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**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)**2011****Open to Public  
Inspection**Department of the Treasury  
Internal Revenue Service

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

<b>A For the 2011 calendar year, or tax year beginning</b> Sep 1, 2011, <b>and ending</b> Aug 31, 2012			
<b>B</b> Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<b>C Name of organization</b> Teachers College, Columbia University		<b>D Employer Identification Number</b> 13-1624202
	Doing Business As		<b>E Telephone number</b> (212) 678-3016
	Number and street (or P O box if mail is not delivered to street addr) Room/suite 525 W. 120th St., Box 30		
	City, town or country State ZIP code + 4 New York NY 10027		<b>G Gross receipts</b> \$ 253,430,282.
	<b>F Name and address of principal officer</b> Harvey Spector 525 W. 120th St. Box 30 New York NY 10027		
<b>I Tax-exempt status</b> <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) (insert no) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		<b>H(a)</b> Is this a group return for affiliates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <b>H(b)</b> Are all affiliates included? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If 'No,' attach a list (see instructions)	
<b>J Website:</b> ▶ www.tc.edu <b>H(c)</b> Group exemption number ▶			
<b>K Form of organization</b> <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		<b>L Year of Formation</b> 1887	<b>M State of legal domicile</b> NY

<b>Part I Summary</b>				
<b>Activities &amp; Governance</b>	<b>1</b> Briefly describe the organization's mission or most significant activities <u>See additional information for Part I, line 1 - the College's mission or most significant activities</u>			
	<b>2</b> Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets			
	<b>3</b> Number of voting members of the governing body (Part VI, line 1a) . . . . .	<b>3</b>	35	
	<b>4</b> Number of independent voting members of the governing body (Part VI, line 1b) . . . . .	<b>4</b>	34	
	<b>5</b> Total number of individuals employed in calendar year 2011 (Part V, line 2a) . . . . .	<b>5</b>	3,134	
	<b>6</b> Total number of volunteers (estimate if necessary) . . . . .	<b>6</b>	46	
	<b>7a</b> Total unrelated business revenue from Part VIII, column (C), line 12 . . . . .	<b>7a</b>	-60,036.	
<b>b</b> Net unrelated business taxable income from Form 990-T, line 34 . . . . .			<b>7b</b>	
<b>Revenue</b>	<b>8</b> Contributions and grants (Part VIII, line 1h) . . . . .		<b>Prior Year</b>	<b>Current Year</b>
	<b>9</b> Program service revenue (Part VIII, line 2g) . . . . .		33,516,240.	40,366,353.
	<b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d) . . . . .		147,438,061.	154,773,377.
	<b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) . . . . .		16,210,559.	21,038,603.
	<b>12</b> Total revenue — add lines 8 through 11 (must equal Part VIII, column (A), line 12) . . . . .		6,072,734.	6,018,778.
	<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1-3) . . . . .		203,237,594.	222,197,111.
	<b>14</b> Benefits paid to or for members (Part IX, column (A), line 4) . . . . .		18,756,227.	20,181,544.
	<b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) . . . . .		0.	0.
	<b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e) . . . . .		111,953,523.	116,935,597.
	<b>b</b> Total fundraising expenses (Part IX, column (D), line 25) ▶ 7,678,439.		289,189.	212,663.
	<b>17</b> Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) . . . . .		57,196,192.	60,682,283.
	<b>18</b> Total expenses Add lines 13-17 (must equal Part IX, column (A), line 25) . . . . .		188,195,131.	198,012,087.
	<b>19</b> Revenue less expenses Subtract line 18 from line 12 . . . . .		15,042,463.	24,185,024.
	<b>20</b> Total assets (Part X, line 16) . . . . .		<b>Beginning of Current Year</b>	<b>End of Year</b>
	<b>21</b> Total liabilities (Part X, line 26) . . . . .		386,770,540.	432,031,506.
	<b>22</b> Net assets or fund balances Subtract line 21 from line 20 . . . . .		162,694,481.	207,658,731.
			224,076,059.	224,372,775.

<b>Part II Signature Block</b>			
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.			
<b>Sign Here</b>	Signature of officer		Date 07/15/13
	Type or print name and title Harvey Spector VP Finance & Administration		
<b>Paid Preparer Use Only</b>	Print/Type preparer's name		Preparer's signature
	Firm's name ▶		Date
	Firm's address ▶		Check <input type="checkbox"/> if self-employed PTIN
			Firm's EIN ▶ Phone no

May the IRS discuss this return with the preparer shown above? (see instructions) . . . . . ☒ Yes ☐ No

BAA For Paperwork Reduction Act Notice, see the separate instructions.

TEEA0101 07/05/11

Form 990 (2011)

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**Part III Statement of Program Service Accomplishments**

Check if Schedule O contains a response to any question in this Part III

☒**1** Briefly describe the organization's mission:

See additional information  
for Part I, line 1 - the College's mission or most significant activities

**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 organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations and section 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 \$ 82,282,736. including grants of \$ 19,915,022.) (Revenue \$ 126,028,515.)**Instruction:**

Teachers College brings together a breadth of academic disciplines unmatched by any other graduate school of education within a single institution. Our name notwithstanding, the College, from its inception has focused not only on pre-K-12 classroom education, but also on adult learning, leadership, health, psychology, nutrition, movement sciences, art, music education and more. This vision of education (today embodied in 60 academic programs across 10 academic departments) supports learning that broadly enables the development not only of individual students, but of families, communities,

See Form 990, Page 2, Part III, Line 4a (continued)

**4b** (Code: ) (Expenses \$ 38,771,687. including grants of \$ 0.) (Revenue \$ 12,589,302.)**Research, Training and Public Service:**

TC's current annual funded research expenditures are in excess of \$38 million, with major funding provided by the Department of Health & Human Services, 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, Say Yes to Education, the GE Foundation and other public and non-profit institutions.

TC places a major emphasis on public and community service, both in its research and in preparation of its students. The College's Office of School and Community Partnerships collaborates with 9 Harlem public schools to form a unique partnership

See Form 990, Page 2, Part III, Line 4b (continued)

**4c** (Code: ) (Expenses \$ 21,037,385. including grants of \$ 0.) (Revenue \$ 14,685,618.)**Auxiliary Enterprises:**

Auxiliary Enterprises provides a convenient source of meals and lodging for students enhancing their College experience.

Another major component of auxiliary enterprises 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 Teachers College Press, its primary purpose has been to publish works that respond to, examine, and confront issues and change pertaining to education and the educational process. Over the years the publication program has included scholarly and professional works in all areas of education- from early childhood and

See Form 990, Page 2, Part III, Line 4c (continued)

**4d** Other program services (Describe in Schedule O )

(Expenses \$ 22,721,434. including grants of \$ 0.) (Revenue \$ 1,469,942.)

**4e** Total program service expenses ▶ 164,813,242.

**Part IV Checklist of Required Schedules**

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If 'Yes,' complete Schedule A	X	
2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?	X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If 'Yes,' complete Schedule C, Part I		X
4 <b>Section 501(c)(3) organizations</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If 'Yes,' complete Schedule C, Part II	X	
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If 'Yes,' complete Schedule C, Part III		X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If 'Yes,' complete Schedule D, Part I		X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas or historic structures? If 'Yes,' complete Schedule D, Part II		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If 'Yes,' complete Schedule D, Part III	X	
9 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? If 'Yes,' complete Schedule D, Part IV	X	
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If 'Yes,' complete Schedule D, Part V	X	
11 If the organization's answer to any of the following questions is 'Yes,' then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable		
a Did the organization report an amount for land, buildings and equipment in Part X, line 10? If 'Yes,' complete Schedule D, Part VI	X	
b Did the organization report an amount for investments— other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If 'Yes,' complete Schedule D, Part VII	X	
c Did the organization report an amount for investments— program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If 'Yes,' complete Schedule D, Part VIII		X
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If 'Yes,' complete Schedule D, Part IX	X	
e Did the organization report an amount for other liabilities in Part X, line 25? If 'Yes,' complete Schedule D, Part X	X	
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If 'Yes,' complete Schedule D, Part X	X	
12a Did the organization obtain separate, independent audited financial statements for the tax year? If 'Yes,' complete Schedule D, Parts XI, XII, and XIII	X	
b Was the organization included in consolidated, independent audited financial statements for the tax year? If 'Yes,' and if the organization answered 'No' to line 12a, then completing Schedule D, Parts XI, XII, and XIII is optional	X	
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If 'Yes,' complete Schedule E	X	
14a Did the organization maintain an office, employees, or agents outside of the United States?	X	
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If 'Yes,' complete Schedule F, Parts I and IV	X	
15 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? If 'Yes,' complete Schedule F, Parts II and IV		X
16 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? If 'Yes,' complete Schedule F, Parts III and IV	X	
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If 'Yes,' complete Schedule G, Part I (see instructions)	X	
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If 'Yes,' complete Schedule G, Part II		X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If 'Yes,' complete Schedule G, Part III		X
20 a Did the organization operate one or more hospital facilities? If 'Yes,' complete Schedule H		X
b If 'Yes' to line 20a, did the organization attach a copy of its audited financial statements to this return?		

**Part IV Checklist of Required Schedules (continued)**

	Yes	No
<b>21</b> Did the organization report more than \$5,000 of grants and other assistance to governments and organizations in the United States on Part IX, column (A), line 1? <i>If 'Yes,' complete Schedule I, Parts I and II</i>	X	
<b>22</b> Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If 'Yes,' complete Schedule I, Parts I and III</i>	X	
<b>23</b> Did the organization answer 'Yes' to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If 'Yes,' complete Schedule J</i>	X	
<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, and that was issued after December 31, 2002? <i>If 'Yes,' answer lines 24b through 24d and complete Schedule K. If 'No,' go to line 25</i>	X	
<b>24b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	X	
<b>24c</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?	X	
<b>24d</b> Did the organization act as an 'on behalf of' issuer for bonds outstanding at any time during the year?		X
<b>25a</b> <b>Section 501(c)(3) and 501(c)(4) organizations.</b> 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>		X
<b>25b</b> Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If 'Yes,' complete Schedule L, Part I</i>		X
<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>		X
<b>27</b> Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If 'Yes,' complete Schedule L, Part III</i>		X
<b>28</b> Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)		
<b>28a</b> A current or former officer, director, trustee, or key employee? <i>If 'Yes,' complete Schedule L, Part IV</i>		X
<b>28b</b> A family member of a current or former officer, director, trustee, or key employee? <i>If 'Yes,' complete Schedule L, Part IV</i>	X	
<b>28c</b> An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If 'Yes,' complete Schedule L, Part IV</i>		X
<b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? <i>If 'Yes,' complete Schedule M</i>	X	
<b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If 'Yes,' complete Schedule M</i>		X
<b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? <i>If 'Yes,' complete Schedule N, Part I</i>		X
<b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If 'Yes,' complete Schedule N, Part II</i>		X
<b>33</b> Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If 'Yes,' complete Schedule R, Part I</i>		X
<b>34</b> Was the organization related to any tax-exempt or taxable entity? <i>If 'Yes,' complete Schedule R, Parts II, III, IV, and V, line 1</i>	X	
<b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)?	X	
<b>35b</b> Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If 'Yes,' complete Schedule R, Part V, line 2</i>	X	
<b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If 'Yes,' complete Schedule R, Part V, line 2</i>		X
<b>37</b> Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If 'Yes,' complete Schedule R, Part VI</i>		X
<b>38</b> Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O	X	

BAA

Form 990 (2011)

**Part V Statements Regarding Other IRS Filings and Tax Compliance**Check if Schedule O contains a response to any question in this Part V ☐

	Yes	No
<b>1 a</b> Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable.	<b>1 a</b> 8,744	
<b>b</b> Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable.	<b>1 b</b> 0	
<b>c</b> Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	<b>1 c</b> X	
<b>2 a</b> Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return.	<b>2 a</b> 3,134	
<b>b</b> If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <b>Note.</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions).	<b>2 b</b> X	
<b>3 a</b> Did the organization have unrelated business gross income of \$1,000 or more during the year?	<b>3 a</b> X	
<b>b</b> If 'Yes,' has it filed a Form 990-T for this year? If 'No,' provide an explanation in Schedule O.	<b>3 b</b> X	
<b>4 a</b> 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)?	<b>4 a</b> X	
<b>b</b> If 'Yes,' enter the name of the foreign country. See Foreign Countries. See instructions for filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts.		
<b>5 a</b> Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	<b>5 a</b>	X
<b>b</b> Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	<b>5 b</b>	X
<b>c</b> If 'Yes,' to line 5a or 5b, did the organization file Form 8886-T?	<b>5 c</b>	
<b>6 a</b> Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible?	<b>6 a</b>	X
<b>b</b> If 'Yes,' did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	<b>6 b</b>	
<b>7 Organizations that may receive deductible contributions under section 170(c).</b>		
<b>a</b> Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	<b>7 a</b>	X
<b>b</b> If 'Yes,' did the organization notify the donor of the value of the goods or services provided?	<b>7 b</b>	
<b>c</b> Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	<b>7 c</b>	X
<b>d</b> If 'Yes,' indicate the number of Forms 8282 filed during the year.	<b>7 d</b>	
<b>e</b> Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	<b>7 e</b>	X
<b>f</b> Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	<b>7 f</b>	X
<b>g</b> If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	<b>7 g</b>	
<b>h</b> If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	<b>7 h</b>	
<b>8 Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations.</b> Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?	<b>8</b>	
<b>9 Sponsoring organizations maintaining donor advised funds.</b>		
<b>a</b> Did the organization make any taxable distributions under section 4966?	<b>9 a</b>	
<b>b</b> Did the organization make a distribution to a donor, donor advisor, or related person?	<b>9 b</b>	
<b>10 Section 501(c)(7) organizations.</b> Enter		
<b>a</b> Initiation fees and capital contributions included on Part VIII, line 12.	<b>10 a</b>	
<b>b</b> Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities.	<b>10 b</b>	
<b>11 Section 501(c)(12) organizations.</b> Enter		
<b>a</b> Gross income from members or shareholders.	<b>11 a</b>	
<b>b</b> Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)	<b>11 b</b>	
<b>12 a Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?	<b>12 a</b>	
<b>b</b> If 'Yes,' enter the amount of tax-exempt interest received or accrued during the year.	<b>12 b</b>	
<b>13 Section 501(c)(29) qualified nonprofit health insurance issuers.</b>		
<b>a</b> Is the organization licensed to issue qualified health plans in more than one state? <b>Note.</b> See the instructions for additional information the organization must report on Schedule O.	<b>13 a</b>	
<b>b</b> Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans.	<b>13 b</b>	
<b>c</b> Enter the amount of reserves on hand.	<b>13 c</b>	
<b>14 a</b> Did the organization receive any payments for indoor tanning services during the tax year?	<b>14 a</b>	X
<b>b</b> If 'Yes,' has it filed a Form 720 to report these payments? If 'No,' provide an explanation in Schedule O.	<b>14 b</b>	

**Part VI Governance, Management and Disclosure** For each 'Yes' response to lines 2 through 7b below, and for a 'No' response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.Check if Schedule O contains a response to any question in this Part VI ☒**Section A. Governing Body and Management**

	Yes	No
<b>1a</b> Enter the number of voting members of the governing body at the end of the tax year. If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.	35	
<b>1b</b> Enter the number of voting members included in line 1a, above, who are independent.	34	
<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?		X
<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?		X
<b>4</b> Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		X
<b>5</b> Did the organization become aware during the year of a significant diversion of the organization's assets?		X
<b>6</b> Did the organization have members or stockholders?		X
<b>7a</b> Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		X
<b>7b</b> Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or other persons other than the governing body?		X
<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?	X	
<b>b</b> Each committee with authority to act on behalf of the governing body?	X	
<b>9</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.		X

**Section B. Policies** (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
<b>10a</b> Did the organization have local chapters, branches, or affiliates?		X
<b>b</b> If 'Yes,' did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?		
<b>11a</b> Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?		X
<b>b</b> Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
<b>12a</b> Did the organization have a written conflict of interest policy? If 'No,' go to line 13.	X	
<b>b</b> Were officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	X	
<b>c</b> Did the organization regularly and consistently monitor and enforce compliance with the policy? If 'Yes,' describe in Schedule O how this is done.	X	
<b>13</b> Did the organization have a written whistleblower policy?	X	
<b>14</b> Did the organization have a written document retention and destruction policy?	X	
<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	X	
<b>b</b> Other officers of key employees of the organization	X	
If 'Yes' to line 15a or 15b, describe the process in Schedule O (See instructions.)		
<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?		X
<b>b</b> If 'Yes,' did the organization follow 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?		

**Section C. Disclosure**

**17** List the states with which a copy of this Form 990 is required to be filed ▶ See Form 990, Page 6, Line 17 (continued)

**18** Section 6104 requires an organization to make its Forms 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.

☐ Own website ☐ Another's website ☒ Upon request

**19** 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 during the tax year.

**20** 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 Contr 525 W. 120th St., Box 30 New York NY 10027 (212) 678-3016

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Check if Schedule O contains a response to any question in this Part VII

☒**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1 a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of 'key employee.'
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee

(A) Name and title	(B) Average hours per week (describe hours for related organizations in Schedule O)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(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			
(1) James W. B. Benkard Trustee	3.00	X						0.	0.	0.
(2) Lee C. Bollinger Trustee	1.00	X						0.	0.	0.
(3) Cory A. Booker Trustee	1.00	X						0.	0.	0.
(4) Gene R. Carter Trustee	1.00	X						0.	0.	0.
(5) Geoffrey J. Colvin Trustee	3.00	X						0.	0.	0.
(6) James P. Comer, M.D. Trustee	1.00	X						0.	0.	0.
(7) Joyce B. Cowin Trustee	1.00	X						0.	0.	0.
(8) Dawn Duques Trustee	1.00	X						0.	0.	0.
(9) Ruth L. Gottesman Trustee	3.00	X						0.	0.	0.
(10) Patricia Green Trustee	3.00	X						0.	0.	0.
(11) Antonia M. Grumbach Trustee	3.00	X						0.	0.	0.
(12) John W. Hyland, Jr. Trustee & Co-Chair	5.00	X						0.	0.	0.
(13) Elliot S. Jaffe Trustee	3.00	X						0.	0.	0.
(14) John Klingenstein Trustee	1.00	X						0.	0.	0.



**Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (cont)**

(A) Name and title	(B) Average hours per week (describe hours for related organizations in Sch O)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(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			
(15) Eduardo J. Marti Trustee	3.00	X						0.	0.	0.
(16) Claude A. Mayberry, Jr. Trustee	3.00	X						0.	0.	0.
(17) John Merrow Trustee	3.00	X						0.	0.	0.
(18) Abby M. O'Neill Trustee	1.00	X						0.	0.	0.
(19) Dailey Pattee Trustee	3.00	X						0.	0.	0.
(20) E. John Rosenwald, Jr. Trustee	3.00	X						0.	0.	0.
(21) William D. Rueckert Trustee & Co-Chair	5.00	X						0.	0.	0.
(22) Marla Schaefer Trustee	1.00	X						0.	0.	0.
(23) Laurie M. Tisch Trustee & Vice Chair	3.00	X						0.	0.	0.
(24) Gillian Neukom Toledo Trustee	1.00	X						0.	0.	0.
(25) Jay Urwitz Trustee	1.00	X						0.	0.	0.
<b>1 b Sub-total</b>								0.	0.	0.
<b>c Total from continuation sheets to Part VII, Section A</b>								4,363,360.	0.	636,755.
<b>d Total (add lines 1b and 1c)</b>								4,363,360.	0.	636,755.

**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **170**

**3** Did the organization list any **former** officer, director or trustee, key employee, or highest compensated employee on line 1a? If 'Yes,' complete Schedule J for such individual

	Yes	No
<b>3</b>		X

**4** For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If 'Yes' complete Schedule J for such individual

	Yes	No
<b>4</b>	X	

**5** Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If 'Yes,' complete Schedule J for such person

	Yes	No
<b>5</b>		X

**Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year

(A) Name and business address	(B) Description of services	(C) Compensation
AIDC 50 Winter Sport Lane Williston VT 05495	fullfillment distribution	1,005,735.
Ideal Interiors 450 7th Avenue New York NY 10123	Construction/General Contractor S	885,413.
StoreroomSolutions, Inc 100 Matsonford Road Radnor PA 19087	MRO Supplier	1,007,932.
MDRC, Inc 16 East 34th St New York NY 10016	public policy research	890,411.
Columbia University 116th and Broadway New York NY 10027	educational/related srvc	4,014,211.

**2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization **79**

**Part VIII Statement of Revenue**

		(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514	
<b>CONTRIBUTIONS, GIFTS, GRANTS AND OTHER SIMILAR AMOUNTS</b>	<b>1 a</b> Federated campaigns	<b>1 a</b>				
	<b>b</b> Membership dues	<b>1 b</b>				
	<b>c</b> Fundraising events	<b>1 c</b>				
	<b>d</b> Related organizations	<b>1 d</b>				
	<b>e</b> Government grants (contributions)	<b>1 e</b> 14,387,191.				
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above	<b>1 f</b> 25,979,162.				
	<b>g</b> Noncash contributions included in lns 1a-1f \$	1,587,097.				
	<b>h Total.</b> Add lines 1a-1f	▶ 40,366,353.				
<b>PROGRAM SERVICE REVENUE</b>		<b>Business Code</b>				
	<b>2 a</b> Tuition and fees	900099	126,028,515.	126,028,515.	0.	0.
	<b>b</b> Auxiliary activities	900099	14,685,618.	14,685,618.	0.	0.
	<b>c</b> Subscriptions & Special Collections	611710	479,072.	479,072.	0.	0.
	<b>d</b> Curriculum Development	611710	570,457.	570,457.	0.	0.
	<b>e</b> Fee for service agreements	900099	12,589,302.	12,589,302.	0.	0.
	<b>f</b> All other program service revenue		420,413.	420,413.	0.	0.
	<b>g Total.</b> Add lines 2a-2f	▶ 154,773,377.				
<b>OTHER REVENUE</b>	<b>3</b> Investment income (including dividends, interest and other similar amounts)	▶	1,659,696.	0.	-60,036.	1,719,732.
	<b>4</b> Income from investment of tax-exempt bond proceeds	▶	57,561.	0.	0.	57,561.
	<b>5</b> Royalties	▶	254,577.	0.	0.	254,577.
		(i) Real	(ii) Personal			
	<b>6 a</b> Gross rents					
	<b>b</b> Less rental expenses					
	<b>c</b> Rental income or (loss)					
	<b>d</b> Net rental income or (loss)	▶				
		(i) Securities	(ii) Other			
	<b>7 a</b> Gross amount from sales of assets other than inventory		49,669,480.			
	<b>b</b> Less cost or other basis and sales expenses		30,348,134.			
	<b>c</b> Gain or (loss)		19,321,346.			
	<b>d</b> Net gain or (loss)	▶	19,321,346.	0.	0.	19,321,346.
	<b>8 a</b> Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18	<b>a</b>				
	<b>b</b> Less direct expenses	<b>b</b>				
	<b>c</b> Net income or (loss) from fundraising events	▶				
	<b>9 a</b> Gross income from gaming activities See Part IV, line 19	<b>a</b>				
	<b>b</b> Less direct expenses	<b>b</b>				
	<b>c</b> Net income or (loss) from gaming activities	▶				
	<b>10 a</b> Gross sales of inventory, less returns and allowances	<b>a</b> 6,270,336.				
<b>b</b> Less cost of goods sold	<b>b</b> 885,037.					
<b>c</b> Net income or (loss) from sales of inventory	▶	5,385,299.	0.	0.	5,385,299.	
	<b>Miscellaneous Revenue</b>	<b>Business Code</b>				
<b>11 a</b> Cobra Reimbursement	900099	72,697.	72,697.	0.	0.	
<b>b</b>						
<b>c</b>						
<b>d</b> All other revenue		306,205.	306,205.	0.	0.	
<b>e Total.</b> Add lines 11a-11d	▶	378,902.				
<b>12 Total revenue.</b> See instructions	▶	222,197,111.	155,152,279.	-60,036.	26,738,515.	

**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)

Check if Schedule O contains a response to any question in this Part IX ☐

<b>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</b>	<b>(A)</b> Total expenses	<b>(B)</b> Program service expenses	<b>(C)</b> Management and general expenses	<b>(D)</b> Fundraising expenses
<b>1</b> Grants and other assistance to governments and organizations in the United States. See Part IV, line 21	107,618.	107,618.		
<b>2</b> Grants and other assistance to individuals in the United States. See Part IV, line 22	19,807,404.	19,807,404.		
<b>3</b> Grants and other assistance to governments, organizations, and individuals outside the United States. See Part IV, lines 15 and 16	266,522.	266,522.		
<b>4</b> Benefits paid to or for members	0.	0.		
<b>5</b> Compensation of current officers, directors, trustees, and key employees	3,606,737.	1,483,337.	1,225,169.	898,231.
<b>6</b> 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.
<b>7</b> Other salaries and wages	86,530,251.	72,784,689.	10,499,951.	3,245,611.
<b>8</b> Pension plan accruals and contributions (include section 401(k) and section 403(b) employer contributions)	10,252,915.	8,486,420.	1,321,283.	445,212.
<b>9</b> Other employee benefits	10,336,351.	8,379,145.	1,219,603.	737,603.
<b>10</b> Payroll taxes	6,209,343.	5,128,306.	799,879.	281,158.
<b>11</b> Fees for services (non-employees)				
<b>a</b> Management	46,158.	46,158.	0.	0.
<b>b</b> Legal	892,690.	13,890.	810,396.	68,404.
<b>c</b> Accounting	279,346.	0.	279,346.	0.
<b>d</b> Lobbying	152,033.	152,033.	0.	0.
<b>e</b> Professional fundraising services. See Part IV, line 17	212,663.			212,663.
<b>f</b> Investment management fees	2,750,348.	0.	2,750,348.	0.
<b>g</b> Other	17,866,195.	15,087,505.	2,138,482.	640,208.
<b>12</b> Advertising and promotion	793,134.	783,243.	688.	9,203.
<b>13</b> Office expenses	5,152,746.	3,148,852.	1,570,498.	433,396.
<b>14</b> Information technology	1,657,600.	823,274.	811,055.	23,271.
<b>15</b> Royalties	1,108,392.	782,739.	324,896.	757.
<b>16</b> Occupancy	4,581,082.	3,646,028.	873,028.	62,026.
<b>17</b> Travel	3,053,500.	2,655,412.	264,898.	133,190.
<b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials				
<b>19</b> Conferences, conventions, and meetings	1,550,745.	1,342,635.	69,207.	138,903.
<b>20</b> Interest	4,930,475.	4,772,178.	118,378.	39,919.
<b>21</b> Payments to affiliates				
<b>22</b> Depreciation, depletion, and amortization	9,006,680.	8,405,665.	475,564.	125,451.
<b>23</b> Insurance	762,470.	8,296.	754,174.	0.
<b>24</b> Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
<b>a</b> <u>Printing and publications</u>	1,020,424.	990,360.	16,417.	13,647.
<b>b</b> <u>Repairs &amp; Maintenance</u>	2,157,492.	1,769,130.	309,745.	78,617.
<b>c</b> <u>Honorariums &amp; Awards</u>	1,156,194.	1,137,817.	15,359.	3,018.
<b>d</b> <u>unrelated business income taxes</u>	4,023.	0.	4,023.	0.
<b>e</b> All other expenses	1,760,556.	2,804,586.	-1,131,981.	87,951.
<b>25</b> Total functional expenses. Add lines 1 through 24e	198,012,087.	164,813,242.	25,520,406.	7,678,439.
<b>26</b> <b>Joint costs.</b> Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

**Part X Balance Sheet**

		(A) Beginning of year		(B) End of year
<b>ASSETS</b>	1 Cash — non-interest-bearing		1	
	2 Savings and temporary cash investments	21,498,061.	2	29,984,478.
	3 Pledges and grants receivable, net	11,153,628.	3	15,393,790.
	4 Accounts receivable, net	3,986,484.	4	3,625,935.
	5 Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		5	
	6 Receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions)		6	
	7 Notes and loans receivable, net	3,567,584.	7	3,324,804.
	8 Inventories for sale or use	1,460,138.	8	1,374,318.
	9 Prepaid expenses and deferred charges	2,514,567.	9	2,714,394.
	10a Land, buildings, and equipment — cost or other basis. Complete Part VI of Schedule D	10a 257,762,478.		
	b Less: accumulated depreciation	10b 138,049,225.	119,538,915.	10c 119,713,253.
	11 Investments — publicly traded securities	86,736,115.	11	104,956,301.
	12 Investments — other securities. See Part IV, line 11	132,768,167.	12	116,049,845.
	13 Investments — program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11	3,546,881.	15	34,894,388.
16 <b>Total assets.</b> Add lines 1 through 15 (must equal line 34)	386,770,540.	16	432,031,506.	
<b>LIABILITIES</b>	17 Accounts payable and accrued expenses	15,121,069.	17	14,745,111.
	18 Grants payable		18	
	19 Deferred revenue	17,739,737.	19	20,180,522.
	20 Tax-exempt bond liabilities	84,893,682.	20	119,820,945.
	21 Escrow or custodial account liability. Complete Part IV of Schedule D	649,336.	21	675,498.
	22 Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		22	
	23 Secured mortgages and notes payable to unrelated third parties	113,386.	23	60,005.
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	44,177,271.	25	52,176,650.
	26 <b>Total liabilities.</b> Add lines 17 through 25	162,694,481.	26	207,658,731.
<b>NET ASSETS OR FUND BALANCES</b>	<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>			
	27 Unrestricted net assets	69,110,567.	27	66,151,152.
	28 Temporarily restricted net assets	78,081,358.	28	77,597,234.
	29 Permanently restricted net assets	76,884,134.	29	80,624,389.
	<b>Organizations that do not follow SFAS 117, check here</b> <input type="checkbox"/> <b>and complete lines 30 through 34.</b>			
	30 Capital stock or trust principal, or current funds		30	
	31 Paid-in or capital surplus, or land, building, or equipment fund		31	
	32 Retained earnings, endowment, accumulated income, or other funds		32	
	33 <b>Total net assets or fund balances</b>	224,076,059.	33	224,372,775.
	34 <b>Total liabilities and net assets/fund balances</b>	386,770,540.	34	432,031,506.

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Form 990 (2011)

**Part XI Reconciliation of Net Assets**

Check if Schedule O contains a response to any question in this Part XI

☒

1	Total revenue (must equal Part VIII, column (A), line 12)	1	222,197,111.
2	Total expenses (must equal Part IX, column (A), line 25)	2	198,012,087.
3	Revenue less expenses Subtract line 2 from line 1	3	24,185,024.
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	224,076,059.
5	Other changes in net assets or fund balances (explain in Schedule O)	5	-23,888,308.
6	Net assets or fund balances at end of year Combine lines 3, 4, and 5 (must equal Part X, line 33, column (B))	6	224,372,775.

**Part XII Financial Statements and Reporting**

Check if Schedule O contains a response to any question in this Part XII

☐

- 1 Accounting method used to prepare the Form 990 ☐ Cash ☒ Accrual ☐ Other \_\_\_\_\_  
If the organization changed its method of accounting from a prior year or checked 'Other,' explain in Schedule O
- 2a Were the organization's financial statements compiled or reviewed by an independent accountant?
- 2b Were the organization's financial statements audited by an independent accountant?
- 2c If 'Yes' to line 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?  
If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O
- d If 'Yes' to line 2a or 2b, check a box below to indicate whether the financial statements for the year were issued on a separate basis, consolidated basis, or both  
☐ Separate basis ☒ Consolidated basis ☐ Both consolidated and separate basis
- 3a 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 If 'Yes,' did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits

	Yes	No
2a		X
2b	X	
2c	X	
3a	X	
3b	X	

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Form 990 (2011)

2011

Department of the Treasury  
Internal Revenue Service

Name of the Organization

Employer identification number

Teachers College, Columbia University

13-1624202

**Part VII Continuation: Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(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			
26 Steven R. Wechsler Trustee	3.00	X						0.	0.	0.
27 Sue Ann Weinberg Trustee	3.00	X						0.	0.	0.
28 Bruce Wilcox Trustee	3.00	X						0.	0.	0.
29 Christopher Williams Trustee	3.00	X						0.	0.	0.
30 Nancy Douzinas Trustee	1.00	X						0.	0.	0.
31 Martha Lipp Trustee	1.00	X						0.	0.	0.
32 Leslie Nelson Trustee	1.00	X						0.	0.	0.
33 Missie Rennie Taylor Trustee	1.00	X						0.	0.	0.
34 Edith Shih Trustee	1.00	X						0.	0.	0.
35 Susan Fuhrman President & Trustee	40.00	X		X				613,687.	0.	48,795.
36 Thomas James Provost & Dean	40.00			X				398,294.	0.	58,490.
37 Suzanne Murphy VP Development & External Affairs	40.00			X				377,401.	0.	62,715.
38 Harvey Spector VP Finance & Administration	40.00			X				336,490.	0.	44,333.
39 Scott Fahey Assistant to President/Secretary	40.00			X				266,973.	0.	39,879.
40 Nancy Streim Assoc VP-TC/Special Advisor to Provost	40.00				X			268,185.	0.	34,070.
41 Lori Fox General Counsel	40.00				X			247,822.	0.	36,889.
42 Janice Robinson VP Diversity & Comm Affairs	40.00				X			247,579.	0.	50,575.
43 William Baldwin Vice Provost	40.00				X			234,326.	0.	40,139.
44 Sharon Kagan Professor-Early Childhood&Family Policy	40.00					X		316,198.	0.	41,776.
45 Thomas Bailey Professor of Economics&Education	40.00					X		291,147.	0.	53,010.
46 Gary Natriello Ruth Gottesman Prof in Educ Research	40.00					X		257,021.	0.	37,360.

Form 990 Cont 2011

# 2011

Name of the Organization

Employer Identification number

Teachers College, Columbia University

13-1624202

**Part VII** Continuation: Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

[illegible]

**SCHEDULE A**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

► Attach to Form 990 or Form 990-EZ. ► See separate instructions.

OMB No 1545-0047

**2011**

**Open to Public  
Inspection**

Name of the organization

Teachers College, Columbia University

Employer identification number

13-1624202

**Part I Reason for Public Charity Status** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is (For lines 1 through 11, check only one box.)

- 1 ☐ A church, convention of churches or association of churches described in **section 170(b)(1)(A)(i)**.
- 2 ☒ A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E.)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state \_\_\_\_\_
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7 ☐ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 9 ☐ 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 **section 509(a)(2)**. (Complete Part III.)
- 10 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 11 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2). See **section 509(a)(3)**. Check the box that describes the type of supporting organization and complete lines 11e through 11h.
- a ☐ Type I      b ☐ Type II      c ☐ Type III — Functionally integrated      d ☐ Type III — Other

e ☐ 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 ☐ If the organization received a written determination from the IRS that is a Type I, Type II or Type III supporting organization, check this box.

g 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 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?

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

h Provide the following information about the supported organization(s).

(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 column (i) listed in your governing document?		(v) Did you notify the organization in column (i) of your support?		(vi) Is the organization in column (i) organized in the U.S.?		(vii) Amount of support
			Yes	No	Yes	No	Yes	No	
(A)									
(B)									
(C)									
(D)									
(E)									
Total									

BAA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule A (Form 990 or 990-EZ) 2011



**Part II Support Schedule for Organizations Described in Sections 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 or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(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 lines 1 through 3						
<b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
<b>6 Public support.</b> Subtract line 5 from line 4						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(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						
<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 section 501(c)(3) organization, check this box and <b>stop here</b> ▶ <input type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

<b>14</b> Public support percentage for 2011 (line 6, column (f) divided by line 11, column (f))	<b>14</b>	%
<b>15</b> Public support percentage from 2010 Schedule A, Part II, line 14	<b>15</b>	%
<b>16a 33-1/3% support test – 2011.</b> If the organization did not check the box on line 13, and the 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% support test – 2010.</b> If the organization did not check a 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 – 2011.</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 – 2010.</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 a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ▶ <input type="checkbox"/>		

BAA

Schedule A (Form 990 or 990-EZ) 2011

**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal yr beginning in) ▶	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
<b>1</b> Gifts, grants, contributions and membership fees received. (Do not include any 'unusual grants'.)						
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose.						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513.						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf.						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge.						
<b>6 Total.</b> Add lines 1 through 5.						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons.						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year.						
<b>c</b> Add lines 7a and 7b.						
<b>8 Public support.</b> (Subtract line 7c from line 6.)						

**Section B. Total Support**

Calendar year (or fiscal yr beginning in) ▶	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
<b>9</b> Amounts from line 6.						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources.						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975.						
<b>c</b> Add lines 10a and 10b.						
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on.						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets. (Explain in Part IV.)						
<b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.)						

**14 First five years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ▶ ☐**Section C. Computation of Public Support Percentage**

<b>15</b> Public support percentage for 2011 (line 8, column (f) divided by line 13, column (f)).	<b>15</b>	%
<b>16</b> Public support percentage from 2010 Schedule A, Part III, line 15.	<b>16</b>	%

**Section D. Computation of Investment Income Percentage**

<b>17</b> Investment income percentage for 2011 (line 10c, column (f) divided by line 13, column (f)).	<b>17</b>	%
<b>18</b> Investment income percentage from 2010 Schedule A, Part III, line 17.	<b>18</b>	%

**19a 33-1/3% support tests – 2011.** 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. ▶ ☐**b 33-1/3% support tests – 2010.** 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. ▶ ☐**20 Private 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 explanations required by Part II, line 10; Part II, line 17a or 17b; and Part III, line 12. Also complete this part for any additional information. (See instructions).

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**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**

► **Complete if the organization is described below.**

► **Attach to Form 990 or Form 990-EZ. ► See separate instructions.**

OMB No 1545-0047

**2011**

**Open to Public  
Inspection**

**If the organization answered 'Yes,' to Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then**

- 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 990-EZ, Part VI, line 47 (Lobbying Activities), then**

- 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) or Form 990-EZ, Part V, line 35a (Proxy Tax), then**

- Section 501(c)(4), (5), or (6) organizations Complete Part III

Name of organization

Teachers College, Columbia University

Employer identification number

13-1624202

**Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.**

- 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 Complete if the organization is exempt under section 501(c)(3).**

- 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 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 Complete if the organization is exempt under section 501(c), except section 501(c)(3).**

- 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 funds contributed to other organizations for section 527 exempt function activities ► \$
- 3 Total exempt function expenditures Add lines 1 and 2 Enter here and on Form 1120-POL, line 17b ► \$
- 4 Did the filing organization file **Form 1120-POL** for this year? ☐ Yes ☐ No
- 5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments For each organization listed, enter the amount paid from the filing organization's funds Also enter the amount of political contributions received that were 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 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-
(1)				
(2)				
(3)				
(4)				
(5)				
(6)				

**BAA** For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule C (Form 990 or 990-EZ) 2011

**Part II-A** Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

**A** Check ☐ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures)

**B** Check ☐ if the filing organization checked box A and 'limited control' provisions apply

<b>Limits on Lobbying Expenditures</b> (The term 'expenditures' means amounts paid or incurred.)		(a) Filing organization's totals	(b) Affiliated group totals												
<b>1 a</b> Total lobbying expenditures to influence public opinion (grass roots lobbying)		0.													
<b>b</b> Total lobbying expenditures to influence a legislative body (direct lobbying)		152,033.													
<b>c</b> Total lobbying expenditures (add lines 1a and 1b)		152,033.													
<b>d</b> Other exempt purpose expenditures		176,187,339.													
<b>e</b> Total exempt purpose expenditures (add lines 1c and 1d)		176,339,372.													
<b>f</b> Lobbying nontaxable amount Enter the amount from the following table in both columns		1,000,000.													
<table border="1"> <thead> <tr> <th>If the amount on line 1e, column (a) or (b) is</th> <th>The lobbying nontaxable amount is</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000</td> </tr> </tbody> </table>		If the amount on line 1e, column (a) or (b) is	The lobbying nontaxable amount is	Not over \$500,000	20% of the amount on line 1e	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000	Over \$17,000,000	\$1,000,000		
If the amount on line 1e, column (a) or (b) is	The lobbying nontaxable amount is														
Not over \$500,000	20% of the amount on line 1e														
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000														
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000														
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000														
Over \$17,000,000	\$1,000,000														
<b>g</b> Grassroots nontaxable amount (enter 25% of line 1f)		250,000.													
<b>h</b> Subtract line 1g from line 1a If zero or less, enter -0-		0.													
<b>i</b> Subtract line 1f from line 1c If zero or less, enter -0-		0.													
<b>j</b> 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 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) Total
<b>2 a</b> Lobbying non-taxable amount	1,000,000.	1,000,000.	1,000,000.	1,000,000.	4,000,000.
<b>b</b> Lobbying ceiling amount (150% of line 2a, column (e))					6,000,000.
<b>c</b> Total lobbying expenditures	160,958.	155,706.	151,515.	152,033.	620,212.
<b>d</b> Grassroots nontaxable amount	250,000.	250,000.	250,000.	250,000.	1,000,000.
<b>e</b> Grassroots ceiling amount (150% of line 2d, column (e))					1,500,000.
<b>f</b> Grassroots lobbying expenditures	0.	0.	0.	0.	0.

BAA

Schedule C (Form 990 or 990-EZ) 2011

**Part II-B** Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

For each 'Yes' response to lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity

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

**Part III-A** Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

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

**Part III-B** Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered 'No' OR (b) Part III-A, line 3, is answered 'Yes.'

1 Dues, assessments and similar amounts from members	1	
2 Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
a Current year	2a	
b Carryover from last year	2b	
c Total	2c	
3 Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	
4 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	
5 Taxable amount of lobbying and political expenditures (see instructions)	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, Part II-A, and Part II-B, line 1. Also, complete this part for any additional information.

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**Part IV** Supplemental Information (continued)This image shows a full page of white paper designed for handwriting practice. It features multiple sets of horizontal dashed lines spaced evenly down the page. Each set typically consists of three lines: a solid top line, a dashed middle line, and a solid bottom line, providing a guide for letter height and placement. The entire page is otherwise blank, with no text or other markings.

**SCHEDULE D  
(Form 990)**Department of the Treasury  
Internal Revenue Service**Supplemental Financial Statements**

► Complete if the organization answered 'Yes,' to Form 990,  
Part IV, lines 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.  
► Attach to Form 990. ► See separate instructions.

OMB No 1545-0047

**2011****Open to Public  
Inspection**

Name of the organization

Employer identification number

Teachers College, Columbia University

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? ☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No

**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)

<input type="checkbox"/> Preservation of land for public use (e.g., recreation or education)	<input type="checkbox"/> Preservation of an historically important land area
<input type="checkbox"/> Protection of natural habitat	<input type="checkbox"/> Preservation of a certified historic structure
<input type="checkbox"/> Preservation of open space	

2 Complete lines 2a through 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 Tax Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax 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, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, and enforcing conservation easements during the year ► \_\_\_\_\_

7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation 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 section 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 (ASC 958), 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 (ASC 958), 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 (ASC 958) 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 acquisition, 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 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 the arrangement in Part XIV and complete the following table

	Amount
1c	
1d	
1e	
1f	

c Beginning balance

d Additions during the year

e Distributions during the year

f Ending balance

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	208,757,381.	185,197,839.	181,488,002.	209,178,255.	
b Contributions	2,276,755.	10,619,265.	794,259.	3,786,332.	
c Net investment earnings, gains, and losses	7,384,326.	23,695,992.	15,799,419.	-18,271,642.	.
d Grants or scholarships	1,389,665.	2,377,384.	1,236,338.	2,350,215.	
e Other expenditures for facilities and programs	6,895,925.	7,947,895.	11,480,308.	10,689,936.	
f Administrative expenses	505,247.	430,436.	167,195.	164,792.	
g End of year balance	209,627,625.	208,757,381.	185,197,839.	181,488,002.	

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as

a Board designated or quasi-endowment ▶ 32.00 %

b Permanent endowment ▶ 36.00 %

c Temporarily restricted endowment ▶ 32.00 %

The percentages in lines 2a, 2b, and 2c should equal 100%

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by

(i) unrelated organizations

(ii) related organizations

	Yes	No
3a(i)	X	
3a(ii)		X
3b		

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

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

**Part VI Land, Buildings, and Equipment.** See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		692,443.		692,443.
b Buildings		208,502,174.	97,694,376.	110,807,798.
c Leasehold improvements				
d Equipment		44,404,680.	40,354,849.	4,049,831.
e Other		4,163,181.		4,163,181.
<b>Total.</b> Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c) )				119,713,253.

BAA

Schedule D (Form 990) 2011

**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
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other		
(A) non public equity funds	87,889,784.	FMV
(B) private equity and real estate funds	28,160,061.	FMV
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
(I)		
<b>Total.</b> (Column (b) must equal Form 990 Part X, column (B) line 12.)	116,049,845.	

**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
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
(10)		
<b>Total.</b> (Column (b) must equal Form 990, Part X, column (B) line 13.)		

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

(a) Description	(b) Book value
(1) Assets held by Bond Trustee for the Series 2009, 2012 A&B issuances	34,894,388.
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
(10)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, column (B), line 15.)	34,894,388.

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

(a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) Accrued pension and other benefit obligations	46,850,583.
(3) U.S. government grants refundable	2,935,580.
(4) conditional asset retirement obligation	1,556,944.
(5) annuities payable and pooled income funds	833,543.
(6)	
(7)	
(8)	
(9)	
(10)	
(11)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, column (B) line 25.)	52,176,650.

**2 FIN 48 (ASC 740) Footnote.** 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 (ASC 740)

**Part XI Reconciliation of Change in Net Assets from Form 990 to Audited Financial Statements**

1	Total revenue (Form 990, Part VIII, column (A), line 12)	222,197,111.
2	Total expenses (Form 990, Part IX, column (A), line 25)	198,012,087.
3	Excess or (deficit) for the year Subtract line 2 from line 1	24,185,024.
4	Net unrealized gains (losses) on investments	-11,400,566.
5	Donated services and use of facilities	
6	Investment expenses	
7	Prior period adjustments	
8	Other (Describe in Part XIV)	-12,487,742.
9	Total adjustments (net) Add lines 4 through 8	-23,888,308.
10	Excess or (deficit) for the year per audited financial statements Combine lines 3 and 9	296,716.

**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	189,123,830.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains on investments	2a	-11,400,566.
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIV)	2d	-19,807,404.
e	Add lines 2a through 2d	2e	-31,207,970.
3	Subtract line 2e from line 1	3	220,331,800.
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	2,750,348.
b	Other (Describe in Part XIV)	4b	-885,037.
c	Add lines 4a and 4b	4c	1,865,311.
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12)	5	222,197,111.

**Part XIII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return**

1	Total expenses and losses per audited financial statements	1	163,851,630.
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	Other losses	2c	
d	Other (Describe in Part XIV)	2d	-11,602,705.
e	Add lines 2a through 2d	2e	-11,602,705.
3	Subtract line 2e from line 1	3	175,454,335.
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	2,750,348.
b	Other (Describe in Part XIV)	4b	19,807,404.
c	Add lines 4a and 4b	4c	22,557,752.
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18)	5	198,012,087.

**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 IV, lines 1b and 2b, Part V, line 4; Part X, line 2, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b. Also complete this part to provide any additional information.

Pt. IV Line 2b The College holds student security deposits for dormitory housing in escrow.

Pt. III Line 1a Under SFAS 116, the College has elected not to report in its revenue

Pt. III Line 1a statement and balance sheet works of art, historical treasures, or other

Pt. III Line 1a similar assets. Collection items are held for educational purposes and are not disposed of for financial gain.

Pt. III Line 4 The Gottesman Libraries at Teachers College contain the

Pt. III Line 4 world's largest and richest collection of materials on

Pt. III Line 4 educational professions. The contemporary collections

Pt. III Line 4 are continuously enhanced by an active acquisition program

**Part XIV** Supplemental Information (continued)

Pt III Line 4 jointly planned by departmental librarians, faculty, and students. Traditional  
Pt III Line 4 print & non-print publications are supplemented by a growing number of  
Pt III Line 4 visual and electronic formats. Many of the historical and archival collections  
Pt III Line 4 are unavailable elsewhere and represent in balance, breadth, and depth,  
Pt III Line 4 an archive of American intellectual and social history. Elements of these collections  
Pt III Line 4 are being made more accessible through ongoing digitization projects. There are currently 430,000  
Pt III Line 4 printed volumes and 238,000 non-print collections. In addition to the  
Pt III Line 4 contemporary collections, the Gottesman Libraries maintain four major historical  
Pt III Line 4 collections of books, manuscripts, and archival materials.  
Pt III Line 4 These collections focusing on the history of the College, educational  
Pt III Line 4 research and scholarship, curriculum materials, and children's  
Pt III Line 4 fiction allow the Libraries to marshal efforts to develop  
Pt III Line 4 resources of national and international significance.  
Pt III Line 4 The library collections support the work of faculty and students  
Pt III Line 4 in all programs of the College. In addition, these collections are  
Pt III Line 4 accessible to scholars in the relevant fields from across  
Pt III Line 4 the country and throughout the world. The materials in the  
Pt III Line 4 library collections are essential for the efforts of the  
Pt III Line 4 College to prepare the current generation of educators and  
Pt III Line 4 educational researchers for their work to improve the practice  
Pt III Line 4 of education and the conduct of educational research. The  
Pt III Line 4 permanent art collections consists of a variety of almost  
Pt III Line 4 2,500 artworks that have been collected over time. The works  
Pt III Line 4 are mainly on paper, board, canvas and photographic,  
Pt III Line 4 but also include a significantly smaller number of sculptural pieces  
Pt III Line 4 and video art. Many of the pieces are on display in different  
Pt III Line 4 parts of the College including departmental and program offices  
Pt III Line 4 and common areas such as hallways and community lounges.

**Part XIV** Supplemental Information (continued)

Pt III Line 4 The remainder are housed in storage at the Macy Art Gallery in  
Pt III Line 4 the Art & Art Education Program and in the Gottesman  
Pt III Line 4 Libraries' Historical Art Collections. The permanent collection  
Pt III Line 4 serves multiple purposes, all of which are geared towards learning  
Pt III Line 4 and providing opportunities for formal and informal education and socio-  
Pt III Line 4 cultural inquiry through the study and exhibition of the Collection.  
Pt III Line 4 The Collection serves as a cultural and historical record  
Pt III Line 4 of the discipline of Education, the history of the College, NYC and the US,  
Pt III Line 4 as well as of international contexts, since the College's  
Pt III Line 4 establishment in the late 19th century. The Collection also provides  
Pt III Line 4 an opportunity and potential for community and cross-disciplinary  
Pt III Line 4 community development through curatorial and cultural events such as  
Pt III Line 4 exhibitions, conferences and lectures surrounding the Collections,  
Pt III Line 4 that may be coordinated through various academic programs.  
Pt III Line 4 One of the most valued purposes of the collection is that it serves  
Pt III Line 4 as a unique resource for student and faculty research.  
Pt V Line 4 The purpose of the Endowment is to support the College and its mission for the benefit  
Pt V Line 4 of current and future generations. The Endowment funds provide funding for financial  
Pt V Line 4 aid and various other programs.  
Pt XI Line 8 Other is comprised of 1) loss on the refinancing of debt, \$853,802,  
Pt XI Line 8 2) change in value of split interest agreements, \$69,505 and  
Pt XI Line 8 3) pension and postretirement changes other than net periodic benefit costs, \$11,564,435.  
Pt X Part X, Line 2 requires the College to disclose the text of the financial statements  
Pt X footnotes regarding uncertain tax positions under FIN48. The following  
Pt X is from the College's financial statements:  
Pt X The College is qualified as a not for profit organization under Section 501(c)(3)  
Pt X of the Internal Revenue Code, as amended. Accordingly, it is not subject  
Pt X to income taxes except to the extent it has taxable income from activities that

**Part XIV** Supplemental Information (continued)

Pt X \_\_\_\_\_ are not related to its exempt purpose. The College recognizes the effect of income

Pt X \_\_\_\_\_ tax positions only if those positions are more likely than not of being sustained.

Pt X \_\_\_\_\_ No provision for income taxes was required for fiscal years 2012 and 2011.

Pt XII Line 2d \_\_\_\_\_ see supporting statement for schedule D, page 4, part XII, line 2d \_\_\_\_\_

Pt XII Line 4b \_\_\_\_\_ see supporting statement for schedule D, page 4, part XII, line 4b \_\_\_\_\_

Pt XIII Line 2d \_\_\_\_\_ see supporting statement for schedule D, page 4, part XIII, line 2d \_\_\_\_\_

Pt XIII Line 4b \_\_\_\_\_ see supporting statement for schedule D, page 4, part XIII, line 4b \_\_\_\_\_

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**SCHEDULE E**  
**(Form 990 or 990-EZ)**Department of the Treasury  
Internal Revenue Service**Schools**

- **Complete if the organization answered 'Yes' to Form 990, Part IV, line 13,  
or Form 990-EZ, Part VI, line 48.**  
► **Attach to Form 990 or Form 990-EZ.**

OMB No 1545 0047

**2011****Open to Public  
Inspection**

Name of the organization

Teachers College, Columbia University

Employer identification number

13-1624202

**Part I**

	YES	NO
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?	<b>1</b> X	
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?	<b>2</b> X	
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 had 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. If you need more space, use Part II. <u>Teachers College publishes its nondiscriminatory policy in student materials, employee and student 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</u>	<b>3</b> X	
4 Does the organization maintain the following?		
a Records indicating the racial composition of the student body, faculty, and administrative staff?	<b>4a</b> X	
b Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?	<b>4b</b> X	
c Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?	<b>4c</b> X	
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, use Part II. ----- ----- -----	<b>4d</b> X	
5 Does the organization discriminate by race in any way with respect to		
a Students' rights or privileges?	<b>5a</b>	X
b Admissions policies?	<b>5b</b>	X
c Employment of faculty or administrative staff?	<b>5c</b>	X
d Scholarships or other financial assistance?	<b>5d</b>	X
e Educational policies?	<b>5e</b>	X
f Use of facilities?	<b>5f</b>	X
g Athletic programs?	<b>5g</b>	X
h Other extracurricular activities? If you answered 'Yes' to any of the above, please explain. If you need more space, use Part II. ----- ----- -----	<b>5h</b>	X
6a Does the organization receive any financial aid or assistance from a governmental agency?	<b>6a</b> X	
b Has the organization's right to such aid ever been revoked or suspended? If you answered 'Yes' to either line 6a or line 6b, explain on Part II	<b>6b</b>	X
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,' explain on Part II	<b>7</b> X	

**Part II** **Supplemental Information.** Complete this part to provide the explanations required by Part I, lines 3, 4d, 5h, 6b, and 7, as applicable. Also complete this part to provide any other additional information (see instructions).

Line 3 status, veteran status, disability or any other criterion specified by federal, state or  
Line 3 local laws, in the determination of its admissions, employment and educational  
Line 3 policies or scholarship, loan, athletic and other school-administered programs.  
Line 3 Rather, Teachers College affirms that it admits students and selects employees  
Line 3 regardless of their race, color, religion, creed, sex, sexual orientation, national  
Line 3 origin, ancestry, age, marital status, citizenship status, veteran status, disability, pregnancy  
Line 3 and gender expression or any other criterion specified by federal, state or local laws and  
Line 3 thereafter accords them all rights and privileges generally made available to students  
Line 3 or employees at the school.

Line 6b While Line 6b is noted here, this covers the "yes" response to Line 6a - For the year ended August 31, 2012,

Line 6b Teachers College served as a pass-through for over \$80 million of federal student financial assistance and over \$26 million

Line 6b of grant funding from various federal, state and local govt entities.



**Schedule F  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Statement of Activities Outside the United States**

► **Complete if the organization answered 'Yes' to Form 990, Part IV, line 14b, 15, or 16.**  
► **Attach to Form 990.** ► **See separate instructions.**

OMB No 1545-0047

**2011**

**Open to Public  
Inspection**

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 its grants and other 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 V the organization's procedures for monitoring the use of its grants and other assistance outside the United States
- 3 Activities per Region** (The following Part I, line 3 table can be duplicated if additional space is needed )

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in region	(d) Activities conducted in region (by type) (e.g., fundraising, program services, investments, 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 for and investments in region
(1) East Asia and Pacific	1	3	Program Services	Foreign Campus	851,708.
(2) Middle East	0	0	Program Services	educ dvlpm, research	107,095.
(3) East Asia and Pacific	0	0	Program Services	educ dvlpm&collaborati	181,406.
(4) South America	0	0	Program Services	speech srvs, research,	26,835.
(5) Russia	0	0	Program Services	Study Tour	8,159.
(6) Sub-Saharan Africa	0	0	Program Services	speech srvs, research	15,237.
(7) South Asia	0	1	Program Services	Edu&Curr Dvlpm	1,637,606.
(8) Central America	0	0	Program Services	Educ Initiatives, Study	9,506.
(9) Europe	0	0	Program Services	Research, Educ Dvlpm	31,050.
(10) North America	0	0	Program Services	Academic Initiaves/Educ	20,422.
(11) North America	0	0	Agent attending/speaking at con		209,642.
(12) Europe	0	0	Agent attending/speaking at con		53,088.
(13) East Asia and Pacific	0	0	Agent attending/speaking at con		39,031.
(14) South America	0	0	Agent attending/speaking at con		3,283.
(15) Sub-Saharan Africa	0	0	Agent attending/speaking at con		19,395.
(16) Russia	0	0	Agent attending/speaking at con		1,337.
(17) Middle East	0	0	Agent attending/speaking at con		11,196.
<b>3a Sub-total</b>	1	4			3,225,996.
<b>b Total from continuation sheets to Part I</b>	0	0			46,937,042.
<b>c Totals (add lines 3a and 3b)</b>	1	4			50,163,038.

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

Schedule F (Form 990) 2011

# Continuation Sheet for Schedule F (Form 990)

► Attach to Form 990 to list additional information for Schedule F (Form 990) Part I, line 3; Part II, line 1; or Part III.  
► See instructions for Schedule F (Form 990).

2011

Continuation Page 1 of 1

Name of the organization

Teachers College, Columbia University

Employer identification number

13-1624202

## Part I Continuation of Activities per Region. (Schedule F (Form 990), Part I, line 3)

(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
South Asia	0	0	Agent attending/speaking at con		800.
Europe	0	0	Fundraising		7,449.
South America	0	0	Fundraising		10,561.
Central America	0	0	Investments-endowment		46,748,247.
Europe	0	0	Investments-endowment		169,985.
<b>Totals</b>	0	0			46,937,042.

Schedule F Cont (Form 990) 2011

**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 ☐  
Part II can be duplicated if additional space is needed.

1	(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)
(1)									
(2)									
(3)									
(4)									
(5)									
(6)									
(7)									
(8)									
(9)									
(10)									
(11)									
(12)									
(13)									
(14)									
(15)									
(16)									

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, 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 ▲

BAA

Schedule F (Form 990) 2011

**Part III** Grants and Other Assistance to Individuals Outside the United States. Complete if the organization answered 'Yes' to Form 990, Part IV, line 16. Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)
(1) salary/other comp, travel for employee	South Asia	1	266,522.	Electronic Pymt	0.0		FMV
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							
(13)							
(14)							
(15)							
(16)							
(17)							
(18)							

**Part IV Foreign Forms**

- 1 Was the organization a U S transferor of property to a foreign corporation during the tax year? If 'Yes,' the organization may be required to file Form 926, Return by a U S Transferor of Property to a Foreign Corporation (see Instructions for Form 926) ☐ Yes ☒ No
- 2 Did the organization have an interest in a foreign trust during the tax year? If 'Yes,' the organization may be required to file Form 3520, Annual Return To Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A Annual Information Return of Foreign Trust With a U S Owner (see Instructions for Forms 3520 and 3520-A) ☐ Yes ☒ No
- 3 Did the organization have an ownership interest in a foreign corporation during the tax year? If 'Yes,' the organization may be required to file Form 5471, Information Return of U S Persons With Respect To Certain Foreign Corporations (see Instructions for Form 5471) ☒ Yes ☐ No
- 4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? If 'Yes,' the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621) ☒ Yes ☐ No
- 5 Did the organization have an ownership interest in a foreign partnership during the tax year? If 'Yes,' the organization may be required to file Form 8865, Return of U S Persons With Respect To Certain Foreign Partnerships (see Instructions for Form 8865) ☒ Yes ☐ No
- 6 Did the organization have any operations in or related to any boycotting countries during the tax year? If 'Yes,' the organization may be required to file Form 5713, International Boycott Report (see Instructions for Form 5713) ☐ Yes ☒ No

**Part V Supplemental Information**

Complete this part to provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information (see instructions).

Pt I Line 2 The assistance provided by the College relates to the payment of

Pt I Line 2 salary, rent and other compensation to a College employee (a US citizen working in Pakistan). The

Pt I Line 2 employee was hired by the College to fulfill the requirements of a grant received

Pt I Line 2 from the Federal Govt. At the time of payment the employee resided in Pakistan.

Part III Col (C) The College contracted with USAid and hired the US Citizen to work in Pakistan for a period

Part III Col (C) of 3 years.

**SCHEDULE G**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information Regarding  
Fundraising or Gaming Activities**

**Complete if the organization answered 'Yes' to Form 990, Part IV, lines 17, 18,  
or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.**  
▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

**2011**

**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  
Form 990-EZ filers are not required to complete this part

**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** ☒ Internet and 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 services? ☒ 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.

(i) Name and address 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 column (i)	(vi) Amount paid to (or retained by) organization
		Yes	No			
1 Grenzbach Glier & Associates, Inc	Planning/Strate		X	0.	137,328.	-137,328.
2 Lester Inc.	telefunding		X	126,341.	71,484.	54,857.
3						
4						
5						
6						
7						
8						
9						
10						
<b>Total</b>				126,341.	208,812.	-82,471.

**3** List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.

Alabama \_\_\_\_\_  
Alaska \_\_\_\_\_  
Arizona \_\_\_\_\_  
California \_\_\_\_\_  
Colorado \_\_\_\_\_  
Connecticut \_\_\_\_\_  
Florida \_\_\_\_\_  
Georgia \_\_\_\_\_  
Hawaii \_\_\_\_\_  
Illinois \_\_\_\_\_  
Kansas \_\_\_\_\_  
See Part I, Line 3 List of States Registered or Licensed to Solicit Funds \_\_\_\_\_

**Part II Fundraising Events.** Complete if the organization answered 'Yes' to Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

		(a) Event #1	(b) Event #2	(c) Other events	(d) Total events
		(event type)	(event type)	(total number)	(add column (a) through column (c))
<b>REVENUE</b>	1 Gross receipts				
	2 Less Charitable contributions				
	3 Gross income (line 1 minus line 2)				
<b>DIRECT EXPENSES</b>	4 Cash prizes				
	5 Noncash prizes				
	6 Rent/facility costs				
	7 Food and beverages				
	8 Entertainment				
	9 Other direct expenses				
	10 Direct expense summary Add lines 4 through 9 in column (d)				
	11 Net income summary Combine line 3, column (d), and line 10				

**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 column (a) through column (c))
<b>REVENUE</b>	1 Gross revenue				
<b>DIRECT EXPENSES</b>	2 Cash prizes				
	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, column (d) and line 7				

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?

☐ Yes ☐ No

b If 'No,' explain \_\_\_\_\_

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year?

☐ Yes ☐ No

b If 'Yes,' explain \_\_\_\_\_



- |           |   |                              |                             |
|-----------|---|------------------------------|-----------------------------|
| <b>11</b> | Does the organization operate gaming activities with nonmembers?  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| <b>12</b> | 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? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

- 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? ☐ Yes ☐ No

- 13** Indicate the percentage of gaming activity operated in

**a** The organization's facility

13a	9
-----	---

**b** An outside facility

13b	
-----	--

- 14** Enter the name and address of the person who prepares the organization's gaming/special events books and records

Name ▶ \_\_\_\_\_

Address ▶

- 15a** Does the organization have a contact with a third party from whom the organization receives gaming revenue? ☐ Yes ☐ No

**b** If 'Yes,' enter the amount of gaming revenue received by the organization ▶ \$ \_\_\_\_\_ and the amount of gaming revenue retained by the third party ▶ \$ \_\_\_\_\_

**c** If 'Yes,' enter name and address of the third party

Name ▶

Address ▶

- ## 16 Gaming manager information

Name ▶

Gaming manager compensation ▶ \$

Description of services provided ▶

☐ Director/officer☐ Employee☐ Independent contractor

- ## 17 Mandatory distributions

a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? ☐ Yes ☐ No

**b** Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$

**Part IV** **Supplemental Information.** Complete this part to provide the explanations required by Part I, line 2b, columns (iii) and (v), and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also complete this part to provide any additional information (see instructions).

**SCHEDULE I**  
(Form 990)

Department of the Treasury  
Internal Revenue Service

**Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States**

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

OMB No 1545-0047

**2011**

**Open to Public  
Inspection**

Name of the organization

Teachers College, Columbia University

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' to 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.

Part II can be duplicated 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
(1) National Center for Creat 4125 Albemarle St., NW Washington DC 20016	87-0805049	501(c)(3)	107,617.				general support
(2) -----							
(3) -----							
(4) -----							
(5) -----							
(6) -----							
(7) -----							
(8) -----							

**2** Enter total number of section 501(c)(3) and government organizations listed in the line 1 table

**3** Enter total number of other organizations listed in the line 1 table

1  
0

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

TEEA3901 06/01/11

Schedule I (Form 990) (2011)

**Part III Grants and Other Assistance to Individuals in the United States.** Complete if the organization answered 'Yes' to Form 990, Part IV, line 22.  
Part III can be duplicated 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
1 Tuition assistance	2,042	19,807,404.			
2					
3					
4					
5					
6					
7					
<b>Part IV Supplemental Information.</b> Complete this part to provide the information required in Part I, line 2, and any other additional information.					

Pt I Line 2 The Financial Aid Office reviews student eligibility based on the criteria set by the US

Pt I Line 2 Department of Education on federal student aid programs. Students are not awarded any federal

Pt I Line 2 student aid if the criteria for receiving such aid are not met. Any conflicts that arise must be

Pt I Line 2 resolved prior to the awarding of funds.

Pt I Line 2 Scholarships are awarded based on the criterion set by the donor.

Pt I Line 2 Each week the Registrar's Office notifies the Financial Aid office of any student(s) who

Pt I Line 2 have withdrawn from classes. A review is done to determine if the student is still eligible

Pt I Line 2 for both federal aid and scholarship. Designated staff must review the students

Pt I Line 2 file and contact the student to discuss options for regaining student

Pt I Line 2 aid eligibility. Until the issue is resolved the student is no longer

**SCHEDULE J**  
**(Form 990)**Department of the Treasury  
Internal Revenue Service**Compensation Information****For certain Officers, Directors, Trustees, Key Employees, and Highest  
Compensated Employees**

- **Complete if the organization answered 'Yes' to Form 990, Part IV, line 23.**  
► **Attach to Form 990.** ► **See separate instructions.**

OMB No 1545-0047

**2011****Open to Public  
Inspection**

Name of the organization

Teachers College, Columbia University

Employer identification number

13-1624202

**Part I Questions Regarding Compensation**

- 1 a** 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

- |   |   |
|---|---|
| <input type="checkbox"/> First-class or charter travel                        | <input checked="" type="checkbox"/> Housing allowance or residence for personal use |
| <input type="checkbox"/> Travel for companions                                | <input type="checkbox"/> Payments for business use of personal residence            |
| <input checked="" type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees              |
| <input type="checkbox"/> Discretionary spending account                       | <input checked="" type="checkbox"/> Personal services (e.g., maid, chauffeur, chef) |

**Yes No**

--	--

- b** If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If 'No,' complete Part III to explain

**1 b** X

- 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?

**2** X

- 3** Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director. Explain in Part III

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Compensation committee              | <input checked="" type="checkbox"/> Written employment contract                     |
| <input checked="" type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study                    |
| <input type="checkbox"/> Form 990 of other organizations                | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

- 4** During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization

- a** Receive a severance payment or change-of-control payment?

**4 a** X

- b** Participate in, or receive payment from, a supplemental nonqualified retirement plan?

**4 b** X

- c** Participate in, or receive payment from, an equity-based compensation arrangement?

**4 c** X

If 'Yes' to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III

**Only section 501(c)(3) and 501(c)(4) organizations must complete lines 5-9.**

- 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?

**5 a** X

- b** Any related organization?

**5 b** X

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?

**6 a** X

- b** Any related organization?

**6 b** X

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

**7** X

- 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 Regulations section 53.4958-4(a)(3)? If 'Yes,' describe in Part III

**8** X

- 9** If 'Yes' to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

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

Schedule J (Form 990) 2011

**Part III Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is 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) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable columns (D) and (E) amounts for that individual.

(A) Name	(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported as deferred in prior Form 990
	(i) Base compensation	(ii) Bonus and incentive compensation	(iii) Other reportable compensation				
1 Susan Fuhrman	(i) 442,188. (ii) 0.	90,000. 0.	81,499. 0.	24,500. 0.	26,311. 0.	664,498. 0.	0. 0.
2 Thomas James	(i) 279,396. (ii) 0.	25,000. 0.	93,898. 0.	24,500. 0.	35,211. 0.	458,005. 0.	0. 0.
3 Suzanne Murphy	(i) 271,558. (ii) 0.	25,000. 0.	80,843. 0.	24,500. 0.	39,522. 0.	441,423. 0.	0. 0.
4 Harvey Spector	(i) 252,613. (ii) 0.	50,000. 0.	33,877. 0.	24,500. 0.	21,054. 0.	382,044. 0.	0. 0.
5 Scott Fahey	(i) 185,620. (ii) 0.	15,000. 0.	66,353. 0.	26,352. 0.	15,108. 0.	308,433. 0.	0. 0.
6 Nancy Streim	(i) 180,038. (ii) 0.	25,000. 0.	63,147. 0.	22,123. 0.	13,013. 0.	303,321. 0.	0. 0.
7 Lori Fox	(i) 209,338. (ii) 0.	15,000. 0.	23,484. 0.	24,065. 0.	17,714. 0.	289,601. 0.	0. 0.
8 Janice Robinson	(i) 176,953. (ii) 0.	5,000. 0.	65,626. 0.	26,280. 0.	26,116. 0.	299,975. 0.	0. 0.
9 William Baldwin	(i) 154,950. (ii) 0.	15,000. 0.	64,376. 0.	28,138. 0.	13,664. 0.	276,128. 0.	0. 0.
10 Sharon Kagan	(i) 184,435. (ii) 0.	0. 0.	131,763. 0.	31,850. 0.	10,996. 0.	359,044. 0.	0. 0.
11 Thomas Bailey	(i) 163,926. (ii) 0.	0. 0.	127,221. 0.	31,850. 0.	22,956. 0.	345,953. 0.	0. 0.
12 Gary Natriello	(i) 136,347. (ii) 0.	0. 0.	120,674. 0.	27,434. 0.	11,217. 0.	295,672. 0.	0. 0.
13 Ruth Vinz	(i) 225,535. (ii) 0.	0. 0.	29,756. 0.	32,402. 0.	15,890. 0.	303,583. 0.	0. 0.
14 Gita Steiner-Khamisi	(i) 177,124. (ii) 0.	0. 0.	75,822. 0.	31,665. 0.	11,243. 0.	295,854. 0.	0. 0.
15							
16							

BAA

TEEA4102 01/24/12

Schedule J (Form 990) 2011

**Part III** Supplemental Information

Complete this part to provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, for Part II. Also complete this part for any additional information.

Pt. I Line 1b ----- The College provides for certain employee commuting costs, housing and tuition assistance as well -----

Pt. I Line 1b ----- as additional life insurance benefits, which are included in the employee's taxable income. The College -----

Pt. I Line 1b ----- has a written policy governing the payment or reimbursement of the amounts described -----

Pt. I Line 1b ----- above and in Pt. I, Line 1a. -----

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**SCHEDULE K**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information on Tax Exempt Bonds**

► Complete if the organization answered 'Yes' to Form 990, Part IV, line 24a. Provide descriptions, explanations, and any additional information in Part VI.  
► Attach to Form 990. ► See separate instructions.

OMB No 1545-0047

**2011**

**Open to Public Inspection**

Name of the organization

Teachers College, Columbia University

Employer identification number

13-1624202

**Part I Bond Issues**

(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		(i) Pooled financing	
						Yes	No	Yes	No	Yes	No
A DASNY	14-6000293	6499037N5	01/29/09	51,832,990.	See Part VI		X		X		X
B DASNY	14-6000293	649906UN2	05/02/12	34,510,715.	See Part VI		X		X		X
C DASNY	14-6000029	649906VK7	05/23/12	33,511,613.	See Part VI		X		X		X
D											

**Part II Proceeds**

	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
1 Amount of bonds retired								
2 Amount of bonds legally defeased								
3 Total proceeds of issue		54,007,316.		34,514,640.		33,717,189.		
4 Gross proceeds in reserve funds								
5 Capitalized interest from proceeds						5,032,207.		
6 Proceeds in refunding escrows								
7 Issuance costs from proceeds		817,384.		369,723.		369,356.		
8 Credit enhancement from proceeds								
9 Working capital expenditures from proceeds								
10 Capital expenditures from proceeds		7,616,114.		320,495.		661,721.		
11 Other spent proceeds		44,575,000.		33,815,133.				
12 Other unspent proceeds		998,818.		9,289.		32,686,112.		
13 Year of substantial completion	2012		2012					
	Yes	No	Yes	No	Yes	No	Yes	No
14 Were the bonds issued as part of a current refunding issue?	X		X			X		
15 Were the bonds issued as part of an advance refunding issue?		X		X		X		
16 Has the final allocation of proceeds been made?		X		X		X		
17 Does the organization maintain adequate books and records to support the final allocation of proceeds?	X			X				

**Part III Private Business Use**

	A		B		C		D	
	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?		X				X		
2 Are there any lease arrangements that may result in private business use of bond-financed property?		X				X		

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

Schedule K (Form 990) 2011

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

	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
<b>3a</b> Are there any management or service contracts that may result in private business use of bond-financed property?	X				X			
<b>b</b> If 'Yes' to line 3a, does the organization routinely engage bond counsel or other outside counsel to review any management or service contracts relating to the financed property?	X				X			
<b>c</b> Are there any research agreements that may result in private business use of bond-financed property?		X				X		
<b>d</b> If 'Yes' to line 3c, does the organization routinely engage bond counsel or other outside counsel to review any 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 section 501(c)(3) organization or a state or local government		0.5000 %				0.0000 %		%
<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 section 501(c)(3) organization, or a state or local government		0.0000 %				0.0000 %		%
<b>6</b> Total of lines 4 and 5		0.5000 %				0.0000 %		%
<b>7</b> Has the organization adopted management practices and procedures to ensure the post-issuance compliance of its tax-exempt bond liabilities?	X				X			

**Part IV Arbitrage**

	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
<b>1</b> Has a Form 8038-T, Arbitrage Rebate, Yield Reduction and Penalty in Lieu of Arbitrage Rebate, been filed with respect to the bond issue?		X		X		X		
<b>2</b> Is the bond issue a variable rate issue?		X		X		X		
<b>3a</b> Has the organization or the governmental issuer entered into a qualified hedge with respect to the bond issue?		X		X		X		
<b>b</b> Name of provider								
<b>c</b> Term of hedge								
<b>d</b> Was the hedge superintegrated?								
<b>e</b> Was the hedge terminated?								
<b>4a</b> Were gross proceeds invested in a guaranteed investment contract (GIC)?		X		X		X		
<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?	X			X		X		
<b>6</b> Did the bond issue qualify for an exception to rebate?		X		X		X		

**Part V Procedures To Undertake Corrective Action**

Has the organization established written procedures to ensure that violations of federal tax requirements are timely identified and corrected through the voluntary closing agreement program if self-remediation is not available under applicable regulations? ☒ Yes ☐ No

**Part VI Supplemental Information. Complete this part to provide additional information for responses to questions on Schedule K (see instructions).**

Part I, Line A-C (column a) - DASNY (Dormitory Authority of the State of New York)

Part I, Line A (column f) - the bonds were issued: 1) to refund the Series 07 Bonds (issued 2/14/07) \$44,575,000, 2) \$6,000,000 for capital improvements,

See Part VI, Supplemental Information



**SCHEDULE L**  
**(Form 990 or 990-EZ)**Department of the Treasury  
Internal Revenue Service**Transactions With Interested Persons**

► Complete if the organization answered  
'Yes' on Form 990, Part IV, line 25a, 25b, 26, 27, 28a, 28b, or 28c,  
or Form 990-EZ, Part V, line 38a or 40b.  
► Attach to Form 990 or Form 990-EZ. ► See separate instructions.

OMB No 1545-0047

**2011****Open to Public  
Inspection**

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).

Complete if the organization 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
(1)				
(2)				
(3)				
(4)				
(5)				
(6)				

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.**

Complete if the organization 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
(1)										
(2)										
(3)										
(4)										
(5)										
(6)										
(7)										
(8)										
(9)										
(10)										

Total

► \$

**Part III Grants or Assistance Benefiting Interested Persons.**

Complete if the organization answered 'Yes' on Form 990, Part IV, line 27.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount and type of assistance
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
(10)		

BAA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule L (Form 990 or 990-EZ) 2011



**SCHEDULE M  
(Form 990)**Department of the Treasury  
Internal Revenue Service**Noncash Contributions**

► **Complete if the organizations answered 'Yes'**  
**on Form 990, Part IV, lines 29 or 30.**  
► **Attach to Form 990.**

OMB No 1545-0047

**2011****Open To Public  
Inspection**

Name of the organization

Teachers College, Columbia University

Employer identification number

13-1624202

**Part I Types of Property**

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art – Works of art				
2 Art – Historical treasures				
3 Art – Fractional interests				
4 Books and publications				
5 Clothing and household goods				
6 Cars and other vehicles				
7 Boats and planes				
8 Intellectual property				
9 Securities – Publicly traded	X	15	1,603,658.	trading price on date of receipt
10 Securities – Closely held stock				
11 Securities – Partnership, LLC, or trust interests				
12 Securities – Miscellaneous				
13 Qualified conservation contribution – Historic structures				
14 Qualified conservation contribution – Other				
15 Real estate – Residential				
16 Real estate – Commercial				
17 Real estate – Other				
18 Collectibles				
19 Food inventory				
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other ► ( )				
26 Other ► ( )				
27 Other ► ( )				
28 Other ► ( )				

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement

29

30a During the year, did the organization receive by contribution any property reported in Part I, lines 1-28 that it must hold for at least three years from the date of the initial contribution, and which is not required to be used for exempt purposes for the entire holding period?

b If 'Yes,' describe the arrangement in Part II

31 Does the organization have a gift acceptance policy that requires the review of any non-standard contributions?

32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?

b If 'Yes,' describe in Part II

33 If the organization did not report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II

Yes No

30a		X
31	X	
32a	X	
33		

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

Schedule M (Form 990) 2011

**Part II Supplemental Information.** Complete this part to provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

Pt I Line 32b During the fiscal year, the College had a contractual agreement with Citibank Wealth Management

Pt I Line 32b \_\_\_\_\_ Services that allows the College to immediately liquidate stock securities received.

Pt I Line 32b Citibank functions as a broker dealer for the sale of publicly traded gifts of stock.

Pt I col(b) For purposes of Schedule M column b, the College is reporting the number of gifts received

Pt I col(b) \_\_\_\_\_ representing shares of publicly traded stock, not the number of shares received per gift

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**SCHEDULE O**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

**Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.  
▶ Attach to Form 990 or 990-EZ.**

OMB No 1545-0047

**2011**

**Open to Public  
Inspection**

Name of the organization

Teachers College, Columbia University

Employer identification number

13-1624202

Pt VI, Line 11a Along with management, the Audit Committee of the Trustees of the College  
Pt VI, Line 11a is responsible for reviewing the full Form 990 in detail. The final copy of the  
Pt VI, Line 11a Form 990 is provided to the Full Board prior to filing, but does not include Schedule B.  
Pt VI, Line 12c The College has two conflict of interest policies; Policy A covering  
Pt VI, Line 12c the trustees, officers, key employees and the next five highest  
Pt VI, Line 12c compensated employees and Policy B covering  
Pt VI, Line 12c faculty, instructional and professional employees. Under both  
Pt VI, Line 12c policies, conflict of interest forms must be completed on an  
Pt VI, Line 12c annual basis.  
Pt VI, Line 12c Policy A - the disclosures are provided to the General Counsel  
Pt VI, Line 12c on an annual basis. The forms are reviewed and a report is compiled  
Pt VI, Line 12c on the disclosures and reported to the Audit Committee.  
Pt VI, Line 12c These individuals must notify the Chair of the Board, the Chair of  
Pt VI, Line 12c Audit Committee or the President when they first become aware  
Pt VI, Line 12c of an actual or potential conflict of interest relating to them or  
Pt VI, Line 12c a family member. If an actual or potential conflict exists, the  
Pt VI, Line 12c individual must recuse themselves from consideration of any  
Pt VI, Line 12c matter as to which there may be a conflict, subject to the right  
Pt VI, Line 12c of the Board or Committee to seek information from the individual.  
Pt VI, Line 12c The Audit Committee is responsible for the review and evaluation  
Pt VI, Line 12c of all potential and actual conflicts and must determine how to  
Pt VI, Line 12c manage the potential conflicts. The Audit Committee, Executive Committee or the Full Board  
Pt VI, Line 12c determines whether to proceed with any proposed transaction  
Pt VI, Line 12c with an interested person after evaluating whether it is fair  
Pt VI, Line 12c and reasonable to the College and whether the conflicted individual would,  
Pt VI, Line 12c as a result of the transaction, receive an excessive benefit.

Name of the organization

Employer identification number

Teachers College, Columbia University

13-1624202

Pt VI, Line 12c If it appears that an interested person has failed to disclose an actual  
Pt VI, Line 12c or potential conflict, the Board is charged with investigating. If  
Pt VI, Line 12c it is determined that a conflict does exist, the Board may take appropriate  
Pt VI, Line 12c disciplinary and corrective action including rescission of the transaction.  
Pt VI, Line 12c Policy B - the Human Resource Office monitors the submissions  
Pt VI, Line 12c of disclosure forms by faculty and staff. Any potential or actual  
Pt VI, Line 12c conflict is reported to the appropriate officer for evaluation.  
Pt VI, Line 15 The compensation of officers and key employees is reviewed and approved  
Pt VI, Line 15 by the Board of Trustees Committee on Compensation, which also  
Pt VI, Line 15 reviews annually established goals and performance.  
Pt VI, Line 15 The Committee consists of 7 independent trustees. The President  
Pt VI, Line 15 serves as an ex officio member of the Committee, but recuses  
Pt VI, Line 15 herself when the Committee (or any other Board body) addresses matters relating  
Pt VI, Line 15 to her compensation. The Committee meets at least annually, and  
Pt VI, Line 15 more frequently when needed, and uses a compensation comparison of colleges  
Pt VI, Line 15 and universities in the Northeast and Mid-Atlantic region as well  
Pt VI, Line 15 as a smaller set of prestigious colleges and universities. The Committee  
Pt VI, Line 15 periodically retains an outside compensation consultant and did so  
Pt VI, Line 15 in fiscal 10/11. The consultant was retained in anticipation of the renewal of the  
Pt VI, Line 15 President's contract, but also analyzed the compensation of  
Pt VI, Line 15 other officers and key employees based on comparability data.  
Pt VI, Line 15 The Committee (and the Board) keep contemporaneous minutes of meetings  
Pt VI, Line 15 and decisions made.  
Pt VI, Line 19 The financial statements are available on the College's website.  
Pt VI, Line 19 The conflict of interest policy for trustees, officers, key employees is available on the College's intranet and upon request.  
Pt VI, Line 19 The conflict of interest policy for faculty and professional staff is available on the College's intranet and upon request.  
Pt VI, Line 19 The College's bylaws and charter are available upon request.

Name of the organization

Employer identification number

Teachers College, Columbia University

13-1624202

Pt VII, Col (E) no hours reported relating to a related organization

Pt XI Line 5 - See Part XI, Line 5 supporting statement

**SCHEDULE R**  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Name of the organization

Teachers College, Columbia University

**Related Organizations and Unrelated Partnerships**

► Complete if the organization answered 'Yes' to Form 990, Part IV, line 33, 34, 35, 36, or 37.  
► Attach to Form 990. ► See separate instructions.

OMB No 1545-0047

**2011**

Open to Public  
Inspection

Employer identification number

13-1624202

**Part I Identification of Disregarded Entities** (Complete if the organization answered 'Yes' to Form 990, Part IV, line 33.)

(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
(1) ----- ----- -----					
(2) ----- ----- -----					
(3) ----- ----- -----					

**Part II Identification of Related Tax-Exempt Organizations** (Complete if the organization answered 'Yes' to Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.)

(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	(g) Sec 512(b)(13) controlled entity?
(1) <u>The Columbia Teachers College Foundation in HK</u> <u>Jardine House, 26th Fl, 1 Connaught Place</u> <u>Central, HK</u> <u>n/a</u>	education	HK				X
(2) ----- ----- -----						
(3) ----- ----- -----						
(4) ----- ----- -----						



**Part III Identification of Related Organizations Taxable as a Partnership** (Complete if the organization answered 'Yes' to Form 990, Part IV, line 34 because it had one or more related organizations treated as a partnership during the tax year.)

(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, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Dispropor- tionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
(1) ----- ----- ----- -----												
(2) ----- ----- ----- -----												
(3) ----- ----- ----- -----												

**Part IV Identification of Related Organizations Taxable as a Corporation or Trust** (Complete if the organization answered 'Yes' to Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.)

(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
(1) Teachers College Educational Services n/a Kanda Gaigo, Gakuin Bldg, No. 7, 4F, 3-15-4, Uchi-Kanda, Chiyoda-ku Tokyo, JA	educational srvs	JA	n/a	C	863,334.	137,927.	100.00
(2) Teachers College Pooled Income Fund 23-7407396 525 West 120th Street New York, NY 10027	n/a	NY	n/a	T	7,088.	191,224.	100.00
(3) See Continuation Sheet for Schedule R, Part IV ----- ----- -----							



**Part V Transactions With Related Organizations** (Complete if the organization answered 'Yes' to Form 990, Part IV, line 34, 35, 35a, or 36.)**Note.** Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule**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 or **(iv)** rent from a controlled entity**b** Gift, grant, or capital contribution to related organization(s)**c** Gift, grant, or capital contribution from related organization(s)**d** Loans or loan guarantees to or for related organization(s)**e** Loans or loan guarantees by related organization(s)**f** Sale of assets to related organization(s)**g** Purchase of assets from related organization(s)**h** Exchange of assets with related organization(s)**i** Lease of facilities, equipment, or other assets to related organization(s)**j** Lease of facilities, equipment, or other assets from related organization(s)**k** Performance of services or membership or fundraising solicitations for related organization(s)**l** Performance of services or membership or fundraising solicitations by related organization(s)**m** Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)**n** Sharing of paid employees with related organization(s)**o** Reimbursement paid to related organization(s) for expenses**p** Reimbursement paid by related organization(s) for expenses**q** Other transfer of cash or property to related organization(s)**r** Other transfer of cash or property from related organization(s)**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	(b) Transaction type (a-r)	(c) Amount involved	(d) Method of determining amount involved
(1) Teachers College Education Services, Japan	n	151,417.	actual exp paid
(2) The Columbia Teachers College Foundation in HK	c	50,000.	actual gift rcvd
(3)			
(4)			
(5)			
(6)			

**Part VI** **Unrelated Organizations Taxable as a Partnership** (Complete if the organization answered 'Yes' to Form 990, Part IV, line 37.)

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.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under section 512-514)	(e) Are all partners section 501(c)(3) organizations?		(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 Form (1065)	(j) General or managing partner?		(k) Percentage ownership
				Yes	No			Yes	No		Yes	No	
(1) -----													
-----													
-----													
(2) -----													
-----													
-----													
(3) -----													
-----													
-----													
(4) -----													
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-----													
(5) -----													
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(6) -----													
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(7) -----													
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(8) -----													
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<b>Part VII</b>	<b>Supplemental Information</b>
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Complete this part to provide additional information for responses to questions on Schedule R (see instructions).

[illegible]

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**Additional Information**

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Form 990, Part I, line 1- Organization's Mission

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The Mission of the College is as follows:

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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.

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Among its many points of pride, TC is recognized as the:

---

Birthplace of the modern inquiry-based classroom (John Dewey)

---

Birthplace of the field of comparative international education and its subsequent shift toward quantitative comparisons (James Russell, Harold Noah, Elizabeth Hagen, Richard Wolf)

---

Birthplace of standardized testing (E.L. Thorndike)

---

Home of the first series of social studies texts (Harold Rugg)

---

Birthplace of nursing education (Isabel Maitland Stewart, Adelaide Nutting)

---

Birthplace of nutrition education (Mary Swartz Rose)

---

Birthplace of the field of urban education (A. Harry Passow)

---

Birthplace of the field of gifted children (A. Harry Passow)

---

Birthplace of the field of conflict resolution (Morton Deutsch)

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Today, in recognition that the world's most pressing problems arise from complex origins and are increasingly intertwined, Teachers College is focused on "connecting the dots" -- creating synergies and collaborations between its faculty in these various disciplines in order to advance its vision of education writ large. The College has targeted the 21st century as the time for a learning imperative - a period when we must and can make significant advances in understanding, cognitively and neurologically, how learning occurs and facilitating it through advances in curriculum development, pedagogy, instructional materials, technology, supports to the community, and policy research.

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## Schedule O (Form 990), Supplemental Information to Form 990

**Form 990, Page 2, Part III, Line 4a (continued)**

cities and nations.

Teachers College's 153 full-time tenure-track faculty includes some of the most nationally and internationally prominent and widely respected thinkers, researchers and practitioners in their various fields.

Policy research is a major strength, with a core group of faculty members who have directly influenced national legislation or state legislation in early childhood education, community colleges, school integration, social services, school finance, national learning standards, charter school development and funding of national health programs. The College's Cowin Conference Center has helped physically establish the College as a national center for debates on these and other issues, hosting, in recent years, a live (and nationally webcast) debate between the education advisors of the two presidential candidates in 2008, as well as the nation's first research conference devoted to the analysis of education spending of federal stimulus funds.

TC faculty are also widely known for innovative curriculum development in academic subjects; health education focused on schools; nutrition education; organizational psychology; developmental psychology; and more.

## Schedule O (Form 990), Supplemental Information to Form 990

**Form 990, Page 2, Part III, Line 4b (continued)**

focused on professional and curriculum development in the STEM disciplines (science, technology, engineering and math). Through this partnership, the College's preservice teacher education programs (which require two field placements per year in city schools and through the TC Zankel Fellowships, Reading and Math Buddies and other programs, TC students spend significant time in public service roles.

## Schedule O (Form 990), Supplemental Information to Form 990

**Form 990, Page 2, Part III, Line 4c (continued)**

curriculum to philosophy and critical theory; from assessment and school reform to parenting and social issues. It now publishes more than 60 titles a year with over 600 titles in print. Among the Press's authors are many of the most distinguished educators from throughout the world, including members of the Teachers College faculty.

## Schedule O (Form 990), Supplemental Information to Form 990

**Form 990, Page 2, Part III, Line 4d (continued)**

Describe the exempt purpose achievements for each of the organization's other program services. 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.

Code: _____	Description: <u>Academic Support- Provides support services for the College's primary</u>
Expenses <u>13,436,863.</u>	<u>mission of instruction, research &amp; public service. The College provides</u>
Grants Of <u>0.</u>	<u>students with access to its Gottesman Libraries, one of the nation's largest</u>
Revenue <u>1,469,942.</u>	<u>and most comprehensive research libraries in education. The collections</u>
	<u>reflect TC's commitment to advanced study in education, psychology,</u>
	<u>and the health professions. The library has developed extensive collections</u>
	<u>including 500,000 printed volumes and substantial non-print collections.</u>

## Schedule O (Form 990), Supplemental Information to Form 990

Continued

**Form 990, Page 2, Part III, Line 4d (continued)**

Describe the exempt purpose achievements for each of the organization's other program services. 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.

Code:	Description:	<u>Student Services-contributes to student's emotional and physical well being</u>
Expenses	<u>9,284,571.</u>	<u>and to their intellectual, cultural and social development outside the context of</u>
Grants Of	<u>0.</u>	<u>the formal instruction program The College awarded more than \$19m in financial aid</u>
Revenue	<u>0.</u>	<u>in FY12, has roughly 5,400 students and 40 student organizations that play an</u>
		<u>active role in campus life Student groups include Friends of Japan, Students in</u>
		<u>Health, Coalition of Latino Scholars, Buddhism for Global Peace, Queer TC, Student</u>
		<u>Council for exceptional children, the student policy network and the Student Senate.</u>

Form 990, Page 5, Line 4b

**Foreign Countries**United KingdomCayman IslandsJapanHong Kong

Schedule O (Form 990), Supplemental Information to Form 990

**Form 990, Page 6, Line 17 (continued)**ArizonaAlaskaColoradoKentuckyMarylandMassachusettsMichiganNew HampshireOhioOklahomaSouth Carolina

Schedule G (Form 990 or Form 990-EZ), Supplemental Information Regarding Fundraising or Gaming Activities

**Part I, Line 3 List of States Registered or Licensed to Solicit Funds**KentuckyLouisianaMaineMarylandMassachusettsMichiganMinnesotaMississippiMontanaNew HampshireNew JerseyNew MexicoNew YorkNorth CarolinaNorth DakotaOhio



Schedule G (Form 990 or Form 990-EZ), Supplemental Information Regarding Fundraising or Gaming Activities

**Part I, Line 3 List of States Registered or Licensed to Solicit Funds**OklahomaOregonPennsylvaniaRhode IslandSouth CarolinaTennesseeUtahVirginiaWest VirginiaWisconsin

## Schedule I (Form 990) - Part IV - Supplemental Information (continued)

**Schedule I (Form 990) - Part IV - Supplemental Information (Continuation Sheet)**

Pt I Line 2            eligible for federal student aid or scholarship (if applicable). The aid will be removed

Pt I Line 2            until eligibility has been reestablished.

## Schedule K

**Part VI, Supplemental Information**

3) \$1,257,990 to cover delivery expenses (issuance costs) including state & issuer fees.

Part I, Line B (column f) - the bonds were issued 1) to refinance the Series 2002 Bonds, \$33,815,133, 2) \$695,582 to cover delivery expenses

Part I, Line C (column f) - the bonds were issued 1) to finance certain capital improvements include the renovation, alteration and rehabi

108 unit resident hall on Campus, \$32,874,357 including capitalized interest, 2) \$637,256 to cover delivery expenses