our programs and have learned the importance of gaining an education, making the right life choices, and growing up to become productive citizens who give back to our society. ”

ED SNIDER ▼



## The Ed Snider Ice Arena Challenge *Continues from page 9*

Before his death in 2016, Snider said, “This is how I want people to remember me . . . this is what I want to be my legacy. What we’re doing for kids.”

Speaking via a video played at the announcement, Lindy Snider, daughter of Ed Snider and member of the SNIDER board of directors, said, “Even though he’s not here today, I think this would have delighted him . . . This partnership is the perfect marriage.”

The arena will also feature ten team locker rooms, training and treatment areas, kitchen and concession spaces, and a 7,000-square-foot lobby with tiered seating for campus and community presentations and meetings.

The structure will be located on the north end of Neumann’s campus, behind the turf field that sits next to homes on Convent Road.

Revenue generated by renting ice space to hockey clubs and organizations in the region will enhance Neumann’s ability to support its academic programs and provide scholarship assistance to students.

Neumann and SNIDER have a long history of collaboration. In 2014, the university presented its Sport, Spirituality and Character Development Award to Snider Youth Hockey & Education. In 2020, through its Goals & Assists Scholarship Fund, SNIDER gave \$500,000 to Neumann to support full scholarships — including tuition, room, and board — for freshman and transfer students who participated in SNIDER programming as youngsters. In 2023, SNIDER held its annual Fit to Lead Conference at Neumann, hosting high school and college student-athletes and coaches for a free day of learning and inspiration.

**To learn more about the Ed Snider Ice Arena Challenge, visit [www.neumann.edu/challenge](http://www.neumann.edu/challenge).**

### NU Hockey History

Plans to build an on-campus ice hockey arena come at an appropriate time.

**With the 2022-23 season, Neumann celebrated the 25th anniversary of its ice hockey program.**

For an overview of the history of the men’s and women’s programs — including the men’s 2009 NCAA Division III national championship — visit [www.neumann.edu/accent](http://www.neumann.edu/accent).





*Jasmine Martinez '22 '23 scores in a game against Alvernia.*



## Jasmine Martinez

There's no better example of the power of the Neumann-SNIDER partnership than Jasmine Martinez.

Jasmine grew up in Northeast Philly. Her parents divorced when she was 12, and Jasmine became one of four children being raised by her single mom, who worked tirelessly to care for her family. The children ranged in age from one to 14.

"My older brother and I had to mature really quickly so we could help with chores and with our younger siblings," she recalls.

In addition to learning from her role-model mother, Jasmine had been soaking up all of the lessons she learned at Ed Snider Youth Hockey & Education, which she joined when she was seven.

"SNIDER was definitely more than just the hockey program. They provided after-school programs and homework help, and we did all this before we got on the ice. They taught me life lessons and life skills, how to be professional, how to write a resume. They taught me so much that I can use in life."

When the time came for college, Jasmine knew that her only feasible path was through SNIDER's Goals and Assists Program, which covers all tuition, room, and board costs at partner institutions. She began her studies at West Chester University, but when Neumann established a partnership with SNIDER, she transferred and was able to play NCAA hockey for three seasons.

"I love the Neumann experience. Neumann is a perfect fit for me because of the small class size. It's easier to make personal connections with my professors, coaches, and classmates. You recognize faces all over because it's a tight-knit campus."

In July of 2022, because of her long affiliation with SNIDER, the Philadelphia Flyers selected Jasmine to announce their first pick during ESPN's national coverage of the NHL draft from the Bell Centre in Montreal.

She completed her undergraduate degree in Sport Management in December of 2022 and her master's degree in Sport Business in December of 2023.

“ I love the Neumann experience. Neumann is a perfect fit for me because of the small class size. ”



Tim Donnelly '12,  
CEO of ORtelligence

# Problem-Solving Alumnus Launches Surgical Software Company



Tim Donnelly '12 is a problem-solver. He has used that talent from his time as a member of the United States Marine Corps Special Forces to his current position as CEO of ORtelligence, a start-up company that creates cutting-edge surgical software.

A local kid, Donnelly grew up in Delaware County, played baseball in Aston-Middletown Little League, and went to Malven Prep. His mother and one sister are Neumann alumnae.

After high school, he completed one year of college and joined the Marine Corps for four years of active duty in Special Forces. "I tried to take the most challenging path I could find," he recalls.

He served from 1996 to 2000 in the Pacific Theater as a Special Forces Operator charged with reconnaissance, surveillance and target acquisition. "I was a scout sniper," he says, cutting through the military jargon with blunt precision. "Our function was to find the bad guys, identify them, and in many cases, we were trained to reduce the target."

After the Marine Corps, "it took a lot of time to adjust to normal civilian life," he admits. "I was trained to reduce people, and there is no practical application for that on the civilian side."

He jumped into the workforce in sales because of his gregarious personality, but there wasn't the opportunity for real advancement without a college degree. One day, a friend posed a challenge that served as a catalyst for the next chapter in Tim's life: "If you're going to be 35 someday," the friend said, "you have a choice. You can be 35 with a degree or without one."

Donnelly took some prerequisite courses at Delaware County Community College and then enrolled at Neumann.

"I didn't think I was equipped for college, but Jilian Donnelly (executive director of adult and continuing education, no relation to Tim) broke down that barrier. She was a true advocate for me from the very start. Jilian took all of the work I had done, the prior coursework, the military experience, and turned that into credits. I would not be sitting here if it weren't for her."

He graduated in August of 2013 and had a job by November — in orthopedic trauma, a demanding specialty. Soon his problem-solving instincts kicked in once again.

"As I was doing the job, I worked in a lot of major hospitals in Philly, Delaware and New Jersey. The issues were uniform everywhere, and I started thinking about ways to improve the process. I believed that there was a way to fix the inefficiencies that I saw."

In 2019, he started building software to optimize the surgical process by applying solutions that would enable current systems to accommodate technology.

As Donnelly explains it, "We digitize surgery and make it possible for surgery to be supported by a medical device representative from anywhere in the world. In March of 2020, during COVID, we launched the company because the technology could protect frontline people.

Trauma was still occurring during the pandemic. People were still getting in car accidents. Older people were still falling and breaking hips. So non-elective surgery needed to go on."

ORtelligence software, he says, aligns surgical teams with the right information, equipment, and support to deliver the best possible surgical care. His clients are hospitals and medical device companies.

"We're a start-up. That's a challenging journey and not for the faint of heart. It's a new way of doing things, but we have four patents and we're making progress."

When he's not working, he focuses on humanitarian work. He describes it as "a calling," formed in him at a young age by his father to help those in need. His family runs clothing drives and makes meals to distribute to the homeless.

"I believe that God has put me on this earth to help others," he says. "My software is designed to do that, and I want to use my success to achieve that same goal in other ways."

“  
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I was equipped for  
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Donnelly broke  
down that barrier.  
”

# Sisters Provide Inspirational Support for a New Student Center

The Sisters of St. Francis of Philadelphia are the reason that Neumann University exists. Their commitment to education, social justice, and service to others led to Neumann's founding in 1965 and continues to animate the campus today.

For 59 years, in fact, the Sisters have supported the university with financial investments, academic expertise, and administrative leadership. As Neumann looks ahead to 2035 with an ambitious campus master plan, the Sisters' commitment remains strong with a pledge of \$600,000 to support the construction of a student center.

The center, which will be built on the site of the parking lot adjacent to Flynn Hall, will provide open spaces, tables, chairs, and lounges where students can relax or discuss class assignments. It even includes areas for clubs, activities, offices, game rooms, a bookstore, café, a black box theatre, dining services, and mission and ministry.

The student desire for Campus Ministry to have a prominent presence in the student center was not lost on the congregation's leadership team.

"In their research into the student center, Dr. Domes and Carrie Snyder (vice president for university advancement) included a student survey," noted Sr. Florence Hee. "The students requested that the office of Campus Ministry be in the student center and that spoke volumes to us. It indicated the importance to students of furthering a broader mission beyond academics."

In addition to the emphasis on service and spirituality that Campus Ministry will bring to the center, the Sisters also identified a very pragmatic benefit of the proposed building.

Sr. Theresa Firenze, the congregational minister, put it succinctly: "Central to our charism is the building of relationships, so what better place to nurture those relationships than in a space where people can gather and get to know one another?"

A student center "is worth supporting because it's a place where all students will gather and interact with people from other cultures with different viewpoints and career goals," said Sr. Marian Leaf. "Students will learn to be in relationship with a wide variety of personalities."

Even at a time when public opinion surveys indicate that Americans are growing more doubtful about the value of a college degree, the congregational leadership team is steadfast in their belief that higher education — and especially Franciscan education — is a valuable asset for the students Neumann serves.

"Once the public says what it has to say," smiled Sr. Theresa, "we counter with our values and insert our legacy of serving with a purpose."

"A college degree in and of itself can be done online," she added. "Imparting information is only a very small part of being educated because relationships are so important. The whole experience of growing as a person and learning to relate to one another, in a time when everyone is holding a device of some sort, is more valuable than ever. A piece of paper cannot duplicate the experience of engaging with people who have different opinions, who come from different backgrounds."

Sr. Florence addressed the benefits of Neumann's approach to higher education, specifically for the large contingent of first-generation students that the university serves.

"Teaching our young people today to have the skill set and competencies as well as the relational skills is vital, and I think that's what we offer in a really solid manner," she said. "Neumann is also always looking at what society needs and responding to those needs through academic programs like cybersecurity, sport management, and criminal justice, teaching skills that will put students at the front of the line in building their careers."

Throughout Neumann's history, the Sisters have exhibited an unwavering, relentless energy and commitment to education as a vehicle for good. They have illustrated their trust with millions of dollars to support the university's endowment, the Neumann Institute for Franciscan Studies, the Sisters of St. Francis Endowed Chair of Franciscan Theology, and the Mother Francis Bachmann Endowed Scholarship.

Their very tangible belief in the student center continues that legacy.



*Congregational Leadership Team: Standing are Sisters Florence Hee '83, Karen Pourby, and Marian Leaf '77; seated are Sisters Celeste Crine '71 (assistant congregational minister) and Theresa Firenze (congregational minister).*



*The student center will be located at the site of the parking lot next to Flynn Hall.*



Designed to be a nexus of social activity, the student center will include offices for clubs and organizations, game rooms, dining services, a bookstore, café, black box theatre, and Campus Ministry.

# Class Notes are now online!

**WHERE**  
are you  
and  
**WHAT**  
are you  
doing?

For more news about marriages, births, promotions, and advanced degrees, visit [www.neumann.edu/accent](http://www.neumann.edu/accent).



**Elizabeth Alfonsi '06**  
Independence Mission Schools has appointed Beth Alfonsi as Chief of Staff. In her role, Beth is responsible for managing the Operations, Finance and Accounting, and HR functions of the organization.



**Reggie Coleman '15**  
Reggie married the love of his life, Leah, last summer.



**Mark Blount, Jr '15**

Let us know of any changes in your life that you would like to share at

[www.neumann.edu/alumni/classnotes](http://www.neumann.edu/alumni/classnotes)



**Carly Scorziello '15 and Eugene McClure '15**  
Congratulations to Carly and Eugene, who got married over the summer. They had a handful of NU alums at the wedding.



**Eric Urgiles '19 and Julia Lee '20**  
The two Neumann social work majors got married in October 2022 and welcomed their baby girl, Eastynn, in January 2023.

**Kiera Scarbrough '18 '21**  
Kiera is the newly appointed Assistant Principal at St. Rose of Lima, an Independence Mission School in Philadelphia.



# Neumann's Commitment to Digital Learning & Innovation

by Alexandra Salas, PhD, Vice President for Digital Learning & Innovation

In the fall of 2022, Neumann announced its commitment to NU Global to expand the university's footprint in the online higher education space by promoting its hallmark online graduate programs in Cybersecurity, Education, and Nursing. Since January 2023, that work has centered on:

- creating an organizational structure, digital learning policies and business processes to galvanize NU Global Online and collaboration
- cultivating a collaborative cross-functional support ecosystem to buttress retention and student success, with a dedicated Digital Learning Liaison
- strategizing internal/external presence and communication to raise awareness about NU Global Online and its related service areas
- strengthening and expanding connections with faculty and education partnerships
- developing revenue-generating opportunities to expand Digital Learning @ Neumann

During the last year, Digital Learning & Innovation has grown to include several initiatives.

## NU Global Online

To expand the reach of Franciscan higher education well beyond its current footprint to the mid-Atlantic region and beyond, starting with online master's degrees in Cybersecurity, Education, and Nursing

## Education Partnerships

To sustain opportunities for learning, mentorship, and stewardship, increase access to higher education, and support workforce development of the future

## Professional & Continuing Education

To provide a variety of lifelong learning and professional education opportunities, workshops, development experiences, and retreats

## Center for Leadership

To provide resources to develop practical leadership skills and create leaders who are ethical, just, and civic minded

## Center for Instructional Design & Innovation

To champion effective instructional design best practices and education technology training to strengthen and support online learning at Neumann University

To learn more about these initiatives, visit [www.neumann.edu/digital-learning-and-innovation](http://www.neumann.edu/digital-learning-and-innovation)



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**Questions?**

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