

Annual Report

2017







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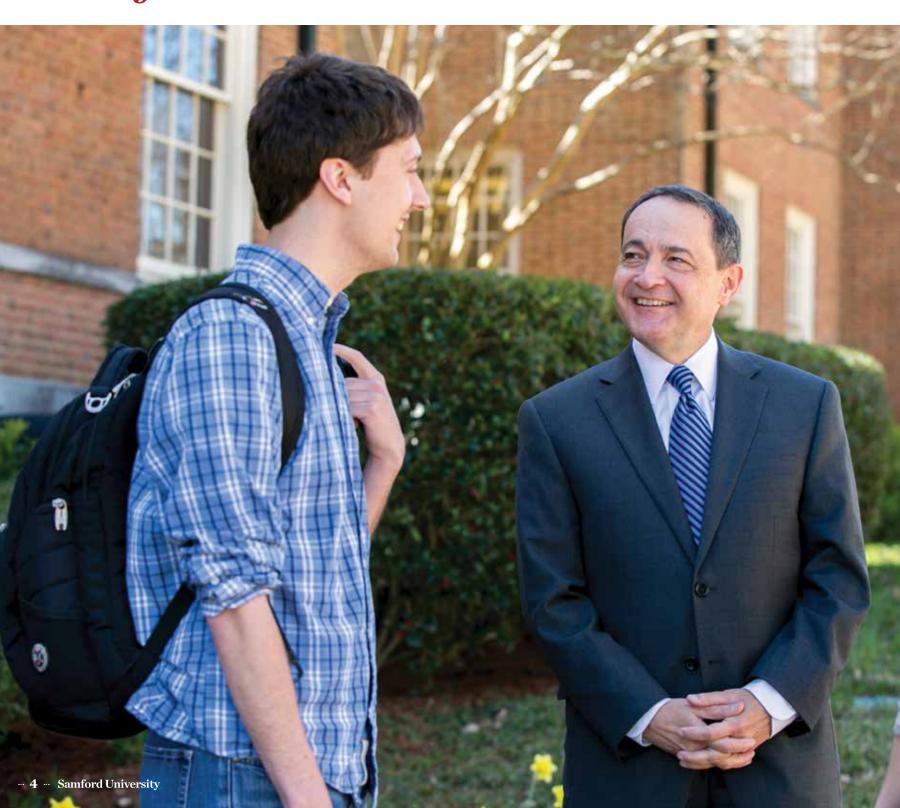
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A Message from the President





Deo. Doctrinae. Aeternitati. For God. For Learning. Forever.

These simple, powerful phrases, reflected in our seal and motto, are the foundation on which Samford University has been built for 176 years. The university has been sustained and strengthened by generations who have worked to ensure its success.

At Samford, dedicated employees and students join to create an extraordinary community of learning and faith. From the classrooms to the artistic stages and athletics venues, the minds and souls of Samford people make the real difference. They know the importance of engaging the world with a faith that calls them to serve.

Embedded within the Samford culture—reflected in our mission, vision and values—is a tenacious spirit to do that, and to do even more. We seek, with God's grace, to build a better world every day. It is a worthy goal for a worthy institution.

There are many great institutions of higher education, but there is only one Samford University.

For God. For Learning. Forever Samford.

Andrew Westmoreland

President





Mission

The mission of Samford University is to nurture persons in their development of intellect, creativity, faith and personhood. As a Christian university, the community fosters academic, career and ethical competency while encouraging social and civic responsibility and service to others.

Vision

Anchored in Christian understanding, Samford University will be a diverse community, stressing vigorous learning and personal faith, in the Baptist tradition. Within that commonality, the community will be innovative in teaching, learning and research; sensitive to global issues; and aggressive in self-assessment and continuous improvement. Faithful to its mission, Samford will be known and acknowledged worldwide by holding to its core values. The world will be better for it.



Core Values

The Samford community values lifelong:

- Belief in God, the Creator of heaven and earth, and in Jesus Christ, His only Son, our Lord
- Engagement with the life and teachings of Jesus
- Learning and responsible freedom of inquiry
- Personal empowerment, accountability and responsibility
- Vocational success and civic engagement
- Spiritual growth and cultivation of physical well-being
- Integrity, honesty and justice
- Appreciation for diverse cultures and convictions
- Stewardship of all resources
- Service to God, to family, to one another and to the community

Samford Profile

(as of Dec. 1, 2017)

Established

1841, 87th-oldest university in the U.S.

Faculty

366 full-time teaching faculty (87% with terminal degree)

Enrollment (Fall 2017)

5,509 (3,373 undergraduate; 2,136 graduate/professional)

Entering Freshman Class (Fall 2017)

857

Alumni

50,605 worldwide



Geographic Diversity of Student Body (Fall 2017) 45 states and 30 countries

Geographic Diversity of Alumni 60 COUNTRIES

Accreditation

Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)

Campus Size

247 acres

Endowment (October 2017)

\$299 million

Athletics

17 NCAA Division I varsity sports in the historic Southern Conference

Undergraduate Average Class Size 19

Undergraduate Tuition

(2017-18)

\$29,640

Undergraduate Majors, Minors and Concentrations 168



Student-to-faculty ratio: 13:1

Student life

114 student organizations200 annual arts events8 main-stage theatre and opera events30 residence halls15 Greek-letter organizations11 intramural sports

Samford's fiscal and economic impact on Alabama (2014)

\$335.1 million

Academic units

School of the Arts
Howard College of Arts and Sciences
Brock School of Business
Beeson Divinity School
Orlean Beeson School of Education
School of Health Professions
Cumberland School of Law
Ida Moffett School of Nursing
McWhorter School of Pharmacy
School of Public Health

At Samford University, we remain firmly rooted in our identity and Christian mission while continually expanding educational opportunities and experiences for our students.

Distinguished academic programs, accomplished faculty and an engaged student community combine to foster Samford's reputation as a leader in higher education. Throughout the year, our university achieved significant recognitions highlighting scholarship, research and performance.

in Alabama

in the nation

—The Economist

nationally for value and affordability among private universities

-Kiplinger's Personal Finance

in the South for most innovative

−U.S. News & World Report

in the South for best colleges for veterans

-U.S. News & World Report

in the South among regional universities

-U.S. News & World Report

Top-ranked university

in Alabama in national rankings by Forbes Inc., *The Economist* and *The Wall Street Journal* nationally for top private colleges that give students the least private student debt

—The Student Loan Report

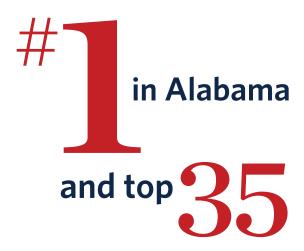
Best Value top college for employment of graduates

—Educate to Career

Top University Sales Program for professional sales concentration

—Sales Education Foundation





nationally best value programs for journalism and mass communication

-College Factual

Cumberland School of Law

#6 nationally for trial advocacy -U.S. News & World Report

nationally for best quality of life —The Princeton Review

Brock School of Business

#68 nationally for online M.B.A. program

—U.S. News & World Report

Ida Moffett School of Nursing

nationally for graduate schools —U.S. News & World Report

McWhorter School of Pharmacy

#**T** nationally −U.S. News & World Report

Orlean Beeson School of Education

nationally for online Master of Science in Education programs -U.S. News & World Report

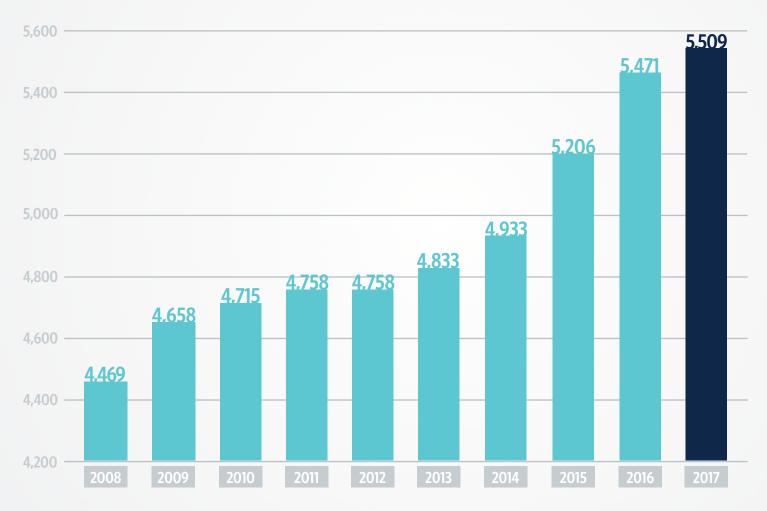


Ninth Consecutive Record Enrollment

Samford continues a growth pattern that exceeds national norms, setting a fall enrollment record for the ninth consecutive year with 5,509 students enrolled for fall 2017.

Included in the totals are 3,373 undergraduate and 2,136 graduate/professional students, both records, representing 45 states and 30 countries. About two-thirds of the students are from outside Alabama. The freshman class is one of the most diverse and academically accomplished in Samford history.

Total Fall Enrollment by Fiscal Year



An Engaged and Accomplished Community

Some of the outstanding accomplishments of the past year include:

Samford President Andrew Westmoreland was honored as the 2016 recipient of the James T. Rogers Distinguished Leadership Award by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), the regional accrediting body for more than 800 colleges and universities in 11 Southern states.

The Washington Center for Internships and Academic Seminars recognized Samford University as **New Affiliate of the Year** for 2016.

Ida Moffett School of Nursing received **more than \$2.3 million** from the U.S. Department of Health and Human Services Health Resources and Services Administration to help make graduate nursing education more affordable for currently practicing or teaching nurses committed to careers in nursing education.

Beeson Divinity School received its third grant from the **Kern Family Foundation** for the extension of the school's highly innovative Faith and Work program. Funds from these grants have brought in scholars and experts in the field of faith, work and economics to speak for new academic classes, workshops and symposia.

Samford's Healthcare Ethics and Law Institute presented the 2017 **Pellegrino Medal** to Robert Record, M.D., a family physician who serves as

chief executive officer and medical director of Christ Health Center in Birmingham, and Christine Ritchie, M.D., M.S.P.H., Harris Fishbon Distinguished Professor in Clinical Translational Research and Aging at the University of California—San Francisco.

Forbes magazine recognized Samford's **Great Ideas Summer Institute** as among 16 "Notable Summer Short Courses for High School Students" in the United States.

Robert Hensarling and Michelle Durban were named to the **Southern Conference's All-Faculty and Staff** team for 2016. Hensarling is associate professor of kinesiology and director of the Master of Athletic Training program in the School of Health Professions. Durban is deputy director of athletics for student-athlete well being and senior woman administrator.

The Southern Association of Colleges and Schools Commission on Colleges **reaffirmed the university's accreditation** for the next 10 years.

Suresh Mathews, professor and chair of the Department of Nutrition and Dietetics, was part of a team of researchers awarded a \$493,892 grant from the USDA National Institute of Food and Agriculture to study the antidiabetic effects of basil.

School of the Arts faculty members Kathryn Fouse and Larry Thompson **performed Aural Vision** across the United States and in Paris and Serbia. The project is a collaborative music and visual program.



Lakesha Kinnerson, assistant professor of health informatics and information management, is president-elect of the **Alabama Association of Health Information Management**.

Samford launched the **Center for Sports Analytics**, the first of its kind in the United States. The center's mission is to promote the rational inquiry into issues at the intersection of big data, analytics and sports. Darin White, professor of marketing, serves as director of the center.

Bryan Stevenson, founder and executive director of the Equal Justice Initiative, was awarded the university's **Mann Medal in Ethics and Leadership** for significant contributions to a more just and ethical society.

Samford hosted the fourth annual **Lion's Den Business** as **Mission (BAM) plan competition** which drew a capacity crowd of visitors from seven countries, 25 states and 65 cities around the world.

Ida Moffett School of Nursing received a \$350,000 grant from the U.S. Department of Health and Human Services to provide **tuition assistance for family nurse practitioner students** committed to serving patients in rural or underserved areas.

Through grants from the John Templeton Foundation and the Issachar Fund, **Samford's Center for Science and Religion** has become an important promoter of science and religion discussion, education and research on campus, producing scholarship, securing grants and developing a unique academic program.

Christson Adedoyin, associate professor of social work, was named to the second cohort of the **Annie E. Casey Foundation's Leaders in Equitable Evaluation and Diversity** program.

Nationally Recognized Students

Samford is recognized in *The Chronicle of Higher Education's* list of **Top Producers of Fulbright Scholars and Students.** Samford is the only institution in Alabama recognized for its success in student applications to the Fulbright U.S. Student Program, the flagship international educational exchange program sponsored by the U.S. government.

Brock School of Business' **Bulldog Fund** is a portfolio valued at more than \$1.9 million that is managed exclusively by current business students. It is the largest student-managed fund in Alabama and is among the largest in the Southeast.

Samford's **Intercollegiate Ethics Bowl team** advanced to the quarterfinals of the national tournament for the second year in a row after placing second at the Southeastern Regional Intercollegiate Ethics Bowl.

Beta Alpha Psi, Financial Management Association and Beta Gamma Sigma national business student organizations were awarded **Superior Chapter designations** from their respective organizations.

Stone Hendrickson '17 was one of 51 students nationally to receive a prestigious fellowship from Phi Kappa Phi national honor society.

Samford interior design students won the **top student awards** from the Alabama chapter of the International Interior Design Association.

Two students were named to the 2017–18 class of Alabama **Albert Schweitzer Fellows.** Ida Moffett School of Nursing nurse anesthesia students William Gafford and Newton Tinsley spent the year learning to effectively address the social factors that impact health and developing lifelong leadership skills.

Fourth-year McWhorter School of Pharmacy student Michelle Leatherwood received the Charles C.
Thomas Scholarship from the American Pharmacists Association Foundation.

Samford University's Public Relations Student Society of America chapter received national recognition for **Star Chapter** for the second consecutive year.

Journalism and mass communication major **Asia Burns** received the Public Relations Student Society of America's prestigious **Gary Yoshimura Scholarship.**

Senior soccer player **Jermaine Seoposenwe** attracted international attention as a member of the **South Africa soccer team** at the 2016 Summer Olympics in Rio de Janeiro.

Caroline Stanley received the 2017 Outstanding Graduate Student Award from the Speech and Hearing Association of Alabama.

Anne Marie Thibodeaux, a dually enrolled graduate student in McWhorter School of Pharmacy and the School of Public Health, was named one of four national Express Scripts Scholars by the American Association of Colleges of Pharmacy's Express Scripts Foundation.

Senior marketing major **Jay Mike Johnson** participated in the summer intern project at Adidas U.S. headquarters in Portland, Oregon.

Natalie Bennie '16, a communication studies graduate, was named a finalist for the Rhodes Scholarships Program.



Prepared for Success

Samford equips graduates

with the skills and knowledge for professional success. Employment, certification and licensure pass rates are among the highest in the state and nation.

in Alabama for median earnings of former students 10 years after graduation

-U.S. Department of Education's College Scorecard (2016)



Excellence in Licensure and Certification Exams

Orlean Beeson School of Education

100% pass rate on national undergraduate Praxis II licensure tests

Ida Moffett School of Nursing

100% pass rate on the AANP Certification Exam for nurse practitioner graduates

92% first-time pass rate on the National Certification Exam for nurse anesthesia graduates

McWhorter School of Pharmacy

94% average first-time pass rate on the North American Pharmacist Licensure Examination (NAPLEX)

School of Public Health

100% first-time pass rate on the Registered Dietitian (RD) Certification Exam for nutrition and dietetics graduates

Brock School of Business

Highest average score in Alabama on the Certified Public Accounting Exam

of undergraduate alumni are employed, attending graduate school or in a post-graduation internship within six months of graduation

High Impact Education

Results from the National Survey of Student Engagement (NSSE) confirm the value of a Samford education. In the high impact practice indicators, Samford scored well above regional peer institutions. In 2017, 94 percent of responding seniors indicated their overall Samford experience was "excellent" or "good."

High Impact Practice (HIP) Indicators	Samford	Private Institutions in the Southeast
Participated in Service Learning	68%	62%
Participated in a Learning Community	36%	22%
Participated in Research with a Faculty Member	39%	23%
Completed an Internship or Field Experience	74%	45%
Participated in Study Abroad	44%	17%
Completed a Culminating Senior Experience	75%	47%
Participated in at Least One High Impact Practice	98%	80%
Participated in Two or More High Impact Practices	87%	58%

The Southeast Private comparison group is made up of 140 institutions from Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia and West Virginia.

What is NSSE?

NSSE annually collects information at hundreds of four-year colleges and universities about student participation in activities and programs that promote their learning and personal development. The results provide an estimate of how undergraduates spend their time and what they gain from attending their college or university. Research suggests student participation in eight high impact practice indicators drives student engagement and success.



Samford Hosts Renowned Speakers and Performers

Billie Anderson, Hagerman Endowed Chair of Medical Informatics, Ferris State University

Annie Moses Band

Assad Brothers, guitarists

Victoria Barnett, Holocaust scholar and director, United States Holocaust Museum's Programs on Ethics, Religion, and the Holocaust

Justin Barrett, Thrive Professor of Developmental Science, Fuller Theological Seminary

Blackwood Quartet, Southern Gospel quartet

Eric Blankenship, vice president of marketing, Tampa Bay Lightning National Hockey League team

Bobby Bowden, national championship-winning football coach

Steven Curtis Chapman, Christian recording artist

Bobby Lee Cook, renowned criminal defense attorney

Gayla Delly, former president and chief executive officer, Benchmark Electronics

Patrick Devereux, president and chief executive officer, FMS Pharmacy

Kat Edmonson, jazz singer and songwriter

Dan Fagin, Pulitzer Prize-winning science and environmental author

Cortland Finnegan, former NFL player

Leon Fleisher and Katherine Jacobson, pianists

Os Guinness, evangelical Christian author

Tim Hawkins, comedian

lan Hutchinson, professor of nuclear science and engineering, Massachusetts Institute of Technology

Kalichstein-Laredo-Robinson Trio

Tim Keller, pastor and best-selling author

Laura Kelly, managing director, CoreLogic Inc.

Charles Krulak, retired general, 31st Commandant of the U.S. Marine Corps, former member of the U.S. Joint Chiefs of Staff and retired president, Birmingham-Southern College

Venerable Geshe Lhakdor, Buddhist scholar and current director, Library of Tibetan Works and Archives, Dharamshala, India

Thomas E. Menighan, executive vice president and chief executive officer, American Pharmacists Association

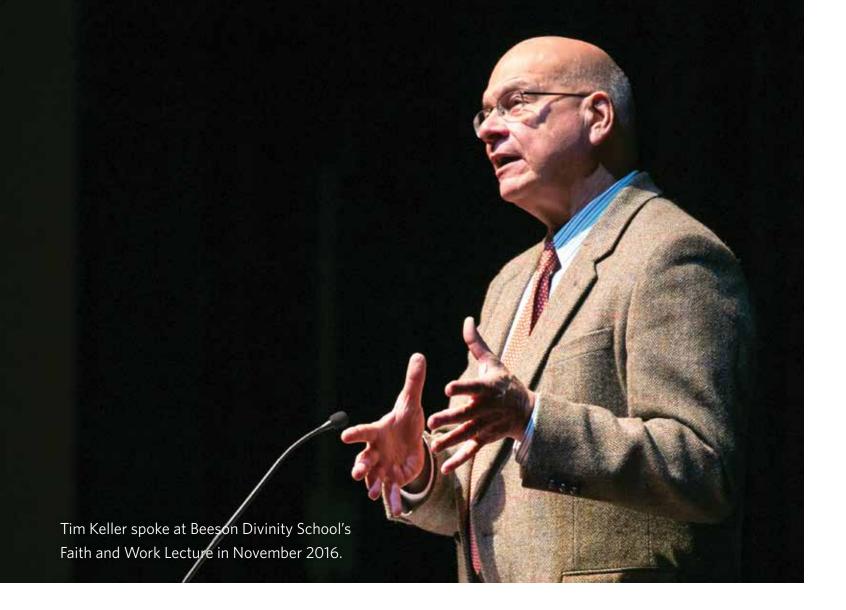
Mike Papantonio, attorney, best-selling author and radio and television host

Bernadette Peters, award-winning actress and singer

Wintley Phipps, recording artist and founder and chief executive officer, U.S. Dream Academy Inc.

William H. Pryor Jr., judge, U.S. Court of Appeals 11th Circuit and acting chair, U.S. Sentencing Commission

Jimmy Rane, president and chief executive officer, Great Southern Wood Preserving Inc.



Ben Rector, recording artist

Carlton W. Reeves, judge, U.S. District Court for the Southern District of Mississippi

Jeff Schloss, T.B. Walker Chair of Natural and Behavioral Sciences and director, Center for Faith, Ethics and Life Sciences, Westmont College

Pamela Schweitzer, chief pharmacy officer, Commissioned Corps of the U.S. Public Health Service and assistant U.S. surgeon general

James K.A. Smith, author and philosophy professor, Calvin College

Sotto Voice Tuba Quartet

Kenton Sparks, professor of biblical studies, Eastern University

Siran Stacy, former University of Alabama and NFL running back

Laura Story, award-winning Christian artist

Chad Trull, founder and chief executive officer, Hospicelink

Ben Witherington, New Testament scholar and Jean R. Amos Professor of New Testament for Doctoral Studies, Asbury Theological Seminary

Dee Worley, former gymnastics world champion

Margaret Wrinkle, author and filmmaker

Philip Yancey, Christian author

Championships and Honors for Samford Athletics

Samford's athletics teams are **ranked #1 in Alabama** and in the top 15 nationally for Graduation Success Rate (GSR) by the NCAA with an average score of 98 percent. Ten teams posted perfect scores.

196 Samford student-athletes were named to **Southern Conference Academic Honor Roll** for the 2016-17 academic year.

Samford claimed five Southern Conference championships during the 2016-17 season: Women's Indoor Track and Field, Women's Outdoor Track and Field, Women's Soccer Regular Season, Women's Soccer Tournament and Volleyball Tournament. Samford teams have **won 33 championships** since joining the league in 2008.

Karisa Nelson made history at the NCAA indoor track and field championships, winning the mile and becoming the university's first-ever **NCAA Division 1** athletics national champion.

Nelson also was named the **Southern Conference Female Athlete of the Year** for 2016-17.

Three Samford players were selected in the 2017

Major League Baseball draft. Jared Brasher was drafted in the eighth round by the Washington Nationals. Kevin Williams Jr. was taken in the 13th round by the Los Angeles Angels. T.J. Dixon was selected by the Minnesota Twins with the first pick in the 24th round.

Many former Samford student-athletes currently compete professionally in the United States and internationally. These athletes include Phillip Ervin, Heath Quinn, Parker Curry, Josh Martin and Tripp Martin, Major League Baseball; Darius Jones-Gibson in Portugal and Travis Peterson in Lithuania, professional basketball; Armando Bonheur, Canadian Football League; and James Bradberry, Michael Pierce and Jaquiski Tartt, National Football League.

Rod Tiffin was named **Southern Conference Women's Track and Field Coach of the Year.**

Samford was selected for the **Football Championship Series playoffs.**

Men's basketball was selected to play in the CollegeInsider.com tournament and won their first postseason game in team history with a victory over Canisius University.

Six outstanding former student-athletes—Walter Barnes (basketball), Lauren Blankenship (track/cross country), Bobby Bowden (football), Wally Burnham (football), Cortland Finnegan (football) and Charlie Owens (tennis)—were inducted into the **inaugural** class of the Samford Athletics Hall of Fame.







Serving Others Through Faith

Faith development is a critical component of Samford's mission. Samford fosters academic, career and ethical competency while encouraging social and civic responsibility and service to others. Students engage their faith and service in the classroom and in the community.

Convocation

Samford's Convocation program encourages students to develop both spiritually and academically by providing a variety of programs that seek to integrate faith and learning from a distinctively Christian perspective. More than 230 convocation events, study trips, community service projects and mission trips reach an average of 1,950 students weekly.

Samford Gives Back Day

During the annual campus-wide service initiative, students partner with local organizations to meet the needs of our community. Nearly 1,000 students volunteer their time and resources to serve more than 40 ministry organizations on this special day.

Home Groups

These weekly meetings hosted in the homes of Samford employees and alumni are led by a student. Group members share a meal, study Scripture, offer prayer and build relationships for the sake of knowing Christ more clearly and walking with Him more closely. Three hundred students are involved in 25 home groups.

CARE Team

The CARE team is a group of faculty and staff members from across campus that exists to help students of concern to remain successful in and out of the classroom. This team connects students who are experiencing unusual stress or challenges with a variety of resources to help address their needs.

Center for Faith and Health

Samford's Center for Faith and Health serves to connect the College of Health Sciences through a missional purpose to the community and the world. The center opens doors of opportunity for faculty and students through effective, interprofessional community partnerships and global involvement.

Design Education for World Impact (DEWI)

DEWI is a hands-on mission senior thesis project that allows interior architecture students to integrate their faith and scholarship to solve real-world problems. Completed projects include the construction of a medical clinic in India and the renovation of a multipurpose assembly building in Ecuador.

Social Entrepreneurship Program

This innovative program incorporates the core business disciplines of economics, finance, accounting, management and marketing while matching a student's goal of pursuing opportunities in both companies and nonprofits dedicated to solving society's most significant challenges.





A Rich Tradition

Celebrating our 175-year anniversary with a yearlong acknowledgment of our past

In the autumn of 1841, an idea was rooted in the heart of four courageous Baptists: to establish and endow a college of high character. Samford University was born of determined vision, and has been sustained and enlarged by generations who have taken up its mission of Christ-centered higher education.

A variety of anniversary events throughout the year included lectures, special speakers, an academic symposium, alumni gatherings and community events.

The anniversary celebration began with the dedication of a statue honoring British prison reformer John Howard, original namesake of the university currently immortalized through Samford's Howard College of Arts and Sciences.

In September, the university celebrated the dedication of new facilities for the College of Health Sciences, housed in the former headquarters of Southern Progress Corporation. The college is home to the School of Health Professions, Ida Moffett School of Nursing, McWhorter School of Pharmacy and the School of Public Health.

A distinctive piece of sculpture was commissioned and placed on campus as a permanent reminder of the university's 175th anniversary. The unique armillary sphere is engraved with the names of the university's founders, a verse from the Book of Psalms and compass points to global destinations that reflect Samford's academic and spiritual roots. The compass points are Jerusalem, Israel; Athens, Greece; London, England; Providence, Rhode Island; and Marion, Alabama.

A Convocation of Thanksgiving during homecoming weekend highlighted the university's history and included a vision for the future from President Andrew Westmoreland. That same evening, the 175th Anniversary Ball drew thousands of alumni, students and other friends of the university to campus for a night of celebrating.

The yearlong celebration culminated with a series of seven commencement programs in the spring.

In Samford's 175th anniversary year, we gave thanks for strong roots, and recommitted ourselves to continuing and expanding the courageous vision of our founders.

A Bright Future

Forever Samford is a multiyear \$300-million capital campaign that was launched publicly in fall 2016. It is the largest undertaking of its kind in Samford University's history, but it is not only the dollar amount that makes it unique. The campaign is an intensely personal initiative that will leverage the power of the university's relationships.

As of December 31, 2017, a total of \$68,847,510 million in gifts and pledges had been made to *Forever Samford* by 11,056 donors.

The campaign will support scholarships, enhance academic programs, improve places and spaces on campus, build a solid foundation for operations and unrestricted endowment, and help ensure that Samford continues to prepare and send dedicated, thoughtful, ethical people throughout the world.

The power of relationships was demonstrated when members of the classes of 1966, 1972, 1987, 1992, 2002 and 2007 contacted over 2,700 of their classmates in support of the campaign.

William J. Stevens and Kimeran Brown Stevens, both Samford alumni, are serving as cochairs of the campaign.

Parents of current students and alumni engaged in raising funds in support of the Samford Parent Scholarship Fund. The scholarship was established to help students finish their degree after facing a family financial crisis.

The campaign also includes a project to renovate the Daniel House, Samford's London Study Center. Renovations have begun and will continue in the 2018-19 academic year. For more information and to join us in this historic campaign, go to samford.edu/giving.

For God, For Learning

FOREVER SAMFORD

Building a strong future for Samford University



Summary Consolidated Statement of Financial Position

year ended June 30, 2017

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Cash	\$42,124,693
Investments	291,095,587
Pledges Receivable, net	11,796,611
Student Loan Receivables, net	13,579,778
Property, Plant and Equipment, net	317,245,330
Other Assets	19,454,432
Total Assets	\$695,296,431

Liabilities

Accounts Payable and Accrued Liabilities	\$8,318,135
Deferred Revenue	8,347,501
Other Liabilities	10,373,037
Annuities Payable	6,709,996
Pension Plan Obligation	100,196,996
Notes Payable of Consolidated Subsidiaries	28,789,030
Construction Debt	28,018,277
Long-term Debt	193,740,239
Total Liabilities	\$384,493,211

Net Assets

Total Liabilities and Net Assets	\$695,296,431
Total Net Assets	\$310,803,220
Permanently Restricted	150,891,982
Temporarily Restricted	87,454,210
Unrestricted	\$72,457,028

The financial information was derived from the audited consolidated financial statements.

Summary Consolidated Statement of Activities, All Funds

year ended June 30, 2017

Revenues,	Gains and	Other	Support
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Tuition and Fees	\$155,141,139
Less: Scholarships and Fellowships	(48,091,480)
Net Tuition	\$107,049,659
Board and Lodging	22,983,942
Gifts, Grants and Contracts	14,366,422
Endowment Spending	18,182,364
Sales and Services of Auxiliary Enterprises	2,859,722
Other Income	7,487,123
Total Operating Revenues, Gains and Other Support	\$172,929,232

Expenses by Function

Instruction and Academic Support	\$97,830,278
Public Service	3,616,670
Student Services	26,543,950
Institutional Support	25,432,525
Auxiliary Enterprises	19,242,546
Total Operating Expenses	\$172,665,969
Net Operating Revenue in Excess of Operating Expenses	\$263,263

Non-operating Activities

Pension Liability Adjustment	\$11,633,181
Investment Income	30,890,976
Draws from Endowment for Scholarships and Operations	(18,192,741)
Capital and Endowment Gifts	2,670,704
Other Changes	1,113,487
Net Increase from Non-operating Activities	\$28,115,607

Total Increase in Net Assets	\$28,378,870
Net Assets at Beginning of Year	\$282,424,350
Net Assets at End of Year	\$310,803,220



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