



DEBT OF GRATITUDE Students were major beneficiaries of the Campaign. From left: Alia Juman, a master's degree student in Curriculum & Teaching; Steven Kane, a master's degree student in Clinical Psychology; and Clinical Psychology alumna Nathara Bailey (M.A. '18).

HOW THE FUTURE WAS WON

Where the Future Comes First raised \$345 million. Our loyal top donors set the table and tone, but ultimately this was a broad-based People's Campaign

**A REPORT FROM SUZANNE M. MURPHY,
VICE PRESIDENT, DEVELOPMENT & EXTERNAL AFFAIRS**



SUZANNE M. MURPHY
Vice President, Development & External Affairs

Teachers College's historic Campaign, *Where the Future Comes First*, has concluded, having raised **\$345 million**, including **\$116 million for student scholarship**. The Campaign supported faculty programs by creating multidisciplinary centers, academic programs and initiatives, and harnessed the power of productive faculty-sponsored research. It financed three floors of smart classrooms, a state-of-the-art learning theater and other campus upgrades. It bolstered

TC's unrestricted financial flexibility by building our Annual Fund and created an academic seed fund for new initiatives in the here and now. And it created record levels of alumni engagement and participation.

Ultimately, *Where the Future Comes First* strengthened TC on every front. The name evoked our legacy of forging new fields and creating brighter futures for students, schools, families and communities. It focused us on securing the College's own future, so that our students, faculty and graduates can continue that work. And it heralded our creation of a sustainable pipeline of donors for decades to come.

More than **\$238 million in Campaign funds** is in active deployment, with the rest to be realized over the next several years. Trustee and Campaign Committee member Reveta Bowers believes that balance is ideal.

"Like an individual financial portfolio, a campaign should reflect a balance of investments that pays returns in the present and seeds future growth,"

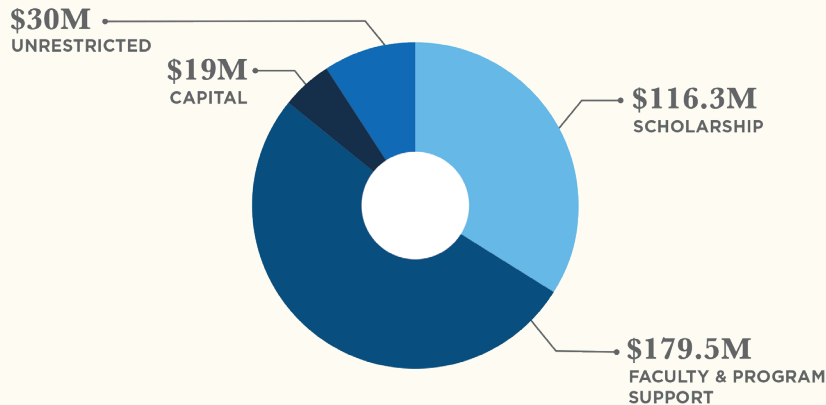
Reveta says. "TC's Campaign has done that exceptionally well."

Where the Future Comes First was easily the largest campaign ever conducted by a graduate school of education. We surpassed our original \$300 million goal in December 2017 and more than doubled TC's previous campaign, concluded in 2004.

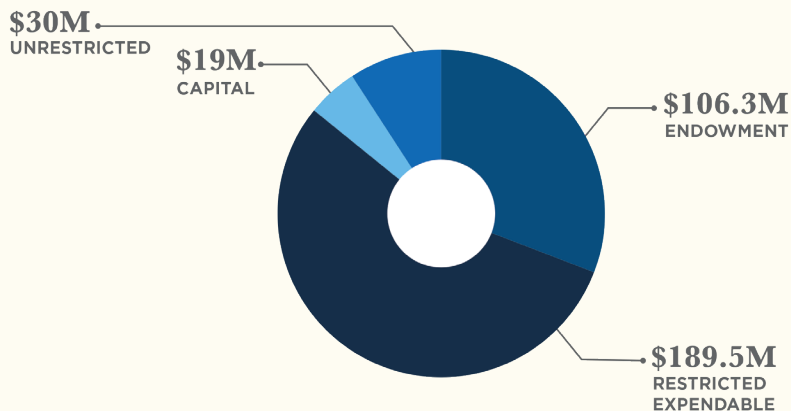
That effort — also a record-setter — benefited from generous trustees and friends. We all knew that our success this time would depend on our loyal top donors once again setting the table and tone — and they did, big time. But

40%
of individual donors were alumni, versus **15 percent** in the last campaign

RAISING THE MONEY: OUR PRIORITIES



HOW THEY GAVE: DONORS' PREFERENCES



we saw an opportunity to cultivate broader and deeper support.

We started with our board and a 2011 challenge gift for capital improvement given by Laurie M. Tisch, co-chair with E. John Rosenwald Jr. of the Campaign's quiet phase.

"Building an institution's future includes ensuring it will increase its base of leadership supporters, rather than relying on the usual suspects," Laurie says. "I made my challenge gift with that goal. I'm proud the Campaign energized our current trustees while passing the torch to a new generation."

Yet our wonderful alumni were perhaps the Campaign's lead story. Using cutting-edge research tools, we

were able to wake the sleeping giant, building a database that enabled us to find and reconnect with tens of thousands of alumni and determine their willingness and giving potential. The result was a true "People's Campaign," in which, ultimately, **40 percent of individual donors were alumni, versus 15 percent in TC's last campaign.**

AIMING HIGH AND SETTING THE PRIORITIES

Indeed, our alumni's power and enthusiasm — and John Rosenwald's exhortation to "sell the sizzle, not just the steak" — convinced us to set our

initial \$300 million target, which was much more than consultants initially recommended.

Our case rested on the Campaign's priorities:

- **Student Scholarship Support.**

As President Emerita Susan Fuhrman put it, "the future is our students, who will change the world." During her presidency, Susan insisted that virtually every gift (even program gifts) include a scholarship component: "Funding students supports our faculty, who rely on our smart, engaged and passionate students to help them change and create practices and expand our impact."

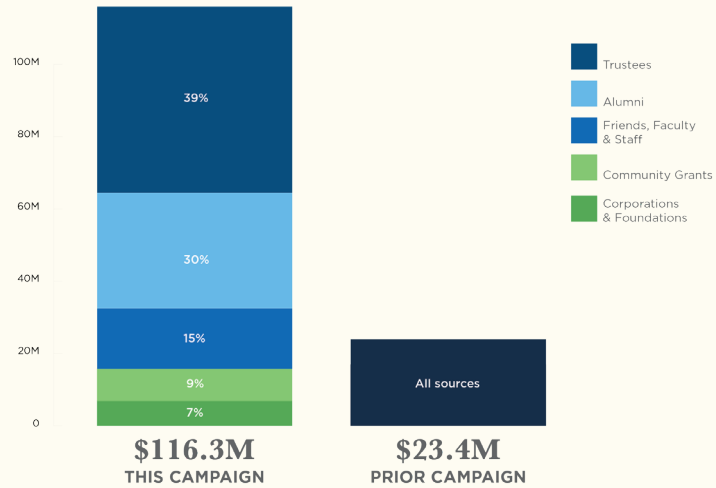
- **Faculty Programs.** We sought to extend TC's legacy of innovation. Our faculty have their finger on the pulse of the 21st century's great challenges and opportunities, and our informed donors are eager to make an impact. The College's major centers, institutes and programs flourished throughout the Campaign, even as new ones took root. Corporations and foundations accounted for significant funding, but so did alumni, who — as when they first came to TC — aligned their interests with faculty strengths by funding their own passions.

- **Capital.** A bright, welcoming learning environment attracts and retains top students and faculty. TC's beautiful buildings are architectural gems — but "venerable" and "cutting edge" aren't mutually exclusive. If business schools and engineering schools have state-of-the-art learning environments, why shouldn't the best graduate school of education?

- **Unrestricted Giving.** TC funded the here and now through our Annual Fund program, built on renewable and replaceable gifts, which created points of entry for donors at all levels; and through the Academic Seed Fund, for innovative faculty collaborations.

- **Alumni Engagement.** TC's 90,000 alumni — our best ambassadors, wielding enormous influence in diverse fields — offered their time, talent and treasure. We re-envisioned TC's Office of Alumni Relations to increase alumni engagement worldwide. "The mission of the Alumni Council is to reconnect alumni with the College and connect or reconnect them with each other, and that has expanded exponentially during TC's Campaign," says Marion Boulton (Ed.D. '96), President of the Teachers College Alumni Council.

SCHOLARSHIP SUPPORT



WHAT THE CAMPAIGN ENABLED

So how did the Campaign do? **Donors passionately supported TC's students, contributing \$116 million in scholarship support.** Many first-time alumni donors focused on scholarship, often inspired by our scholarship match campaign.

Most new scholarship gifts were at the \$100,000 level, and more than 21 percent of the total was designated for teacher preparation. The Campaign established more than 150 new restricted and endowed scholarship funds, and returning donors grew already established scholarship funds.

Seventy-five percent of scholarship support was endowment giving, the rest, outright gifts — a balance that supports students today and builds for a stronger future.

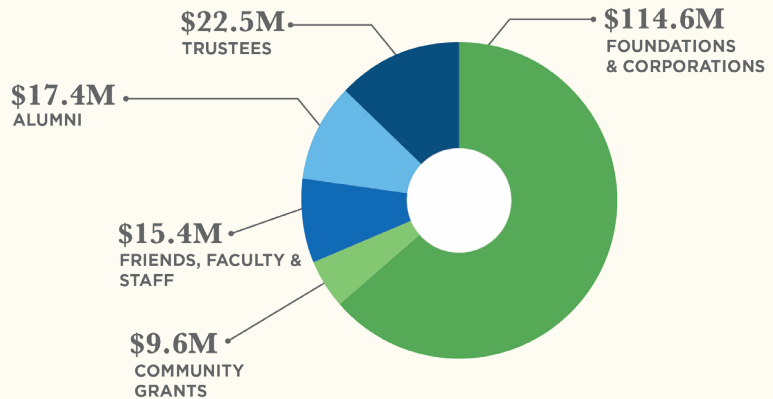
TC forged a powerful connection with donors around faculty and program support, raising \$179.5 million.

Thirty percent came from individual donors, who funded their passions by supporting new centers, programs and research in fields ranging from nutrition to psychological resilience.

Foundations and corporations contributed, too. One-third of their contributions helped grow TC's Community College Research Center, Hechinger Institute on Education & the Media, and National Center for Restructuring Education, Schools

FUNDING THEIR PASSIONS: DONOR-FACULTY PARTNERSHIPS

Total: \$179.5M

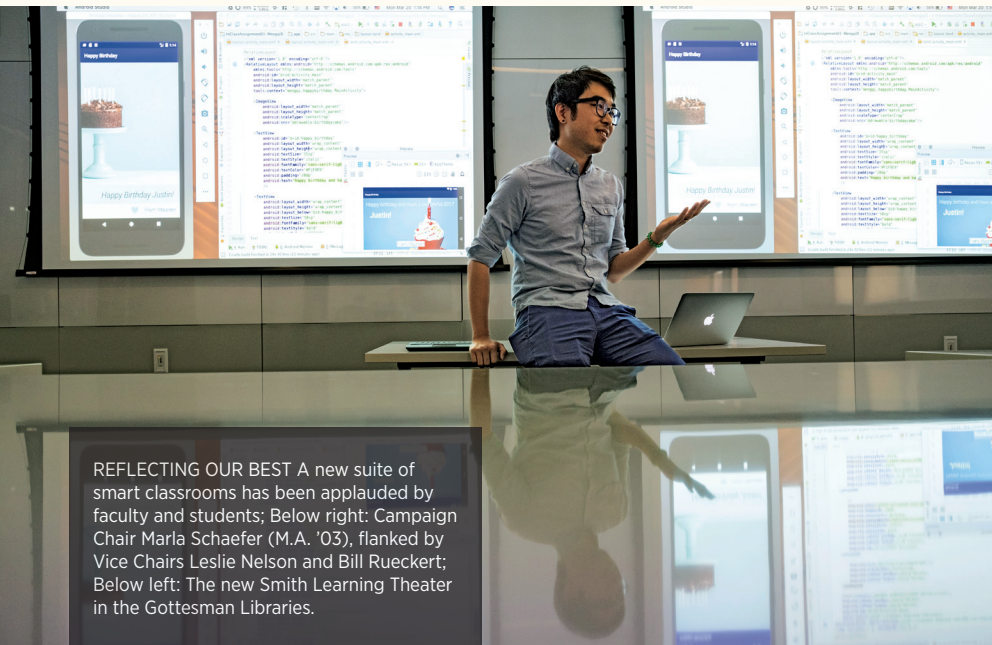


& Teaching. Other foundation gifts supported the Teachers College Community School and our partnerships with neighborhood public schools; the Lemann Fellowships; the National Center for Children and Families; the Education for Persistence and Innovation Center; and the Klingenstein Center for Independent School Leadership.

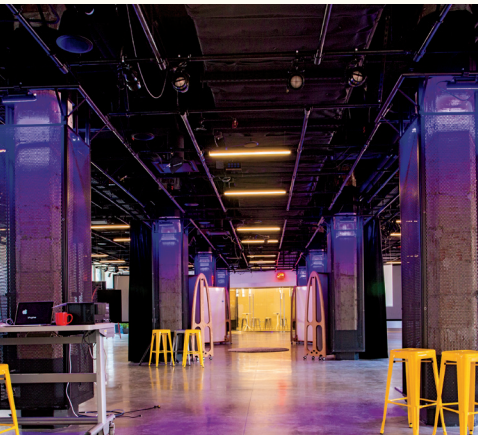
Gifts totaling \$19 million enabled capital improvements supporting teaching, learning and research —

including the new Laurie M. Tisch Center for Food, Education & Policy; the Smith Learning Theater and the Duquès Auditorium; and the renovated Morton Deutsch International Center for Cooperation and Conflict Resolution. We're creating three floors of smart classrooms and renovating our Rita Gold Early Childhood Center.

Unrestricted giving — totaling \$30 million directed to the Annual Fund and an Academic Seed Fund — was strategically important.



REFLECTING OUR BEST A new suite of smart classrooms has been applauded by faculty and students; Below right: Campaign Chair Marla Schaefer (M.A. '03), flanked by Vice Chairs Leslie Nelson and Bill Rueckert; Below left: The new Smith Learning Theater in the Gottesman Libraries.



“This is the biggest and most successful campaign by any graduate school of education. EV-ER. And because of it, TC has grown profoundly during the past 12 years.”

— MARLA SCHAEFER (M.A. '03),
CAMPAIGN CHAIR

Financial flexibility allows TC to plan for the future while supporting current students, faculty and programs and addressing emerging opportunities and needs. The Annual Fund operation generates a small fraction of TC's yearly fundraising revenue — yet imagine all we *couldn't* do to support students, faculty and operations if we backed out that \$30 million from our operating budget!

Thus we set our goals high, fostering a traditional Annual Fund to get donors

accustomed to giving annually, at any level, and to feed our pipeline of leadership donors. We also created an academic seed fund to promote innovation and interdisciplinary academic work.

The results: **TC increased Annual Fund support by 76 percent.** Dewey Circle Membership (gifts of \$1,000+) increased by 57 percent, including 47 percent at the \$1,000 level and 156 percent at the \$2,500 level. Retention of donors to the Annual Fund

increased by 18 percent and annual donors by 20 percent — a continuing trajectory. Academic seed funding has fueled the Provost's Investment Fund, Rapid Fire grants and other key academic initiatives and promising faculty work.

Alumni around the world rallied to TC's banner.

Our alumni created **16 U.S. and nine global regional alumni groups.** TC increased alumni email addresses on file by more than 230 percent and alumni employment data by more than 106 percent. “Lost alumni” decreased 33 percent.

The College now holds more than **80 alumni events annually**, up from nine in 2009, complemented by strategic programs and virtual offerings. Our Academic Festival, once a quiet poster session, is a homecoming for over 1,500 attendees that showcases TC's academic expertise. We celebrate biennial Global TC Day worldwide.

THINKING ABOUT TODAY AND TOMORROW: ENDOWMENT GIVING

Again, beyond its enormous impact on TC's current work, the Campaign has powerfully strengthened the College for the future.

We purposely did not set an endowment goal, because of donors' proclivity to give to specific programs and initiatives, and because we wanted to honor new donors' wishes and interests.

Nevertheless, the College **added \$106 million to its endowment** and grew the endowment's unrestricted net assets from under \$110 million in FY11 to over \$160 million in FY17.

Seventy-five percent of student scholarship support raised was allocated to the endowment in outright, pledged and planned gifts. That money isn't yet making a day-to-day impact because, in accordance with accepted prudent use standards, our annual endowment spending does not exceed five percent.

Rather, endowment funds comprise assets invested to provide a reliable source of income for future spending and ensure that TC will thrive, grow and be a force in perpetuity.

We also built a strong planned giving program. While we identified many potential donors across generations, our current donors skewed older and were more inclined to make planned gifts and blended gifts [combination outright/planned gifts]. So we accelerated a planned giving program to benefit TC well into the future.

Our Board Chair, Bill Rueckert — a descendant of TC’s founder, Grace Dodge, and chair of our Grace Dodge Society — was our ideal ambassador.

Bill, who frequently cites Grace’s own bequest to TC — realized at her death in 1914 and still paying dividends — led growth in Grace Dodge Society membership. The blended giving

program he championed yielded the Campaign’s largest single contribution: a \$20 million blended gift from John and Pat Klingenstein (to be realized this year) supporting TC’s Klingenstein Center for Independent School Leadership.

Stewarded by Bill, another trustee seeded a fellowship program to support aspiring New York City teachers. The pilot was so successful that she made a \$10 million bequest to expand the fellowship in perpetuity. With the bequest realized, a new crop of committed, well-prepared New York City teachers will pursue their calling, free of debt.

Meanwhile, 10 percent of Grace Dodge Society members opted for a planned giving program to enjoy supporting TC students now. Their many new scholarships support students today and will receive guaranteed infusions in the future.

A COLLEGE TRANSFORMED

So how is Teachers College different?

The Campaign magnified all of our strengths, both in building a community that will provide ongoing support, and as an academic institution.

We grew a sustainable donor pipeline for decades to come.

Some **859 major donors supported this Campaign**, versus 135 last time — a fivefold-plus increase. Newly found alumni made some of our largest donations.

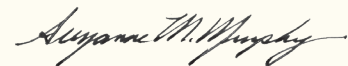
We expanded our donor base at every giving level, recruiting a terrific new group of generous trustees, and enjoyed particular success with mid-level major gifts donors — our alumni sweet spot. We generated enthusiasm, encouraged participation and engagement, and built a more strategic and comprehensive development program for further growth.

TC’s research and academic programs are immeasurably stronger.

As Education Professor Celia Oyler puts it in regard to our Abby M. O’Neill Teaching Fellowship program, which funds preservice teachers committed to New York City public schools:

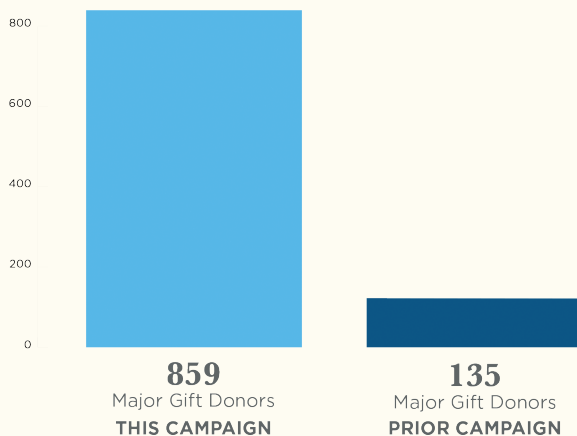
“Forty thousand dollars per year gives people who couldn’t afford to come to TC the chance to do it. This allows a lot of dreams to come true.”

Those words say more than I ever could about what this Campaign has meant to Teachers College and the world. To all of you who rallied to the cause: Thank you, from the bottom of our hearts.



SUZANNE M. MURPHY (M.ED. '99, M.A. '96)
VICE PRESIDENT, DEVELOPMENT & EXTERNAL AFFAIRS

A MAJOR LIFT FOR THE MAJOR GIFT



“There is something for everyone at TC. The College always has a match for what people love and feel strongest about.”

— LESLIE NELSON,
CAMPAIGN VICE CHAIR

Visit www.tc.edu/campaignclose to read a more detailed version of this report and watch testimonials from TC faculty about the Campaign’s impact.

DESIGN BY: ERINN KOVITCH