

TEACHERS COLLEGE COLUMBIA UNIVERSITY

# ANNUAL REPORT 2013



## *The Way Forward*

THE CAMPAIGN FOR TEACHERS COLLEGE  
—AND—  
OUR NEXT 125 YEARS  
HIGHLIGHTS OF THE 125TH ANNIVERSARY  
GALA AT THE APOLLO THEATER



#### **CALLING ALL DONORS**

Students **Clifton Shambry** (*Higher and Postsecondary Education*) and **Amanda Washington** (*Education Policy and Social Analysis*) took the stage at TC's 125th Anniversary gala at the Apollo Theater to demonstrate how to text-to-pledge for student scholarship support.

THE WAY FORWARD

# The Campaign for TC

— AND —

## Our Next 125 Years



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▶ **TC Takes Center Stage**  
A gala celebration of our 125th, on 125th Street at the legendary Apollo Theater.

▶ **LETTER FROM THE PRESIDENT p2**  
TC's anniversary year has been a time to reflect on the College's remarkable legacy of firsts. Now we're preparing to rise to the challenges of tomorrow.



▶ **2013 YEAR IN REVIEW p3**  
Cutting the ribbon on a permanent home for the Teachers College Community School; mounting a major effort to help NYC schools and families in the wake of Hurricane Sandy; the new Laurie M. Tisch Center for Food, Education & Policy; a year long celebration of TC's 125th anniversary; and more.



### ▶ **SPECIAL REPORT** *Off and Running*

TC launches "Where the Future Comes First," a historic **\$300 million campaign** that is the largest ever by a graduate school of education.

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# Letter from the President



Dear Friends,

**IN NOVEMBER**, an extraordinary evening at the legendary Apollo Theater in New York City put the exclamation point on Teachers College's yearlong 125th anniversary celebration. More than 600 TC friends, alumni, students, faculty and five illustrious honorees gathered for a benefit gala to pay tribute to our historic legacy and to launch an even more exciting future.

Indeed, our anniversary year has been a time to reflect on TC's remarkable legacy of firsts—our history of creating and shaping new fields to meet the challenges of the times and anticipate the direction of education, health and psychology.

From the exhibit on TC's history at the New-York Historical Society, to Global TC Day gatherings in a dozen countries and more than 20 U.S. cities, to the dedication of 120th Street as Teachers College Way, we marked our anniversary with special celebrations that highlighted the rich spectrum of our TC family.

Now, as we prepare to launch the next 125 years at TC, we will build on the depth and breadth of our knowledge and expertise and our unparalleled reach to rise to the challenges of tomorrow.

The TC future begins with our historic \$300 million campaign—the largest campaign ever for a school of education. **Where the Future Comes First: The Campaign for Teachers College** will ensure that TC remains the place where visionaries and brilliant thinkers come to shape new fields of inquiry and practice—and translate their ideas into real-world influence and impact.

Among graduate schools of education, only TC has the capacity to work on multiple fronts to transform the education, health and well-being of individuals and communities, enabling them to

flourish and create a better future for New York City, the nation and the world. The launch last February of the Laurie M. Tisch Center for Food, Education & Policy at Teachers College is a prime example of how TC excels at connecting research, practice and policy to make a positive difference.

With this campaign we will expand our capacity to support our promising and talented students, enable our world-class faculty to galvanize leading-edge fields and develop programs and partnerships that change schools and communities. Our campus will be renewed for the 21st century with classrooms and student spaces infused with the latest technology that supports teaching and learning as well as research. We also will enhance our financial flexibility and engage and connect our 90,000 alumni and friends with TC and one another.

I invite you to read more in this report, beginning on page 12, about our unprecedented campaign for TC and the visionary donors who are supporting our future.

## We're taking Grace Dodge's long view to recommit ourselves to build a stronger TC.

As our anniversary year comes to a close and we chart our course for TC's future, we draw inspiration from our founder Grace Dodge, who was described by a New York City newspaper as having "the hundred-year look. That is, she looked ahead a century and made her plans accordingly."

With this campaign we are taking Grace Dodge's long view to recommit ourselves to build a stronger TC—a College we can celebrate as the finest graduate school of education today and for the next 125 years. I hope you will join us on this journey.

Susan Fuhrman (Ph.D. '77)





# Year in Review

COVERING THE PERIOD SEPTEMBER 1, 2012 THROUGH AUGUST 31, 2013

## September 2012

More than 300 parents, teachers, community members and dignitaries celebrate the new permanent home for the pre-K–8 **Teachers College Community School**.

## October 2012

The National YoungArts Foundation begins nationwide distribution of a study guide, developed by Professor of Music Education **Hal Abeles and team**, for the

award-winning HBO YoungArts “MasterClass” series.

In her **State of the College address**, TC President **Susan Fuhrman** declares 2012–13 “the year of effectiveness” and announces transformative

initiatives in learning, policy and comprehensive opportunity in public schools.

The annual Elaine Brantley Memorial Award for Community and Civility is awarded to **Evelyn Cardona**,

PHOTO-ILLUSTRATION: TOP: FROM LEFT, LAURIE M. TISCH (JAMIE MCCARTHY); SUSAN FUHRMAN (BRUCE GILBERT); MAYOR BILL DE BLASIO (HEATHER VAN LUXEM LEWIS); CHRISTOPHER EMDIN (SAMANTHA ISOM). BOTTOM: FROM LEFT: TC GLOBAL DAY (TC FILES); TC COMMENCEMENT (MEIRA GOTTLIEB); DEWEY STATUE; RUSSELL HALL; TC FILE PHOTO



## DIVERSITY & COMMUNITY AFFAIRS

With faculty, students and staff, TC's Office of the Vice President for Diversity and Community Affairs (ODCA) builds community and civility, promotes academic and workplace engagement and addresses TC climate concerns. ODCA responds to Title IX guidance by the U.S. Department of Education, promotes education about gender-based concerns and harassment prevention and strengthens TC's climate concerning LGBTQ issues.

### THE YEAR'S EFFORTS INCLUDE

- ▶ On Constitution Day, distribution of the U.S. Constitution; the forum "The Political and Social Dimensions of Surveilling Muslim Students after 9/11."
- ▶ "Choices and Chances: School Policies and Practices and the Experience of Exclusion." Cornell West and TC faculty members Lalitha Vasudevan and Michael Wilson discuss students' experiences struggling in, dropping out or stopping out of school.
- ▶ The Racial Literacy Roundtables.
- ▶ Focusing on transgender concerns; helping pre- and in-service teachers navigate LGBTQ identities in the workplace; training LGBTQ individuals to identify straight allies and create safe and welcoming workspaces.
- ▶ "Systems of Support for Individuals with Disabilities," co-sponsored with the Barrier Removal Committee; the Disabilities IQ Series.
- ▶ The Mindfulness and Education Working Group; meditation for Facilities and Union Members.
- ▶ Programming to encourage master's degree students (particularly black and Latino men) to pursue doctoral education.
- ▶ Awarding \$11,450 for student-, faculty- and staff-sponsored diversity and community initiatives, and \$7,500 for student research in diversity.
- ▶ Sexual Assault Awareness Training for Students.
- ▶ "Admitted Student Mix & Mingle," co-sponsored with the Office of Admissions.
- ▶ "Coalition of Latino/a Scholars Envision," for those considering graduate school.
- ▶ The Autism Awareness Program, featuring the film "Temple Grandin."
- ▶ New Faculty and Employee Orientation Sessions, including FERPA Training, Preventing Workplace Harassment plus Gender-based Misconduct and Title IX, and Racial and Cultural Microaggressions Workshop.
- ▶ The fifth annual TC Community Cook Off.

Administrative Assistant in the College's Office of School and Community Partnerships; **Thomas Rock**, Associate Dean, Enrollment Services; and **Yolanda Sealey-Ruiz**, Assistant Professor of English Education.

TC hosts a debate between the education advisors of **President Obama** and Republican challenger **Mitt Romney**.

### November 2012

Soon after Hurricane Sandy, the **TC Reading and Writing Project's Literacy Lifeboats** initiative raises nearly \$30,000 to help damaged schools. **TC Cares**, spearheaded by the **Vice President's Office for Diversity and Community Affairs**, launches a citywide assistance effort. TC also provides tutoring to students at **Kingsborough Community College**.

### December 2012

**Dinelia Rosa**, Director of TC's **Dean Hope Center for Educational and Psychological Services**, becomes the 2013 President-Elect of the **New York State Psychological Association** — the first person of color to serve in that role.

Rap artist **GZA** and TC's **Christopher Emdin**, Assistant Professor of Science

Education, launch a **Hip-Hop Science Battle** for students at 10 New York City public high schools. In June 2013 senior **Jabari Johnson** of Urban Assembly for the Performing Arts High School is crowned contest winner.



### January 2013

Volunteers from TC, **JPMorgan Chase & Co.** (JPMC) and **World Vision** distribute backpacks filled with school supplies to students at PS 154. The school is part of **REACH (Raising Educational Achievement Coalition in Harlem)**, the College's partnership with local public schools supported by a \$1 million JPMC grant.



Faculty, students and staff kick off TC's year-long **125th Anniversary** celebration at a party in the Zankel Hall lobby.

TC's **Institute for Urban and Minority Education** and academic publisher Zaner-Bloser co-sponsor the conference "**Beyond Bullying: Safe Schools, Successful Students.**"

*Dinelia Rosa*





**Understanding Learning** is just one focus of TC's new neuroscience lecture series.

## February 2013

**Tisch Lecturer Howell Wechsler** (Ed.D. '95), Director of the Division of Adolescent and School Health at the U.S. Centers for Disease Control and Prevention, urges education schools to focus on student health.

TC hosts a major conference to launch the **Laurie M. Tisch Center for Food, Education & Policy**. (See page 15.)

## March 2013

Former U.S. Surgeon General **David Satcher** keynotes TC's fifth annual **Health Disparities Conference** as the College launches its new **Center for Health Equity and Urban Science Education**.

The **New-York Historical Society** launches a month-long exhibit on TC. The College unveils bus shelter ads showcasing **John Dewey, Shirley Chisholm, Mary Swartz Rose, Carl Rogers** and **Albert Ellis**.

The **Program in Neuroscience and Education** begins a lecture series featuring investigators from local universities.

## April 2013

**Carol Burris** (Ed.D. '03), Principal of South Side High School in Rockville Centre, NY, is named the state's High School Principal of the Year.

TC hosts the launch for the **Encyclopedia of Diversity in Education**, an analytic survey with contributions from 17 TC

faculty members, students and staff.

The College's **2013 Academic Festival** celebrates the legacy of the late TC President and education historian **Lawrence Cremin** and honors six distinguished alumni, including the late science educator **Sreyashi Jhumki Basu**, who died of breast cancer at age 31 in 2008.

The College unveils 125th Anniversary street banners honoring its academic leadership and alumni.

New York City Public Schools Chancellor **Dennis Walcott** visits the Teachers College Community School to encourage registration for the city's 4,000 new pre-kindergarten seats.

## May 2013

TC's Commencement honors *New York Times* columnist **Thomas Friedman; Merryl Tisch** (Ed.D. '05), New York Regents Chancellor; and **Lee Sing Kong**, Director of Singapore's National Institution of Education.

Teachers College ranks third in 2013 among the nation's **Master's International and Coverdell Fellows Programs**. TC's **Jaffe Peace Corps Fellows Program** was founded in 1985 to prepare returning Peace Corps veterans to teach in high-need schools.

## June 2013

TC's **Office of School and Community Partnerships** receives an annually renewable federal grant of \$1.173 million for its **Harlem Ivy 21st Century Community Learning Center**.

## July 2013

Joining student delegates from 17 countries at the UN, TC students celebrate **Malala Yousafzai**, the Pakistani teenager who survived being shot by the Taliban.

**Global TC Day** unites the TC community worldwide to celebrate the College's 125th anniversary.

The inaugural **Financial Literacy Summer Institute**, funded by TC Trustee **Joyce B. Cowin** (M.A. '52), prepares 50 New York City high school teachers to incorporate financial education into their classes.

TC hosts **New York City's 2013 mayoral candidates** for a live-streamed discussion of the arts and arts education.

## August 2013

The Rockland County Historical Society honors Professor Emeritus **Edmund Gordon** and his wife **Susan Gordon**, a physician, with its Living Landmark Award.



**The Columnist Speaks** *The New York Times'* Thomas Friedman at TC's Commencement in May.

## Environmental Initiatives

TC continues to reduce its carbon footprint since implementing its Sustainability Commitment in 2010.

### EXPANDED USE OF GREEN CLEANING CHEMICALS

The use of green cleaning chemicals – free of bleach, dyes or ammonia and meeting the Green Seal Standard – expands to include the residence halls as well as academic buildings.



### MODERNIZING TC'S HEATING AND COOLING SYSTEMS

TC's modernized controls for heating, ventilation and air-conditioning (HVAC) systems and components now automatically shut fans and other devices via pre-programmed temperature settings. The controls heat and cool discrete building areas.

### INCREASING TC'S RATE OF RECYCLING

TC increases its recycling rate to 60 percent, targeting 75 percent in 2014. Whittier Hall begins single-stream recycling in September 2013, with New Residence Hall to follow in January 2014.



# RESEARCH



**Probing Racism's Damage** TC's Robert Carter has found evidence that racism can cause effects similar to trauma responses.

**Joey Lee**, Assistant Professor of Communication, Computing and Technology in Education, receives TC's annual **Strage Junior Faculty Prize**, funded by **Alberta G. Strage** (M.A. '62) and her husband Henry Strage. Lee applies principles of games to the development of creativity, collaboration and problem-solving skills.

A study in *Proceedings of the National Academy of Sciences*, co-authored by TC psychologist **Jeanne Brooks-Gunn**, finds that during lean economic times some mothers impose harsher discipline on their children.

A study by **Shanna Smith Jaggars**, Assistant Director of TC's **Community College Research Center**, finds that

community college students prefer face-to-face rather than online courses in subjects they consider difficult, interesting or important.

## *The TC contingent at AERA numbers 172 strong*

At the 2013 **American Educational Research Association** (AERA) meeting in San Francisco, TC economist **Thomas Bailey**, political scientist **Jeffrey Henig** and sociologist **Amy Stuart Wells** are named **2013 AERA Fellows**.

Funded by the federal Institute of Education Sciences, TC economist **Henry Levin** and his **Center for Benefit-Cost Studies** launch a project to demonstrate how to conduct cost-effectiveness analysis in education and promote its use to improve the productivity of resource allocation decisions.

A study in the *Journal of Counseling Psychology*, co-authored by TC psychologist **Robert Carter**, finds that black Americans may have adverse mental health effects from perceived racism, including psychological responses similar to trauma symptoms.

Education Next's 2012 **"Edu-Scholar Public Presence Rankings"** includes TC's **Henry Levin, Jeffrey Henig, Susan Fuhrman, Thomas Bailey, Amy Stuart Wells, Priscilla Wohlstetter** and **Luis Huerta**.

TC's **Campaign for Educational Equity** characterizes the educational resources to which students are constitutionally entitled and documents the lack of these resources in 33 high-need schools in New York State.

TC and New York public media provider **WNET** are funded by the **National Science Foundation** to develop prototypical mobile games to teach fractions. The mobile apps will incorporate characters and content of **Cyberchase**, WNET's Emmy Award-winning math



## NEW FACULTY

TC hires the following new faculty members for Fall 2013

multimedia project. TC's **John Black** will serve as Principal Investigator and doctoral student **Michael Swart** will lead app development and field testing.

A research team led by **Yeon Soo Kim**, a visiting scholar in TC's Departments of Biobehavioral Sciences and Health & Behavior Studies, finds that people who exercise from 2.5 to 7.5 hours per week are likelier to report better mental health than those who do not. The study, published in the September 2012 issue of *Preventive Medicine*, was co-authored by TC faculty members **Carol Ewing Garber** and **John Allegrante**.

TC's **Xiaodong Lin**, an expert on technology, cognition and culture, receives a **\$2.5 million grant** from the **National Science Foundation** to probe the motivations that lead students to pursue STEM subjects.



**e-Skeptic** TC's Jaggars finds online courses aren't best for some.

### Ryan S.J. DE BAKER

Associate Professor of  
Cognitive Studies  
(Human Development)

### Peter BERGMAN

Assistant Professor in  
Economics of Education  
(Education Policy  
and Social Analysis)

### Catherine CHASE

Assistant Professor of  
Cognitive Studies  
(Human Development)

### Joseph CICCOLO

Assistant Professor of Applied  
Physiology  
(Biobehavioral Sciences)

### Carey COOPER

Assistant Professor of  
Developmental Psychology  
(Human Development)

### Luciana DE OLIVEIRA

Associate Professor of TESOL  
and Applied Linguistics  
(Arts & Humanities)

### Mary HAFELI

Professor of Art & Art Education  
(Arts & Sciences)

### Laudan JAHROMI

Associate Professor of  
Intellectual Disabilities/Autism  
(Health & Behavioral Studies)

### Brian KELLER

Assistant Professor  
of Applied Statistics  
(Human Development)

### Jennifer LENA

Associate Professor of Arts  
Administration and Sociology  
(Arts & Humanities)

### Oren PIZMONY-LEVY

Assistant Professor of  
International and Comparative  
Education  
(International &  
Transcultural Studies)

### Detra PRICE-DENNIS

Assistant Professor of  
Elementary & Inclusive  
Education  
(Curriculum & Teaching)

### Susan GARNETT RUSSELL

Assistant Professor of  
International and Comparative  
Education (International &  
Transcultural Studies)

### Nicholas WASSERMAN

Assistant Professor of  
Mathematics Education  
(Math, Science  
& Technology)



## Development

Bolstered by its 125th anniversary celebration and the growth of its Grace Dodge Society, TC raises a total of

# \$33.7

million in new gifts and pledges.

Contributions to the TC Fund reach an all-time high of **\$2.04 million**, thanks to the generosity of more than **4,500** donors and the leadership support of the Dewey Circle, which now includes a record **256** members.

Since 2007, gifts to TC at the **\$50,000-plus** level have **tripled** in number and total dollars, with a significant increase in new planned gifts at that same level.

Overall support to the College from alumni of all programs is on the rise. And the College has been successful in re-engaging with alumni from all regions, as well as maintaining close connections with emerging leaders from among its more recent graduates.

## Office of Sponsored Programs



TC's overall volume of grants for innovative projects totals **\$40,345,596** in awards from private foundations and government sources.

The total includes:

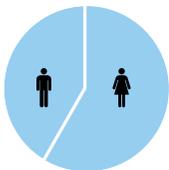
**\$21,330,944** in renewal awards

**\$4,825,022** in supplemental awards

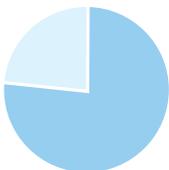
**\$14,189,630** in new awards

## TC Faculty

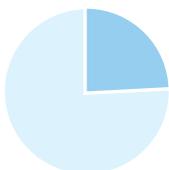
Female: 57 percent  
Male: 43 percent



Tenured: 77%



Minority: 24%



## POLICY



**Cafeteria Crusader** Kevin Concannon, U.S. Under Secretary for Food, Nutrition and Consumer Services, champions healthier school lunch.

At “**Beyond the Schoolhouse Door: Bringing Non-School Factors Into Education Policy**,” TC policy faculty members **Jeffrey Henig** and **Michael Rebell** join **Richard D. Kahlenberg** of the Century Foundation, **Greg J. Duncan** of the University of California at Irvine, and **Richard Murnane** of the Harvard Graduate School of Education to discuss the connection between poverty and education.

TC's Cowin Conference Center hosts “**Taking the Election to School**,” a debate between **Jon Schnur** and **Phil Handy**, education advisors to **President Obama** and his Republican challenger **Mitt Romney**.

A federally appointed panel including TC faculty member **Michael Rebell** issues guidelines for closing the education achievement gap that address school finance, teacher compensation, universal pre-K, poverty, school governance and accountability.

TC's new **Laurie M. Tisch Center for Food, Education**

**& Policy** hosts the conference “**Bringing Policy to the Table: New Food Strategies for a Healthier Society**.” The event and the center are funded by the **Laurie M. Tisch Illumination Fund**, founded by TC Board Vice Chair **Laurie M. Tisch**.

In her final speech as President of the **Association for the Study of Higher Education**, TC Professor of Higher Education **Anna Neumann** charges that many policymakers, professional development specialists and researchers frame higher education solely as an economic engine, rendering “learners and learning...often invisible.”

In his inaugural address as **President-Elect of the National Council of Teachers of English**, **Ernest Morrell**, Director of TC's Institute for Urban and Minority Education, argues that “we must simultaneously champion and transform the discipline of English in a rapidly changing world.”

## Enrollment Services



The College receives 6,921 applications in 2013, an increase of 3.4 percent over 2012. Applications to TC have increased by **18 percent** in the past five years.

A record **1,925** new students enroll in the Summer/Fall, a **2 percent** increase over 2012.

Nearly **23 percent** of incoming students are from

**68**

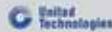
countries outside the United States. China, South Korea, Canada, India and Taiwan are TC's top five feeder nations. New York, New Jersey, California, Pennsylvania and Texas are the top five feeder states.

“**TC's popularity abroad keeps growing,**” says Thomas P. Rock, Associate Dean, Enrollment Services. “**While many institutions saw a decline in the number of international students, we bucked the trend with a record number of international applications and broadened our reach in the U.S., too.**”

125TH ANNIVERSARY CELEBRATION

# TC Takes Center Stage

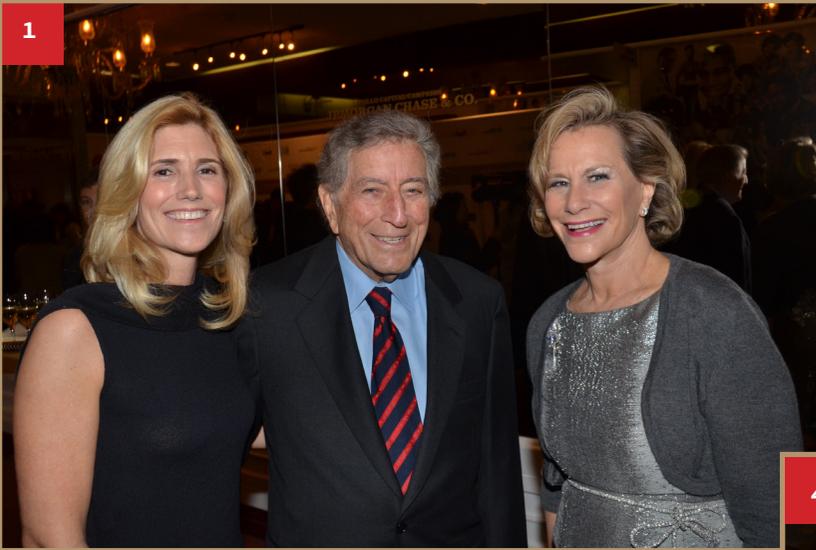
Five distinguished honorees joined more than 600 TC faculty members, students, staff, alumni and friends at the legendary Apollo Theater in Harlem on November 12 to celebrate the College's 125th anniversary and kick off **Where the Future Comes First: The Campaign for Teachers College**



TEACHERS COLLEGE COLUMBIA UNIVERSITY



**GUESTS OF HONOR**  
TC President Susan Fuhrman (center) with the honorees. From left: TC Trustees James P. Comer and Laurie M. Tisch; singer Tony Bennett and arts education advocate Susan Benedetto (M.A. '98); and GE Chairman Jeffrey Immelt.



A SPECIAL TRIBUTE to an extraordinary group of donors drew a standing ovation from gala guests. (For a complete list of visionaries, please see page 20.)



**The Party & Performance**  
**November 12, 2013**  
**The Apollo Theater**

GUESTS WERE TREATED TO A KNOCK-OUT Broadway-style musical review that celebrated the College's 125-year history of creating new fields and paid tribute to the five honorees. TC students were the focus of the benefit gala, which raised **\$1.4 million** for scholarships.



**WHO'S WHO**

- 1 Susan Benedetto (M.A. '98), Tony Bennett, Laurie M. Tisch
- 2 "Food Network" host Ellie Krieger (M.S. '94) 3 TC Trustee E. John Rosenwald and Pat Klingenstein, wife of Trustee Emeritus John Klingenstein
- 4 TC Trustee Dailey Pattee (Ph.D. '04), left, Trustee Missie Rennie Taylor (center) and Darrell Lorentzen 5 Dr. Ruth Westheimer (Ed.D. '70) 6 TC Professor Emeritus Edmund Gordon and Dr. Susan Gordon
- 7 TC Board Co-Chair Jack Hyland
- 8 Dennis Chambers (Ed.D. '10), TC Public Safety Officer (right), with Trustee James Comer (center) and the University of Connecticut's Preston Green (Ed.D. '95) 9 Former New York Governor Mario Cuomo with Matilda Cuomo and TC President Fuhrman
- 10 TC Trustee Sue Ann Weinberg (Ed.D. '97), right, with Jody G. Arnhold (M.A. '73) 11 TC Board Co-Chair Bill Rueckert (left) and GE Chairman Jeff Immelt 12 James Comer and wife Bettye Fletcher
- 13 TC Trustees Ruth Gottesman (Ed.D. '68) and Joyce Cowin (M.A. '52), Philip Buckner and Ruth Nathan (M.A. '67)



# 21st Century Visionaries



GETTING FRESH  
A tribute to  
NYC Green  
Cart supporter  
Laurie Tisch



*Sending 'em  
home bappy:  
Bennett  
serenades  
the crowd*

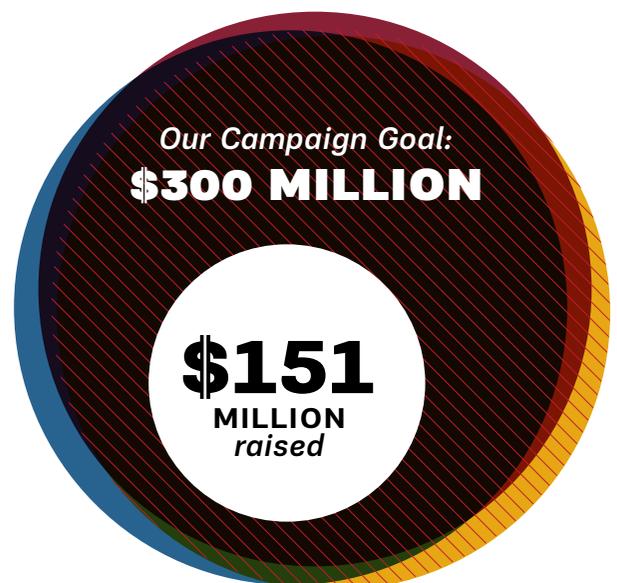


*And the party continues on stage!*

for more gala highlights visit [www.tc.edu/gala](http://www.tc.edu/gala)

# WE'RE OFF & *Running...*

*Where the Future Comes First* is our **\$300 MILLION** campaign to transform the education, health and well-being of individuals and communities in New York City, the nation and the world. We're halfway to our goal! As of the campaign launch in November 2013, we've raised **\$151 MILLION** for TC's future.





## WHERE THE FUTURE COMES FIRST

### TEACHERS COLLEGE TAKES PRIDE IN ITS LEGACY

of firsts — a 125-year tradition of pioneering and leading numerous fields and giving birth to ideas that addressed the urgent challenges of the times. Now, we ask “What’s Next?” “How will we rise to the challenges of tomorrow?”

Our answer is this historic campaign — the largest ever by a graduate school of education — which charts the way forward to our Future Firsts that will shape this century.

The Campaign for Teachers College is about our future — a future where the best students from around the world learn, discover and lead, free from the burden of student loan debt.

A future where world-class faculty galvanize new fields of inquiry and practice — and inspire students through teaching, research and policy leadership.

A future where programs and partnerships transform our schools, foster healthier communities and create a more just, equitable and prosperous society.

And a future where people study, work and gather in historic buildings renewed for the 21st century and infused with technology to build community and make learning a dynamic collaboration.

With a successful campaign that supports our five priority areas, Teachers College will once again be the place **WHERE THE FUTURE COMES FIRST.**

**...to the future**

**five**  
Campaign  
Priorities

**1**

# Invest in our Students

## Scholarships & Fellowships

TC's future is about our students. They will contribute to the education, prosperity and well-being of individuals and communities throughout the world.

We want to make Teachers College the first choice for the most talented and promising master's and doctoral students.

Our students come to TC because they want to make a difference in their fields in education, psychology and health. They deserve our support to pursue their passion for public service free from the crushing burden of debt.

### GOAL

# \$110 Million

### Key Investments

- ▶ **Increase** Scholarship & Fellowship support so that the best and the brightest students from around the world will achieve their dream of a TC education.
- ▶ **Cultivate** additional sources of financial support so that our students can graduate from TC as debt-free as possible.

#### GETTING STARTED...



Abby O'Neill, center, with O'Neill Fellows YuenPun "Bonnie" Chow (Elementary Inclusive Education), left, and Kimberly Iwanski (Early Childhood Education-Special Education).

**“Too many teachers are strapped by debt from graduate school and the high cost of living in New York City. Abby O'Neill is determined to improve those conditions to keep the best teachers right here in our backyard.”** –President Susan Fuhrman

That's why longtime TC Trustee Abby O'Neill made an extraordinary \$11 million gift commitment to create the O'Neill Fellows Program. Abby wanted the best-educated teachers to devote their careers to high-need New York City schools without the worry of student debt.

TC welcomed the first class of 12 out of 24 O'Neill Fellows in

September. The Fellows are earning dual certification in areas of great need for New York City schools, such as science/inclusive education, elementary education/bilingual and TESOL (teaching English to speakers of other languages). With the support of the program, these future New York City teachers will graduate from TC with reduced student loan debt.



**“The view of education at TC encompasses not just what happens in schools, but also nutrition, health, sexuality and more. It was important for me to have a broad field.”** –Tonia de Souza Casarin, TC's First Lemann Fellow

With students from 81 countries, TC boasts a global reach that is unparalleled among graduate schools of education.

Now the Lemann Foundation Fellowship program has enhanced the College's global leadership by naming Tonia de Souza Casarin its first Fellow at TC. The program provides support to students with a deep interest in the overall advancement of Brazil.

Tonia, a master's student in Adult Learning and Leadership from Rio de Janeiro, hopes to return home after graduating from TC to work with teens in Brazil who lack opportunities to pursue higher education.

The Foundation works with schools and local governments to strengthen leadership in public education.

2

# Create our Future Firsts

## Faculty & Program Support

Teachers College faculty are world-class teachers, discoverers and innovators who produce astonishing breakthroughs and guide and inspire our students to achieve excellence.

Our faculty are the catalysts for innovative programs and partnerships with influence and impact in schools and communities throughout the world.

This campaign supports and sustains the work of our extraordinary scholars who will create TC's "future firsts" that contribute to a smarter, healthier and more just world.

## GOAL

# \$100 Million

## Key Investments

- ▶ **Support** faculty at every level of their careers by enhancing funding for early career awards, post-doctoral research, professorships and endowed chairs, and by growing innovation funds.
- ▶ **Invest** in research and program initiatives that connect the dots between disciplines and fields to advance TC's historic Legacy of Firsts and influence policy and practice in education, health and psychology.



**"If you are interested in educational equity, community colleges should be central to your agenda."** –Thomas Bailey, the George and Abby O'Neill Professor of Economics and Education and Director of the Community College Research Center

TC's Community College Research Center (CCRC) is the leading authority on the nation's nearly 1,200 two-year colleges. Recognizing this leadership, the Bill & Melinda Gates Foundation has awarded CCRC five grants totaling \$15,553,686 over the last four years to spur student success in higher education. The grants provide funding for general support and research and implementation projects.

CCRC, established in 1996, studies community colleges to develop practice and policy that expands access to higher education and promotes student achievement.

BILL & MELINDA  
GATES foundation

## GETTING STARTED...



Former NYC Council Speaker Christine Quinn, NYC Comptroller Scott Stringer, U.S. Senator Cory Booker and Madelyn Fernstrom of NBC News at TC conference on food policy. Inset: Laurie M. Tisch, TC Board Vice Chair.

**"I believe every New Yorker deserves the chance to live a healthy, productive life."** –Laurie M. Tisch

Teachers College was the birthplace of nutrition education more than 100 years ago. Today, with the Laurie M. Tisch Center for Food, Education & Policy, TC is building healthier communities throughout New York City, especially in high-need neighborhoods, by connecting nutrition education and policy.

The new Center was established last year with a \$10 million gift from the Laurie M. Tisch Illumination Fund — \$5 million of which goes toward the establishment of the Center and to seed TC's capital projects.

Laurie Tisch unveiled the initiative at a major food and nutrition policy conference at TC last February, declaring: "Today represents the beginning of a new chapter in TC's nutrition program, which will provide research, evidence-based programs, policy and training for the next generation of nutrition professionals."





3

## Build a 21st Century Environment

### Campus & Technology

TC's beautiful and historic buildings will be transformed into an environment in which our students and faculty can do their best work, share ideas and create a stronger community.

The Campaign will enable major renovations to our buildings and infrastructure, infuse teaching and learning spaces with technology and build our one-world smart classroom.

**Horace Mann 438** is home to TC's high-tech classroom.

### GOAL

# \$60 Million

### Key Investments

- ▶ **Build** smart classrooms equipped with the latest technology.
- ▶ **Create** leading-edge auditorium spaces.
- ▶ **Develop** a TC Student Center.
- ▶ **Complete** the renovation of the Gottesman Libraries.
- ▶ **Repair** the aging campus infrastructure.



# Already Under Construction:

## ...The Smart Classroom



**“Joining 21st century technology with the expertise of TC faculty and students is the best way to ensure that all children learn to their fullest potential.”**

—Amity Buxton (M.A. '52, Ph.D. '62)

With Amity Buxton’s support, TC has created a prototype smart classroom where students and faculty use dynamic new technology to create and explore a world of ideas.

The Campaign will invest in more smart classrooms that prepare TC students to teach, work and lead in a hyper-connected global future.

A smarter TC campus means that “our society will benefit from informed, critically thinking and empathic citizens,” she says.

## ...& the Library of the Future



**“I believe the library is the key to any institution, and especially to an institution of learning.”**

—Camilla Smith (M.A. '72)

An \$8 million gift from Camilla Smith and her husband George will enable Teachers College to renovate the fourth floor of its Gottesman Libraries as the Camilla and George Smith Learning Theater. The new facility will support the next generation of faculty and student research and instruction, offer immersive projection capabilities like those of movies and high-definition television, and ensure that TC’s library remains preeminent in the field of education.

The Smiths’ gift extends the legacy of TC Trustee Ruth Gottesman and her husband Sandy, whose gift enabled renovation of the ground floor archives and material processing center together with three public floors of the library, completed in 2004.

“When completed, the Learning Theater will be a great model for institutions across the country,” says Camilla Smith.

AMITY BUXTON; COURTESY OF AMITY BUXTON, CAMILLA AND GEORGE SMITH; COURTESY OF CAMILLA AND GEORGE SMITH

4

# Enhance Financial Flexibility

## Advance TC's Priority Initiatives through Unrestricted Funds

Unrestricted giving provides TC leadership the flexibility to address the most pressing needs of the College and to plan for our future success, while supporting our students, faculty and programs today.

GETTING STARTED...



**“The Understanding Fiscal Responsibility curriculum has not only increased the knowledge of students and teachers about the budget deficit and the national debt but also increased their motivation and ability to get involved with these issues.”** –Anand R. Marri, Associate Professor of Social Studies and Education

TC's Provost's Investment Fund seeded Anand Marri's idea for a comprehensive social studies and mathematics curriculum about the fiscal challenges that face the nation. The curriculum project subsequently received a three-year, \$2.45 million grant from the Peter G. Peterson Foundation.

Today, "Understanding Fiscal Responsibility: A Curriculum for Teaching about the Federal Budget, National Debt and Budget Deficit," teaches a half-million students in grades 7-12 in all 50 states — and in 11 other countries — about public policies leading to budget deficits and the national debt. More than 50 university-level teacher educators are using the curriculum with their pre-service teaching students.

## GOAL \$30 Million

### Key Investments

Build the TC Fund to advance the College's priorities and key initiatives through unrestricted giving.

- ▶ **Increase** participation in the TC Fund Scholars Program by tripling the number of donors. The program allows donors to establish a one-year term scholarship for a student with demonstrated need.
- ▶ **Grow** the John Dewey Circle (yearly contribution of \$1,000) by 50 percent.
- ▶ **Increase** membership in the Maxine Greene Society (TC Fund gift every year for five years or more) by 30 percent.
- ▶ **Increase** overall participation in the TC Fund by 10 percent.

### Enhance support for Academic Initiatives

- ▶ **Build** the Provost's Investment Fund to support collaborative and multidisciplinary projects that address societal challenges, develop partnerships with other institutions and attract additional funding from donors.



Alumni gather in Taiwan for Global TC Day in July.

WHERE  
THE FUTURE  
COMES FIRST

**JOIN US AS WE SHAPE THE FUTURE**



5

# Engage TC Alumni & Friends

Wherever innovators and visionaries work to build a better future, you'll find a TC graduate. Our 90,000 TC alumni and friends are the College's best ambassadors. We will harness the power of TC's people around the world by connecting alumni to each other — and to TC — to enhance their influence and impact in diverse fields in New York City and around the world.

We're so proud of our wonderful alumni who are making a positive difference in so many lives and communities. We want them to be proud of TC.

BIRTHDAY CAKE: TC FILE PHOTO; SUZANNE MURPHY; JOHN EMERSON



# Honor Roll of Donors



During the past year, Teachers College has done more than simply reflect on its illustrious past. The College's 125th anniversary also has been an occasion to focus on today and look ahead to the future.

We are so grateful to our loyal trustees, alumni, friends, corporate, foundation, faculty, staff and community partners for joining us in the celebration and supporting the College's work. You've already been such an important part of TC's efforts to advance the art and science of learning. You've helped us transform urban schools and conduct research that shapes existing fields of inquiry and builds new ones. Now, with the spotlight on our new Campaign for Teachers College, let's show the world how much more we can accomplish.

So thank you for your generosity and foresight. The future begins right now — with you.

Sincerely,

Suzanne M. Murphy  
VICE PRESIDENT  
DEVELOPMENT & EXTERNAL AFFAIRS

**TC.EDU/FUTURE**

# Society of TC Visionaries

Teachers College gratefully acknowledges and appreciates all donors who have made cumulative commitments to the College of \$1 million or more. These gifts of cash, securities, pledge and bequest intentions are a testament to the exceptional philanthropy of these remarkable supporters.



## Nancy Rauch Douzinas

*President, The Rauch Foundation; TC Trustee; daughter of TC alumna Ruth Treiber Rauch*

*The Long Island-based Rauch Foundation supports TC's recruitment of outstanding scholars and future teachers committed to serving high-need communities.*

### Criteria for making philanthropic gifts:

The project must be in line with our mission and goals, and its leaders must have clearly defined, realistic objectives and the ability to deliver on them.

### Why I support TC:

TC's excellence, proven track record and close affinity with our goals.

### Working with TC:

TC partners with us in an open and productive way. We have done interesting research together. I anticipate an excellent colloquium this spring on education in the suburbs.

### \$10,000,000 or more

Anonymous  
Carnegie Corporation of New York  
The Ford Foundation  
Bill & Melinda Gates Foundation  
John and Patricia D. Klingenstein  
*Esther A. & Joseph Klingenstein Fund, Inc.*  
Mr. Gerard G. Leeds & Mrs. Lilo Leeds  
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Abby & George D. O'Neill  
Say Yes to Education  
Laurie M. Tisch  
*Laurie M. Tisch Illumination Fund*  
Estate of Arthur Zankel & Zankel Charitable Lead Trust

### \$5,000,000 to \$9,999,999

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### \$2,500,000 to \$4,999,999

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*The Morse Family Foundation*  
Carroll & Milton Petrie Foundation  
The Pew Charitable Trusts  
The Rockefeller Foundation  
Patricia & E. John Rosenwald, Jr.  
Estate of Charles T. Wilson, Jr.  
Ben and Grace Wood Trust

### \$1,000,000 to \$2,499,999

Anonymous (6)  
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The After-School Corporation (TASC)  
American Cancer Society  
The Annenberg Foundation  
Estate of Julia R. Beck  
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Nancy R. Douzinas & Kostas Douzinas,  
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National YoungArts Foundation

## 21st Century Visionaries

At the 125th Anniversary Gala at the Apollo Theater, Board Co-chair Bill Rueckert introduced a special group of extraordinary philanthropists whose generosity and leadership have transformed the College and set the stage for an even stronger TC. The Campaign for Teachers College will build on the foundation established by these visionaries to launch the next chapter in TC's illustrious history.

\* deceased

# Restricted Giving

Teachers College gratefully acknowledges those donors who have provided gifts for specific programs, projects and endowments. Listed below are the names of those who have pledged or given outright gifts of \$1,000 or more in fiscal year 2012–2013. We wish to thank all who have provided restricted support this year.

## \$1,000,000 or more

Anonymous (2)  
Doris Duke Charitable Foundation  
Bill & Melinda Gates Foundation  
The JPMorgan Chase Foundation  
Say Yes to Education, Inc.  
George and Camilla Smith  
Laurie M. Tisch,  
*Laurie M. Tisch Illumination Fund*

## \$500,000 to \$999,999

Anonymous  
American Cancer Society  
Nancy R. Douzinas & Kostas  
*Douzinas, Rauch Foundation*  
The Ford Foundation  
Patricia Green  
Lumina Foundation  
The Myers Foundations  
William & Flora Hewlett Foundation

## \$100,000 to \$499,999

Anonymous (4)  
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## \$50,000 to \$99,999

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 Deborah Passow Yaffe



## Patricia Green

(M.A. '63)

*President, Green Charitable Foundation; Director, Energy Answers International; former public school teacher*

*Green has established a general scholarship for TC students.*

### **Favorite TC Professors:**

Leland Jacobs, who communicated his love for teaching children's literature, and Howard Fehr, who taught us to understand why the number system actually works, so we could put math across to children.

### **Key TC experience:**

Working collegially with my professors.

### **Why I support TC:**

TC's research constantly upgrades our knowledge of how children learn and informs our preparation of teachers. This dynamic process makes TC the present and future leader in education.

# The TC Fund

Supporting the TC Fund means providing vital operating dollars so that Teachers College students and faculty are provided with the resources they need, day in and day out, to become accomplished scholars, educators and leaders. It is an honor to acknowledge and thank members of the John Dewey Circle, listed below.

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\$50,000 or more

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 Cynthia Sculco, Ed.D. **m**  
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\$25,000 to \$49,999

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\$10,000 to \$24,999

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## Linford L. Lougheed

(Ed.D. '77)

*Author and educator in English as a Foreign Language; President and Founder, Instructional Design Company*

*Lougheed has supported the TC Fund and TC scholarships in nutrition education.*

### **Favorite TC Professor:**

My thesis advisor, Dr. Phil Lang.

### **Key TC experience:**

Teacher supervision. Professor John Fanselow made me understand there isn't just one way to present a learning experience — and that my way may not be right for everyone. I'm still struggling with that concept.

### **Why I support TC:**

From 1974 through 1977 I paid my tuition from scholarships as small as \$50. Students should worry about their education, not about paying for it.

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The John Dewey Circle recognizes and honors those who partner with Teachers College by contributing \$1,000 or more to the TC Fund. These leadership gifts make a direct and immediate difference in the lives of our students and faculty members, providing them with the resources they need to advance scholarship, develop policy and act with impact. We gratefully recognize the John Dewey Circle members.

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## Beth Chadwick Kasser

(M.E. '79)

*Former teacher; competitive triathlete; founder of Holualoa Educational and Fitness Services.*

*The Beth and I. Michael Kasser Fellowship supports doctoral students in School Psychology directed by Marla Brassard. The Kassers also support health education research by Charles Basch.*

### Favorite TC professors:

Marla Brassard, Chuck Basch and Karin Zumwalt, who was amazingly supportive and kind.

### Key TC experience:

Bonding with my classmates Kathy Morin, Meg Durham and Maddie Roth.

### Why I support TC:

TC helped me develop skills and lasting friendships. Since 1984, I have worked with children, adults, seniors and now super seniors. We're all getting older!

*Photo: Beth Chadwick Kasser (right) with her husband Michael and her mother, Doris Chadwick.*

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## Edith Shih

(M.A. '77; Ed.M. '78)

*Head Group General Counsel and Company Secretary, Hutchison Whampoa*

*Shih established and has supported the Edith Shih Scholarship Fund for TC master's and doctoral students from Asia.*

### Favorite TC Professor:

Clifford Hill. Beyond providing a solid, positive learning experience, he taught me humility. Because of him, despite leaving the education field, I have never ceased to be a teacher.

### Key TC experience:

New York City's challenges and enrichment of my life provided a learning experience that no other educational institution can engineer.

### Why I support TC:

Financial support by others enabled me to receive a superb education. I want to help others benefit from the same positive experience, especially students from developing countries.

## The Maxine Greene Society

The Maxine Greene Society of Consecutive Giving recognizes those who partner with Teachers College by making contributions to the TC Fund over five or more consecutive years. It is our honor to acknowledge these loyal supporters with the "m" notation following their names.

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The Grace Dodge Society recognizes those alumni, faculty, staff, trustees and friends who, through their generosity, foresight and commitment, have provided for Teachers College in their wills or trusts or through other planned gifts. Society members share the view of Grace Hoadley Dodge, TC's founder, of education as the principal means to create better families, better communities and a better world.



## Nishan Patel

(M.A. '12)

*Art teacher, New Jersey's West Windsor Plainsboro High School South*

*The Vallabhchand Savitaben Patel Foundation has endowed a scholarship for master's degree students in TC's Art & Art Education Program*

**Favorite TC professor:** Olga Hubbard. In her studio art class I could let go and explore. When I painted, it was OK to sometimes not have an idea in mind; to let the feeling and emotions flow. Now I impart this idea to my own art students.

**Key TC experience:** Connecting with and learning from other passionate individuals who want to make an impact through the magical medium of art.

**Why I support TC:** Because it is a rare place where exploration is encouraged to help seek one's full potential.

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**Key TC experience:**  
 While I was taking doctoral-level courses at TC in special education, I asked my professors if a friend of mine, whose son was having trouble with reading, could sit in. They said yes, and she ended up opening her own learning center and lecturing part time at TC on reading disabilities.

**Why I support TC:**  
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## The Community Teachers Initiative

*CTI provides scholarships for high-need, low-income, urban-environment students to become teachers to those from similar circumstances. Founder Peter Greeman's son Tim and daughter-in-law Paulene have founded the Peter Greeman Scholarship for deserving students.*

### Criteria for making philanthropic gifts:

We look for an institution that helps us make the connection between student, scholarship and school. TC helped CTI find the best possible students for scholarships, facilitated the best possible outcomes and connected us with organizations and individuals that share our goals.

### Why we support TC:

TC's excellent track record of job placement. Not only do TC students get jobs, they are in the forefront of research, information and education in urban teaching, which is very important to CTI.

### Working with TC:

TC's flexibility and support have aided CTI in all aspects of running the scholarship program.

*Photo: Peter Greeman founded the Community Teachers Initiative, now run by his son Tim and daughter-in-law Paulene.*

# Financial Statement Highlights

The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with standards established by the Financial Accounting Standards Board (FASB) for external financial reporting by not-for-profit organizations.

## BALANCE SHEET

The balance sheet presents the College's financial position as of August 31, 2013. The College's largest financial asset is its investment portfolio, representing approximately 54% of the College's total assets, with a fair market value of \$254 million as of August 31, 2013. The investment portfolio includes \$240 million relating to the College's endowment, which represent contributions to the College subject to donor-imposed restrictions that such resources be maintained permanently by the College or designated to the endowment by the Board of Trustees. The endowment is managed to achieve a prudent long term total return (dividend and interest income and investment gains). The Trustees of the College have adopted a policy designed to preserve the value of the endowment portfolio in real terms (after inflation) and provide a predictable flow of income to support operations. In accordance with the policy, \$10.2 million of investment return on the endowment portfolio was used to support operations in fiscal year 2013.

The College's second largest and oldest asset is its physical plant, consisting of land, buildings, furniture and fixtures, and equipment. As of August 31, 2013, the net book value of plant assets was approximately \$123 million, representing approximately 26% of the College's total assets. The College's liabilities of \$195 million are substantially less than its assets. As of August 31, 2013, long-term debt represented the College's most significant liability at \$118 million. In accordance with FASB standards, the net assets of the College are classified as either

unrestricted, temporarily restricted or permanently restricted. Unrestricted net assets are not subject to donor-imposed restrictions. At August 31, 2013, the College's unrestricted net assets totaled approximately \$96 million. Temporarily restricted net assets are subject to donor-imposed restrictions that will be met either by actions of the College or the passage of time and appreciation on donor endowment funds. The College's permanently restricted net assets consist of endowment principal cash gifts and pledges.

## STATEMENT OF CHANGES IN NET ASSETS

The statement of changes in net assets presents the financial results of the College and distinguishes between operating and non-operating activities. Non-operating activities principally include investment return, net of amounts appropriated as determined by the College's endowment spending policy and changes in non-operating pension and postretirement liabilities. Unrestricted operating revenues totaled approximately \$193 million. The College's principal sources of unrestricted operating revenues were student tuition and fees, net of student aid, representing 57% of operating revenues, and grants and contracts for research and training programs, representing 22% of operating revenues. Investment return, auxiliary activities, and other sources comprise the remaining 21% of operating revenues. Operating expenses totaled \$181 million.

### BALANCE SHEET August 31, 2013

ASSETS	
Cash	\$ 31,385,283
Student accounts and other receivables, net	\$ 4,858,956
Grants and contracts receivable	\$ 4,329,234
Inventories and other assets	\$ 3,839,325
Contributions receivable, net	\$ 11,110,507
Funds held by bond trustees and escrow agent	\$ 32,287,435
Investments	\$ 253,786,803
Student loans receivable, net	\$ 3,302,560
Plant assets, net	\$ 123,252,443
<b>TOTAL ASSETS</b>	<b>\$ 468,152,546</b>
LIABILITIES AND NET ASSETS	
LIABILITIES	
Accounts payable and accrued expenses	\$ 14,891,767
Deferred revenues	\$ 20,378,668
Long-term debt	\$ 118,389,638
Accrued pension and other benefit obligations	\$ 35,577,612
Other Liabilities	\$ 2,797,418
U.S. Government grants refundable	\$ 2,872,711
<b>TOTAL LIABILITIES</b>	<b>\$ 194,907,814</b>
NET ASSETS	
Unrestricted net assets	\$ 95,862,166
Temporarily restricted	\$ 92,429,821
Permanently restricted	\$ 84,952,745
<b>TOTAL NET ASSETS</b>	<b>\$ 273,244,732</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 468,152,546</b>

### STATEMENT OF CHANGES IN NET ASSETS Fiscal Year ended August 31, 2013

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL
OPERATING REVENUES				
Student tuition and fees, net of student aid	\$ 110,651,415	—	—	110,651,415
Grants and contracts	\$ 43,099,863	—	—	43,099,863
Contributions	\$ 3,041,727	—	—	3,041,727
Endowment return appropriated and other investment income	\$ 10,371,417	—	—	10,371,417
Sales and services of auxiliary enterprises	\$ 20,042,414	—	—	20,042,414
Other sources	\$ 3,884,793	—	—	3,884,793
Net assets released from restrictions	\$ 2,369,842	(2,369,842)	—	—
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 193,461,471</b>	<b>(2,369,842)</b>	<b>—</b>	<b>191,091,629</b>
OPERATING EXPENSES				
Instruction	\$ 66,015,258	—	—	66,015,258
Research, training and public service	\$ 36,493,359	—	—	36,493,359
Academic support	\$ 14,332,250	—	—	14,332,250
Student services	\$ 9,503,036	—	—	9,503,036
Auxiliary enterprises	\$ 32,963,703	—	—	32,963,703
Institutional support	\$ 21,623,853	—	—	21,623,853
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 180,931,459</b>	<b>—</b>	<b>—</b>	<b>180,931,459</b>
<b>DECREASE IN NET ASSETS FROM OPERATIONS</b>	<b>\$ 12,530,012</b>	<b>(2,369,842)</b>	<b>—</b>	<b>10,160,170</b>
NON-OPERATING ACTIVITIES				
Contributions	\$ —	7,119,167	4,875,078	11,994,245
Investment return, net of amounts appropriated	\$ 5,681,328	10,607,944	—	16,289,272
Pension and postretirement changes other than net periodic benefit costs	\$ 10,459,053	—	—	10,459,053
Net assets released from restrictions	\$ 406,879	(406,879)	—	—
Other, net	\$ 633,742	(117,803)	(546,722)	(30,783)
<b>INCREASE IN NET ASSETS</b>	<b>\$ 29,711,014</b>	<b>14,832,587</b>	<b>4,328,356</b>	<b>48,871,957</b>
<b>NET ASSETS AT BEGINNING OF YEAR</b>	<b>\$ 66,151,152</b>	<b>77,597,234</b>	<b>80,624,389</b>	<b>224,372,775</b>
<b>NET ASSETS AT END OF YEAR</b>	<b>\$ 95,862,166</b>	<b>92,429,821</b>	<b>84,952,745</b>	<b>273,244,732</b>

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