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Form

990

Department of the Treasury  
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

The organization may have to use a copy of this return to satisfy state reporting requirements

OMB No 1545-0047

2008

Open to Public Inspection

A For the 2008 calendar year, or tax year beginning 09-01-2008 and ending 08-31-2009

B Check if applicable  
☐ Address change  
☐ Name change  
☐ Initial return  
☐ Termination  
☐ Amended return  
☐ Application pending

C Name of organization  
TEACHERS COLLEGE COLUMBIA UNIVERSITY  
Doing Business As  
Number and street (or P O box if mail is not delivered to street address)  
525 W 120TH ST BOX 30  
Room/suite  
City or town, state or country, and ZIP + 4  
NEW YORK, NY 10027

D Employer identification number  
13-1624202

E Telephone number  
(212) 678-3016

G Gross receipts \$ 274,433,364

F Name and address of Principal Officer  
HARVEY SPECTOR  
525 W 120TH ST BOX 30  
NEW YORK, NY 10027

H(a) Is this a group return for affiliates?  
☐ Yes ☒ No

H(b) Are all affiliates included?  
☐ Yes ☐ No  
(If "No," attach a list See instructions )

H(c) Group Exemption Number

I Tax-exempt status ☒ 501(c) ( 3 ) ☐ (insert no ) ☐ 4947(a)(1) or ☐ 527

J Web site: www.tc.edu

K Type of organization ☒ Corporation ☐ trust ☐ association ☐ other

L Year of Formation 1887

M State of legal domicile NY

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities  
Teachers College, Columbia University See Schedule O (Form 990), Supplemental Information to Form 990 for the College's mission and its most significant activities

2 Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its assets

3 Number of voting members of the governing body (Part VI, line 1a) . . . . . 3 34

4 Number of independent voting members of the governing body (Part VI, line 1b) . . . . . 4 33

5 Total number of employees (Part V, line 2a) . . . . . 5 3,162

6 Total number of volunteers (estimate if necessary) . . . . . 6 130

7a Total gross unrelated business revenue from Part VIII, line 12, column (C) . . . 7a -38,285

7b Net unrelated business taxable income from Form 990-T, line 34 . . . 7b -38,285

Revenue

8 Contributions and grants (Part VIII, line 1h) . . . . .

9 Program service revenue (Part VIII, line 2g) . . . . .

10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) . . . . .

11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)

12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)

Prior Year  
42,983,770  
118,300,169  
12,550,072  
6,932,486  
180,766,497

Current Year  
35,088,394  
124,348,028  
-6,092,632  
5,156,600  
158,500,390

Expenses

13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)

14 Benefits paid to or for members (Part IX, column (A), line 4)

15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)

16a Professional fundraising fees (Part IX, column (A), line 11e)

b (Total fundraising expenses, Part IX, column (D), line 25 6,621,552 )

17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24f)

18 Total expenses—add lines 13–17 (must equal Part IX, line 25, column (A))

19 Revenue less expenses Subtract line 18 from line 12

15,953,448  
17,842,493  
0  
102,201,732  
30,252  
62,494,050  
180,649,230  
117,267

108,321,348  
186,247,651  
-27,747,261

Net Assets or Fund Balances

20 Total assets (Part X, line 16)

21 Total liabilities (Part X, line 26)

22 Net assets or fund balances Subtract line 21 from line 20

Beginning of Year  
394,982,146  
174,961,295  
220,020,851

End of Year  
365,739,917  
198,637,084  
167,102,833

Part II Signature Block

Please Sign Here  
Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge  
Signature of officer JULIA MAYSHARK Date 2010-04-15  
HARVEY SPECTOR VP FINANCE & ADMINISTRATION Type or print name and title

Paid Preparer's Use Only  
Preparer's signature JULIA MAYSHARK Date 2010-06-11 Check if self-employed  
Firm's name (or yours if self-employed), address, and ZIP + 4 TEACHERS COLLEGE COLUMBIA UNIVERSITY 525 W 120TH ST BOX 72 NEW YORK, NY 100276605 EIN Phone no

Part III

Statement of Program Service Accomplishments (See the instructions.)

1

Briefly describe the organization's mission  
Teachers College, Columbia University

2

Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No  
If "Yes," describe these new services on Schedule O

3

Did the organization cease conducting or make significant changes in how it conducts any program services? ☐ Yes ☒ No  
If "Yes," describe these changes on Schedule O

4

Describe the exempt purpose achievements for each of the organization's three largest program services by expenses  
Section 501(c)(3) and (4) organizations and 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a

(Code ) (Expenses \$ 76,817,510 including grants of \$ 17,842,493 ) (Revenue \$ 102,365,498 )  
INSTRUCTION TEACHERS COLLEGE BRINGS TOGETHER A BREADTH OF ACADEMIC DISCIPLINES UNMATCHED BY ANY OTHER GRADUATE SCHOOL OF EDUCATION AND - WITHIN A SINGLE INSTITUTION - FEW OTHER COLLEGES OR UNIVERSITIES OUR NAME NOTWITHSTANDING, THE COLLEGE, FROM ITS INCEPTION HAS FOCUSED NOT ONLY ON PRE-K-12 CLASSROOM EDUCATION, BUT ALSO ON ADULT LEARNINGS, LEADERSHIP, HEALTH, PSYCHOLOGY, NUTRITION, MOVEMENT SCIENCES, ART AND MUSIC EDUCATION AND MORE THIS VISION OF EDUCATION WRIT LARGE (TODAY EMBODIED IN 60 A

4b

(Code ) (Expenses \$ 38,789,843 including grants of \$ ) (Revenue \$ 7,966,116 )  
RESEARCH TRAINING AND PUBLIC SERVICE TC'S CURRENT ANNUAL FUNDED RESEARCH EXPENDITURES ARE IN EXCESS OF \$40 MILLION, WITH MAJOR FUNDING PROVIDED BY THE NATIONAL SCIENCE FOUNDATION, THE AMERICAN CANCER SOCIETY, THE UNITED STATES DEPARTMENT OF AGRICULTURE, THE U S DEPARTMENT OF EDUCATION, THE NEW YORK STATE DEPARTMENT OF EDUCATION, THE GATES FOUNDATION, THE LUMINA FOUNDATION, UNICEF, THE GE FOUNDATION AND OTHER PUBLIC AND NON-PROFIT INSTITUTIONS TC PLACES A MAJOR EMPHASIS ON PUBLIC AND COMMUNITY

4c

(Code ) (Expenses \$ 19,790,745 including grants of \$ ) (Revenue \$ 18,676,618 )  
AUXILIARY ENTERPRISES AUXILIARY ENTERPRISES PROVIDES A CONVENIENT SOURCE OF MEALS AND LODGING FOR STUDENTS THAT ENHANCE THEIR COLLEGE EXPERIENCE A MAJOR AUXILIARY ENTERPRISE OF THE COLLEGE IS THE TEACHERS COLLEGE PRESS, ESTABLISHED IN 1904 AS THE BUREAU OF PUBLICATIONS, THE PRESS IS ONE OF THE OLDEST AND MOST DISTINGUISHED PUBLISHERS OF EDUCATIONAL MATERIALS IN THE UNITED STATES SINCE 1965, WHEN THE BUREAU OF PUBLICATIONS BECAME THE TEACHERS COLLEGE PRESS, ITS PRIMARY PURPOSE HAS BEEN TO PUBL

(Code ) (Expenses \$ 13,624,354 including grants of \$ ) (Revenue \$ 120,144 )  
ACADEMIC SUPPORT ACADEMIC SUPPORT ENABLES THE TEACHERS COLLEGE TO PROVIDE SUPPORT ACADEMIC SUPPORT ENABLES THE TEACHERS COLLEGE TO PROVIDE SUPPORT ACADEMIC SUPPORT ENABLES THE TEACHERS COLLEGE TO PROVIDE SUPPORT ACADEMIC SUPPORT ENABLES THE TEACHERS COLLEGE TO PROVIDE SUPPORT ACADEMIC SUPPORT ENABLES THE TEACHERS COLLEGE TO PROVIDE SUPPORT

(Code ) (Expenses \$ 9,119,639 including grants of \$ ) (Revenue \$ 133,729 )  
STUDENT SERVICES STUDENT SERVICES PROVIDES VARIOUS SERVICES TO STUDENT SERVICES PROVIDES VARIOUS SERVICES TO STUDENT SERVICES PROVIDES VARIOUS SERVICES TO STUDENT SERVICES PROVIDES VARIOUS SERVICES TO STUDENT SERVICES PROVIDES VARIOUS SERVICES TO

4d

Other program services (Describe in Schedule O )  
(Expenses \$ 22,743,993 including grants of \$ ) (Revenue \$ 253,873 )

4e

Total program service expenses \$ 158,142,091 Must equal Part IX, Line 25, column (B).

**Part IV**

**Checklist of Required Schedules**

		Yes	No
<b>1</b>	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A . . . . .</i>	<b>1</b>	Yes
<b>2</b>	Is the organization required to complete Schedule B, Schedule of Contributors? . . . . .	<b>2</b>	Yes
<b>3</b>	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I . . . . .</i>	<b>3</b>	No
<b>4</b>	Section 501(c)(3) organizations Did the organization engage in lobbying activities? <i>If "Yes," complete Schedule C, Part II . . . . .</i>	<b>4</b>	Yes
<b>5</b>	Section 501(c)(4), 501(c)(5), and 501(c)(6) organizations Is the organization subject to the section 6033(e) notice and reporting requirement and proxy tax? <i>If "Yes," complete Schedule C, Part III . . . . .</i>	<b>5</b>	
<b>6</b>	Did the organization maintain any donor advised funds or any accounts where donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I . . . . .</i>	<b>6</b>	No
<b>7</b>	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas or historic structures? <i>If "Yes," complete Schedule D, Part II . . . . .</i>	<b>7</b>	No
<b>8</b>	Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III . . . . .</i>	<b>8</b>	Yes
<b>9</b>	Did the organization report an amount in Part X, line 21, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV . . . . .</i>	<b>9</b>	Yes
<b>10</b>	Did the organization hold assets in term, permanent, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V . . . . .</i>	<b>10</b>	Yes
<b>11</b>	Did the organization report an amount in Part X, lines 10, 12, 13, 15, or 25? <i>If "Yes," complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable . . . . .</i>	<b>11</b>	Yes
<b>12</b>	Did the organization receive an audited financial statement for the year for which it is completing this return that was prepared in accordance with GAAP? <i>If "Yes," complete Schedule D, Parts XI, XII, and XIII . . . . .</i>	<b>12</b>	Yes
<b>13</b>	Is the organization a school as described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E . . . . .</i>	<b>13</b>	Yes
<b>14a</b>	Did the organization maintain an office, employees, or agents outside of the U S ? . . . . .	<b>14a</b>	Yes
<b>b</b>	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, and program service activities outside the U S ? <i>If "Yes," complete Schedule F, Part I . . . . .</i>	<b>14b</b>	Yes
<b>15</b>	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the United States? <i>If "Yes," complete Schedule F, Part II . . . . .</i>	<b>15</b>	No
<b>16</b>	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the United States? <i>If "Yes," complete Schedule F, Part III . . . . .</i>	<b>16</b>	No
<b>17</b>	Did the organization report more than \$15,000 on Part IX, column (A), line 11e? <i>If "Yes," complete Schedule G, Part I . . . . .</i>	<b>17</b>	Yes
<b>18</b>	Did the organization report more than \$15,000 total on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II . . . . .</i>	<b>18</b>	No
<b>19</b>	Did the organization report more than \$15,000 on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III . . . . .</i>	<b>19</b>	No
<b>20</b>	Did the organization operate one or more hospitals? <i>If "Yes," complete Schedule H . . . . .</i>	<b>20</b>	No
<b>21</b>	Did the organization report more than \$5,000 on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II . . . . .</i>	<b>21</b>	No
<b>22</b>	Did the organization report more than \$5,000 on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III . . . . .</i>	<b>22</b>	Yes
<b>23</b>	Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5? <i>If "Yes," complete Schedule J . . . . .</i>	<b>23</b>	Yes
<b>24a</b>	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer questions 24b–24d and complete Schedule K. If "No," go to question 25 . . . . .</i>	<b>24a</b>	Yes
<b>b</b>	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? . . . . .	<b>24b</b>	Yes
<b>c</b>	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? . . . . .	<b>24c</b>	No
<b>d</b>	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? . . . . .	<b>24d</b>	No
<b>25a</b>	Section 501(c)(3) and 501(c)(4) organizations Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I . . . . .</i>	<b>25a</b>	No
<b>b</b>	Did the organization become aware that it had engaged in an excess benefit transaction with a disqualified person from a prior year? <i>If "Yes," complete Schedule L, Part I . . . . .</i>	<b>25b</b>	No
<b>26</b>	Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II . . . . .</i>	<b>26</b>	No
<b>27</b>	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, or substantial contributor, or to a person related to such an individual? <i>If "Yes," complete Schedule L, Part III . . . . .</i>	<b>27</b>	No

Part IV

Checklist of Required Schedules (Continued)

		Yes	No
28	During the tax year, did any person who is a current or former officer, director, trustee, or key employee		
a	Have a direct business relationship with the organization (other than as an officer, director, trustee, or employee), or an indirect business relationship through ownership of more than 35% in another entity (individually or collectively with other person(s) listed in Part VII, Section A)? If "Yes," complete Schedule L, Part IV . . . . .		No
b	Have a family member who had a direct or indirect business relationship with the organization? If "Yes," complete Schedule L, Part IV . . . . .	Yes	
c	Serve as an officer, director, trustee, key employee, partner, or member of an entity (or a shareholder of a professional corporation) doing business with the organization? If "Yes," complete Schedule L, Part IV . . . . .		No
29	Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M . . . . .		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M . . . . .		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I . . . . .		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II . . . . .		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations section 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I . . . . .		No
34	Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1 . . . . .	Yes	
35	Is any related organization a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2 . . . . .		No
36	501(c)(3) organizations Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2 . . . . .		No
37	Did the organization conduct more than 5 percent of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI . . . . .		No

Part V

Statements Regarding Other IRS Filings and Tax Compliance

			Yes	No
1a	Enter the number reported in Box 3 of Form 1096, <i>Annual Summary and Transmittal of U.S. Information Returns</i> . Enter -0- if not applicable . . . . .	1a	1,602	
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b	0	
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? . . . . .	1c	Yes	
2a	Enter the number of employees reported on Form W-3, <i>Transmittal of Wage and Tax Statements</i> filed for the calendar year ending with or within the year covered by this return . . . . .	2a	3,162	
b	If at least one is reported in 2a, did the organization file all required federal employment tax returns? . . . <b>Note:</b> <i>If the sum of lines 1a and 2a is greater than 250, you may be required to e-file this return.</i>	2b	Yes	
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return? . . . . .	3a	Yes	
b	If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O . . . . .	3b	Yes	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? . . . . .	4a	Yes	
b	If "Yes," enter the name of the foreign country <u>JA , UK , CJ , GK , NT</u> See the instructions for exceptions and filing requirements for <b>Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts</b> .			
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . . .	5a		No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		No
c	If "Yes," to 5a or 5b, did the organization file Form 8886-T, <i>Disclosure by Tax-Exempt Entity Regarding Prohibited Tax Shelter Transaction</i> ? . . . . .	5c		
6a	Did the organization solicit any contributions that were not tax deductible? . . . . .	6a		No
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? . . . . .	6b		
7	Organizations that may receive deductible contributions under section 170(c).			
a	Did the organization provide goods or services in exchange for any quid pro quo contribution of \$75 or more? . . . . .	7a		No
b	If "Yes," did the organization notify the donor of the value of the goods or services provided? . . . . .	7b		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? . . . . .	7c		No
d	If "Yes," indicate the number of Forms 8282 filed during the year . . . . .	7d		
e	Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? . . . . .	7e	Yes	
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? . . .	7f	Yes	
g	For all contributions of qualified intellectual property, did the organization file Form 8899 as required? . . . .	7g		
h	For contributions of cars, boats, airplanes, and other vehicles, did the organization file a Form 1098-C as required? . . . . .	7h		
8	Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a fund maintained by a sponsoring organization, have excess business holdings at any time during the year? . . . . .	8		No
9	Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds.			
a	Did the organization make any taxable distributions under section 4966? . . . . .	9a		No
b	Did the organization make a distribution to a donor, donor advisor, or related person? . . . . .	9b		No
10	Section 501(c)(7) organizations. Enter			
a	Initiation fees and capital contributions included on Part VIII, line 12 . . . . .	10a		
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b		
11	Section 501(c)(12) organizations. Enter			
a	Gross income from members or shareholders . . . . .	11a		
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them ) . . . . .	11b		
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041? . . . .	12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b		

**Part VI Governance, Management, and Disclosure (Sections A, B, and C request information about policies not required by the Internal Revenue Code.)**
**Section A. Governing Body and Management**

		Yes	No
For each "Yes" response to lines 2-7 below, and for a "No" response to lines 8 or 9b below, describe the circumstances, processes, or changes in Schedule O. See instructions.			
<b>1a</b>	Enter the number of voting members of the governing body . . . . .	<b>1a</b>	34
<b>b</b>	Enter the number of voting members that are independent . . . . .	<b>1b</b>	33
<b>2</b>	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? . . . . .	<b>2</b>	No
<b>3</b>	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? . . . . .	<b>3</b>	No
<b>4</b>	Did the organization make any significant changes to its organizational documents since the prior Form 990 was filed? . . . . .	<b>4</b>	Yes
<b>5</b>	Did the organization become aware during the year of a material diversion of the organization's assets? . . . . .	<b>5</b>	No
<b>6</b>	Does the organization have members or stockholders? . . . . .	<b>6</b>	No
<b>7a</b>	Does the organization have members, stockholders, or other persons who may elect one or more members of the governing body? . . . . .	<b>7a</b>	No
<b>b</b>	Are any decisions of the governing body subject to approval by members, stockholders, or other persons? . . . . .	<b>7b</b>	No
<b>8</b>	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following . . . . .		
<b>a</b>	the governing body? . . . . .	<b>8a</b>	Yes
<b>b</b>	each committee with authority to act on behalf of the governing body? . . . . .	<b>8b</b>	Yes
<b>9a</b>	Does the organization have local chapters, branches, or affiliates? . . . . .	<b>9a</b>	No
<b>b</b>	If "Yes," does the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with those of the organization? . . . . .	<b>9b</b>	
<b>10</b>	Was a copy of the Form 990 provided to the organization's governing body before it was filed? All organizations must describe in Schedule O the process, if any, the organization uses to review the Form 990 . . . . .	<b>10</b>	Yes
<b>11</b>	Is there any officer, director or trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O . . . . .	<b>11</b>	No

**Section B. Policies**

		Yes	No
<b>12a</b>	Does the organization have a written conflict of interest policy? If "No", go to line 13 . . . . .	<b>12a</b>	Yes
<b>b</b>	Are officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts? . . . . .	<b>12b</b>	Yes
<b>c</b>	Does the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this is done . . . . .	<b>12c</b>	Yes
<b>13</b>	Does the organization have a written whistleblower policy? . . . . .	<b>13</b>	Yes
<b>14</b>	Does the organization have a written document retention and destruction policy? . . . . .	<b>14</b>	Yes
<b>15</b>	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision . . . . .		
<b>a</b>	The organization's CEO, Executive Director, or top management official? . . . . .	<b>15a</b>	Yes
<b>b</b>	Other officers or key employees of the organization? . . . . .	<b>15b</b>	Yes
Describe the process in Schedule O			
<b>16a</b>	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? . . . . .	<b>16a</b>	No
<b>b</b>	If "Yes," has the organization adopted a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable Federal tax law, and taken steps to safeguard the organization's exempt status with respect to such arrangements? . . . . .	<b>16b</b>	

**Section C. Disclosure**

<b>17</b>	List the States with which a copy of this Form 990 is required to be filed _____
<b>18</b>	Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c) (3)s only) available for public inspection. Indicate how you make these available. Check all that apply. <input type="checkbox"/> own website <input type="checkbox"/> another's website <input checked="" type="checkbox"/> upon request
<b>19</b>	Describe in Schedule O whether (and if so, how), the organization makes its governing documents, conflict of interest policy, and financial statements available to the public. See Additional Data Table.
<b>20</b>	State the name, physical address, and telephone number of the person who possesses the books and records of the organization. HENRY PERKOWSKI OFFICE OF THE CONTROLLER 525 W 120TH ST BOX 30 NEW YORK, NY 10027 (212) 678-3016

## Section A Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

☐ Check this box if the organization did not compensate any officer, director, trustee or key employee

[illegible]



**2** Total number of individuals (including those in 1a) who received more than \$100,000 in reportable compensation from the organization: 158

## Section B. Independent Contractors

Form **990** (2008)

Part VIII

Statement of Revenue

				(A) Total Revenue	(B) Related or Exempt Function Revenue	(C) Unrelated Business Revenue	(D) Revenue Excluded from Tax under IRC 512, 513, or 514			
Contributions, gifts, grants and other similar amounts	1a	Federated campaigns . . . . . 1a		35,088,394						
	b	Membership dues . . . . .								
	1b									
	c	Fundraising events . . . . . 1c								
	1c									
	d	Related organizations . . . . . 1d								
	1d									
	e	Government grants (contributions)	1e					11,261,542		
	f	All other contributions, gifts, grants, and similar amounts not included above						23,826,852		
1f										
g	Noncash contributions included in lines 1a-1f \$ 13,353									
h	Total (Add lines 1a-1f) . . . . .									
Program Service Revenue			Business Code							
	2a	Tuition and fees	900,099	102,430,384	102,430,384					
	b	Auxiliary activity	900,099	12,808,231	12,808,231					
	c	Fees & contracts from gov agencies	900,099	7,966,116	7,966,116					
	d	Subscriptions & special collections	611,710	534,872	534,872					
	e	Curriculum Development	611,710	296,192	296,192					
	f	All other program service revenue		312,233	312,233					
	g	Total. Add lines 2a-2f . . . . .								
	➤ \$ 124,348,028									
Other Revenue	3	Investment income (including dividends, interest other similar amounts) . . . . . ➤								
				3,845,111		-38,285	3,883,396			
	4	Income from investment of tax-exempt bond proceeds . . . . . ➤		37,284			37,284			
	5	Royalties . . . . . ➤		156,388			156,388			
	6a	Gross Rents	(i) Real	(ii) Personal	134,019			134,019		
			228,406							
			b	Less rental expenses					94,387	
			c	Rental income or (loss)					134,019	
			d	Net rental income or (loss) . . . . . ➤						
	7a	Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other	-9,975,027			-9,975,027		
			104,202,384							
			b	Less cost or other basis and sales expenses					114,177,411	
			c	Gain or (loss)					-9,975,027	
			d	Net gain or (loss) . . . . . ➤						
	8a	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18 Attach Schedule G if total exceeds \$15,000 . . . . . a								
			b	Less direct expenses . . . . . b						
			c	Net income or (loss) from fundraising events . . . . . ➤						
	9a	Gross income from gaming activities See part IV, line 19 Complete Schedule G if total exceeds \$15,000 a								
			b	Less direct expenses . . . . . b						
			c	Net income or (loss) from gaming activities . . . . . ➤						
	10a	Gross sales of inventory, less returns and allowances . . . . . a			4,253,085			4,253,085		
			b	Less cost of goods sold . . . . . b					5,914,261	
			c	Net income or (loss) from sales of inventory . . . . . ➤					1,661,176	
	Miscellaneous Revenue		Business Code							
	11a	Bankruptcy proceeds (investments)	900,099	140,619			140,619			
	b	Pool revenue	713,940	68,299			68,299			
	c	Academic Computing Fees	611,710	45,924			45,924			
d	All other revenue _____		358,266			358,266				
e	Total. Add lines 11a-11d . . . . .									
		\$ 613,108								
12	Total Revenue. Add lines 1h, 2g, 3, 4, 5, 6d, 7d, 8c, 9c, 10c, and 11e . . . . . ➤			158,500,390	124,348,028	-38,285	-897,747			

Part IX

Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D).					
Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to governments and organizations in the U S See Part IV, line 21	0	0		
2	Grants and other assistance to individuals in the U S See Part IV, line 22	17,842,493	17,842,493		
3	Grants and other assistance to governments, organizations and individuals outside the U S See Part IV, lines 15 and 16	0	0		
4	Benefits paid to or for members	0	0		
5	Compensation of current officers, directors, trustees, and key employees . . . . .	2,503,944	792,088	1,032,106	679,750
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .	0	0	0	0
7	Other salaries and wages	76,804,149	66,181,787	0	2,495,790
8	Pension plan contributions (include section 401(k) and section 403(b) employer contributions) . . . . .	10,169,859	8,330,380	1,405,613	433,866
9	Other employee benefits . . . . .	13,189,532	11,320,466	1,490,174	378,892
10	Payroll taxes . . . . .	5,653,864	4,786,208	646,035	221,621
11	Fees for services (non-employees)				
a	Management . . . . .	89,522	0	74,283	15,239
b	Legal . . . . .	2,553,620	836,511	1,716,309	800
c	Accounting . . . . .	263,593	6,313	257,280	0
d	Lobbying . . . . .	160,958	160,958	0	0
e	Professional fundraising See Part IV, line 17 . . . . .	30,252			30,252
f	Investment management fees . . . . .	2,319,511	0	2,319,511	0
g	Other . . . . .	15,316,163	13,662,813	1,170,498	482,852
12	Advertising and promotion . . . . .	1,003,092	970,887	2,708	29,497
13	Office expenses . . . . .	4,615,001	3,077,992	916,682	620,327
14	Information technology . . . . .	2,402,791	1,272,034	701,954	428,803
15	Royalties . . . . .	347,285	13,665	333,371	249
16	Occupancy . . . . .	6,281,995	5,729,309	478,830	73,856
17	Travel . . . . .	2,501,212	2,201,849	175,799	123,564
18	Payments of travel or entertainment expenses for any Federal, state or local public officials . . . . .				
19	Conferences, conventions and meetings . . . . .	1,340,134	1,152,735	20,863	166,536
20	Interest . . . . .	4,046,545	3,820,441	187,609	38,495
21	Payments to affiliates . . . . .				
22	Depreciation, depletion, and amortization . . . . .	9,343,432	8,758,196	496,988	88,248
23	Insurance . . . . .	782,781	15,661	763,907	3,213
24	Other expenses—Itemize expenses not covered above (Expenses grouped together and labeled miscellaneous may not exceed 5% of total expenses shown on line 25 below )				
a	Printing and publications	992,378	887,515	21,536	83,327
b	Repairs & Maintenance	2,059,696	1,729,318	297,477	32,901
c	Honorariums & Awards	882,218	861,996	11,347	8,875
d	Allocation of indirect cost center expenses	-400,033	1,038,447	-1,535,923	97,443
e	Payments on labor swap	2,073,053	1,957,219	96,113	19,721
f	All other expenses	1,078,611	734,810	276,366	67,435
25	Total functional expenses. Add lines 1 through 24f	186,247,651	158,142,091	21,484,008	6,621,552
26	Joint Costs. Check <input type="checkbox"/> if following SOP 98-2 Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

**Part X**    **Balance Sheet**

		(A)		(B)		
		Beginning of year		End of year		
Assets	<b>1</b> Cash—non-interest-bearing . . . . .		<b>1</b>			
	<b>2</b> Savings and temporary cash investments . . . . .	5,172,440	<b>2</b>	11,049,332		
	<b>3</b> Pledges and grants receivable, net . . . . .	14,859,422	<b>3</b>	9,303,767		
	<b>4</b> Accounts receivable, net . . . . .	3,417,178	<b>4</b>	4,676,846		
	<b>5</b> Receivables from current and former officers, directors, trustees, key employees or other related parties <i>Complete Part II of Schedule L</i> . . . . .		<b>5</b>			
	<b>6</b> Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) <i>Complete Part II of Schedule L</i> . . . . .		<b>6</b>			
	<b>7</b> Notes and loans receivable, net . . . . .	2,987,920	<b>7</b>	2,840,562		
	<b>8</b> Inventories for sale or use . . . . .	1,377,666	<b>8</b>	1,309,957		
	<b>9</b> Prepaid expenses and deferred charges . . . . .	1,505,536	<b>9</b>	2,641,830		
	<b>10a</b> Land, buildings, and equipment—cost basis	<table><tr><td><b>10a</b></td><td>235,053,781</td></tr></table>	<b>10a</b>	235,053,781		
	<b>10a</b>	235,053,781				
	<b>b</b> Less accumulated depreciation <i>Complete Part VI of Schedule D</i> . . . . .	<table><tr><td><b>10b</b></td><td>112,329,244</td></tr></table>	<b>10b</b>	112,329,244	123,723,862	<b>10c</b> 122,724,537
	<b>10b</b>	112,329,244				
	<b>11</b> Investments—publicly traded securities . . . . .	155,812,936	<b>11</b>	129,657,765		
	<b>12</b> Investments—other securities See Part IV, line 11 <i>Complete Part VII of Schedule D</i> . . . . .	83,720,787	<b>12</b>	73,361,323		
	<b>13</b> Investments—program-related See Part IV, line 11 <i>Complete Part VIII of Schedule D</i> . . . . .		<b>13</b>			
<b>14</b> Intangible assets . . . . .		<b>14</b>				
<b>15</b> Other assets See Part IV, line 11 <i>Complete Part IX of Schedule D</i> . . . . .	2,404,399	<b>15</b>	8,173,998			
<b>16</b> <b>Total assets.</b> Add lines 1 through 15 (must equal line 34)	394,982,146	<b>16</b>	365,739,917			
Liabilities	<b>17</b> Accounts payable and accrued expenses . . . . .	20,898,483	<b>17</b>	20,668,544		
	<b>18</b> Grants payable . . . . .		<b>18</b>			
	<b>19</b> Deferred revenue . . . . .	23,811,166	<b>19</b>	24,010,832		
	<b>20</b> Tax-exempt bond liabilities . . . . .	36,305,000	<b>20</b>	87,097,882		
	<b>21</b> Escrow account liability <i>Complete Part IV of Schedule D</i> . . . . .	550,294	<b>21</b>	492,069		
	<b>22</b> Payable to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons <i>Complete Part II of Schedule L</i> . . . . .		<b>22</b>			
	<b>23</b> Secured mortgages and notes payable to unrelated third parties . . . . .	1,080,066	<b>23</b>	636,635		
	<b>24</b> Unsecured notes and loans payable . . . . .	44,575,000	<b>24</b>			
	<b>25</b> Other liabilities <i>Complete Part X of Schedule D</i> . . . . .	47,741,286	<b>25</b>	65,731,122		
	<b>26</b> <b>Total liabilities.</b> Add lines 17 through 25 . . . . .	174,961,295	<b>26</b>	198,637,084		
Net Assets or Fund Balances	<b>Organizations that follow SFAS 117, check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27 through 29, and lines 33 and 34.</b>					
	<b>27</b> Unrestricted net assets . . . . .	132,810,809	<b>27</b>	81,976,664		
	<b>28</b> Temporarily restricted net assets . . . . .	12,769,700	<b>28</b>	9,579,056		
	<b>29</b> Permanently restricted net assets . . . . .	74,440,342	<b>29</b>	75,547,113		
	<b>Organizations that do not follow SFAS 117, check here</b> <input type="checkbox"/> <b>and complete lines 30 through 34.</b>					
	<b>30</b> Capital stock or trust principal, or current funds . . . . .		<b>30</b>			
	<b>31</b> Paid-in or capital surplus, or land, building or equipment fund . . . . .		<b>31</b>			
	<b>32</b> Retained earnings, endowment, accumulated income, or other funds . . . . .		<b>32</b>			
	<b>33</b> Total net assets or fund balances . . . . .	220,020,851	<b>33</b>	167,102,833		
	<b>34</b> Total liabilities and net assets/fund balances . . . . .	394,982,146	<b>34</b>	365,739,917		

**Part XI**    **Financial Statements and Reporting**

		Yes	No
<b>1</b>	Accounting method used to prepare the Form 990 <input type="checkbox"/> cash <input checked="" type="checkbox"/> accrual <input type="checkbox"/> other		
<b>2a</b>	Were the organization's financial statements compiled or reviewed by an independent accountant? . . . . .	<b>2a</b>	No
<b>b</b>	Were the organization's financial statements audited by an independent accountant? . . . . .	<b>2b</b>	Yes
<b>c</b>	If "Yes" to lines 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? . . . . .	<b>2c</b>	Yes
<b>3a</b>	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? . . . . .	<b>3a</b>	Yes
<b>b</b>	If "Yes," did the organization undergo the required audit or audits? . . . . .	<b>3b</b>	Yes

SCHEDULE A

(Form 990 or 990EZ)

Department of the Treasury  
Internal Revenue Service

Public Charity Status and Public Support

To be completed by all section 501(c)(3) organizations and section 4947(a)(1) nonexempt charitable trusts.  
Attach to Form 990 or Form 990-EZ. See separate instructions.

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization TEACHERS COLLEGE COLUMBIA UNIVERSITY	Employer identification number 13-1624202
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Part I Reason for Public Charity Status (to be completed by all organizations) (See Instructions)

The organization is not a private foundation because it is (Please check only **one** organization )

1	<input type="checkbox"/>	A church, convention of churches, or association of churches described in <b>Section 170(b)(1)(A)(i).</b>
2	<input checked="" type="checkbox"/>	A school described in <b>Section 170(b)(1)(A)(ii).</b> (Attach Schedule E )
3	<input type="checkbox"/>	A hospital or a cooperative hospital service organization described in <b>Section 170(b)(1)(A)(iii).</b> (Attach Schedule H )
4	<input type="checkbox"/>	A medical research organization operated in conjunction with a hospital described in <b>Section 170(b)(1)(A)(iii).</b> Enter the hospital's name, city, and state
5	<input type="checkbox"/>	An organization operated for the benefit of a college or university owned or operated by a governmental unit described in <b>Section 170(b)(1)(A)(iv).</b> (Complete Part II )
6	<input type="checkbox"/>	A federal, state, or local government or governmental unit described in <b>Section 170(b)(1)(A)(v).</b>
7	<input type="checkbox"/>	An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in <b>Section 170(b)(1)(A)(vi)</b> (Complete Part II )
8	<input type="checkbox"/>	A community trust described in <b>Section 170(b)(1)(A)(vi)</b> (Complete Part II )
9	<input type="checkbox"/>	An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See <b>Section 509(a)(2).</b> (Complete Part III )
10	<input type="checkbox"/>	An organization organized and operated exclusively to test for public safety See <b>Section 509(a)(4).</b> (See instructions )
11	<input type="checkbox"/>	An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) See <b>Section 509(a)(3).</b> Check the box that describes the type of supporting organization and complete lines 11e through 11h a <input type="checkbox"/> Type I      b <input type="checkbox"/> Type II      c <input type="checkbox"/> Type III - Functionally Integrated      d <input type="checkbox"/> Type III - Other
e	<input type="checkbox"/>	By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)
f	<input type="checkbox"/>	If the organization received a written determination from the IRS that it is a Type I, Type II or Type III supporting organization, check this box
g	<input type="checkbox"/>	Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons? (i) a person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the the supported organization? (ii) a family member of a person described in (i) above? (iii) a 35% controlled entity of a person described in (i) or (ii) above?
h	<input type="checkbox"/>	Provide the following information about the organizations the organization supports

	Yes	No
11g(i)		
11g(ii)		
11g(iii)		

(i) Name of Supported Organization	(ii) EIN	(iii) Type of organization (described on lines 1- 9 above or IRC section (See Instructions))	(iv) Is the organization in col (i) listed in your governing document?		(v) Did you notify the organization in col (i) of your support?		(vi) Is the organization in col (i) organized in the U S ?		(vii) Amount of support?
			Yes	No	Yes	No	Yes	No	
Total									

Part II

Support Schedule for Organizations Described in IRC 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)  
(Complete only if you checked the box on line 5, 7, or 8 of Part I.)

Public Support						
Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ")						
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge						
<b>4 Total.</b> Add line 1-3						
<b>5</b> The portion of total contribution by each person (other than a government unit or publicly supported organization) included on line 1 that exceed 2% of the amount shown on line 11, column (f)						
<b>6 Public Support</b> subtract line 5 from line 4						0

Total Support						
Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
<b>7</b> Amounts from line 4						
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						0
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on						
<b>10</b> Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV )						
<b>11 Total Support</b> (Add lines 7 through 10)						
<b>12</b> Gross receipts from related activities, etc (See instructions )					<b>12</b>	
<b>13 First Five Years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and <b>stop here</b>						<input type="checkbox"/>

Computation of Public Support Percentage		
<b>14</b> Public Support Percentage for 2008 (line 6 column (f) divided by line 11 column (f))	<b>14</b>	
<b>15</b> Public Support Percentage for 2007 Schedule A, Part IV-A, line 26f	<b>15</b>	
<b>16a 33 1/3% Test - 2008.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
<b>b 33 1/3% Test - 2007.</b> If the organization did not check the box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
<b>17a 10% Facts and Circumstances Test - 2008.</b> If the organization did not check a box on line 13, 16a, or 16b and line 14 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and <b>stop here.</b> Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
<b>b 10% Facts and Circumstances Test - 2007.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a and line 15 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and <b>stop here.</b> Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
<b>18 Private Foundation.</b> If the organization did not check the box on line 13, 16a, 16b, 17a or 17b, check this box and see instructions	<input type="checkbox"/>	

Part IIISupport Schedule for Organizations Described in IRC 509(a)(2)  
(Complete only if you checked the box on line 9 of Part I.)

Section A. Public Support						
Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
1Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ")						
2Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3Gross receipts from activities that are not an unrelated trade or business under section 513						
4Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5The value of services or facilities furnished by a governmental unit to the organization without charge						
6Total Add lines 1-5						
7aAmounts included on lines 1, 2, and 3 received from disqualified persons						
bAmounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of 1% of the total of lines 9, 10c, 11, and 12 for the year or \$5,000						
cTotal of lines 7a and 7b						
8Public Support (Subtract line 7c from line 6)						0

Total Support						
Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
9Amounts from line 6						
10aGross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
bUnrelated business taxable income (less section 511 taxes) from businesses acquired after 30 June, 1975						
cAdd lines 10a and 10b						
11Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV )						
13Total Support (Add lines 9, 10c, 11 and 12)						0
14First Five Years If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here						

Computation of Public Support Percentage		
15Public Support Percentage for 2008 (line 8 column (f) divided by line 13 column (f))	15	0 %
16Public Support Percentage for 2007 Schedule A, Part IV -A, line 27g	16	

Computation of Investment Income Percentage		
17Investment Income Percentage for 2008 (line 10c column (f) divided by line 13 column (f))	17	0 %
18Investment Income Percentage from 2007 Schedule A, Part IV -A, line 27h	18	
19a33 1/3% Tests - 2008. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization		
b33 1/3% Tests - 2007. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization		
20Private Foundation If the organization did not check a box on line 14, 19a or 19b, check this box and see instructions		

Part IV

**Supplemental Information.** Complete this part to provide the information required by Part II, line 10; Part II, line 17a or 17b, or Part III, line 12. Provide and any other additional information. (see instructions)

Facts and Circumstances Test



SCHEDULE C

(Form 990 or 990-EZ)

Department of the Treasury  
Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527

To be completed by organizations described below. Attach to Form 990 or Form 990-EZ

OMB No 1545-0047

2008

Open to Public Inspection

If the organization answered “Yes,” to Form 990, Part IV, Line 3, or Form 990-EZ, Part VI, line 46 (Political Campaign Activities)

- Section 501(c)(3) organizations    complete Parts I-A and B    Do not complete Part I-C
- Section 501(c) (other than section 501(c)(3)) organizations    complete Parts I-A and C below    Do not complete Part I-B
- Section 527 organizations    complete Part I-A only

If the organization answered “Yes,” to Form 990, Part IV, Line 4, or Form 990EZ, Part VI, line 47 (Lobbying Activities)

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h))    complete Part II-A    Do not complete Part II-B
  - Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h))    Complete Part II-B    Do not complete Part II-A
- If the organization answered “Yes,” to Form 990, Part IV, Line 5 (Proxy Tax)
- Section 501(c)(4), (5), or (6) organizations    complete Part III

Name of the organization  
TEACHERS COLLEGE COLUMBIA UNIVERSITY

Employer identification number

13-1624202

Part I-A

To be completed by all organizations exempt under section 501(c) and section 527 organizations. (See the instructions for Schedule C for details.)

- 1
- Provide a description of the organization's direct and indirect political campaign activities in Part IV
- 2
- Political expenditures
- \$
- 3
- Volunteer hours
- 

Part I-B

To be completed by all organizations exempt under section 501(c)(3). (See the instructions for Schedule C for details.)

- 1
- Enter the amount of any excise tax incurred by the organization under section 4955
- \$
- 2
- Enter the amount of any excise tax incurred by organization managers under section 4955
- \$
- 3
- If the organization incurred in a section 4955 tax, did it file Form 4720 for this year?
- ☐ Yes
- ☐ No
- 4a
- Was a correction made?
- ☐ Yes
- ☐ No
- b
- If "Yes," describe in Part IV

Part I-C

To be completed by all organizations exempt under section 501(c), except section 501(c)(3). (See the instructions for Schedule C for details.)

- 1
- Enter the amount directly expended by the filing organization for section 527 exempt function activities
- \$
- 2
- Enter the amount of the filing organization's internal funds contributed to other organizations for section 527 exempt funtion activities
- \$
- 3
- Total of direct and indirect exempt function expenditures. Add lines 1 and 2 and enter here and on Form 1120-POL, line 17b
- \$
- 4
- Did the filing organization file **Form 1120-POL** for this year?
- ☐ Yes
- ☐ No
- 5
- State the names, addresses and Employer Identification Number (EIN) of all section 527 political organizations to which payments were made. Enter the amount paid and indicate if the amount was paid from the filing organization's own internal funds or were political contributions received and promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's internal funds. If none, enter -0-	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-

Part II-A

To be completed by organizations exempt under section 501(c)(3) that filed Form 5768 (election under section 501(h)). (See the instructions for Schedule C for details.)

A

Check

☐

if the filing organization belongs to an affiliated group

B

Check

☐

if the filing organization checked box A and "limited control" provisions apply

Limits on Lobbying Expenditures— (The term "expenditures" means amounts paid or incurred.)		(a) Filing Organization's Totals	(b) Affiliated Group Totals
1a Total lobbying expenditures to influence public opinion (grass roots lobbying)			
b Total lobbying expenditures to influence a legislative body (direct lobbying)		160,958	
c Total lobbying expenditures (add lines 1a and 1b)		160,958	
d Other exempt purpose expenditures		167,585,865	
e Total exempt purpose expenditures (add lines 1c and 1d)		167,746,823	
f Lobbying nontaxable amount Enter the amount from the following table in both columns— If the amount on line 1e, column (a) or (b) is: Not over \$500,000 Over \$500,000 but not over \$1,000,000 Over \$1,000,000 but not over \$1,500,000 Over \$1,500,000 but not over \$17,000,000 Over \$17,000,000 The lobbying nontaxable amount is: 20% of the amount on line 1e \$100,000 plus 15% of the excess over \$500,000 \$175,000 plus 10% of the excess over \$1,000,000 \$225,000 plus 5% of the excess over \$1,500,000 \$1,000,000		1,000,000	
g Grassroots nontaxable amount (enter 25% of line 1f)		250,000	
h Subtract line 1g from line 1a Enter -0- if line g is more than line a			
i Subtract line 1f from line 1c Enter -0- if line f is more than line c			
j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?		<input type="checkbox"/> Yes <input type="checkbox"/> No	

4-Year Averaging Period Under Section 501(h)  
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the instructions for lines 1a through 1f of the instructions.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) Total
2a Lobbying non-taxable amount			1,000,000	1,000,000	2,000,000
b Lobbying ceiling amount (150% of line 2a, column(e))					3,000,000
c Total lobbying expenditures			124,791	160,958	285,749
d Grassroots non-taxable amount					
e Grassroots ceiling amount (150% of line d, column (e))					
f Grassroots lobbying expenditures					

**Part II-B To be completed by organizations exempt under section 501(c)(3) that have NOT filed Form 5768 (election under section 501(h)).** (See the instructions for Schedule C for details.)

		(a)		(b)
		Yes	No	Amount
<b>1</b>	During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of			
<b>a</b>	Volunteers?			
<b>b</b>	Paid staff or management (include compensation in expenses reported on lines c through i)?			
<b>c</b>	Media advertisements?			
<b>d</b>	Mailings to members, legislators, or the public?			
<b>e</b>	Publications, or published or broadcast statements?			
<b>f</b>	Grants to other organizations for lobbying purposes?			
<b>g</b>	Direct contact with legislators, their staffs, government officials, or a legislative body?			
<b>h</b>	Rallies, demonstrations, seminars, conventions, speeches, lectures, or any other means?			
<b>i</b>	Other activities If "Yes," describe in Part IV			
<b>j</b>	Total lines 1c through 1i			
<b>2a</b>	Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?			
<b>b</b>	If "Yes" enter the amount of any tax incurred under section 4912			
<b>c</b>	If "Yes" enter the amount of any tax incurred by organization managers under section 4912			
<b>d</b>	If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

**Part III-A To be completed by all organizations exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).** (See the instructions for Schedule C for details.)

		Yes	No
<b>1</b>	Were substantially all (90% or more) dues received nondeductible by members?	<b>1</b>	
<b>2</b>	Did the organization make only in-house lobbying expenditures of \$2,000 or less?	<b>2</b>	
<b>3</b>	Did the organization agree to carryover lobbying and political expenditures from the prior year?	<b>3</b>	

**Part III-B To be completed by all organizations exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) if BOTH Part III-A, questions 1 and 2 are answered "No" OR if Part III-A, question 3 is answered "Yes."** (See the instructions for Schedule C for details.)

<b>1</b>	Dues, assessments and similar amounts from members	1 \$
<b>2</b>	Section 162(e) non-deductible lobbying and political expenditures <i>(do not include amounts of political expenses for which the section 527(f) tax was paid).</i>	
<b>a</b>	Current Year	2a \$
<b>b</b>	Carryover from last year	2b \$
<b>c</b>	Total	2c \$
<b>3</b>	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3 \$
<b>4</b>	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	4 \$
<b>5</b>	Taxable amount of lobbying and political expenditures (line 2c total minus 3 and 4)	5 \$

**Part IV Supplemental Information**

Complete this part to provide the descriptions required for Part I-A, line 1, Part I-B, line 4, Part I-C, line 5, and Part II-B, line 1i. Also, complete this part for any additional information.

Identifier	Return Reference	Explanation

### Explanation

[illegible]

SCHEDULE D  
(Form 990)

Supplemental Financial Statements

Department of the Treasury  
Internal Revenue Service

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization  
TEACHERS COLLEGE COLUMBIA UNIVERSITY

Employer identification number  
13-1624202

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year	
2	Aggregate Contributions to (during year)	
3	Aggregate Grants from (during year)	
4	Aggregate value at end of year	
5	Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? <div><input type="checkbox"/> Yes<input type="checkbox"/> No</div>	
6	Did the organization inform all grantees, donors, and donor advisors in writing that grant funds may be used only for charitable purposes and not for the benefit of the donor or donor advisor or other impermissible private benefit? <div><input type="checkbox"/> Yes<input type="checkbox"/> No</div>	

Part II Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1

Purpose(s) of conservation easements held by the organization (check all that apply)

☐ Preservation of land for public use (e g , recreation or pleasure)☐ Preservation of an historically importantly land area☐ Protection of natural habitat☐ Preservation of certified historic structure☐ Preservation of open space

2

Complete lines 2a–2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

	Held at the End of the Year
a	Total number of conservation easements
b	Total acreage restricted by conservation easements
c	Number of conservation easements on a certified historic structure included in (a)
d	Number of conservation easements included in (c) acquired after 8/17/06

3

Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the taxable year ▶

4

Number of states where property subject to conservation easement is located ▶

5

Does the organization have a written policy regarding the periodic monitoring, inspection, violations, and enforcement of the conservation easements it holds?

☐ Yes☐ No

6

Staff or volunteer hours devoted to monitoring, inspecting and enforcing easements during the year ▶

7

Amount of expenses incurred in monitoring, inspecting, and enforcing easements during the year ▶ \$

8

Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and 170(h)(4)(B)(ii)?

☐ Yes☐ No

9

In Part XIV, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization’s financial statements that describes the organization’s accounting for conservation easements

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a

If the organization elected, as permitted under SFAS 116, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items

b

If the organization elected, as permitted under SFAS 116, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenues included in Form 990, Part VIII, line 1▶ \$

(ii) Assets included in Form 990, Part X▶ \$

2

If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 relating to these items

a

Revenues included in Form 990, Part VIII, line 1▶ \$

b

Assets included in Form 990, Part X▶ \$

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3

Using the organization's accession and other records, check any of the following that are a significant use of its collection items (check all that apply)

a

☒

Public exhibition

d

☒

Loan or exchange programs

b

☒

Scholarly research

e

☒

Other Educational programs of College

c

☒

Preservation for future generations

4

Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIV

5

During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?

☐ Yes

☒ No

Part IV

Trust, Escrow and Custodial Arrangements. Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a

Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?

☐ Yes

☒ No

b

If "Yes," explain why in Part XIV and complete the following table

c

Beginning balance

d

Additions during the year

e

Distributions during the year

f

Ending balance

	Amount
1c	
1d	
1e	
1f	

2a

Did the organization include an amount on Form 990, Part X, line 21?

☒ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIV

Part V

Endowment Funds. Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

	(a)Current Year	(b)Prior Year	(c)Two Years Back	(d)Three Years Back	(e)Four Years Back
1a Beginning of year balance . . . . .	209,178,255				
b Contributions . . . . .	3,786,332				
c Investment earnings or losses . . . . .	-18,271,642				
d Grants or scholarships . . . . .	2,350,215				
e Other expenditures for facilities and programs . . . . .	10,689,936				
f Administrative expenses . . . . .	164,792				
g End of year balance . . . . .	181,488,002				

2

Provide the estimated percentage of the year end balance held as

a

Board designated or quasi-endowment ▶ 31 200 %

b

Permanent endowment ▶ 68 800 %

c

Term endowment ▶

3a

Are there endowment funds not in the possession of the organization that are held and administered for the organization by

(i)

unrelated organizations . . . . .

3a(i)

Yes

(ii)

related organizations . . . . .

3a(ii)

Yes

b

If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?

3b

4

Describe in Part XIV the intended uses of the organization's endowment funds

Part VI

Investments—Land, Buildings, and Equipment. See Form 990, Part X, line 10.

Description of investment	(a) Cost or other basis (investment)	(b)Cost or other basis (other)	(c) Depreciation	(d) Book value
1a Land . . . . .		692,443		692,443
b Buildings . . . . .		191,628,603	77,248,448	114,380,155
c Leasehold improvements . . . . .				
d Equipment . . . . .		39,981,225	35,080,796	4,900,429
e Other . . . . .		2,751,510		2,751,510
Total. Add lines 1a-1e (Column (d) should equal Form 990, Part X, column (B), line 10(c).) . . . . .				122,724,537

Part VII Investments—Other Securities. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
Financial derivatives and other financial products		
Closely-held equity interests		
Other Limited Partnerships-private	22,262,323	F
Other Limited Partnerships-public	51,099,000	F
Total. (Column (b) should equal Form 990, Part X, col (B) line 12 )	73,361,323	

Part VIII Investments—Program Related. See Form 990, Part X, line 13.

(a) Description of investment type	(b) Book value	(c) Method of valuation Cost or end-of-year market value
Total. (Column (b) should equal Form 990, Part X, col (B) line 13 )		

Part IX Other Assets. See Form 990, Part X, line 15.

(a) Description	(b) Book value
Funds held by bond trustees	8,173,998
Total. (Column (b) should equal Form 990, Part X, col.(B) line 15.)	8,173,998

Part X Other Liabilities. See Form 990, Part X, line 25.

(a) Description of Liability	(b) Amount
Federal Income Taxes	
Accrued pension and other benefit obligations	52,400,950
U S government grants refundable	2,369,096
MTM on derivative instrument	9,616,129
Asset Retirement Obligation	1,344,947
Total. (Column (b) should equal Form 990, Part X, col (B) line 25 )	65,731,122

In Part XIV, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48

Part XI

Reconciliation of Change in Net Assets from Form 990 to Financial Statements

1	Total revenue (Form 990, Part VIII, column (A), line 12)	1	158,500,390
2	Total expenses (Form 990, Part IX, column (A), line 25)	2	186,247,651
3	Excess or (deficit) for the year Subtract line 2 from line 1	3	-27,747,261
4	Net unrealized gains (losses) on investments	4	-10,000,704
5	Donated services and use of facilities	5	
6	Investment expenses	6	
7	Prior period adjustments	7	
8	Other (Describe in Part XIV)	8	-15,170,053
9	Total adjustments (net) Add lines 4 - 8	9	-25,170,757
10	Excess or (deficit) for the year per financial statements Combine lines 3 and 9	10	-52,918,018

Part XII

Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

1	Total revenue, gains, and other support per audited financial statements . . . . .	1	125,954,398
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains on investments . . . . .	2a	-10,000,704
b	Donated services and use of facilities . . . . .	2b	
c	Recoveries of prior year grants . . . . .	2c	
d	Other (Describe in Part XIV) . . . . .	2d	-4,138,847
e	Add lines 2a through 2d . . . . .	2e	-14,139,551
3	Subtract line 2e from line 1 . . . . .	3	140,093,949
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1		
a	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	4a	2,319,511
b	Other (Describe in Part XIV) . . . . .	4b	16,086,930
c	Add lines 4a and 4b . . . . .	4c	18,406,441
5	Total Revenue Add lines 3 and 4c. (This should equal Form 990, Part I, line 12 ) . . . . .	5	158,500,390

Part XIII

Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

1	Total expenses and losses per audited financial statements . . . . .	1	178,872,416
2	Amounts included on line 1 but not on Form 990, Part IX, line 25		
a	Donated services and use of facilities . . . . .	2a	
b	Prior year adjustments . . . . .	2b	
c	Losses reported on Form 990, Part IX, line 25 . . . . .	2c	
d	Other (Describe in Part XIV) . . . . .	2d	12,786,769
e	Add lines 2a through 2d . . . . .	2e	12,786,769
3	Subtract line 2e from line 1 . . . . .	3	166,085,647
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	4a	2,319,511
b	Other (Describe in Part XIV) . . . . .	4b	17,842,493
c	Add lines 4a and 4b . . . . .	4c	20,162,004
5	Total expenses Add lines 3 and 4c. (This should equal Form 990, Part I, line 18 ) . . . . .	5	186,247,651

Part XIV

Supplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part XIV, lines 1b and 2b, Part V, line 4, Part X, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b

Identifier	Return Reference	Explanation
Pt II Line 3		The College has elected not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for the purposes described in detail below in Part III Line 4
Pt III Line 4		THE GOTTESMAN LIBRARIES AT TEACHERS COLLEGE CONTAIN THE WORLD'S LARGEST AND RICHEST COLLECTION OF MATERIALS ON THE EDUCATING PROFESSIONS THE CONTEMPORARY COLLECTIONS ARE CONTINUOUSLY ENHANCED BY AN ACTIVE ACQUISITION PROGRAM JOINTLY PLANNED BY DEPARTMENTAL LIBRARIANS, FACULTY, AND STUDENTS TRADITIONAL PRINT AND NON-PRINT PUBLICATIONS ARE
Pt III Line 4		SUPPLEMENTED BY A RAPIDLY GROWING NUMBER OF VISUAL AND ELECTRONIC FORMATS MANY OF THE HISTORICAL AND ARCHIVAL COLLECTIONS ARE UNAVAILABLE ELSEWHERE AND REPRESENT IN BALANCE, BREADTH, AND DEPTH AN ARCHIVE OF AMERICAN INTELLECTUAL AND SOCIAL HISTORY ELEMENTS OF THESE COLLECTIONS ARE BEING MADE MORE ACCESSIBLE THROUGH ONGOING DIGITIZATION PROJECTS THERE ARE CURRENTLY 430,432 PRINTED VOLUMES AND 237,935 ITEMS IN THE SUBSTANTIAL NON-PRINT COLLECTIONS THE LIBRARY COLLECTIONS SUPPORT THE WORK OF FA



SCHEDULE E

(Form 990 or 990-EZ)

Schools

OMB No 1545-0047

2008

Open to Public Inspection

Department of the Treasury

Internal Revenue Service

Attach to Form 990 or Form 990-EZ. To be completed by organizations that answer "Yes" to Form 990, Part IV, line 13, or Form 990-EZ, Part VI, line 48.

Name of the organization TEACHERS COLLEGE COLUMBIA UNIVERSITY	Employer identification number 13-1624202
--	--

- 1

Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?
- 2

Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?
- 3

Has the organization publicized its racially nondiscriminatory policy through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If "Yes," please describe If "No," please explain  
TEACHERS COLLEGE PUBLISHES ITS NONDISCRIMINATORY POLICY IN STUDENT MATERIAL, HANDBOOKS, AND ON ITS WEBSITE THE FOLLOWING STATEMENT IS USED CONTINUING ITS LONG-STANDING POLICY TO SUPPORT ACTIVE EQUALITY FOR ALL PERSONS, TEACHERS COLLEGE DOES NOT DISCRIMINATE ON THE BASIS OF RACE, COLOR, RELIGION, CREED, SEX, SEXUAL ORIENTATION, NATIONAL ORIGIN, ANCESTRY, AGE, MARITAL STATUS, CITIZENSHIP STATUS, VETERAN STATUS, DISABILITY OR ANY OTHER CRITERION SPECIFIED BY FEDERAL, STATE OR LOCAL LAWS, IN THE ADMINISTRATION OF ITS ADMISSIONS, EMPLOYMENT AND EDUCATIONAL POLICIES OR SCHOLARSHIP, LOAN, ATHLETIC AND OTHER SCHOOL-ADMINISTERED PROGRAMS RATHER, TEACHERS COLLEGE AFFIRMS THAT IT ADMITS STUDENTS AND SELECTS EMPLOYEES REGARDLESS OF THEIR RACE, COLOR, RELIGION, CREED, SEX, SEXUAL ORIENTATION, NATIONAL ORIGIN, ANCESTRY, AGE, MARITAL STATUS, CITIZENSHIP STATUS, VETERAN STATUS, DISABILITY OR ANY OTHER CRITERION SPECIFIED BY FEDERAL, STATE OR LOCAL LAWS AND THEREAFTER ACCORDS THEM ALL THE RIGHTS AND
- 4

Does the organization maintain the following?

a

Records indicating the racial composition of the student body, faculty, and administrative staff?

b

Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?

c

Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?

d

Copies of all material used by the organization or on its behalf to solicit contributions?  
If you answered "No" to any of the above, please explain (If you need more space, attach a separate statement )

5

Does the organization discriminate by race in any way with respect to

a

Students' rights or privileges?

b

Admissions policies?

c

Employment of faculty or administrative staff?

d

Scholarships or other financial assistance?

e

Educational policies?

f

Use of facilities?

g

Athletic programs?

h

Other extracurricular activities?  
If you answered "Yes" to any of the above, please explain (If you need more space, attach a separate statement )

6a

Does the organization receive any financial aid or assistance from a governmental agency?

b

Has the organization's right to such aid ever been revoked or suspended?  
If you answered "Yes" to either 6a or b, please explain using an attached statement

7

Does the organization certify that it has complied with the applicable requirements of sections 4 01 through 4 05 of Rev Proc 75-50, 1975-2 C B 587, covering racial nondiscrimination? If "No," attach an explanation

	YES	NO
1	Yes	
2	Yes	
3	Yes	
4a	Yes	
4b	Yes	
4c	Yes	
4d	Yes	
5a		No
5b		No
5c		No
5d		No
5e		No
5f		No
5g		No
5h		No
6a	Yes	
6b		No
7	Yes	

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat No 50085D

Schedule E (Form 990 or 990-EZ) 2008

SCHEDULE F  
(Form 990)

Statement of Activities Outside the United States

OMB No 1545-0047

2008

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

► Attach to Form 990. Complete if the organization answered "Yes" to Form 990, Part IV, line 14b.

Name of the organization  
TEACHERS COLLEGE COLUMBIA UNIVERSITY

Employer identification number  
13-1624202

Part I General Information on Activities Outside the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 14b.

- 1

For grantmakers. Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance . . . . .

☒ Yes ☐ No
- 2

For grantmakers. Describe in Part IV the organization's procedures for monitoring the use of grant funds outside the United States
- 3

Activites per Region (Use Schedule F-1 (Form 990) if additional space is needed )

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures in region
East Asia and Pacific	1	3	Program Services	Foreign Campus	696,124
Europe	0	6	Program Services	LEARNING PRACTICE	10,396
South Asia	0	0	Program Services	Leadership training	
Middle East	0	12	Program Services	Professional development	19,588
East Asia and Pacific	0	0	Program Services	TRAINING,RESEARCH,	
South America	0	1	Program Services	Speech services	700
Sub-Saharan Africa	0	2	Program Services	Speech services	1,575
Totals . . . . . ►	1	24			728,383

**Part II** **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Check this box if no one recipient received more than \$5,000 . . . . . ☐ ☐  
Use Schedule F-1 if additional space is needed.

[illegible]

2 Enter total number of organizations that are recognized as charities by the foreign country or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter . . . . . ► \_\_\_\_\_

3 Enter total number of other organizations or entities . . . . . ►





**Software ID:** 08000082  
**Software Version:**  
**EIN:** 13-1624202  
**Name:** TEACHERS COLLEGE COLUMBIA UNIVERSITY

Form 990 Schedule F Part II - Grants and Other Assistance to Organizations or Entities Outside The United States

(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
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SCHEDULE G  
(Form 990 or 990-EZ)

Department of the Treasury  
Internal Revenue Service

Supplemental Information Regarding  
Fundraising or Gaming Activities

▶ **Attach to Form 990 or Form 990-EZ. Must be completed by organizations that answer "Yes" to Form 990, Part IV, lines 17, 18, or 19, and by organizations that enter more than \$15,000 on Form 990-EZ, line 6a.**

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization  
TEACHERS COLLEGE COLUMBIA UNIVERSITY

Employer identification number  
13-1624202

Part I Fundraising Activities. Complete if the organization answered "Yes" to Form 990, Part IV, line 17.

1

Indicate whether the organization raised funds through any of the following activities. Check all that apply.

a

☒

Mail solicitations

e

☒

Solicitation of non-government grants

b

☒

Email solicitations

f

☒

Solicitation of government grants

c

☒

Phone solicitations

g

☐

Special fundraising events

d

☒

In-person solicitations

2a

Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising activities?

☒ Yes ☐ No

b

If "Yes," list the ten highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization. Form 990-EZ filers are not required to complete this table.

(i) Name of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col (i)	(vi) Amount paid to (or retained by) organization
		Yes	No			
GRENZEBACH GLIER & ASSOCIATES INC	Planning/Strategy		No		24,252	-24,252
NANCY D'AMBROSIO	Planning/Strategy		No		6,000	-6,000
Total				▶		

3

List all states in which the organization is registered or licensed to solicit funds or has been notified it is exempt from registration or licensing.  
NY,CA,FL

Part II Fundraising Events. Complete if the organization answered "Yes" to Form 990, Part IV, line 18, or reported more than \$15,000 on Form 990-EZ, line 6a. List events with gross receipts greater than \$5,000.

		(a) Event #1	(b) Event #2	(c) Other Events	(d) Total Events (Add col (a) through col (c))
		(event type)	(event type)	(total number)	
Revenue	1	Gross receipts . . . . .			
	2	Less Charitable contributions . . . . .			
	3	Gross revenue (line 1 minus line 2) . . . . .			
Direct Expenses	4	Cash Prizes . . . . .			
	5	Non-cash Prizes . . . . .			
	6	Rent/Facility costs . . . . .			
	7	Other direct expenses . . . . .			
	8	Direct expense summary Add lines 4 through 7 in column (d) . . . . . ▶			
	9	Net income summary Combine lines 3 and 8 in column (d). . . . . ▶			

Part III Gaming. Complete if the organization answered "Yes" to Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/Instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (Add col (a) through col (c))
Revenue	1	Gross revenue . . . . .			
	2	Cash prizes . . . . .			
Direct Expenses	3	Non-cash prizes . . . . .			
	4	Rent/facility costs . . . . .			
	5	Other direct expenses . . . . .			
	6	Volunteer labor . . . . . <input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	
	7	Direct expense summary Add lines 2 through 5 in column (d) . . . . . ▶			
	8	Net gaming income summary Combine lines 1 and 7 in column (d) . . . . . ▶			

		Yes	No
9	Enter the state(s) in which the organization operates gaming activities _____		
a	Is the organization licensed to operate gaming activities in each of these states? . . . . .	9a	
b	If "No," Explain _____ _____		
10a	Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year?	10a	
b	If "Yes," Explain _____ _____		
11	Does the organization operate gaming activities with nonmembers? . . . . .	11	
12	Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming? . . . . .	12	



	Yes	No
<b>13</b> Indicate the percentage of gaming activity operated in		
<b>a</b> The organization's facility . . . . . <b>13a</b>		
<b>b</b> An outside facility . . . . . <b>13b</b>		
<b>14</b> Provide the name and address of the person who prepares the organization's gaming/special events books and records		
Name ►		
Address ►		
<b>15a</b> Does the organization have a contract with a third party from whom the organization receives gaming revenue? . . . . . <b>15a</b>		
<b>b</b> If "Yes," enter the amount of gaming revenue received by the organization ► \$ _____ and the amount of gaming revenue retained by the third party ► \$ _____		
<b>c</b> If "Yes," enter name and address		
Name ►		
Address ►		
<b>16</b> Gaming manager information		
Name ►		
Gaming manager compensation ► \$ _____		
Description of services provided ►		
<input type="checkbox"/> Director/officer <input type="checkbox"/> Employee <input type="checkbox"/> Independent contractor		
<b>17</b> Mandatory distributions		
<b>a</b> Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? . . . . . <b>17a</b>		
<b>b</b> Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ► \$ _____		

Schedule I  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Name of the organization  
TEACHERS COLLEGE COLUMBIA UNIVERSITY

Grants and Other Assistance to Organizations,  
Governments and Individuals in the U.S.

Complete if the organization answered "Yes," on Form 990, Part IV, lines 21 or 22. Attach to Form 990.

OMB No 1545-0047

2008

Open to Public  
Inspection

Employer identification number  
13-1624202

Part I General Information on Grants and Assistance

1

Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?

☒ Yes ☐ No

2

Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

Part II Grants and Other Assistance to Governments and Organizations in the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 21 for any recipient that received more than \$5,000. Check this box if no one recipient received more than \$5,000. Use Part IV and Schedule I-1 if additional space is needed.

☒

1(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance

2

Enter total number of section 501(c)(3) and government organizations

3

Enter total number of other organizations

Part IIIGrants and Other Assistance to Individuals in the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 22.  
Use Schedule I-1 (Form 990) if additional space is needed.

(a)Type of grant or assistance	(b)Number of recipients	(c)Amount of cash grant	(d)Amount of non-cash assistance	(e) Method of valuation (book, FMV , appraisal, other)	(f)Description of non-cash assistance
Tuition assistance	3535	17,842,493			

Part IVSupplemental Information. Complete this part to provide the information required in Part I, line 2, and any other additional information.  
See Additional Data Table

Identifier	Return Reference	Explanation
Pt I Line 2		THE FINANCIAL AID OFFICE REVIEWS STUDENT ELIGIBILITY BASED ON THE CRITERIA SET BY THE US DEPARTMENT OF EDUCATION ON FEDERAL STUDENT AID PROGRAMS STUDENTS ARE NOT AWARDED ANY FEDERAL STUDENT AID IF THE CRITERIA FOR RECEIVING SUCH AID ARE NOT MET ANY CONFLICTS THAT ARISE MUST BE RESOLVED PRIOR TO THE AWARDDING OF FUNDS SCHOLARSHIPS ARE AWARDED BASED ON THE CRITERION SET BY THE DONOR EACH WEEK THE REGISTRAR'S OFFICE NOTIFIES FINANCIAL AID OFFICE OF ANY STUDENT(S) WHO HAVE WITHDRAWN FROM CLASSES

Schedule J  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

► Attach to Form 990. To be completed by organizations that answered "Yes" to Form 990, Part IV, line 23.

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization  
TEACHERS COLLEGE COLUMBIA UNIVERSITY

Employer identification number  
13-1624202

Part I

Questions Regarding Compensation

		Yes	No
1a	Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a Complete Part III to provide any relevant information regarding these items		
	<div><div><input type="checkbox"/> First class or charter travel</div><div><input checked="" type="checkbox"/> Housing allowance or residence for personal use</div><div><input type="checkbox"/> Travel for companions</div><div><input type="checkbox"/> Payments for business use of personal residence</div><div><input checked="" type="checkbox"/> Tax idemnification and gross-up payments</div><div><input type="checkbox"/> Health or social club dues or initiation fees</div><div><input type="checkbox"/> Discretionary spending account</div><div><input type="checkbox"/> Personal services (e g , maid, chauffeur, chef)</div></div>		
b	If line 1a is checked, did the organization follow a written policy regarding payment or reimbursement or provision of all the expenses described above? If "No," complete Part III to explain		No
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?	Yes	
3	Indicate which, if any, of the following the organization uses to establish the compensation of the organization's CEO/Executive Director Check all that apply		
	<div><div><input checked="" type="checkbox"/> Compensation committee</div><div><input checked="" type="checkbox"/> Written employment contract</div><div><input checked="" type="checkbox"/> Independent compensation consultant</div><div><input checked="" type="checkbox"/> Compensation survey or study</div><div><input type="checkbox"/> Form 990 of other organizations</div><div><input checked="" type="checkbox"/> Approval by the board or compensation committee</div></div>		
4	During the year, did any person listed in Form 990, Part VII, Section A, line 1a		
a	Receive a severance payment or change of control payment?	Yes	
b	Participate in, or receive payment from, a supplemental nonqualified retirement plan?		No
c	Participate in, or receive payment from, an equity-based compensation arrangement?		No
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III		
	501(c)(3) and 501(c)(4) organizations only must complete lines 5-8.		
5	For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of		
a	The organization?		No
b	Any related organization?		No
	If "Yes," to line 5a or 5b, describe in Part III		
6	For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of		
a	The organization?	Yes	
b	Any related organization?		No
	If "Yes," to line 6a or 6b, describe in Part III		
7	For persons listed in form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III		No
8	Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regs section 53 4958-4(a)(3)? If "Yes," describe in Part III	Yes	

**Part II** **Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use Schedule J-1 if additional space needed.

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations described in the instructions on row (ii) Do not list any individuals that are not listed on Form 990, Part VII

**Note.** The sum of columns (B)(i)-(iii) must equal the applicable column (D) or column (E) amounts on Form 990, Part VII, line 1a

(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
SUSAN FUHRMAN	(i) (ii)	412,330	256,500	73,441	23,000	11,518	776,789	256,500
THOMAS JAMES	(i) (ii)	258,088		66,989	23,000	15,442	363,519	
HARVEY SPECTOR	(i) (ii)	253,180		10,600	23,000	6,975	293,755	
SUZANNE MURPHY	(i) (ii)	245,938		63,566	23,000	25,071	357,575	
SCOTT FAHEY	(i) (ii)	172,507		51,684	24,904	8,712	257,807	
JANICE ROBINSON	(i) (ii)	171,147		45,951	25,250	10,274	252,622	
NANCY W STREIM	(i) (ii)	167,171		52,093	17,601	6,512	243,377	
SHARON L KAGAN	(i) (ii)	300,705		20,200	29,900	7,002	357,807	
ANN W ARMSTRONG	(i) (ii)	107,644	81,421	89,109	20,114	6,639	304,927	
RUTH VINZ	(i) (ii)	260,498		5,688	29,900	6,606	302,692	
MICHAEL A REBELL	(i) (ii)	260,856		4,600	32,200	28,030	325,686	
THOMAS R BAILEY	(i) (ii)	231,149		21,043	29,900	10,418	292,510	
JOHN FISCHER	(i) (ii)			20,000			20,000	
	(ii)							
	(i)							
	(ii)							



Software ID:  
Software Version:  
EIN: 13-1624202  
Name: TEACHERS COLLEGE COLUMBIA UNIVERSITY

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
SUSAN FUHRMAN	(i) (ii)	412,330	256,500	73,441	23,000	11,518	776,789	256,500
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MICHAEL A REBELL	(i) (ii)	260,856		4,600	32,200	28,030	325,686	
THOMAS R BAILEY	(i) (ii)	231,149		21,043	29,900	10,418	292,510	
JOHN FISCHER	(i) (ii)			20,000			20,000	

Schedule K (Form 990)	Supplemental Information on Tax Exempt Bonds	OMB No 1545-0047
		2008
		Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

To be completed by organizations that answered "Yes" to Form 990, Part IV, line 24a.  
Provide descriptions, explanations, and any additional information in Schedule O.

Name of the organization TEACHERS COLLEGE COLUMBIA UNIVERSITY	Employer identification number 13-1624202
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Part I

Bond Issues (Required for 2008)

(a) Issuer Name	(b) Issuer EIN	(c) CUSIP #	(d) Date Issued	(e) Issue Price	(f) Description of Purpose	(g) Defeased		(h) On Behalf of Issuer	
						Yes	No	Yes	No
A DORMITORY AUTHORITY OF THE STATE OF NEW YORK	14-6000293	6499037N5	01-29-2009	51,832,990	Refund 07 issue & capital impr		X	X	

Part II

Proceeds (Optional for 2008)

	A		B		C		D		E	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
1 Total Proceeds of Issue										
2 Gross Proceeds in Reserve Funds										
3 Proceeds in Refunding or Defeasance Escrows										
4 Other Unspent Proceeds										
5 Issuance Costs from Proceeds										
6 Working Capital Expenditures from Proceeds										
7 Capital Expenditures from Proceeds										
8 Year of Substantial Completion										
9 Were the bonds issued as part of a current refunding issue?										
10 Were the bonds issued as part of an advance refunding issue?										
11 Has the final allocation of proceeds been made?										
12 Does the organization maintain adequate books and records to support the final allocation of proceeds?										

Part III

Private Business Use (Optional for 2008)

	A		B		C		D		E	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
1 Was the organization a partner in a partnership, or a member of an LLC, which owned property financed by tax-exempt bonds?										
2 Are there any lease arrangements with respect to the financed property which may result in private business use?										



**Part III Private Business Use** *(Continued)*

	A		B		C		D		E	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
<b>3a</b> Are there any management or service contracts with respect to the financed property which may result in private business use?										
<b>3b</b> Are there any research agreements with respect to the financed property which may result in private business use?										
<b>3c</b> Does the organization routinely engage bond counsel or other outside counsel to review any management or service contracts or research agreements relating to the financed property?										
<b>4</b> Enter the percentage of financed property used in a private business use by entities other than a 501(c)(3) organization or a state or local government										
<b>5</b> Enter the percentage of financed property used in a private business use as a result of unrelated trade or business activity carried on by your organization, another 501(c)(3) organization, or a state or local government										
<b>6</b> Total of lines 4 and 5										
<b>7</b> Has the organization adopted management practices and procedures to ensure the post-issuance compliance of its tax-exempt bond liabilities?										

**Part IV Arbitrage** *(Optional for 2008)*

	A		B		C		D		E	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
<b>1</b> Has a Form 8038-T been filed wth respect to the bond issue?										
<b>2</b> Is the bond issue a variable rate issue?										
<b>3a</b> Has the organization or the government issuer identified a hedge with respect to the bond issue on its books and records?										
<b>b</b> Name of provider										
<b>c</b> Term of hedge										
<b>4a</b> Were gross proceeds invested in a GIC?										
<b>b</b> Name of provider										
<b>c</b> Term of GIC										
<b>d</b> Was the regulatory safe harbor for establishing the fair market value of the GIC satisfied?										
<b>5</b> Were any gross proceeds invested beyond an available temporary period?										
<b>6</b> Did the bond issue qualify for an exception to rebate?										

Schedule L  
(Form 990 or 990-EZ)

Transactions with Interested Persons

OMB No 1545-0047

2008

Open to Public Inspection

► Attach to Form 990 or Form 990-EZ.  
► To be completed by organizations that answered  
"Yes" on Form 990, Part IV, lines 25a, 25b, 26, 27, 28a, 28b, or 28c,  
or Form 990-EZ, Part V lines 38b or 40b.

Name of the organization  
TEACHERS COLLEGE COLUMBIA UNIVERSITY

Employer identification number  
13-1624202

Part I Excess Benefit Transactions (section 501(c)(3) and section 501 (c)(4) organizations only).

To be completed by organizations that answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b

1	(a) Name of disqualified person	(b) Description of transaction	(c) Corrected?	
			Yes	No

2

Enter the amount of tax imposed on the organization managers or disqualified persons during the year under section 4958 . . . . .

► \$

3

Enter the amount of tax, if any, on line 2, above, reimbursed by the organization . . . . .

► \$

Part II Loans to and/or From Interested Persons

To be completed by organizations that answered "Yes" on Form 990, Part IV, line 26, or Form 990-EZ, Part V, line 38a

(a) Name of interested person and purpose	(b) Loan to or from the organization?		(c)Original principal amount	(d)Balance due	(e) In default?		(f) Approved by board or committee?		(g)Written agreement?	
	To	From			Yes	No	Yes	No	Yes	No

Total . . . . . ► \$

Part III Grants or Assistance Benefitting Interested Persons

To be completed by organizations that answered "Yes" on Form 990, Part IV, line 27.

(a) Name of interested person	(b)Relationship between interested person and the organization	(c)Amount of grant or type of assistance

Part IV Business Transactions Involving Interested Persons

To be completed by organizations that answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of transaction	(d) Description of transaction	(e) Sharing of organization's revenues?	
				Yes	No
REGINA CORTINA	spouse Thomas James	122,816	College faculty employee		No

SCHEDULE O  
(Form 990)

Supplemental Information to Form 990

OMB No 1545-0047

2008

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

► **Attach to Form 990. To be completed by organizations to provide additional information for responses to specific questions for the Form 990 or to provide any additional information.**

<b>Name of the organization</b> TEACHERS COLLEGE COLUMBIA UNIVERSITY	<b>Employer identification number</b>  13-1624202
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Identifier	Return Reference	Explanation
Pt XI, Line 2c		THE AUDIT COMMITTEE OF THE TRUSTEES OF THE COLLEGE ARE RESPONSIBLE FOR THE OVERSIGHT OF THE COLLEGE'S FINANCIAL STATEMENTS AND THE SELECTION OF THE INDEPENDENT AUDITOR

Identifier	Return Reference	Explanation
Pt V-I-A, Line 4		THE BOARD OF TRUSTEES OF TEACHERS COLLEGE AMENDED THE COLLEGE'S BYLAWS EFFECTIVE DECEMBER 3, 2009 IN ADDITION TO SOME TECHNICAL CHANGES, THE AMENDED BYLAWS INCLUDE THE FOLLOWING CHANGES (1) INCREASED THE PERMISSIBLE NUMBER OF TRUSTEES, AS AUTHORIZE BY THE NEW YORK STATE BOARD OF REGENTS (2) REORGANIZED THE ARTICLE GOVERNING COMMITTEES AND INCORPORATED A MORE DETAILED DISCUSSION OF THE PROCEDURES FOR THE ELECTION OF COMMITTEES (3)PROVIDED FOR THE APPOINTMENT OF NON-TRUSTEES AS NON-VOTING MEMBE

Identifier	Return Reference	Explanation
Pt V-I-A, Line 10		THE AUDIT COMMITTEE OF THE TRUSTEES OF THE COLLEGE IS CHARGED WITH THE RESPONSIBLTY OF MEETING WITH MANAGEMENT AND REVIEWING THE FORM 990 IN DETAIL A FINAL COPY OF ALL FORMS OPEN TO PUBLIC INSPECTION IS THEN PROVIDED TO THE FULL BOARD PRIOR TO FILING

Identifier	Return Reference	Explanation
Pt V-I-B, Line 12c		TEACHERS COLLEGE HAS TWO CONFLICT OF INTEREST POLICIES, (A) ONE COVERING TRUSTEES, OFFICERS, KEY EMPLOYEES AND THE NEXT FIVE MOST HIGHLY COMPENSATED EMPLOYEES AND (B) A SECOND POLICY COVERING FACULTY AND INSTRUCTIONAL AND PROFESSIONAL EMPLOYEES UNDER BOTH POLICIES, CONFLICT OF INTEREST DISCLOSURE FORMS MUST BE COMPLETED ANNUALLY BY ALL PARTIES (A) TRUSTEES, OFFICERS, KEY EMPLOYEES, AND THE NEXT FIVE MOST HIGHLY COMPENSATED EMPLOYEES SUBMIT ANNUAL DISCLOSURES TO THE GENERAL COUNSEL, WHO REVIEWS

Identifier	Return Reference	Explanation
Pt V-I-B, Line 15		TEACHERS COLLEGE COMMITTEE ON COMPENSATION CONSISTS OF 7 INDEPENDENT TRUSTEE MEMBERS FROM THE CHAIR OF THE TRUSTEES, VICE CHAIRS FOR THE TRUSTEES, THE CHAIRS OF THE COMMITTEES ON BUSINESS AND FINANCE, ACADEMIC AFFAIRS AND DEVELOPMENT AND EXTERNAL AFFAIRS, AND ONE OTHER TRUSTEE THE PRESIDENT EX OFFICIO ALSO SERVES ON THE COMMITTEE, BUT RECUSES HERSELF FOR CONSIDERATION OF HER COMPENSATION THIS COMMITTEE RECOMMENDS COMPENSATION TO THE EXECUTIVE COMMITTEE (WHICH WILL REPORT TO THE FULL BOARD) THE

Identifier	Return Reference	Explanation
Pt V-I-C, Line 19		FINANCIAL STATEMENTS ARE AVAILABLE ON THE COLLEGE'S WEBSITE THE COLLEGE'S CONFLICT OF INTEREST POLICY IS AVAILABLE ON THE COLLEGE'S INTRANET, AND THE COLLEGE DOES NOT MAKE ITS GOVERNING DOCUMENTS AVAILABLE TO THE PUBLIC

Identifier	Return Reference	Explanation
Part I, Line 1		TEACHERS COLLEGE ORGANIZATION MISSION TEACHERS COLLEGE'S HISTORIC FOCUS HAS BEEN ON BOTH EXCELLENCE AND EQUITY IN EDUCATION CREATED IN 1887 TO PREPARE A NEW BREED OF SCHOOL TEACHER TO EDUCATE IMMIGRANT CHILDREN, THE COLLEGE HAS BEEN HOME TO MANY OF THE DEFINING FIGURES IN AMERICAN EDUCATION, INCLUDING JOHN DEWEY , JAMES EARL RUSSELL, EDWARD LEE THORNDIKE, ISABEL MAITLAND STEWART, MORTON DEUTSCH, EDMUND GORDON AND MAXINE GREENE AMONG ITS MANY POINTS OF PRIDE, TC IS RECOGNIZED AS THE - BIRTHPLAC

Identifier	Return Reference	Explanation
Part III, Line 4c		ACADEMIC SUPPORT (CONTINUED) TO SUPPORT SCHOLARSHIP IN THESE AREAS, THE COLLEGE LIBRARY DEVELOPED EXTENSIVE RESEARCH COLLECTIONS THAT INCLUDE ABOUT 500,000 PRINTED VOLUMES TOGETHER WITH SUBSTANTIAL NON-PRINT

Identifier	Return Reference	Explanation
Part III, Line 4d		STUDENT SERVICES (CONTINUED) THE FINANCIAL AID OFFICE HAS AWARDED MORE THAN \$17 MILLION IN STUDENT FINANCIAL AID DURING THE 2009-10 SCHOOL YEAR TC TODAY HAS ROUGHLY 5,100 STUDENTS, SOME 14 PERCENT OF WHOM COME FROM OUTSIDE THE U S , REPRESENTING NEARLY 80 DIFFERENT COUNTRIES THOSE WHO ARE U S CITIZENS REPRESENT 44 STATES, AND OVER A THIRD ARE MINORITIES THE COLLEGE'S NEARLY 40 STUDENT ORGANIZATIONS PLAY AN ACTIVE ROLE IN CAMPUS LIFE STUDENT GROUPS INCLUDE FRIENDS OF JAPAN STUDENTS IN HEALTH



SCHEDULE R  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Related Organizations and Unrelated Partnerships

OMB No 1545-0047

2008

Open to Public Inspection

▶ Attach to Form 990. To be completed by organizations that answer "Yes" to Form 990, Part IV, lines 33, 34, 35, 36, or 37.  
▶ See separate instructions.

Name of the organization  
TEACHERS COLLEGE COLUMBIA UNIVERSITY

Employer identification number  
13-1624202

Part I Identification of Disregarded Entities					
(A) Name, address, and EIN of disregarded entity	(B) Primary activity	(C) Legal domicile (state or foreign country)	(D) Total income	(E) End-of-year assets	(F) Direct controlling entity

Part II Identification of Related Tax-Exempt Organizations					
(A) Name, address, and EIN of related organization	(B) Primary activity	(C) Legal domicile (state or foreign country)	(D) Exempt Code section	(E) Public charity status (if section 501(c)(3))	(F) Direct controlling entity
THE DORIS DILLON CENTER DBA TC INNOVATION  C/O TEACHERS COLLEGE COLUMBIA UNIVE NEW YORK, NY100276696 13-4177653	New Teachers Support Program Continuing Ed for Principals	NY	501(c)(3)	170(b)(1)(A)(vi)	NA

Part III

Identification of Related Organizations Taxable as a Partnership

(A) Name, address, and EIN of related organization	(B) Primary activity	(C) Legal domicile (state or foreign country)	(D) Direct controlling entity	(E) Predominant income(related, investment, unrelated)	(F) Share of total income	(G) Share of end-of- year assets	(H) Disproprtionate allocations?		(I) Code V—UBI amount on Box 20 of K-1	(J) General or managing partner?	
							Yes	No		Yes	No

Part IV

Identification of Related Organizations Taxable as a Corporation or Trust

(A) Name, address, and EIN of related organization	(B) Primary activity	(C) Legal domicile (state or foreign country)	(D) Direct controlling entity	(E) Type of entity (C corp, S corp, or trust)	(F) Share of total income	(G) Share of end-of-year assets	(H) Percentage ownership
TC EDUCATIONAL SERVICES YK 4F MITSUI SEMEI SUIDOBASHI 101-0061 TOKYO JA	Educational Programs	JA	NA	C	-73,000	-763,000	100 000 %

Part V

Transactions with Related Organizations

Note. Complete line 1 if any entity is listed in Parts II, III or IV

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

a Receipt of (i) interest (ii) annuities (iii) royalties (iv) rent from a controlled entity

b Gift, grant, or capital contribution to other organization(s)

c Gift, grant, or capital contribution from other organization(s)

d Loans or loan guarantees to or for other organization(s)

e Loans or loan guarantees by other organization(s)

f Sale of assets to other organization(s)

g Purchase of assets from other organization(s)

h Exchange of assets

i Lease of facilities, equipment, or other assets to other organization(s)

j Lease of facilities, equipment, or other assets from other organization(s)

k Performance of services or membership or fundraising solicitations for other organization(s)

l Performance of services or membership or fundraising solicitations by other organization(s)

m Sharing of facilities, equipment, mailing lists, or other assets

n Sharing of paid employees

o Reimbursement paid to other organization for expenses

p Reimbursement paid by other organization for expenses

q Other transfer of cash or property to other organization(s)

r Other transfer of cash or property from other organization(s)

Yes

No

1a

1b

1c

1d

1e

1f

1g

1h

1i

1j

1k

1l

1m

1n

1o

1p

1q

1r

No

No

No

No

No

No

No

No

No

No

No

No

Yes

Yes

No

No

No

Yes

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds

(A) Name of other organization(s)	(B) Transaction type(a-r)	(C) Amount Involved
(1) TC EDUCATIONAL SERVICES YK	r	150,000
(2)		
(3)		
(4)		
(5)		
(6)		

Schedule R (Form 990) 2008

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

[illegible]



Additional Data

Software ID:

Software Version:

EIN: 13-1624202

Name: TEACHERS COLLEGE COLUMBIA UNIVERSITY

Form 990, Part VII - Section Aaa

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual Trustee or Director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
JAMES W B BENKARD , Trustee	3 00	X						0	0	0
LEE C BOLLINGER , Trustee	1 00	X						0	0	0
CORY A BOOKER , Trustee	1 00	X						0	0	0
GENE R CARTER , Trustee	1 00	X						0	0	0
GEOFFREY J COLVIN , Trustee	1 00	X						0	0	0
JAMES P COMER MD , Trustee	1 00	X						0	0	0
JOYCE B COWIN , Trustee	1 00	X						0	0	0
DAWN DUQUES , Trustee	1 00	X						0	0	0
RUTH L GOTTESMAN , Trustee	3 00	X						0	0	0
PATRICIA GREEN , Trustee	3 00	X						0	0	0
ANTONIA M GRUMBACH , Trustee	3 00	X						0	0	0
MARJORIE L HART , Trustee	1 00	X						0	0	0
JOHN WHYLAND JR , Trustee & Co-Chair	5 00	X						0	0	0
ELLIOT S JAFFE , Trustee	3 00	X						0	0	0
JOHN KLINGENSTEIN , Trustee	3 00	X						0	0	0
JAN KRUKOWSKI , Trustee	1 00	X						0	0	0
JULIE LEFF , Trustee	3 00	X						0	0	0
EDUARDO J MARTI , Trustee	1	X								
CLAUDE A MAYBERRY JR , Trustee	3	X								
JOHN MERROW , Trustee	3	X								
LORRAINE MONROE , Trustee	1	X								
ABBY M O'NEILL , Trustee	1	X								
DAILEY PATTEE , Trustee	3	X								
E JOHN ROSENWALD JR , Trustee	3	X								
WILLIAM D RUECKERT , Trustee & Co-Chair	5	X								
MARLA SCHAEFER , Trustee	1	X								
LAURIE M TISCH , Trustee & Vice Chair	3	X								
GILLIAN NEUKOM TOLEDO , Trustee	1	X								
JAY URWITZ , Trustee	1	X								
STEVEN R WECHSLER , Trustee	3	X								

Form 990, Part VIII - Statement of Revenue - 2a - 2g Program Service Revenue -

	Business Code	(A) Total Revenue	(B) Related or Exempt Function Revenue	(C) Unrelated Business Revenue	(D) Revenue Excluded from Tax under IRC 512, 513, or 514
a Tuition and fees	900,099	102,430,384	102,430,384		
b Auxiliary activity	900,099	12,808,231	12,808,231		
c Fees & contracts from gov agencies	900,099	7,966,116	7,966,116		
d Subscriptions & special collections	611,710	534,872	534,872		
e Curriculum Development	611,710	296,192	296,192		