

**THE NEW SCHOOL**



**2008-2009**  
**ANNUAL REPORT**



## The 2008–2009 Annual Report is dedicated to Julien J. Studley.

It is with deep respect and great pleasure that The New School dedicates this year's Annual Report to Julien J. Studley. For the past 23 years, Julien has been a fierce protector of the university's founding mission to create a place where people are encouraged to think freely and brilliant scholars are given refuge to flourish without fear. Julien's association with The New School began when he attended classes as a student. He went on to teach a popular survey course on real estate, serve on the vast majority of trustee committees and several boards of governors, and act as chair of several committees and the board of trustees. He has used his considerable experience and knowledge of The New School to guide the university in its continuing efforts to offer a unique education to students seeking to effect positive social change. We are grateful and honored to be the beneficiaries of his wisdom, gained from the ground up, and his extremely generous support, including the creation of a student activity fund sponsoring cross-divisional activities. Julien's hard work, integrity, and creativity are etched into the very core of The New School, and for this we are extremely thankful.



Seeing innovative ideas put into action—particularly those that reflect the university's commitment to civic engagement, interdisciplinary education, and internationalism—is one of the most exciting things about being part of The New School.

I was particularly proud in the 2008–2009 academic year when The Fortune Society held a groundbreaking ceremony for 114 units of green and affordable low-income housing and service space in West Harlem. The project was based on a design by a team of students from Milano The New School for Management and Urban Policy and Parsons The New School for Design, which had taken first place in JPMorgan Chase's 13th annual Community Development Competition in 2006.

In 2008–2009, The New School's India China Institute announced a new initiative, generously supported by a \$525,000 grant from the Ford Foundation, to develop a trilateral curriculum with the University of Calcutta and Yunnan University. The first course of the program, India China Interactions, was launched simultaneously in fall 2009 in New York City; Kolkata, India;

and Kunming, China, after leading faculty members from the three partner universities collaborated for more than a year to develop a cross-disciplinary syllabus for each location.

In fall 2008, The New School launched exciting undergraduate degree programs in Environmental Studies. At the end of the academic year, eight students from the program applied their coursework in the field, partnering with organizations from New York to Anchorage to promote sustainability and green living.

By almost every measure of student and faculty achievement, 2008–2009 was an exceptional year. These achievements were all the more remarkable because of the uncertainty caused by turbulence in the financial markets. Through these difficult and challenging economic times, we have remained strong and continued to thrive.

Our strength is due in large part to the quality of our faculty. In 2002, we made a decision to increase the number of full-time faculty teaching our degree-seeking students. Since then, we have recruited more than 215 full-time faculty members to join The New School community. This increase, though dramatic in itself, coincides with even more significant changes: the extension of tenure throughout the university, the development of a faculty handbook, the formation of a university-wide faculty senate, and the strengthening of the Office of the Provost, with a clear delineation of the provost's responsibility to implement faculty hiring university-wide.

We have expanded our full-time faculty with scholars from top universities who are passionate about their research, writing, and teaching. They join an already impressive teaching staff, who in 2008–2009 published many important books and articles and received awards and grants that took them to Germany, Japan, India, China, Greece, Mexico, and Sri Lanka to share their work.

These are just a few of the countless exceptional achievements of 2008–2009. None of them would have been possible without the support of The New School community—students, parents, faculty, administration, and friends. For that I thank you all.

As many of you know, my term as president is drawing to a close. I am exceedingly proud of the ways in which we have collaborated on the transformation of The New School and I look forward to working with the board of trustees as they select a successor to guide its future.

Bob Kerrey



As the new chair of the university's board of trustees, I am extremely pleased to write a message to the New School community. I look forward to working with every member of our dedicated community to provide an outstanding education for our students. My role is to support the university in the challenges that lie ahead and to help it succeed in all its endeavors.

As you may be aware, we are in the process of preparing for a major transition. President Kerrey, whose contract expires in June 2011, has expressed to the board that he will not consider an extension. The board of trustees has formed a search committee including representatives of every part of the university community to help us recruit and select a new president. The committee is charged with understanding the New School community's expectations for its next president, tailoring the job description, and guiding the recruitment and selection process.

Beginning with his appointment as president in 2001, Bob Kerrey has overseen The New School's transformation into a cohesive university, doubling the number of full-time faculty, extending tenure across academic programs, dramatically increasing the number of students enrolled in degree-granting programs, and improving campus governance. He has steadily improved the university's finances by achieving balanced budgets and a significant growth in our endowment, even during challenging economic times. We are pleased that President Kerrey will continue to contribute to the university while a successor is selected to guide its future growth and evolution.

I am honored to welcome the newest members of the New School

volunteer community. Linda E. Rappaport and Randall S. (Randy) Yanker joined the university as members of the board of trustees. I am also delighted to welcome Craig J. Calhoun, Robert J. DiQuollo, Fred Dust, Roxanne Griffith, Jayme Koszyn, Deborah Aal Stoff, and Lawrence Taylor, seven new members of the individual schools' boards of governors; and Ken Grossinger and Micheline Klagsbrun, two new members of the Vera List Center Advisory Committee. The university is extremely fortunate to have these individuals offering their leadership and resources to help us accomplish our goals.

The university is saddened by the passing of several very special members of our volunteer community and exceptional individuals. Adrian DeWind, who died on August 7, 2009, provided sensitive and effective leadership as a life trustee. Harcourt R. Dodds, a trustee from 1991 to 2003, passed away July 12, 2009; he brought a passionate commitment to education, equal opportunity, and social justice to his work on behalf of the university. John H. Hobbs, a member of the board of governors of The New School for Social Research, passed away on January 3, 2010; he will be remembered for his extraordinary dedication to our university, which will benefit students for years to come. James C.

Slaughter, who passed away on December 15, 2009, offered decades of devoted service to Mannes College The New School for Music, along with his wife, Lee, a Mannes alumna who serves on the Mannes' board of governors and board of trustees.

The New School is served by extraordinary people. Every year, the university presents the Distinguished Service Award to individuals who demonstrate exceptional dedication to our mission and ideals. This year, the board of trustees honored five individuals whose leadership and commitment are unsurpassed: Steven H. Bloom, Cheryl Cohen Effron, Joan L. Jacobson, Michael J. Johnston, and William A. Schwartz.

The Annual Report showcases the outstanding work of our devoted volunteers, talented faculty, students, staff, and alumni. It demonstrates the results of their involvement with the university, both within New York City and around the world. Their efforts are reflected in the increased fundraising success at the university, the development of new academic programs and strengthening of existing ones across the divisions, and the vast improvement and expansion of our facilities. As we continue building on and redefining the New School legacy, we must remember our volunteers' participation to the university's continued evolution and success. Their leadership exemplifies a commitment to excellence. We are grateful for the tremendous support they have offered our university.

A handwritten signature in black ink, appearing to read "Michael Johnston".

Michael J. Johnston,  
*Chairman*  
*The New School Board of Trustees*

# Doing Good is Academic

It is a privilege to serve as the chief academic officer of this multifaceted and extraordinary center of creative scholarship, rigorous inquiry, and critical action. I am constantly impressed by the generosity of our trustees and donors, the dedication of our staff, and, most especially, the commitment of our students and faculty to be part of The New School, not just at The New School.

The name “The New School” represents an extraordinary legacy, but also a challenge—to be always new and therefore constantly renewed. We speak a great deal here about goals for the future, but as you’ll see, the student and faculty achievements of the past academic year show that we are on a firm footing today. Thanks to everyone who is part of this remarkable enterprise.



Tim Marshall  
*Provost and Chief Academic Officer*  
*The New School*  
[www.newschool.edu/provost](http://www.newschool.edu/provost)



## Civic Engagement

Rooted in New York City but active around the world, The New School encourages students to use their education to address matters of local and global importance.

The university's commitment to civic engagement is exemplified in initiatives like Milano's Community Development Finance Lab and the Institute for Urban Education. The Community Development Finance Lab offers community-based nonprofits technical assistance and the expertise of community development professionals equipped with multidisciplinary skills. In the past ten years, Milano has worked with more than 20 community-based nonprofits in New York, Newark, Camden, and New Orleans, providing technical assistance worth more than one million dollars to these communities.

Historically housed at Eugene Lang College, the Institute for Urban Education (IUE) is expanding its scope to become a university-wide program. The IUE introduces urban high school students to the university experience and enables New School students to work in urban schools and develop an understanding of issues in urban education, such as educational equity and race, class, and gender.

Our students' commitment to civic engagement was evident in the projects and internships they undertook both near and far throughout 2008–2009. Our summer campus in Poland welcomed talented young scholars from the New School for Social Research, Eugene Lang College, and universities around the world committed to strengthening civil society. Students in Parsons' MFA Fine Arts program raised more than \$10,000 in an auction of their work to help victims of sexual violence in the Democratic Republic of Congo. Students at Eugene Lang College worked with the I Have a Dream Foundation mentoring elementary school students. And students from the graduate program in International Affairs and Parsons' BBA Design and Management program (featured in the slide show above) worked with a group of artisans in Guatemala to turn their local business into a sustainable source of income.

## Academic Excellence

The 2008–2009 academic year was exceptional in terms of student and faculty achievement. Students from Parsons and The New School for Social Research were awarded Fulbright Scholarships, and three students from The New School for Social Research were awarded grants for research and study in Germany by the German Academic Exchange Service. Faculty members from The New School for Social Research, Eugene Lang

College, Milano The New School for Management and Urban Policy, and New School Jazz were also awarded Fulbrights, visiting professorships, and honorary doctorates, as well as prestigious residencies, grants, and fellowships.

Students from The New School for Drama won three awards at the 2008 Samuel French Short Play Festival. Jazz Improv magazine listed recordings by New School Jazz faculty member Jane Ira Bloom and alumni Anat Cohen, Roy Hargrove, and Brad Mehldau among the top jazz CDs of the year. Lang student Josh Imes took first place, along with his partner from Columbia University, at a debate tournament at the University of Rochester. And soprano Nadine Sierra, an undergraduate at Mannes College, was one of four winners in the Grand Finals Concert at the 2009 Metropolitan Opera National Council Auditions—the most prestigious competition for young opera singers in the United States. These are just a few of the New School community's achievements in 2008–2009; you can see more here.

Even a satirical ESPN.com article about Eugene Lang College by Kieran Darcy entitled “In Search of Sports at America's Worst Sports College” found much to praise about the university. (And Darcy managed to find some sports!)

## Access and Innovation

Expanding educational opportunities has always been a priority for the university. In 2008–2009, The New School announced its participation in the U.S. Department of Veterans Affairs' new GI program, through which the university will offer full tuition to qualifying veterans of the Iraq and Afghanistan conflicts. The university partnered with Questbridge to expand outreach to low-income students, providing full scholarships to Parsons. The New School for Jazz and Contemporary Music and the Israel Conservatory of Music announced a partnership to enable Israeli students to earn a degree in jazz at the college level. The university also launched two innovative undergraduate degree programs in environmental studies, as well as study-abroad programs in Valladolid, Spain; Yucatán, Mexico; and Siem Reap, Cambodia.

In 2008–2009, the university developed some innovative ways to stay in touch with the community. The New School launched its first online broadcast radio station, WNSR; partnered with WNET, Channel Thirteen, to webcast New School public programs through the new video site Thirteen Forum; and launched its first university-wide events calendar. We hope you will visit often.

# Faculty Stories



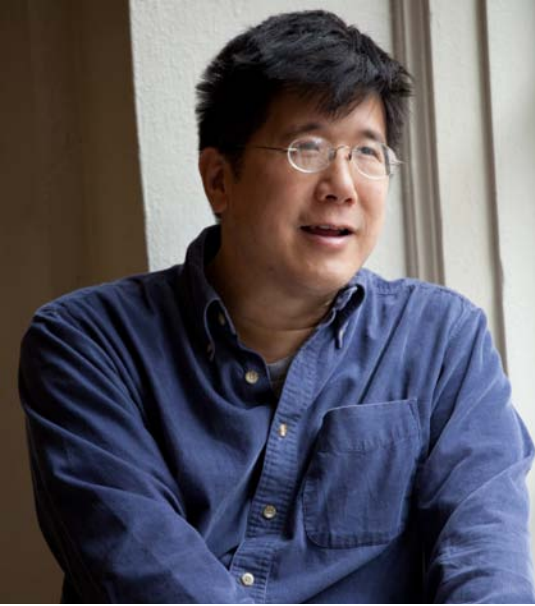
## Nancy Fraser

**Henry A. and Louise Loeb Professor of Political and Social Science  
The New School for Social Research**

Nancy Fraser draws on her background in philosophy to pose conceptual questions and uses their answers to make sense of society today. Nancy has worked in academia for many years, and her research has concentrated on social justice, especially the relationship between inequality, democracy, and cultural difference. Recently, in response to what she calls “the near miss of what could have been a horrible global depression,” she has shifted her attention to the topic of crisis. “I have been very dissatisfied with mainstream and even radical economic approaches, which understand crisis exclusively as a breakdown or malfunction of a technical economic system,” she says. “We need to think about the way economic crisis intersects with social, political, and ecological crisis. I wanted to think about it as a broad, multifaceted historical process.”

In framing her theories about crisis, Nancy draws not only on the work of other scholars such as Karl Polanyi but also on the ideas of the graduate students she teaches. This term, for example, Nancy is offering a graduate seminar called Critiques of Capitalism, which bears directly on her own project on crisis. After working for many years in a more conventional university, Nancy finds The New School refreshing because of its “genuinely intellectual community, which has a distinctive character and quality.” The unique culture at The New School for Social Research derives from its history as a haven for refugee European scholars and its dedication to critical inquiry and social justice.

Nancy believes that The New School’s educational environment shapes both pedagogy and course content. “Here, my work flows and synergizes; I don’t encounter the split faced by many faculty at other institutions, who write about some relatively arcane topic for specialists and then teach a very general course to students. It is so good for my research to have students inspiring me by constantly raising critical questions.”



## Eric Wen

**Edward Aldwell Professor of the Techniques of Music  
Mannes College The New School for Music**

As a teacher at the Curtis Institute in Philadelphia, Eric Wen found an unexpected benefit to his commute. On the train, he and a colleague, the world-renowned pianist Edward Aldwell, known for his performances of Bach, shared their love of music. “He was a great scholar and musician,” says Eric, “and yet so modest about his knowledge of Bach.”

Today Eric, a highly respected violinist and scholar, takes great pride in carrying on his friend’s legacy as the Edward Aldwell Professor of the Techniques of Music at Mannes. Teaching primarily in the college’s intense four-year theory program, Eric brings with him a wide-range of experience. In addition to studying music and music theory, he majored in literature at Columbia University, edited two major British musical journals, produced recordings for some of the world’s greatest musicians, and became an authority on early recordings by violinists.

Eric’s analytical and performance skill naturally contribute to his teaching. “Mannes students are not just left alone to practice and gain technical proficiency, because playing is not the end-all of being a musician. Mannes students understand the importance of theory and an intellectual grasp of the music.” According to Eric, Mannes students have an advantage over other aspiring musicians in that they learn how notes fit and work together. “Conservatory students feel music and respond to it deeply and intuitively,” Eric explains. “As a teacher, I find the moments when they make the connection between their feelings and their brains extremely rewarding.”

Eric is just as interested in understanding what makes music work as his students. The world of music research, he explains, is made up of theorists, who explore the nature or philosophy of music, and analysts, who examine musical compositions to determine what makes them successful. “I am very much an analyst,” he says. “I want to show what makes certain pieces tick, what makes them special, why those pieces are unique, and what makes people respond to them.”



## Lara Penin

**Assistant Professor, School of Design Strategies  
Parsons The New School for Design**

Lara Penin knows that design can change the world, and she is dedicated to making that happen. As a professor in the School of Design Strategies at Parsons The New School for Design, Lara is a leader in the emerging field of service design, which uses design tools and techniques to create meaningful user experiences. She believes that the complexity of the world's problems calls for a new generation of thoughtful, innovative designers—and she is helping to foster those designers at Parsons.

Educated as an architect in her native Brazil, Lara took a circuitous route to academia. While studying the role of design as a catalyst for social change in Europe, she realized she could apply the same ideas in the United States. “Initiatives and projects that make a difference here can affect the whole world.” The New School offered the tradition of innovation and social engagement she was looking for. Its location in New York, “the world’s greatest laboratory,” as she calls it, was another bonus. Lara’s efforts to push her students out into the real world are paying off. “At first it is hard for them to engage with such difficult problems. But when you afford students the opportunity to interact with these organizations—and they see that design can really have an impact—you see them transform into professionals before your eyes.”

When she’s not in the classroom, Lara spends much of her time working with the DESIS Lab, an initiative she launched in 2009 with fellow Parsons and Milano faculty members to explore community sustainability networks. While most researchers focus on the efforts of organizations, the DESIS Lab’s first project, Amplifying Creative Communities, works at a grassroots level—studying the ways local neighborhoods share resources, in hopes of replicating this organic process elsewhere. “We identify people and organizations who have great ideas but lack the tools or networks to make them a reality.” DESIS Lab conducts workshops in which designers collaborate with these groups to bring their ideas to fruition. The Lab has received a prestigious grant from the Rockefeller Foundation to support its ongoing work.

Lara believes that 21st-century design is first and foremost social innovation, and her enthusiasm for this new frontier is infectious. “The areas of service design and design for social innovation offer remarkable opportunity for designers, and students are starting to see that they can, and should, be a part of the solution.”



## Christopher Shinn

**Part-Time Assistant Professor  
The New School for Drama**

Award-winning playwright Christopher Shinn knows what it's like to be a young artist trying to negotiate the theater industry. His first play, *Four*, was produced at the Royal Court Theatre in London when he was only 23. A little more than a decade later, he is helping aspiring playwrights make the same transition from student to professional. "In the real world, when you get a note, it's not a gentle suggestion from a teacher; it's a producer saying, 'You need to make this change,'" he explains. "I wasn't prepared for it when I was sitting across from a producer asking me why I didn't do a rewrite. I try to give my students a sense of how they'll be treated when they graduate." Chris went through another transition six years ago, when he was invited to teach at the recently formed New School for Drama. Now he considers himself a teacher as well as a playwright. "I felt like I had a hand in shaping a program. It was a dynamic time with lots of possibilities. And that's what convinced me to commit to The New School."

As a faculty member, Chris relies on his own approaches to writing to help his students find their voice. "I think one reason people become writers is that they want to say something they feel they may not be allowed to say. I'm there to help students discover why they want to be writers." Chris is passionate about learning and research and incorporates a variety of subjects into his writing, including psychoanalysis and political science. "That's something I try to do in the classroom as well. We don't just read plays; we read philosophy, psychoanalysis, critical and political theory. These disciplines take different approaches to saying something about the world—and that's what we do as artists." Chris also encourages his students to base their work on their experiences. They begin by examining how other successful playwrights have turned their lives into art. Chris invites students to analyze his plays as well. "It makes for a richer experience. They can consider the ways I follow or fail to follow my own advice."

While Chris continues to write—his adaptation of *Hedda Gabler* was produced on Broadway in 2009, and he is now working on a new play—time has only added to his love of teaching. "I think of teaching as my life now; it's something I always want to do." He also enjoys seeing the accomplishments of his former students. "For me, a definition of success is feeling I've written what I wanted to write and that it has integrity and truth. I hope my students take that with them when they graduate."



## Darrick Hamilton

**Assistant Professor of Economics and Public Policy  
Milano The New School for Management and Urban Policy**

Assistant professor of economics and public policy Darrick Hamilton and Milano The New School for Management and Urban Policy are a good match. “Milano is a place that fuses different disciplines but is also committed to social justice and civic engagement,” he says. “So for somebody who does applied work like me, I think it is a very good fit.” Darrick, who was both a Ford Foundation and a Robert Wood Johnson Foundation fellow, studies the underlying causes of health and economic disparities. His work exemplifies Milano’s practical engagement with real-world problems. Through analysis, he develops concrete solutions—and he expects no less of his students.

Darrick and his students recently traveled to Trinidad and Tobago for a class he led on racial inequality. They spoke with key government officials including members of parliament, and education and civic leaders. In addition, “students were able to experience the culture for themselves as outsiders,” Darrick says. “They saw firsthand the racial and ethnic inequalities in a plural society, which I think greatly influenced the lens through which they examine race in the U.S. as an insider” The experience ultimately helped the students produce a policy paper on ways to combat racial inequality.

Darrick encourages his students to reach beyond conventional thinking, as he does in his own work. One aspect of his research, for instance, involves examining differences in the rate of marriage in black and white communities, which he attributes partly to a shortage of black men with full-time jobs. “I think my work allows me to speak towards a larger discourse and challenge conventional wisdom,” he says. If the goal is to increase the rate of marriage in the black community, Darrick argues, public dollars would be better spent on increasing employment than on promoting marriage as an institution. Darrick also focuses on increasing diversity within the field of economics and is a co-associate director of the American Economic Association’s Summer Research and Training Program. As part of the program, students who are members of groups underrepresented in the discipline attend a rigorous eight-week workshop to hone their academic and research skills. “The goal of the program is to create more PhDs in economics for individuals from underrepresented communities, which should ultimately enhance and expand our discourse on how to address social problems,” says Darrick.

Milano provides Darrick with the tools he needs to do his work, but what he appreciates most about the school is the students. “They influence my work; they challenge me,” he says. “The beauty of teaching them is that they are as diverse as students from any other place in the country, but they seem to be united around a common theme of becoming leaders to improve social welfare. And that makes it a joy to teach.”

## Jane Ira Bloom

**Associate Professor**  
**The New School for Jazz and Contemporary Music**



A renowned soprano saxophonist, improviser, and composer, Jane Ira Bloom came to New School Jazz partly because life on the road was not for her. “It was a point in my life when I’d been on this trajectory, and all of a sudden it felt like something was missing.” At Jazz, she found a school that encouraged her to develop her own methodology and talented students eager to learn from her experiences, in a city that welcomed her creativity.

Juggling roles as a teacher and a professional musician is challenging but essential for what she is trying to accomplish. “When you’re a performer, you’re just doing your work, but as a teacher, you realize your experiences become invaluable to young, aspiring musicians.” Jane is both a much-sought-after performer and recognized composer. She received a 2007 Guggenheim Fellowship in music composition and was the first musician to receive a commission from the NASA Art Program. She also maintains an active performance schedule. In November 2009 alone, she took part in four very different performances, including one in which she performed at the UN along with musicians in five other locations around the world using new technology. She also performed a piece at the Philoctetes Center for the Multidisciplinary Study of Imagination with a jazz quartet. The challenge: to signal those moments when musicians connect. “I gave the musicians red handkerchiefs and told them to throw them in the air at the moment in the improv when they felt something special happen. That’s what gives me a thrill—when my imagination is challenged to do things I’ve never done before,” she says.

Thanks to her role at The New School, those moments continue to make an impact even after the concert is over. “Access to oral tradition is what’s so valuable about what we do here. Students gravitate to it. They want to hear what it’s like to be a musician from someone who’s been there.” Jane’s students continually surprise her. “I have to keep an open mind about what’s affecting their ear, what’s in their musical world today. I marvel at how I see it coming out in their original music.” Jane thinks that the ease of accessing music on computers and ipods has been particularly important. “Think about the physical proximity young people have to sound. Music is held, felt, and listened to up close to your ears. That proximity changes the way you play and compose.”

Jane works with her students to help them find their own vision and place in the evolving world of jazz. “I teach my students music, but the point is for them to take it and shape it into something that’s meaningful for them today. They revel in that. We learn from master musicians, but they were playing music of their own time. I encourage my students to journey forth into territory that is their own.”



## Vladan Nikolic

**Director of Undergraduate Programs and Associate Professor,  
Department of Media Studies and Film  
The New School for General Studies**

A director, producer, editor, and writer of feature films, documentaries, shorts, commercials, and music videos, Vladan Nikolic originally had no plans to add the title of professor to his résumé. He came to the United States from his native Yugoslavia—where he worked for that country’s first independent television network—to study in The New School’s graduate program in media studies and then continue his career as a film and video professional.

Vladan was drawn to The New School by its critical approach to media studies. “You won’t find another place that has this mixture of professionalism, experience, critical inquiry, challenging discussion, and stimulating connections between theory and practice,” he says. With war raging in Yugoslavia, Vladan decided to remain in the United States after finishing his degree. The body of work he has created since then has won him honors including Best Film at the Barcelona Film Festival for his film *Love*; Best Film at the Telluride Indiefest for *Burn*; and Best New York Narrative at the 2009 Tribeca Film Festival for *Tamo I Ovde (Here and There)*. He recently wrote and directed another fiction feature with the working title *Horizon* and is about to produce a new feature film about war veterans with post-traumatic stress disorder.

Vladan’s professional relationship with The New School began when he was offered a position teaching a 16mm film production class. Since then, he’s developed a number of innovative courses. In an interdisciplinary urban studies class he created with professor Jürgen von Mahs, students examine the sociological and anthropological impact of immigration and then use their research to create media projects. One student created a short film about Russian women in New York and subsequently developed it into a feature documentary. “It’s a perfect example of the ideal case where a student starts a project in class and develops it into a high-end product,” says Vladan.

Vladan finds that many of his students chose The New School for the same reasons he did. “I find that a lot of my students come to The New School specifically because of its reputation for being socially conscious and civically engaged. We have a lot of students who are interested in documentary for that reason. It’s really refreshing to be around the energy that students bring.” Seeing young artists succeed is particularly rewarding for Vladan, who often runs into former students at film festivals. “As much I give to them I receive back. It’s always gratifying to hear someone say, ‘You changed my life.’”



## Joseph Heathcott

**Associate Professor and Chair of Urban Studies  
Eugene Lang College The New School for Liberal Arts**

Joseph Heathcott's fascination with cities began early in life. "Because my own neighborhood was run through with an expressway," he says, "I understand the sense of loss one experiences when tangible surroundings and familiar environments disappear. For most people, losing all connection to real material places has profound personal and cultural effects." This experience inspired Joseph to pursue studies in architectural history and comparative urbanism and ultimately led him to his current position at Eugene Lang College.

Joseph was drawn to The New School by its location near some of the most famous buildings in the world as well as its commitment to social responsibility. Once here, he was excited to interact with such a "creative, intellectually curious" student body. In courses such as *The Dynamic Metropolis* and *Historic Preservation in the City*, Joseph shares his concept of the city as both "a swirl of memories and images as well as the real bricks and mortar that people interact with every day." In addition to encouraging his students to test out theories about cities for themselves, Joseph also teaches them how "the history of cities informs the present and suggests possibilities for the future."

Joseph and his students bring their enthusiasm and passion to another enterprise: civic engagement. Working with Project Pericles—an organization founded by Eugene Lang in 2000 to connect colleges and universities committed to incorporating civic engagement into liberal arts education—Joseph is constantly seeking new ways for The New School to partner with community organizations. By creating these relationships, Joseph helps students find internships and works with faculty members to develop project-based courses linked to community partners. "In these courses," Joseph relates, "students work on real problems that are out there in the world and get firsthand experience with the complexities of civic life and social action."

# In Attendance



MFA actors, playwrights, and directors from **The New School for Drama** presented new, classic, and contemporary works over two weeks in Random Acts! One-Act Play Festival. In Final Draft 2009, in the spring, graduating playwrights had one of their plays professionally directed and performed in a showcase reading.



**The Mannes Orchestra** presented a series of concerts in 2009. The orchestra was joined by conductors **JoAnn Falletta** and **David Hayes**, director of Orchestral and Conducting Studies, and special guest performers including saxophonist **Scott Litroff**, pianist **Jialiang Wu**, and pianist **Di Wang**.



**Robert Shiller**, Arthur M. Okun Professor of Economics, and the Cowles Foundation for Research in Economics at Yale University presented the annual Irene and Bernard L. Schwartz lecture, “Animal Spirits: How Human Psychology Drives the Economy, and Why it Matters for Global Capitalism.” The event was hosted by the **Schwartz Center for Economic Policy Analysis**.



President **Bob Kerrey** presented an honorary Doctorate of Letters to German Chancellor **Angela Merkel** at the American Academy in Berlin. The event, part of The New School’s celebration of the 75th anniversary of the founding of the University in Exile, marked the first time an American university has awarded an honorary doctorate to the German Chancellor. **The New School for Social Research** also announced the creation of the Alvin Johnson–University in Exile Memorial Fellowship Fund, which, beginning in 2010–2011, will provide full tuition and a stipend for one or two German graduate students.



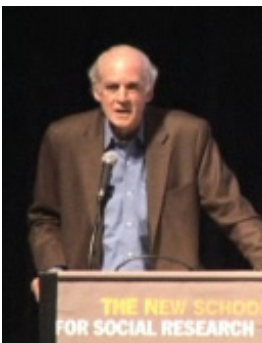
**Parsons The New School for Design** presented *Into the Open: Positioning Practice*, the official U.S. pavilion at La Biennale di Venezia, the 11th International Architecture Exhibition. The exhibit, held at the Sheila C. Johnson Design Center, featured 16 architectural groups who work with communities to respond to social and environmental concerns. Projects on display included the work of **Estudio Teddy Cruz**, **Alice Waters'** The Edible Schoolyard, and New York-based architect **Deborah Gans'** Roll Out House.



New School President **Bob Kerrey** spoke with **William D. Zabel**, a New School trustee, the chairman of Human Rights First (formerly the Lawyers Committee for Human Rights), and a founding partner of Schulte Roth & Zabel LLP. The two discussed Mr. Zabel's distinguished legal career and work in support of human rights, including his role in the landmark 1967 Supreme Court case *Loving v. Virginia*, which ended legal bans on interracial marriage



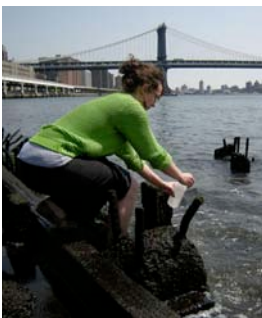
**The New School for Drama** and the Samuel French festival honored **Bekah Brunstetter '07** with a staged reading of excerpts from her newest play, *Oohrah!*, for an invited audience of theater producers, literary agents, and other guests. Brunstetter was a winner in the 33rd Annual Samuel French Off-Off Broadway Short Play Festival for her play *F\*cking Art*.



"The Religious-Secular Divide: The U.S. Case" marked the tenth anniversary of the **Social Research** conference series. Panelists including theologians, historians, legal scholars, sociologists, and anthropologists discussed the relationship between religion and secularism and the debate over the role of religion in politics.



The 2009 Jazz Presents series treated audiences to lively concerts featuring New School Jazz faculty, alumni, and students. In February and March, **New School Jazz** celebrated Black History Month with concerts paying tribute to American jazz legend Charles Mingus. The fall concerts featured Trio 3 (with **Reggie Workman** on bass, **Andrew Cyrille** on drums, and **Oliver Lake** on saxophone) and pianist and faculty member **Rachel Z** performing with faculty member **Charli Persip**. New School Jazz's Ornette Coleman Ensemble also performed at The Jazz Standard, a famed New York venue, under the direction of **Jane Ira Bloom**.



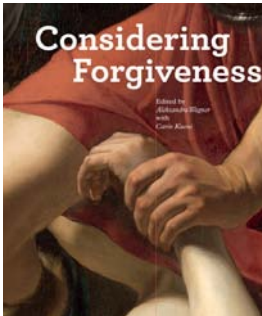
Students and faculty from **Lang** and **Parsons** designed the Oyster Garden Flotilla, an innovative public project that is both an artistic response to the history of New York's estuaries and a sustainable and elegant means of cleaning up wastewater.



The 2009 **Parsons** Fashion Benefit was held at Cipriani Wall Street on April 29. The annual event honors visionaries who have made significant contributions to fashion design. This year's event honored **Tom Murry**, president and CEO of Calvin Klein, Inc., and **Francisco Costa**, creative director of Calvin Klein Collection for women. The awards were presented by **Terry Lundgren**, the chairman, president, and CEO of Macy's, and *Vogue* editor-at-large **André Leon Talley**.



New School President **Bob Kerrey** led a lively debate during "Intelligent Immigration Reform: A Real-World Legislative Approach." Participants included **Michael Aytes**, acting deputy director of U.S. Citizenship and Immigration Services at the Department of Homeland Security; **Tamar Jacoby**, president and CEO of ImmigrationWorks USA, Inc.; **Mark Krikorian**, executive director of the Center for Immigration Studies; **Marshall Fitz**, director of advocacy at the American Immigration Lawyers Association; and **Jeffrey Passel**, senior demographer at the Pew Hispanic Center. The event was hosted by **Tishman Environment and Design Center**.



The **Vera List Center** celebrated the publication of its first book, *Considering Forgiveness*, with a discussion about the political currency of forgiveness. Joining editor **Aleksandra Wagner**, a faculty member at The New School for General Studies, were contributors to the book, including filmmaker Anne Aghion, writer and filmmaker **Gregg Bordowitz**, artists **Lin + Lam**, and scholar **Jeffrey Olick**.



**Eugene Lang College's** annual Spring Dance Performance, held at the Ailey Citigroup Theater, featured an original piece based on choreographer William Forsythe's renowned work *One Flat Thing, Reproduced*. The performance also featured original dance works conceived and directed by Lang faculty.



The critically acclaimed **Mannes Opera** presented a fully-staged production of Giuseppe Verdi's *La Traviata* at the Kaye Playhouse at Hunter College. The singers were accompanied by the Mannes Orchestra under the direction of Metropolitan Opera conductor **Joseph Colaneri**. Mannes master artist-in-residence **Regina Resnik** provided coaching.



Twenty-one graduating MFA students from **Parsons** exhibited their thesis work in painting, sculpture, video, performance, photography, and sound art at The Kitchen, a prestigious gallery in Chelsea.



On May 22, **The New School** held its 73rd Commencement ceremony in Madison Square Garden in New York City. During the ceremony, 2,840 graduate and undergraduate students received their degrees. New School President **Bob Kerrey** addressed the graduates and conferred honorary degrees. **Harold Hongju Koh**, dean of Yale Law School, expert on international law, and advocate for human and civil rights, delivered the Commencement address. Honorary degree recipients included philosopher **Kwame Anthony Appiah**; playwright, performer, and activist **Eve Ensler**; legendary opera singer **Regina Resnik**; and statesman and philanthropist **John C. Whitehead**. The student speaker was **Miles Strucker**, a BA student at Eugene Lang College.



**The Department of Media Studies and Film** partnered with Girls Write Now to present an evening of original works by some of New York City's best teen writers. The event featured a keynote speech by NBC national correspondent **Amy Robach** and a reading by **Jean Thompson**, National Book Award nominee and author of *Do Not Deny Me*. Girls Write Now has been pairing teenage girls from the city's public high schools with professional women writers as mentors since 1998.



**Joel Klein**, chancellor of the New York City Department of Education, gave the keynote speech at "Pass or Fail: What's Next for New York City's High Schools?," presented by **Milano** and the Center for New York City Affairs. A panel of experts discussed the transformation of New York City high schools under the Bloomberg administration.



*Dormitorium: Film Decors* by the Quay Brothers explored the macabre fantasy world of twin brothers **Stephen and Timothy Quay** through the highly detailed miniature sets of their stop-motion animation films. The exhibition, organized by the University of the Arts in Philadelphia, was held at the Anna-Maria and Stephen Kellen Gallery in the **Sheila C. Johnson Design Center**.



Key U.S. Senate advisors joined New School President **Bob Kerrey** for a live webcast offering an inside look at the health-care reform debate on Capitol Hill. Guests included **Kate Leone**, senior health counsel to Senate Majority Leader Harry Reid; **Dr. John E. McDonough**, senior health policy advisor to Senator Edward M. Kennedy; and **Russ Sullivan**, Democratic staff director for the Senate Committee on Finance.



Former secretary of the Department of Homeland Security **Tom Ridge** joined **Milano The New School for Management and Urban Policy** and the Center for New York City Affairs to discuss the creation of the department, its early history, and his tenure as secretary. Mr. Ridge's presentation was followed by a conversation with New School President **Bob Kerrey**.



Working in real time, ten teams of students created designs by deconstructing historic costumes from the **Parsons** archives as well as signature pieces by Louis Vuitton's artistic director and Parsons alum **Marc Jacobs**. The event, titled *Reconstruction*, took place in Parsons' storefront gallery on Fifth Avenue and 13th Street. It was sponsored by Louis Vuitton, Singer Inc., and Coats Clark.



The event, Social Entrepreneurship: How Everyone Can Be a Changemaker, launched an exciting partnership between **The New School** and Ashoka, an association of leading social entrepreneurs around the world. **Bruce Nussbaum**, *BusinessWeek* editor and faculty member at Parsons The New School for Design, moderated a discussion with leading entrepreneurs tackling global challenges ranging from poverty to climate change. Featured speakers included **Paul Polak**, founder of International Development Enterprises and D-REV: Design for the Other 90%; and **Billy Parish**, founder of the Energy Action Coalition.



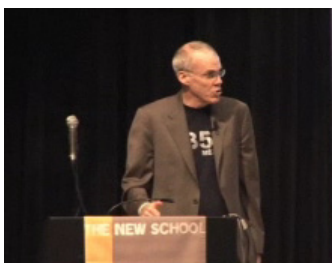
Former U.S. Senator **Tom Daschle** and New School President **Bob Kerrey** held a public discussion on the health-care reform debate raging on Capitol Hill. The event featured a one-on-one discussion between President Kerrey and Senator Daschle, followed by an extended Q&A with the audience.



The **university** held its annual Convocation ceremony on September 3, marking the opening of the 2009–2010 academic year. The program included a welcome from New School President **Bob Kerrey** and University Student Senate President **Tushar Gogia**, remarks by Provost **Tim Marshall**, and the presentation of the Distinguished University Teaching Awards. **Julia Foulkes**, associate professor of history at The New School for General Studies, gave the Aims of Education Address. The 2009 Distinguished University Teaching Awards were presented to **Jinsook Erin Cho**, from Parsons; **Lisa R. Rubin**, from The New School for Social Research and The New School for General Studies; **Susan Shapiro**, from The New School for General Studies; and **Mary R. Watson**, from Milano.



Award-winning composer, lyricist, and arranger **Charles Strouse** has been an integral figure in American culture for more than 40 years. His scores include *Annie*, *Bye Bye Birdie*, and *Applause*. New School President **Bob Kerrey** and **Robert LuPone**, director of **The New School for Drama**, sat down with the acclaimed musician for a rare conversation in October.



Noted author and environmentalist **Bill McKibben** spoke about the consequences of global warming and the need for immediate action to reduce the concentration of carbon dioxide in the atmosphere at an event sponsored by the **Tishman Environment and Design Center**.



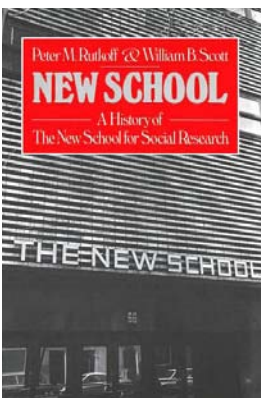
Renowned pianist **Richard Goode** led a master class at **Mannes**. Master classes present outstanding artists of today speaking about their work and critiquing artists of tomorrow.



During “Race and the Subprime Crisis: The Future of Minority Neighborhoods,” the 2009 Nathan W. Levin Lecture, speakers discussed the impact of the economic collapse on African-American communities, consumer access to credit, and the role of race in public policy. Participants included **Maxine Waters**, Democratic representative from California and **James Carr**, COO of the National Community Reinvestment Coalition. “Race and the Subprime Crisis” was sponsored by **Milano** and the **Center for New York City Affairs**.



Award-winning writer **Mark Danner** discussed his groundbreaking book *Stripping Bare the Body: Politics Violence War* with investigative journalist **Amy Goodman**, co-founder and host of the news program *Democracy Now!*



**Peter M. Rutkoff**, professor of American studies at Kenyon College, presented “What Would Dewey Do?,” a lecture commemorating The New School’s 90th anniversary. Professor Rutkoff co-authored *New School: A History of The New School for Social Research*, the only publication to deal in depth with the school’s history. The lecture was part of the event series *By Any Name: Institutional Memory at The New School* and **the Vera List Center’s** 2009–2010 program cycle: Speculating on Change.



Former U.S. Senator Adlai Stevenson III delivered **The New School for Social Research's** 2009 Paul H. Douglas Lecture on Ethics and Government. The lecture series was established to honor Paul Douglas' distinguished three-term career in the U.S. Senate.



Ian Martin, former special representative of the secretary-general and head of the United Nations Mission in Nepal, discussed the fragile peace process in Nepal in an event sponsored by the **India China Institute**.



Judith Jones, senior editor and vice president at Alfred A. Knopf, read from her book *The Pleasures of Cooking for One*. The evening was moderated by Luis Jaramillo, associate chair of the **Writing Program**.



Bruce Nussbaum, *BusinessWeek* contributing editor and visiting professor of innovation and design at **The New School**, took part in a series of conversations in 2009. In May, he sat down with international design innovator Ezio Manzini as part of *Design at the Edge: Redesigning Our Lives in an Era of Radical Change*, a lecture series held in conjunction with a course Nussbaum taught at Parsons' School of Design Strategies. In September, he and Tim Brown, president and chief executive officer of the global design consultancy IDEO, discussed critical issues in design and innovation today. And in November, Nussbaum discussed the paths taken by design thinkers in business, science, and the arts with **Roger Martin**, dean of the Rotman School of Management at the University of Toronto.



**The Tishman Environment and Design Center** hosted “The Good Food Good Jobs Coalition,” a discussion about FRESH (Food Retail Expansion to Support Health), the city’s new program designed to ensure fresh, healthful foods are available in all city neighborhoods. Speakers included **Christine C. Quinn**, New York City Council speaker; **Dan Barber**, owner of Blue Hill restaurant; **Bruce Both**, president of UFCW Local 1500; and **Peggy M. Shepard**, executive director and founder of We Act for Environmental Justice.



**Milano** and the Center for New York City Affairs held an election roundtable on the 2009 campaigns for New York City mayor and comptroller. Appearing at the event were representatives from the campaigns of the comptroller candidates John Liu, Melinda Katz, David Weprin, and David Yassky and mayoral candidates Mike Bloomberg and Bill Thompson. In panels hosted by *New York Times* reporter **Sam Roberts**, they discussed the strategies that propelled the winners to victory and the hurdles that kept others behind in the polls.



For the fifth year in a row, **New School Jazz** students, faculty, alumni, and friends performed Monday nights at Sweet Rhythm, the beloved Greenwich Village jazz club, which closed its doors in 2009. In February, the school celebrated Black History Month with performances honoring American jazz legend **Charles Mingus** directed by faculty members **Diane Moser** and **Andy McKee**, and featuring special guests **Marcelino Feliciano**, **Vic Juris**, **Idris Muhammad**, and **Ivan Renta**.

# University Appointments

## Board of Trustees

**Linda E. Rappaport** was elected to the board of trustees of The New School. Ms. Rappaport is a partner with Shearman & Sterling LLP, where she serves as practice group leader of the Executive Compensation & Employee Benefits/Private Clients Group. Her practice focuses on executive compensation and benefits, including corporate, securities, and tax laws and ERISA. Ms. Rappaport joined the board of governors of Mannes College The New School for Music in 2004 and currently serves as chair. She earned a BA at Wesleyan University and a JD at New York University School of Law.

**Randall S. Yanker** was elected to the board of trustees of The New School. Mr. Yanker is senior partner and chief investment officer at Alternative Asset Managers LLP (AAM), a private investment boutique that provides seed capital to start up hedge fund managers. Before working at AAM, Mr. Yanker served as CEO of Lehman Brothers Alternative Investment Management. He joined the board of governors of The New School for General Studies in 2003 and currently serves as chair. Mr. Yanker received a BA from Harvard University.

## Board of Governors

**Craig J. Calhoun** was elected to the board of governors of The New School for Social Research. Mr. Calhoun is University Professor of the Social Sciences at New York University and president of the Social Science Research Council. He received a BA in Anthropology from the University of Southern California, an MA in Anthropology from Columbia University, an MA in Social Anthropology from Manchester University, and a PhD in Sociology and History from Oxford University.

**Robert J. DiQuollo** was elected to the board of governors of Milano The New School for Management and Urban Policy. Mr. DiQuollo is a senior financial advisor and president of Brinton Eaton Wealth Advisors and president of the Milano Foundation. He holds a BS and MBA from Seton Hall University.

**Fred Dust** was elected to the board of governors of Parsons The New School for Design. Mr. Dust is a partner and practice leader for IDEO. He has a BA in Art History from Reed College and an MArch from the School of Environmental Design at the University of California, Berkeley.

**Roxanne Griffith** was elected to the board of governors of The New School for Jazz and Contemporary Music. Ms. Griffith recently retired from NYSE Euronext, Inc. She has a BBA in Finance from Baruch College.

**Jayne Koszyn** was elected to the board of governors of Mannes College The New School for Music. Ms. Koszyn is president of Jayme Koszyn Consulting. She received a BA from Princeton University and an MFA from Boston University.

**Ruth Sheetrit** was elected to the board of governors of The New School for Jazz and Contemporary Music. Ms. Sheetrit is the CEO and owner of Sheetrit Media Group (SMG). She earned a teaching diploma at Ahva Teachers College.

**Deborah Aal Stoff** was elected to the board of governors of Eugene Lang College The New School for Liberal Arts. Ms. Stoff is a television and film producer. She received an MA in Secondary Education from the University of Chicago.

**Lawrence Taylor** was elected to the board of governors of Eugene Lang College The New School for Liberal Arts. Mr. Taylor is owner and president of Christina Development Corporation in Malibu, California. He graduated from the University of Southern California.

## Faculty

### Joint Faculty

**Sanjay Reddy** was named an associate professor of economics at The New School for Social Research and Eugene Lang College The New School for Liberal Arts. He was previously an assistant professor at Barnard College and Columbia University. Dr. Reddy's research interests include global poverty, deprivation and inequality, and the intersection of economics, anthropology, and philosophy. He has a PhD and an MA in Economics and an AB in Applied Mathematics from Harvard University and an MPhil in Social Anthropology from the University of Cambridge.

**Sharika Thiranagama** was appointed an assistant professor of anthropology at The New School for Social Research and Eugene Lang College The New School for Liberal Arts. She was previously a visiting research fellow in the Department of Social Anthropology at the London School for Economics. Her research centers on questions of temporality and her dissertation, "Stories of Home: Generation, Memory, and Displacement Among Jaffna Tamils and Muslims," focuses on the Sri Lankan civil war. Dr. Thiranagama has a PhD in Anthropology and an MSc in Social Anthropology from the University of Edinburgh and a BA in Social Anthropology from St. John's College, University of Cambridge.

**Jeremy Varon** was named an associate professor of history and historical studies at The New School for Social Research and Eugene Lang College. He previously served as an assistant professor and associate professor of history at Drew University. His research interests include U.S. history, German history, intellectual history, and political violence and terrorism. Dr. Varon holds a PhD and an MA in History from Cornell University and a BA in History from Brown University.

**Deva Woodly** joins the university as an assistant professor of politics at The New School for Social Research and Eugene Lang College The New School for Liberal Arts. She previously served as community news editor with the communications staff at the University of Chicago. Her research interests include political discourse, social change, political communications, and social movements. Dr. Woodly holds a PhD in Political Science and an MA in Social Science from the University of Chicago and a BA in Political and Social Thought from the University of Virginia.

**Rafi Youatt** was named an assistant professor in the Department of Political Science at The New School for Social Research and Eugene Lang College. He served as a visiting assistant professor in the Department of Political Science at Reed College. Dr. Youatt's research interests include international relations, environmental political theory, and theories of agency. He has a PhD from the Department of Political Science, an MA from the Committee on International Relations at the University of Chicago, and a BA in Political Science from the University of California, Berkeley.

### The New School for General Studies

**Nehal Bhuta** was named an assistant professor of international affairs at The New School for General Studies. He previously served as assistant professor of law in the University of Toronto Faculty of Law. His research interests include international law, political theory, human rights law, and the laws of war. Mr. Bhuta received an LLM in International Legal Studies from New York University School of Law, an MA in Political Science from The New School for Social Research, and a Bachelor of Laws with Honours (First Class) and BA from the University of Melbourne..



**Julia Foulkes** was appointed associate dean for Faculty Affairs at The New School for General Studies. She was previously an associate professor of history and chair of Social Sciences in The New School Bachelor's Program. Her research interests include the intersection of urbanization and the arts. She has a PhD in History from the University of Massachusetts at Amherst, an MA in History from Loyola University Chicago, and a BA in History from Williams College.

**Paul Hardart** joins the university as an associate professor of media studies at The New School for General Studies after serving as president of Adirondack Pictures. His main interests are film production and distribution and new media distribution. He earned an MBA at Northwestern University's Kellogg Graduate School of Management and a BA in English at the College of the Holy Cross.

**Sean Jacobs** joins the university as an assistant professor of international affairs in the graduate program in International Affairs at The New School. From 2005 to 2009, he served as a joint assistant professor of African and Afro-American studies and communication studies at the University of Michigan in Ann Arbor. His research interests include media and political power, social movements and the politics of inequality, and African politics. Dr. Jacobs has a PhD in Politics from the University of London, an MA in Political Science from Northwestern University, and a BA in African Politics from the University of Cape Town.

**Terra Lawson-Remer** was appointed an assistant professor of international affairs in the graduate program in International Affairs at The New School. Her research interests include economic development, natural resources governance, climate change, and economic and social rights. She holds a JD from New York University School of Law and a PhD in Political Economics from New York University Graduate School of Arts and Sciences.

**Louise Montello** joins the university as an associate professor and coordinator of the Creative Arts Therapy Certificate program at The New School for General Studies. She previously worked as a research scientist in New York University's Department of Psychology. Her research interests include treatment and prevention of stress in the performing arts, the use of integrative music therapy in treating adults traumatized as children, and music empowerment for at-risk inner-city girls. She has a Doctor of Arts in Music Therapy from New York University, a psychoanalytic license from the Institute for Expressive Analysis, and an MA in Music Therapy from New York University.

**Christiane Paul** was appointed director of graduate media studies programs and associate professor of media studies at The New School for General Studies. She previously served as an adjunct professor in the School of Visual Arts' MFA Computer Arts Department and the Rhode Island School of Design's Digital Media Department. Her research interests include digital cinema, aesthetics of new media, locative media art, database aesthetics and data visualization, and curating new media. She has a PhD and an MA in English from Heinrich Heine University in Düsseldorf.

## Milano The New School for Management and Urban Policy



**Sakiko Fukuda-Parr** was named associate dean for Academic Affairs at Milano The New School for Management and Urban Policy. She is also a professor in The New School's graduate program in International Affairs. Her research interests include economic

development, human rights and economic policy, the poverty-conflict nexus, and global technology. She has a Master of Arts in Law and Diplomacy from the Fletcher School of Law and Diplomacy at Tufts University, an MA from the University of Sussex (UK), and a BA from Cambridge University.

**Michele Kahane** was appointed professor of professional practice at Milano. She previously served as director of Commitments for the Clinton Global Initiative and director of Special Projects for the Center for Corporate Citizenship in the Carroll School of Management at Boston College. Her research interests include social entrepreneurship, impact investing, strategic philanthropy, and corporate citizenship. She has an MBA from Columbia University's Graduate School of Business, an MIA in Economic Development from Columbia University's School of International and Public Affairs, and a BA in Geological and Environmental Sciences from Princeton University.

## Parsons The New School for Design

**Alan Bruton** was promoted from instructor to assistant professor of interior design and from coordinator to director of Public Programs at Parsons' School of Constructed Environments. His research interests include the spaces in which events occur and the relationships between forms of materialism. He has an MArch from Cranbrook Academy of Art and a Bachelor of Environmental Design from Texas A&M University. He is a registered architect.

**Michele Wesen Bryant** was named an assistant professor in the BFA Fashion Design Department at Parsons. She was previously an adjunct faculty member at Parsons and in the Fashion Design Department at the Fashion Institute of Technology. She is the author of several books on fashion and design. She has a BFA from Syracuse University/College of Visual and Performing Arts.

**Jessica Corr** was appointed an assistant professor of core studies at Parsons. She was previously an adjunct instructor of core studies and part-time faculty member at Parsons. She is a product designer and independent product consultant who collaborates with architects and interior designers on custom-designing furniture, fixtures, and new materials and products. She holds a BFA in Product Design from Parsons.



**Hazel Clark** was appointed dean of Parsons' School of Art and Design History and Theory. She previously served as chair of the Department of Art and Design Studies at Parsons. A design historian and theorist, she is particularly interested in design and culture and fashion and textiles. She has a PhD in the History of Design from the University of Brighton (UK), a Diploma in Art and Design in Fine Arts from Sunderland Polytechnic (now Sunderland University) (UK), and a Postgraduate Diploma in the History of Art and Design from Birmingham Polytechnic (now University of Central England) (UK).

**Jonathan Kyle Farmer** joins the university as an associate professor of studio methods at Parsons after serving as a fashion design instructor at the Academy of Art University. In his work, he explores new ways of teaching and learning about the fashion design process. He also serves as a freelance design forecaster for StyleSight. He holds an BA in fashion design and technology from the Cheltenham and Gloucester College of Higher Education, and an MA in Fashion Womenswear from the Royal College of Art in London.

**Kianga Ford** was named an assistant professor of fine arts/new genres at Parsons The New School for Design after serving as an assistant professor in the Studio for Interrelated Media at Massachusetts College of Art. In her art, she combines installation and site-specific strategies, highlighting the intersections between media and space. She holds an MA and an ABD in History of Consciousness from the University of California, Santa Cruz; an MFA in Art from UCLA; and a BA in English from Georgetown University.

**Jean Gardner** was named an associate professor of social-ecological history and design at Parsons after serving as a part time faculty member at Parsons' School of Constructed Environments. Her research interests include pedagogy for sustainability and neuroscience and design. She holds an MA in Architectural History from Columbia University and a BA in Literature from Smith College.

**Andrea Geyer** joins the university as an assistant professor of fine arts/new genres at Parsons The New School for Design. She was previously a faculty member at the Malmö Art Academy (Sweden). In her art, she explores the politics and aesthetics of representing history and collective memory. She holds a degree in photojournalism from Fachhochschule Bielefeld (Germany) and a Diploma in Fine Arts from the Art Academy Braunschweig (Germany).

**Julia Gorton** has been named an assistant professor of communication design at Parsons after teaching in the school's Communication Design and Foundation programs for more than ten years. She has done design and illustration work for Mademoiselle, Hyperion Books for Children, National Lampoon, Newsweek, Seventeen, and Better Homes and Gardens. She is also the author, illustrator, and designer of the book *The Terrible Twos*. Ms. Gorton holds a BFA from Parsons.

**Gretchen Harnick** joins the university as an assistant professor of fashion marketing at Parsons The New School for Design. She previously served as academic department director of the BS program in Fashion & Retail Management at the Art Institute of Pittsburgh. Ms. Harnick's research interests include globalization and the future of fashion and journalism dealing with design, style, mood, and aesthetics. She holds an MBA in Marketing from Case Western Reserve University and a BA in Psychology and Business from Wittenberg University.

**Todd Lambrich** was appointed an assistant professor of core studies at Parsons. He was previously an adjunct instructor of core studies and part-time faculty member. His interests include fine arts, studio practice, and collaborative projects. He has an MFA in Sculpture from Rhode Island School of Design and a BFA in Fine Arts from Mason Gross School of the Arts at Rutgers University.

**Jeffrey Lieber** joins the university as assistant professor of design studies at Parsons The New School for Design after teaching in the History of Art and Visual Culture Department at the University of California, Santa Cruz. His research interests include design history, visual culture, architectural history, and film. His articles on modern and contemporary architecture and design have appeared in the Berlin-based journal *Bauwelt* and the *Neue Zürcher Zeitung*. Dr. Lieber holds a PhD in the History of Art from the University of Michigan, Ann Arbor.

**Michele Wesen Bryant** was named an assistant professor in the BFA Fashion Design Department at Parsons. She was previously an adjunct faculty member at Parsons and in the Fashion Design Department at the Fashion Institute of Technology. She is the author of several books on fashion and design. She has a BFA from Syracuse University/College of Visual and Performing Arts.



**Miodrag Mitrasinovic** was named dean of Parsons' School of Design Strategies after serving as chair of Urban and Transdisciplinary Design. Dr. Mitrasinovic is an internationally recognized architect and urbanist. He is author of *Total Landscape*, *Theme Parks*, *Public Space* (Ashgate 2006) and co-editor of *Travel, Space, Architecture* (Ashgate 2009), both of which were awarded the Graham Foundation Grant. His scholarly work focuses on finding integrative approaches to understanding and engaging with emerging urban processes, phenomena, and conditions. He holds a PhD in Architecture from the University of Florida at Gainesville, an MArch II from The Berlage Institute in the Netherlands, and a Bachelors in Architectural Engineering from the University of Belgrade, Serbia.

**Katherine Moriwaki** was named an assistant professor of media design at Parsons after teaching in the MFA Design and Technology program at Parsons for more than eight years. She is a pioneer in the field of wearable technologies and embedded control. Ms. Moriwaki is a PhD candidate at Trinity College, University of Dublin, and holds an MPS from Tisch School of the Arts at New York University and a BA in Film and Electronic Art from California State University.



**William Morrish** joins the university as dean of the School of Constructed Environments at Parsons. He previously served as Elwood R. Quesada Chair in Architecture, Landscape Architecture, and Urban Planning at the University of Virginia. He is a nationally recognized urban designer whose practice focuses on interdisciplinary research on urban housing and infrastructure, collaborative publications on human settlement and community design, and educational programs exploring integrated design. He has an MArch from Harvard University and a BArch from the University of California.

**Emily D. Moss** was named an assistant professor of core studies in Parsons' School of Design Strategies after serving as an adjunct faculty member in Parsons' Architecture, Interior Design, and Lighting and Foundation departments. Her research interests include architecture and design in

the urban public realm, design and the environment, and critical reading and writing. Ms. Moss holds an MArch from Harvard University and a BA in American Studies and Literature from Yale University.

**Lauren Redniss** was named an associate professor of illustration in Parsons' School of Art, Media, and Technology after serving as an adjunct instructor in illustration at Parsons. She is a working artist who is active in drawing, printmaking, animation, visual journalism, and media archaeology. Ms. Redniss has an MFA in Illustration from the School of Visual Arts and a BA in Fine Art and French from Brown University.

**Jonsara Ruth** was appointed an assistant professor of interior design at Parsons The New School for Design. She was previously a member of the part-time faculty of the Interior Design Department at Parsons. Her work spans a number of disciplines and focuses on sustainability. She recently worked with several American wood manufacturers to make their processes more environmentally friendly. Ms. Ruth holds an MArch from Cranbrook Academy of Art and a BFA in Industrial Design from the Rhode Island School of Design.

**Sabine Seymour** was named an assistant professor of fashion technology at Parsons. She has taught part-time at Parsons for more than ten years and lectured worldwide at the undergraduate and graduate levels. Ms. Seymour's research focuses on fashion, media, and technology and is based on functional aesthetics. She holds a PhD in Social and Economic Sciences from the University of Economics in Vienna, an MPS in Interactive Telecommunications from NYU's Tisch School of the Arts, and an MSc in Social and Economic Sciences from the University of Economics in Vienna and Columbia Business School in New York.

**Matthew Tanteri** was appointed an assistant professor of lighting design at Parsons. He has taught at Parsons for the past eight years, primarily in the MFA Lighting program. The principal of Tanteri + Associates, a design and consulting practice, Mr. Tanteri is a leading figure in the New York lighting community. He holds an MFA in Architectural Lighting Design from Parsons and a BA in Art from The Cooper Union.

**Ioanna Theocharopoulou** was appointed an assistant professor of interior design at Parsons The New School for Design. She teaches at Parsons in the Art and Design Studies and AAS programs and runs a successful design practice. She has also taught at Cooper-Hewitt, National Design Museum. Dr. Theocharopoulou holds an AA Diploma from the Architectural Association School of Architecture in London, an MS in Advanced Architectural Design, and a PhD in Architecture from Columbia University.



**Joel Towers** was appointed dean of Parsons The New School for Design. He has served The New School in a variety of leadership roles, including associate provost for Environmental Studies, dean of Parsons' School of Design Strategies, director of Sustainable Design and Urban Ecology at Parsons, and director of the Tishman Environment and Design Center. Dean Towers is an associate professor of architecture and sustainable design. His research interests include architecture, urban design, and sustainability. In 1992, he co-founded SR+T Architects, an award-winning firm with projects in the United States and Europe. Mr. Towers holds an MArch from Columbia University and a BS in Architecture from the University of Michigan



**Sven Travis** was named dean of the School of Art, Media, and Technology at Parsons The New School for Design. He was previously an associate professor in Communication, Design and Technology at Parsons. His research interests include computer programming, new media art, smart cities, artificial intelligence, photography, and learning and cognition. He holds a BFA in Photography from the Rhode Island School of Design.

**Victoria Vesna** was appointed a visiting professor of media arts and director of research at Parsons The New School for Design. She is currently on leave from UCLA's School of the Arts, where she is a professor in the Department of Design and Media Arts and director of the UCLA Art|Sci Center and the UC Digital Arts Research Network. As an artist and educator, she focuses on the intersections of art, media, technology, and the hard sciences. She holds a PhD in Interactive Arts from the University of Wales and a Diploma of Fine Arts from the University of Belgrade.

## Eugene Lang College The New School for Liberal Arts

**Robert A. Canales** was named an assistant professor of statistics in the Natural Sciences and Math Department at Eugene Lang College. He previously served as an acting assistant professor in Stanford University's Department of Civil and Environmental Engineering. His research interests include environmental health, human exposure assessment, mathematical modeling, and applied statistics. Dr. Canales was a postdoctoral fellow in the Exposure,

Epidemiology, and Risk Program at the Harvard School of Public Health. He holds a PhD in Civil and Environmental Engineering, an MS in Statistics, and an MS in Civil Engineering from Stanford University and a BS in civil engineering from the University of Texas at Austin.

**Heather Chaplin** was appointed an assistant professor of journalism at Eugene Lang College after working as a professional journalist and author. Her research interests include digital culture and the future of literacy. She has a BA in American Studies from Sarah Lawrence College.

**Siddhartha Deb** was appointed an associate professor of literary studies at Eugene Lang College. He was previously a writer-in-residence in literary studies at Eugene Lang College and a fellow at Harvard University's Radcliffe Institute of Advanced Studies. A novelist whose interests include world fiction, history, politics, literary criticism, journalism, and nonfiction, he has an MPhil in English Literature from Columbia University and an MA and a BA in English Literature from Calcutta University.

**Karen DeMoss** was appointed director of the Institute of Urban Education and associate professor of education studies at Eugene Lang College. She previously served as national director of research and evaluation at New Leaders for New Schools. Her research interests include educational policy, urban school reform, and educational leadership. Dr. DeMoss holds a PhD in Education Policy from the University of Chicago, an MA in English Literature from Texas A&M University, and a BA in English Literature from Austin College.

**Natalia Mehlman-Petrzela** joins Eugene Lang College as an assistant professor of education studies and history. Her research interests include American political and cultural history, especially the history of education, conservatism, gender, ethnicity, and language. She holds a PhD and an MA in History from Stanford University and a BA in History from Columbia College.

**Andrew Meier** was named an assistant professor of writing and literature at Eugene Lang College. He previously worked as a writer and journalist and was a fellow at the New York Public Library's Cullman Center for Scholars and Writers. His research interests include nonfiction narratives; Iraqi and Afghan affairs; Russian, Baltic, and Central Asian studies; crime and punishment in 20th-century New York City; the New Deal and FDR; and journalism in the United States. Mr. Meier received an MA with Honours in Russian from the Oxford School of Language and Literature and a BA from the College of Letters at Wesleyan.

**Caveh Zahedi** joins the university as an assistant professor in screen studies at Eugene Lang College after serving as an adjunct professor at San Francisco Art Institute, California College of the Arts, San Francisco State University, San Jose State University, and San Francisco City College. Mr. Zahedi's main area of interest is narrative filmmaking. He holds an MFA in Film and Television Production from UCLA and a BA in Philosophy from Yale University.

## Administrative



**Patricia Baxter** joins the university as vice provost for Academic Planning. She previously served as associate dean for Administration at the University of California, Los Angeles School of the Arts and Architecture (UCLA Arts). In her new position, she works with

the provost and the deans to coordinate academic budgeting, analyze and evaluate new program investments, and develop a multiyear planning process. Within the Provost's Office, she oversees the Office of Institutional Research. Ms. Baxter has a BA in Art History from Cornell University.



**Craig Becker** was appointed vice president and treasurer in the Office of Finance and Business. He previously served as associate vice president for Finance at Seton Hall University. In his new role, he oversees accounting, budgeting, investment and treasury

operations, business services, and payroll. Mr. Becker has an MS in Accounting from Northeastern University, an MA in Public Administration from the State University of New York at Albany, and a BA in History from SUNY College at Oneonta

**Jami Black** was promoted from assistant director to director of Advancement Services in the Office of Development and Alumni Relations. In her new role, she oversees Stewardship, Gift Accounting, Database Administration, and Prospect Research within the office. Ms. Black has an MS in Nonprofit Management from Milano The New School for Management and Urban Policy and a BA in International Business and French from Eckerd College.

**Deborah Bogosian** was named director of Communication in the Office of the Provost. She joined Parsons in 2001 as special projects coordinator and later served as chief of staff in the Office of the Dean at Parsons. In her new position, she oversees communications from the Office of the Provost with a range of constituencies and manages projects including the redevelopment of the Office of the Provost's website. Ms. Bogosian holds a BA from the University of Maryland, Baltimore County.

**Nadine Bourgeois** was appointed dean of Academic Planning at Parsons The New School for Design after serving as associate dean of Administration at Parsons. In her new role, she works closely with the deans of Parsons' five schools to coordinate academic budgeting, direct analysis and evaluation of new program investments, and develop a multiyear planning process, including planning for enrollment and space. She has an MA in Arts Administration from New York University and an AB with Honors in English Literature from the University of North Carolina.



**Chris Brezil** was named assistant vice president of Information Technology after serving as senior director of Systems, Networking, and Telecommunications. In his new position, he oversees the core technical infrastructure of the university, including servers, networks, and telephony. His team includes the Information Technology project management unit and the University Help Desk. Mr. Brezil has an MS in Computer Science from Pace University and a BA in Mathematics from Hunter College.

**Seth Cohen** was promoted from assistant director for Administration at The New School for General Studies to director of Administrative Services at The New School for General Studies and Milano The New School for Management and Urban Policy. He manages the day-to-day operations of the Office for Administrative Services at both schools. Mr. Cohen is currently pursuing a BA at The New School for General Studies.

**Suzanne Dvelss** joins the university as director of Academic Partnerships in the Office of the Provost. She previously served as director of Business Development at William McDonough + Partners, Architecture and Community Design. At The New School, she works with the senior vice president for International Affairs and the deans to develop initiatives, programs, and partnerships within The New School and with outside organizations. Ms. Dvelss studied fine arts at the University of Southern California and art history and cultural anthropology at the University of California, Los Angeles.



**Elizabeth Ellsworth** was appointed associate provost for Curriculum and Learning. She previously served as professor of media studies at The New School for General Studies. Dr. Ellsworth helps develop and implement curricular programs, particularly

interdisciplinary programs. She works closely with the deans and faculty and oversees the University Curriculum Committee. She holds a PhD in Communication Arts and Film Studies from the University of Wisconsin-Madison and an MA in Communication from the University of Wisconsin-Milwaukee.

**Marilyn Faller** joins the university as director of Financial Aid. She previously served as vice president of Financial Aid and chief compliance officer at Berkeley College. In her new role, Ms. Faller oversees a \$180 million financial aid program. She is responsible for providing efficient operations and superior service to financial aid applicants, their families, and the university community and administers Title IV and institutional loans, grants, and scholarships to students. Ms. Faller has an MS in Management from the College of St. Elizabeth and a BS in Accounting from Rutgers University.

**Jerry Finkelstein** was promoted from assistant director to director of Counseling Services. In his new role, he is responsible for day-to-day management of Counseling Services and supervision of all clinical staff counseling students. He also serves as a point person in crisis situations and trains and supports faculty and advisors. Dr. Finkelstein has a BA in Psychology from SUNY Binghamton and a PhD in Clinical Psychology from St. Louis University.

**Isa Gouverneur** joins the university as executive art director in the Office of Communications and External Affairs. She previously served as art director at Renegade Marketing Group. In her new role, she is responsible for providing visual creative direction for print and online communications and marketing materials. Ms. Gouverneur received her undergraduate degree in business and economics from the Università degli Studi di Napoli Federico II in Napoli, Italy.

**John Green** was named associate dean for Administration at The New School for General Studies and Milano The New School for Management and Urban Policy. He served as associate dean at Milano from 2006 to 2009. In his new role, he directs financial and administrative services in both schools and assists the dean in day-to-day management and planning for the schools. He holds an MA in Higher Education Administration from Columbia University and a BA in Anthropology and Theology from Maryknoll College.

**Mark Hannah** was named director of Academic Communications at Parsons The New School for Design. Before coming to The New School, he served as an advance associate for the White House and as an account supervisor at Edelman Public Relations Worldwide. He works closely with Parsons' dean and academic leadership to support the dean's agenda and acts as a liaison with the university's Office of Communications and External Affairs. He is responsible for producing public statements, talking points, and community messages; working with internal and external stakeholders; and ensuring that recruitment and marketing materials are consistent with the school's mission. Mr. Hannah holds a BA in Communications and Philosophy from the University of Pennsylvania and an MS in Strategic Communications from Columbia University.

**Jayne Jordan** was promoted from assistant director to director of Medical Services in Student Health Services. Her responsibilities include overseeing standards for medical practice and documentation, developing clinical and administrative policies and procedures, seeing patients, and responding to public health emergencies and infectious disease outbreaks within the New School community. Ms. Jordan works with Counseling Services, the office of Student Support and Crisis Management, and other university offices. She has a BA in Sociology from Queens College, a BS in Physician Assistant Studies from City College's Physician Assistant Program at Harlem Hospital, and a JD from Fordham University School of Law. Ms. Jordan is certified by the National Commission on Certification of Physician Assistants and is a New York State-licensed attorney and a registered physician's assistant.

**Michael Joy** joins the university as director of Space Planning in the Office of Design and Construction. He was previously a project architect at Shigeru Ban Architects. In his new role, he supports the university's academic mission through planning, managing, assessing, and recording the university's space inventory. His responsibilities include evaluating existing facilities and options for future expansion; managing requests for internal moves, furnishings, and equipment; and working with architects, engineers, and facilities managers on new construction and facility renovation. Mr. Joy holds an MArch and a BS in Architecture from the Catholic University of America.



**William Kimmel** was named assistant vice president and university registrar. He has been the university registrar since 2004 and continues to serve in that post. Mr. Kimmel provides leadership for the University Registrar's Office, which manages student

academic records, the university's schedule of course offerings, classroom scheduling, course registration and grading, degree conferral, and internal and state data reporting. He also supports the university's enrollment management initiatives. Mr. Kimmel holds an MA in Art History from Hunter College and a BA in Art History from Vassar College.



**Eleni Litt** was named assistant provost for Faculty Affairs in the Office of the Provost after serving as director of Faculty Development and Academic Support. In her new role, she coordinates all activities of the University Promotions and Review Committee.

She will also continue developing university-wide guidelines for promotion and review of faculty, ensuring that division-specific policies and procedures are consistent with the guidelines in the Full-Time Faculty Handbook. Dr. Litt holds a PhD in Social Anthropology from the London School of Economics and Political Science, a BA in Art History from Reed College, and a Certificate in Fine Arts from Parsons The New School for Design.

**Jason Luchs** was promoted from assistant director to director of Student Disability Services. In his new position, he oversees the operations of the office and serves as the main contact for students with disabilities, parents of prospective students, and faculty and staff providing services for students with disabilities. Mr. Luchs also ensures that the university is in compliance with federal and state disability law. He has an MA in Industrial and Organizational Psychology and a BA in Psychology from Brooklyn College.



**Tim Marshall** was appointed provost and chief academic officer of The New School. He previously served as Parsons' associate dean for Academic Affairs and then as Parsons' dean. He also holds a faculty appointment as a tenured associate professor at Parsons

The New School for Design. Earlier Mr. Marshall held academic leadership positions at the University of Western Sydney in Australia, including chair of the School of Design and director of Academic and International Programs. He has served as a consultant to academic institutions in Australia, Germany, Hong Kong, China, and Singapore and has written and lectured extensively on design research and education. Mr. Marshall was co-editor, with Michael Erlhoff, of *Design Dictionary: Perspectives in Design*, the first publication of its kind (Birkhauser Press, 2007). His other works include "Designing Design Schools," presented at the conference "Design Perspectives: Envisioning Design for the XXI Century" (Universidad Iberoamericana, Mexico City, 2005), and "Poetic Process and Professional Practice: A Case Study for Practitioner-Led Design Research," presented at the conference "Techné: Design Wisdom" (European Academy of Design, Barcelona, 2003). He initiated and contributed to *Eye* magazine's special issue on Australia in 2002 and wrote the cover article on the future of design education in *Form* magazine's January/February 2009 issue. Mr. Marshall received a Master of Design by Research from the Royal Melbourne Institute of Technology; a Postgraduate Diploma of Professional Art Studies from the College of Fine Arts, University of New South Wales; and a Bachelor of Art (Visual Art) from the City Art Institute, University of New South Wales.



**Thomas J. McDonald** was named assistant vice president for Student and Campus Life after serving as managing director for Student Affairs. He oversees a number of areas, including the Intercultural Support/Higher Education Opportunity Program and

the operations of Student Disability Services and Student Rights and Responsibilities. Mr. McDonald is a key member of the University Crisis Response Team and the Student Support Team and handles the grievance procedure for discrimination and sexual harassment complaints. Mr. McDonald has an MA in Educational Psychology from the University of Texas at Austin and a BA in English and Psychology from the State University of New York at New Paltz; he is expecting to receive his JD from New York Law School in 2012.

**Carin Mirowitz** joins the university as deputy director of the Center for New York City Affairs at Milano The New School for Management and Urban Policy. She previously served as senior policy advisor to New York City Council Speaker Christine Quinn. In her new role, she oversees the center's public programming, publications, and website and assists the center's director in managing operations, conducting research projects, and fundraising. Ms. Mirowitz holds a BS in Business from The Pennsylvania State University.

**Yonesy Nuñez** joins the university as director of IT Security. He previously served as global manager of IT Governance, Security, and Compliance at Pall Corporation. At the university, he manages internal and external information security, ensuring that all systems meet industry standards and comply with stringent information security program mandates. Mr. Nuñez has a BS in Finance and Computer Information Systems from Manhattan College and an MS in Information Systems Engineering from Polytechnic University. He is currently completing a Doctorate of Professional Studies in Computing at Pace University.

**Gene Puno-DeLeon** was promoted from assistant director to director of Student Rights and Responsibilities. She is responsible for adjudicating alleged violations of the Student Code of Conduct. She has an MA in Education from Seton Hall University and a BA in Psychology from Rutgers–Newark, Newark College of Arts and Sciences.



**Tracy Robin** was appointed assistant vice president for Student Health and Support Services. She previously served as director of Student Health Services. In her new role, she oversees Student Health Services and Student Support and Crisis Management, supervising staff in medical services, counseling services, health education, health insurance, immunization compliance, and student support and crisis management. She also serves on a number of committees, including the University Committee on Student Services and Student Affairs Education and Training. Ms. Robin has an MA in Social Work from New York University and a certificate in gender-conscious psychoanalytically oriented psychotherapy from the Women's Therapy Centre Institute.



**Bryna Sanger** was appointed deputy provost and senior vice president for Academic Affairs. She was previously a professor of urban policy analysis and management at Milano The New School for Management and Urban Policy after serving as Milano's dean.

Dr. Sanger is the operational head of the Office of the Provost; she plays a leading role in all major planning and academic initiatives and serves as the provost's representative in a variety of contexts. She also oversees faculty affairs within the Office of the Provost. Dr. Sanger holds a PhD from the Heller School at Brandeis University and an AB with Honors from Vassar College.

**Maureen Sheridan** was promoted from assistant director to director of Student Support and Crisis Management at The New School. She is responsible for overseeing on-call emergency and crisis response for the student population and providing support and referrals to students facing difficulties during their time at The New School. She also serves as the liaison with academic departments regarding the enrollment and well-being of students and scholars. She holds a BA in English from SUNY Cortland and an MS in Higher Education from Syracuse University.

**Radhika Subramaniam** was named director and chief curator of the Sheila C. Johnson Design Center at Parsons The New School for Design and assistant professor of art and design history and theory at Parsons. Before coming to The New School, she served as an assistant professor of African and Afroamerican Studies and Communication Studies at the University of Michigan in Ann Arbor. Her responsibilities include planning exhibitions and public programs and developing partnerships with museums, galleries, and nonprofit cultural and educational organizations locally, nationally, and internationally. Dr. Subramaniam's research interests include media and political power, popular culture, social movements and the politics of inequality, and African politics. She holds a BA in African Politics from the University of Cape Town, an MA in Political Science from Northwestern University, and a PhD in Performance Studies from the University of London.

**Peter Taback** was named senior director of Communications in the department of Communications and External Affairs. He previously served as vice president of Communications and Marketing at the San Francisco AIDS Foundation. In his new position, he is responsible for directing internal communications, helping shape The New School's overall strategic messages, and overseeing the university's use of print, electronic, and interactive media to convey those messages. Dr. Taback has a PhD in English and a Certificate in American Studies from The Graduate Center, CUNY, and a BA in American Civilization and English from the University of Pennsylvania.

**Karen Williams** joins the university as director of Admission at Eugene Lang College. She previously served as director of Multicultural Recruitment at Sarah Lawrence College. In her new position, she develops and implements comprehensive recruitment and marketing strategies; leads Lang's staff and faculty admission committees; and acts as the primary contact on admission policy and procedures for the Dean's Office, faculty, and other administrative offices. Ms. Williams has an MEd in Counseling and Development from George Mason University and a BA in Africana Studies from the State University of New York at Albany.



**Douglas Wood** joins the university as associate dean of Administration and Planning at Eugene Lang College The New School for Liberal Arts.

He previously served as executive director and principal investigator at the National Academy for Excellent

Teaching at Teachers College, Columbia University. In his new role, Mr. Wood oversees resources and facilities and executes major projects related to Lang's budget and curriculum. He also advises the dean on structural changes within the university and on academic and fiscal policies. Mr. Wood holds an EdD and an EdM in Administration, Planning, and Social Policy from Harvard University; an MA in English from Middlebury College; and a BA in History from Wofford College.



**Almaz Zelleke** was promoted from director of Academic Affairs to associate dean for Academic Affairs at The New School for General Studies. She oversees curriculum planning, new program development, part-time faculty affairs, and admission and

marketing projects for the school's five degree programs and continuing education program. She also supervises the division's public programming. Dr. Zelleke has a PhD in Political Science from Harvard University and an AB in Politics from Princeton University.

# Report on University Finances

Early in fiscal 2009, credit market uncertainty and a sharply declining stock market diminished our endowment investments. At the same time, a deepening recession and sharply rising unemployment threatened enrollment and revenue goals, as students and their families had fewer financial resources for higher education. The events of September 2008 suggested a difficult year ahead, but clear-sighted guidance from our trustees on increasing student financial support and timely management budget actions enabled The New School to avoid the worst effects of the downturn.

Total net assets for fiscal 2009 decreased by \$32.6 million, principally because of investment losses. Unrestricted operating activities, however, produced a \$14.2 million increase, mitigating the effects of a faltering stock market.

A number of factors, including growth in undergraduate enrollment, contributed to the increase from operations. Total degree and diploma students topped 10,000 for the first time in university history. Although it was a difficult year for contributions in general, unrestricted contributions from trustees, alumni, parents, and friends continued during this tumultuous time.

Our balance sheet remains strong. Total assets have increased by \$198 million from July 2004, while liabilities have increased by just \$78 million.

Moody's Investor Service refers to the increase in net assets from operations as the "operating margin." For 2009, the university posted an operating margin of \$14.2 million, or 5.2 percent, on revenues of nearly \$275 million, reflecting continued enrollment growth and timely expense controls. In these difficult times, we are pleased with these results.

Student tuition remains the major driver of revenue growth. From fall 2003 to fall 2008, the number of degree credit students increased by more than 18 percent. Parsons, The New School for General Studies, and Lang have fueled most of this planned growth. Noncredit continuing education declined over the same period as a result of economic conditions and planned reductions.

Consistent with the growth of undergraduates, we have continued to expand housing capacity, which has increased by 46 percent since fall 2003.

Although we anticipate stability in some programs and continued declines in noncredit courses, the university's current degree enrollment plan envisions continued net growth in both new and existing programs. Enrollment-related revenue growth will fund investments in additional full-time faculty, new program development, coordinated capital investments, and improved services for faculty and students.

Last year was a difficult year for endowments, and The New School was not immune to the downturn. The endowment was down 15 percent for the year. Although we were not pleased with this result, it compared favorably to the average return of university endowments.

Although we remain concerned about the volatility of financial markets and the future of our investments, our impressive academic offerings continue to draw talented applicants. Our financial position is strong: We depend on investment return for less than 4 percent of our expenses; we have only fixed-rate, long-term debt; we have no outstanding derivative instruments with counterparty or market risk; and we enjoy ready access to cash, which is invested in U.S. Treasury instruments. Years of above-average returns on our endowment and other investments, along with prudent fiscal management, have helped insulate us from market fluctuations, even severe ones.

We are pleased to report that in April 2009 Moody's affirmed our A2 rating and stable outlook. The decision was based in part on The New School's healthy reputation as an urban university with strong academic programs; increasing undergraduate focus, leading to growing enrollment; strong and consistent operating performance, resulting from good budgeting and management practices; significant growth in financial resources; and substantial holdings of marketable real estate, all of which demonstrate excellent results, especially in these difficult times.

Through their extraordinary dedication and steady service, the university's trustees and volunteers have played a major role in helping us produce such excellent financial results. In particular, we wish to recognize the efforts of the Trustee Audit and Risk Committee—Chair Bevis Longstreth, Walter A. Eberstadt, Nancy Garvey, William Hayden, Stanley Nabi, Malcolm B. Smith, and Lilian Wu—and of the Trustee Investment Committee and Investment Advisory Group—Chair Robert F. Hoerle, Henry H. Arnhold, Steven H. Bloom, Walter A. Eberstadt, Michael E. Gellert, Eugene M. Lang, Bevis Longstreth, Philip Scaturro, Malcolm B. Smith, Lauren M. Tyler, and George Walker.



James Murtha  
Executive Vice President and  
Chief Operating Office



Frank Barletta  
Senior Vice President for  
Finance and Business

**Statement of Unrestricted Revenues, Expenses  
and Other Changes in Unrestricted Net Assets**

**YEARS ENDED JUNE 30, 2005 TO 2009 (Dollars in thousands)**

	2005	2006	2007	2008	2009
<b>OPERATING REVENUES</b>					
Student tuition and fees	\$ 186,152	206,026	223,904	250,417	274,623
Less, university sponsored financial aid	(34,975)	(37,496)	(40,535)	(46,238)	(54,508)
Less, externally funded financial aid	(5,717)	(5,405)	(6,044)	(7,289)	(7,445)
Net tuition and fees	145,460	163,125	177,325	196,890	212,670
Contributions	8,050	7,374	2,645	4,577	3,048
State appropriations	682	710	786	751	758
Grants and contracts	6,497	7,928	8,514	4,440	3,191
Endowment spending	3,412	4,041	5,350	5,820	6,546
Other investment income	1,056	3,669	386	3,562	502
Auxiliary activities	15,891	17,812	20,518	23,322	26,161
Other income	6,508	4,008	5,669	3,881	2,520
Net assets released from restrictions	11,658	22,696	19,411	23,733	19,015
<b>Total operating revenues</b>	<b>199,214</b>	<b>231,363</b>	<b>240,604</b>	<b>266,976</b>	<b>274,411</b>
<b>OPERATING EXPENSES</b>					
Instruction and department research	71,311	82,869	85,053	91,476	97,894
Sponsored research, training and public services	8,492	10,329	12,086	8,500	8,319
Academic support	24,483	26,844	32,274	40,550	45,637
Student services	13,995	14,663	15,186	15,935	18,042
Institutional support	53,372	59,760	61,591	66,137	67,550
Auxiliary activities	18,375	19,251	18,596	20,952	22,721
<b>Total operating expenses</b>	<b>190,028</b>	<b>231,363</b>	<b>224,786</b>	<b>243,550</b>	<b>260,163</b>
<b>Increase in net assets from operating activities</b>	<b>9,186</b>	<b>17,647</b>	<b>15,818</b>	<b>23,426</b>	<b>14,248</b>
<b>NONOPERATING ACTIVITY</b>					
Investment gain (loss) in excess of endowment spending	5,430	5,492	15,680	(14,307)	(29,208)
Loss from early extinguishment of debt	(2,091)	–	–	–	–
Capital project related charges	–	–	–	(6,500)	(2,371)
Post retirement health benefits	–	–	380	186	348
Net assets released for capital expenditures	1,886	3,576	9,087	4,850	9,011
<b>Net nonoperating activity</b>	<b>5,225</b>	<b>9,068</b>	<b>25,147</b>	<b>(15,771)</b>	<b>(22,220)</b>
<b>Change in unrestricted net assets</b>	<b>\$ 14,411</b>	<b>26,715</b>	<b>40,965</b>	<b>7,655</b>	<b>(7,972)</b>

Statement of Temporarily Restricted Revenues and  
Other Changes in Temporarily Restricted Net Assets

YEARS ENDED JUNE 30, 2005 TO 2009 (Dollars in thousands)

	2005	2006	2007	2008	2009
<b>TEMPORARILY RESTRICTED OPERATING REVENUES</b>					
Contributions	\$ 19,254	17,433	11,059	24,695	12,072
Endowment spending	2,393	3,236	3,630	4,058	4,450
Other investment income	351	125	139	38	7
Net assets released from restrictions	(11,658)	(22,696)	(19,411)	(23,733)	(19,015)
<b>Total temporarily restricted operating revenues</b>	<b>\$ 10,340</b>	<b>(1,902)</b>	<b>(4,583)</b>	<b>5,058</b>	<b>(2,486)</b>

**TEMPORARILY RESTRICTED  
NONOPERATING ACTIVITIES**

Contributions for capital	\$ —	6,500	33,495	4,876	100
Adjustment of contributions receivable	(130)	(592)	(1,958)	—	(3,170)
Grants for capital projects	—	363	600	—	1,913
Investment gain (loss) in excess of endowment spending	4,200	3,809	10,247	(9,494)	(14,354)
Other	119	97	361	75	935
Net assets released for capital expenditures	(1,886)	(3,576)	(9,087)	(4,850)	(9,011)
<b>Total temporarily restricted nonoperating activities</b>	<b>2,303</b>	<b>6,601</b>	<b>33,658</b>	<b>(9,393)</b>	<b>(23,587)</b>
<b>Change in temporarily restricted net assets</b>	<b>\$ 12,643</b>	<b>4,699</b>	<b>29,075</b>	<b>(4,335)</b>	<b>(26,073)</b>

Statement of Permanently Restricted Revenues and  
Other Changes in Permanently Restricted Net Assets

YEARS ENDED JUNE 30, 2005 TO 2009 (Dollars in thousands)

	2005	2006	2007	2008	2009
<b>PERMANENTLY RESTRICTED NONOPERATING ACTIVITIES</b>					
Contributions for endowment	\$ 6,122	9,746	3,185	1,313	2,467
Other	25	30	—	—	(979)
<b>Total permanently restricted nonoperating activities</b>	<b>6,147</b>	<b>9,776</b>	<b>3,185</b>	<b>1,313</b>	<b>1,488</b>
<b>Change in permanently restricted net assets</b>	<b>\$ 6,147</b>	<b>9,776</b>	<b>3,185</b>	<b>1,313</b>	<b>1,488</b>

## The New School Statement of Management Responsibility

The management of The New School prepared the accompanying financial statements in accordance with accounting principles generally accepted in the United States of America and is responsible for their integrity, objectivity, and fair presentation.

The management of The New School maintains a system of internal control designed to provide reasonable assurance that assets are safeguarded, transactions are executed in accordance with management's authorization, and financial records are reliable for preparing financial statements. This system of control provides reasonable assurance that errors or irregularities that could be material to the financial statements are prevented or detected within a timely period. Key elements in this system include the communication of written policies and procedures, selection and training of qualified personnel, and organizational arrangements that provide an appropriate division of responsibility. Management believes that, as of and for the years ended June 30, 2009 and 2008, The New School's system of internal control was adequate to accomplish these objectives.

The New School's Board of Trustees addresses its oversight responsibility for the financial statements through its Audit and Risk Committee, which is composed of Trustees and others who are independent of The New School's management. The Audit and Risk Committee meets regularly with the university's management and independent auditor to review matters relating to financial reporting, auditing and internal control. The independent auditor has full and free access to the Audit and Risk Committee.

The independent accounting firm of KPMG LLP was engaged to audit, in accordance with auditing standards generally accepted in the United States of America, the financial statements of The New School. The auditor was given unrestricted access to all financial records and related data including minutes of all Board of Trustees and its committees meetings. All representations made to the independent auditor by university management during its audits were true and accurate, to the best of our knowledge and belief. KPMG's report follows.



Frank Barletta  
Senior Vice President for Finance & Business



Craig Becker  
Vice President & Treasurer

## Independent Auditors' Report

The Board of Trustees

The New School:

We have audited the accompanying balance sheets of The New School (the University) as of June 30, 2009 and 2008, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the University's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The New School as of June 30, 2009 and 2008, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

As discussed in note 2 to the financial statements, The New School adopted the provisions of Statement of Financial Accounting Standards No. 157, *Fair Value Measurements*, as amended, and Financial Accounting Standards Board Staff Position FAS 117-1, *Endowments of Not-for-Profit Organizations: Net Asset Classification of Funds Subject to an Enacted Version of the Uniform Prudent Management of Institutional Funds Act, and Enhanced Disclosures for All Endowment Funds*, in 2009.

KPMG LLP

New York, New York

October 28, 2009

## Balance Sheets

JUNE 30, 2009 AND 2008 (Dollars in thousands)

<b>ASSETS</b>	<b>2009</b>	<b>2008</b>
Cash and cash equivalents	\$ 2,683	7,257
Student accounts receivable (note 3)	7,433	6,754
Contributions receivable (note 4)	41,447	50,019
Investments (note 5)	271,034	289,382
Deferred charges and other assets (note 8)	12,056	14,232
Funds held by bond trustee (note 7)	7,674	12,745
Student loans receivable (note 3)	4,851	5,465
Land, buildings, and equipment (note 6)	219,599	217,222
<b>Total assets</b>	<b>\$ 566,777</b>	<b>603,076</b>
<b>LIABILITIES AND NET ASSETS</b>		
Liabilities:		
Accounts payable and accrued liabilities	\$ 36,012	36,815
Deferred revenue	10,730	11,001
Federal Perkins student loan advances	3,852	3,852
Long-term debt (note 8)	152,129	154,797
<b>Total liabilities</b>	<b>202,723</b>	<b>206,465</b>
Commitments and contingencies (notes 5, 8, 15, and 17)		
Net assets (notes 9 and 10):		
Unrestricted	209,805	217,777
Temporarily restricted	81,873	107,946
Permanently restricted	72,376	70,888
<b>Total net assets</b>	<b>364,054</b>	<b>396,611</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 566,777</b>	<b>603,076</b>

See accompanying notes to financial statements.

## Statements of Activities

YEARS ENDED JUNE 30, 2009 AND 2008 (Dollars in thousands)

	2009				2008			
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
<b>OPERATING REVENUES</b>								
Student tuition and fees, net (note 12)	\$ 212,670	—	—	212,670	196,890	—	—	196,890
Contributions	3,048	12,072	—	15,120	4,577	24,695	—	29,272
State appropriations	758	—	—	758	751	—	—	751
Grants and contracts	3,191	—	—	3,191	4,440	—	—	4,440
Endowment return appropriated for operations (notes 5 and 10)	6,546	4,450	—	10,996	5,820	4,058	—	9,878
Other investment income (note 5)	502	7	—	509	3,562	38	—	3,600
Auxiliary activities	26,161	—	—	26,161	23,322	—	—	23,322
Other income	2,520	—	—	2,520	3,881	—	—	3,881
Net assets released from restrictions (note 11)	19,015	(19,015)	—	—	23,733	(23,733)	—	—
<b>Total operating revenues</b>	<b>274,411</b>	<b>(2,486)</b>	<b>—</b>	<b>271,925</b>	<b>266,976</b>	<b>5,058</b>	<b>—</b>	<b>272,034</b>
<b>OPERATING EXPENSES (NOTE 13)</b>								
Instruction and departmental research	97,894	—	—	97,894	91,476	—	—	91,476
Sponsored research, training, and public services	8,319	—	—	8,319	8,500	—	—	8,500
Academic support	45,637	—	—	45,637	40,550	—	—	40,550
Student services	18,042	—	—	18,042	15,935	—	—	15,935
Institutional support	67,550	—	—	67,550	66,137	—	—	66,137
Auxiliary activities	22,721	—	—	22,721	20,952	—	—	20,952
<b>Total operating expenses</b>	<b>260,163</b>	<b>—</b>	<b>—</b>	<b>260,163</b>	<b>243,550</b>	<b>—</b>	<b>—</b>	<b>243,550</b>
<b>Change in net assets from operating activities</b>	<b>14,248</b>	<b>(2,486)</b>	<b>—</b>	<b>11,762</b>	<b>23,426</b>	<b>5,058</b>	<b>—</b>	<b>28,484</b>
<b>NONOPERATING ACTIVITIES</b>								
Contributions for capital and endowment	—	100	2,467	2,567	—	4,876	1,313	6,189
Adjustment of contributions receivable	—	(3,170)	—	(3,170)	—	—	—	—
Grants for capital projects	—	1,913	—	1,913	—	—	—	—
Capital project related charges (note 6)	(2,371)	—	—	(2,371)	(6,500)	—	—	(6,500)
Investment loss in excess of endowment spending (notes 5 and 10)	(29,208)	(14,354)	—	(43,562)	(14,307)	(9,494)	—	(23,801)
Other	348	(44)	—	304	186	75	—	261
Reclassification of net assets	—	979	(979)	—	—	—	—	—
Net assets released for capital expenditures (note 11)	9,011	(9,011)	—	—	4,850	(4,850)	—	—
<b>Change in net assets from nonoperating activities</b>	<b>(22,220)</b>	<b>(23,587)</b>	<b>1,488</b>	<b>(44,319)</b>	<b>(15,771)</b>	<b>(9,393)</b>	<b>1,313</b>	<b>(23,851)</b>
<b>Change in net assets</b>	<b>(7,972)</b>	<b>(26,073)</b>	<b>1,488</b>	<b>(32,557)</b>	<b>7,655</b>	<b>(4,335)</b>	<b>1,313</b>	<b>4,633</b>
<b>NET ASSETS – BEGINNING OF YEAR</b>	<b>217,777</b>	<b>107,946</b>	<b>70,888</b>	<b>396,611</b>	<b>210,122</b>	<b>112,281</b>	<b>69,575</b>	<b>391,978</b>
<b>NET ASSETS – END OF YEAR</b>	<b>\$ 209,805</b>	<b>81,873</b>	<b>72,376</b>	<b>364,054</b>	<b>217,777</b>	<b>107,946</b>	<b>70,888</b>	<b>\$ 396,611</b>

See accompanying notes to financial statements.

## Statements of Cash Flows

YEARS ENDED JUNE 30, 2009 AND 2008 (Dollars in thousands)

	2009	2008
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Change in net assets	\$ (32,557)	4,633
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	12,676	11,680
Adjustment of contributions receivable	3,170	–
Loss on asset disposition (note 6)	2,051	–
Amortization of net bond premiums and deferred charges	83	27
Net realized and unrealized losses on investments	34,743	17,499
Contributed land	–	(600)
Contributions and grants restricted for:		
Investment in endowment	(2,467)	(1,313)
Investment in capital projects	(2,013)	(4,876)
Changes in operating assets and liabilities:		
Student accounts receivable	(679)	(1,354)
Contributions receivable	(1,382)	(5,523)
Other assets	1,995	(187)
Accounts payable and accrued expenses	777	(217)
Deferred revenue	(271)	114
<b>Net cash provided by operating activities</b>	<b>16,126</b>	<b>19,883</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of investments	(199,474)	(406,935)
Proceeds from sales of investments	183,079	399,778
Purchase of fixed assets	(17,104)	(30,601)
Decrease in accrued liabilities for fixed assets	(1,580)	(1,515)
Student loans issued	(2)	(1,294)
Student loans collected	616	898
<b>Net cash used in investing activities</b>	<b>(34,465)</b>	<b>(39,669)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Principal payments on long-term debt	(2,570)	(2,126)
Decrease in funds held by bond trustee	5,071	15,776
Decrease in contributions receivable restricted for endowment	2,083	750
Decrease in contributions receivable restricted for capital projects	4,701	3,127
Contributions restricted for endowment	2,467	1,313
Contributions restricted for capital projects	2,013	4,876
<b>Net cash provided by financing activities</b>	<b>13,765</b>	<b>23,716</b>
<b>Net (decrease) increase in cash and cash equivalents</b>	<b>(4,574)</b>	<b>3,930</b>
<b>CASH AND CASH EQUIVALENTS – BEGINNING OF YEAR</b>	<b>7,257</b>	<b>3,327</b>
<b>CASH AND CASH EQUIVALENTS – END OF YEAR</b>	<b>\$ 2,683</b>	<b>7,257</b>
<b>Supplemental information – interest paid</b>	<b>\$ 7,307</b>	<b>7,353</b>

See accompanying notes to financial statements.

## Notes to Financial Statements

JUNE 30, 2009 AND 2008 (Dollars in thousands)

### 1 THE UNIVERSITY

The New School (the university) was founded in 1919 by a group of scholars, journalists, and civic leaders who imagined an educational venue where they could freely discuss their ideas, and where dialogue could take place between intellectuals and the public. Originally devoted to exploring the pressing social, political, and economic problems of the day, The New School has since expanded its focus to embrace the arts and culture. Today the university offers bachelors and masters programs in the visual and performing arts in addition to bachelors, masters, doctorate and certificate programs in the liberal arts, social sciences, and management and urban policy.

The New School is an independent, nonprofit, coeducational institution of higher education comprising eight schools. The New School comprises eight schools, each with its own history and program offerings. The eight schools are: The New School for General Studies; The New School for Social Research; Milano The New School for Management and Urban Policy; Parsons The New School for Design; Eugene Lang College The New School for Liberal Arts; Mannes College The New School for Music; The New School for Drama; and The New School for Jazz and Contemporary Music. The main campus is located in Greenwich Village in The City of New York, along with other locations in Manhattan.

The university is accredited by the Middle States Association of Colleges and Schools.

The university derives its revenues principally from student tuition and fees, government appropriations, grants and contracts, gifts, and investment earnings. Additional support is generated through auxiliary activities carried out by the university, such as dining services, student health services, and residence facilities. The university spends these resources to meet its instructional and educational mission.

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

**Net Asset Classifications**—The university's financial statements are prepared on the accrual basis of accounting in accordance with standards established by the Financial Accounting Standards Board (FASB) for external financial reporting by not-for-profit organizations. While the underlying accounts of the university are maintained in accordance with the principles of fund accounting to facilitate observance of specific restrictions placed on the resources available to the university, the accompanying financial statements present the financial position, activities, and cash flows of the university as a whole. University resources are classified and reported in the accompanying financial statements within separate classes of net assets based on the existence or absence of donor-imposed restrictions as follows:

- Permanently restricted net assets contain donor-imposed restrictions that stipulate the resources be maintained permanently, but permit the university to use the income from the resources for either specified or unspecified purposes.
- Temporarily restricted net assets contain donor-imposed restrictions that permit the university to use or expend the assets as specified. The restrictions are satisfied either by the passage of time or by action of the university.
- Unrestricted net assets are not restricted by donors, or the donor-imposed restrictions have expired. The university's Board of Trustees has designated a portion of the unrestricted net assets for long term investment (quasi-endowment).

Revenues are reported as increases in unrestricted net assets unless their use is limited by donor-imposed restrictions.

Expenses are reported as decreases in unrestricted net assets. Gains and losses on investments and other assets or liabilities are reported as increases or decreases in unrestricted net assets unless their use is restricted by explicit donor stipulation or by law. Expirations of temporary restrictions on net assets are reported as net assets released from restrictions.

**Cash Equivalents**—Cash equivalents consist of money market funds and highly liquid financial instruments with an initial maturity of three months or less, except for those held by the university's investment managers as part of their long term investment strategies. The reported amounts of cash equivalents approximate fair value due to the short maturity of these instruments.

**Land, Buildings, and Equipment**—Land, buildings, and equipment are stated at cost or, if acquired by gift, at appraised value at date of donation. Costs of building alterations are capitalized. Costs of repairs and maintenance are expensed.

Depreciation is calculated on the straight-line basis over the estimated useful lives of the related assets as follows:

	<b>Estimated useful life</b>
Buildings	40 years
Building improvements	15-30 years
Leasehold improvements	Lease term
Furniture and equipment	5 years
Computer equipment	3 years

The university expenses the cost of library books upon acquisition.

**Investments**—Investments in equity securities with readily determinable fair values and all debt securities are recorded at fair values determined on the basis of quoted market prices. Investments in hedge funds, private equity, and other alternative investments are recorded at estimated fair value based upon net asset values or their equivalent as reported by the fund managers.

**Art Collection**—The university's art collection consists of works of art, including prints, paintings, photographs, and sculptures that are held for the purposes of public exhibition, education, and research. Each of the items is cataloged, preserved, and cared for, and activities verifying their existence and assessing their condition are performed by the university's curators under the supervision of the Trustee Art Committee.

The art collection, which was acquired through purchases and contributions since the university's inception, is not recognized as an asset in the balance sheet. Purchases of collection items are recorded as expenses and contributed collection items are not reported as contributions. Proceeds from sales are reflected as increases in unrestricted net assets.

**Contributions**—Contributions, including unconditional promises to give (pledges), are recognized as revenues in the period received. Conditional contributions are recognized as revenue when the conditions on which they depend have been substantially met. Pledges to be paid in future years are discounted to present value using a risk-adjusted discount rate. Amortization of the discount is recorded as additional contribution revenue. An allowance for uncollectible contributions is estimated based upon prior collection history and analysis of past due amounts.

**Split Interest Agreements**—The university is the beneficiary of several split interest arrangements that require the instruments be recorded as revenue and net assets at the present value of the university's interest.

At June 30, 2009 and 2008, assets associated with split interest gifts approximate \$1,617 and \$1,675, respectively, including a life estate interest of \$1,100 at each year end.

**Fair Value**—At June 30, 2009 and 2008, the carrying values of the university's cash and cash equivalents, receivables, other assets, accounts payable and accrued liabilities, and deferred revenue approximated their fair values. A reasonable estimate of the fair value of loans to students under government loan programs cannot be made because the loans are not saleable and can only be assigned to the U.S. Government or its designees.

**Government Grants and Contracts**—Government grants and contracts, except for capital project grants, are accounted for as exchange transactions, rather than as contributions, and revenue is reported as earned.

**Deferred Revenue**—Deferred revenue includes tuition and student deposits related to programs applicable to the next fiscal year and grants received in advance of incurring related expenses.

**Advertising Costs**—Advertising expenses reflected in the statements of activities totaled \$4,135 and \$4,188 for fiscal years 2009 and 2008, respectively.

**Estimates**—The preparation of the financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingencies at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Significant estimates made in the preparation of the financial statements include valuation of investments at fair value and estimated net realizable value of receivables. Actual results could differ from those estimates.

**Income Taxes**—The university is exempt from Federal income taxes pursuant to Section 501(c)(3) of the Internal Revenue Code. Accordingly, no provision for Federal income tax has been recorded in the accompanying financial statements. The university is also exempt from New York income taxes under the related state provisions. Management believes that the university will continue to be exempt from taxes and that the university has taken no significant uncertain tax positions. Donations to the university qualify for deduction as charitable contributions.

**Adoption of New Accounting Pronouncements**—Effective July 1, 2008, the university adopted FASB Statement No. 157, *Fair Value Measurements* (Statement 157), as amended. Statement 157 defines fair value and establishes a three-level hierarchy for fair value measurements based on the observable inputs to the valuation of an asset or liability at the measurement date. Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. It prioritizes the inputs to the valuation techniques used to measure fair value by giving the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to measurements involving significant unobservable inputs (Level 3 measurements).

Under Statement 157, the three levels of the fair value hierarchy are as follows:

**Level 1:** valuation inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the university has the ability to access at measurement date.

**Level 2:** valuation inputs are inputs other than quoted prices included in Level 1 that are either directly or indirectly observable for the assets or liabilities.

**Level 3:** valuation inputs are unobservable inputs for the assets or liabilities.

The level in the fair value hierarchy within which a fair value measurement in its entirety falls is based on the lowest level input that is significant to the fair value measurement in its entirety.

In conjunction with the adoption of Statement 157, the university elected to early adopt the measurement provisions of Accounting Standards Update No. 2009-12, *Fair Value Measurements and Disclosures – Investments in Certain Entities That Calculate Net Asset Value per Share (or its Equivalent)*, with respect to investments within its scope (principally hedge funds and private equity – collectively “alternative investments”). This guidance amends Statement 157 and allows for the estimation of the fair value of investments in investment companies for which the investment does not have a readily determinable fair value using net asset value per share or its equivalent. In addition, classification of these investments within the fair value hierarchy is based on the university’s ability to timely redeem its interest rather than on valuation inputs.

Effective June 30, 2009, the university adopted FASB Statement No. 165, *Subsequent Events* (Statement 165). Statement 165 establishes principles and requirements for subsequent events and applies to accounting for and disclosure of subsequent events not addressed in other applicable generally accepted accounting principles. The university evaluated events subsequent to June 30, 2009 and through October 28, 2009, the date on which the financial statements were issued. The adoption of Statement 165 had no impact on the university’s financial statements.

Effective July 1 2008, the university adopted FASB Staff Position (FSP) FAS 117-1, *Endowments of Not-for-Profit Organizations: Net Asset Classification of Funds Subject to an Enacted Version of the Uniform Prudent Management of Institutional Funds Act, and Enhanced Disclosures for All Endowment Funds* (FSP 117-1). FSP 117-1 provides guidance on the net asset classification of donor-restricted endowment funds for a not-for-profit organization that is subject to an enacted version of the Uniform Prudent Management of Institutional Funds Act of 2006 (UPMIFA), and requires disclosures about endowment funds. As of June 30, 2009, New York State had not enacted the provisions of UPMIFA, and accordingly, the impact of FSP 117-1 has been limited to additional disclosures regarding the university’s endowment funds (note 10).

**Operations**—The statements of activities present the changes in net assets, distinguishing between operating and nonoperating activities. Operating activities principally include all revenue and expenses that relate to the university's educational programs, research, training, and supporting activities. Operating revenues include the investment return pursuant to the university's spending policy and earned on working capital funds. Operating revenues also include all contributions, except those intended for capital or endowment purposes.

The university has defined nonoperating activities principally to include endowment investment return net of amounts distributed to support operations in accordance with the endowment spending policy (note 10), endowment and capital contributions, net assets released from restrictions for capital expenditure, and activity related to annuity and unitrust agreements. Certain other gains and losses considered to be of a more unusual or nonrecurring nature are also included as part of nonoperating activities.

**Reclassifications**—Certain amounts in the 2008 financial statements have been reclassified to conform to the 2009 presentation.

### 3 STUDENT ACCOUNTS AND LOANS RECEIVABLE

Student accounts and loans receivable consisted of the following at June 30, 2009 and 2008:

	2009	2008
Student accounts receivable:		
Student accounts receivable	\$ 11,585	10,579
Less allowance for uncollectible accounts	(4,152)	(3,825)
	<b>\$ 7,433</b>	<b>6,754</b>
Student loans receivable:		
Student loans (Perkins loans)	\$ 6,210	6,749
Less allowance for uncollectible loans	(1,359)	(1,284)
	<b>\$ 4,851</b>	<b>5,465</b>

### 4 CONTRIBUTIONS RECEIVABLE

Contributions receivable are expected to be collected as follows at June 30, 2009 and 2008:

	2009	2008
Amounts expected to be collected:		
In one year or less	\$ 18,660	31,805
In one year to five years	25,029	19,498
In more than five years	7,191	6,965
	<b>50,880</b>	<b>58,268</b>
Less allowance for uncollectible amounts	(5,143)	(3,350)
Less discount to present value (at rates ranging from 0.56% to 5.69%)	(4,290)	(4,899)
	<b>\$ 41,447</b>	<b>50,019</b>

At June 30, 2009, the amounts receivable from ten donors represent approximately 76% of the gross receivable.

The university receives intentions to give (principally bequests) and conditional promises, which at June 30, 2009 totaled approximately \$10,639.

**5 INVESTMENTS**

Investments consisted of the following at June 30, 2009 and 2008:

	2009		2008	
	Cost	Fair value	Cost	Fair value
Pooled endowment investments:				
Cash and cash equivalents	\$ 55,385	55,385	52,730	52,730
Public equity	36,991	36,775	63,635	67,712
Fixed income	16,828	16,707	10,849	11,604
Hedge funds	62,997	62,658	65,345	75,766
Private equity	11,038	8,927	6,314	6,829
	<b>183,239</b>	<b>180,452</b>	<b>198,873</b>	<b>214,641</b>
Operating and other investments:				
Cash and cash equivalents	85,158	85,158	66,619	66,673
Public equity	2,870	3,091	2,972	3,415
Fixed income	1,222	1,233	3,553	3,553
Real estate	1,100	1,100	1,100	1,100
	<b>90,350</b>	<b>90,582</b>	<b>74,244</b>	<b>74,741</b>
<b>TOTAL INVESTMENTS</b>	<b>\$ 273,589</b>	<b>271,034</b>	<b>273,117</b>	<b>289,382</b>

Investments at June 30, 2009 are summarized in the following table by their classification in the fair value hierarchy:

	Total	Level 1	Level 2	Level 3
Cash and cash equivalents	\$ 140,543	140,543	—	—
Public equity	39,866	34,862	5,004	—
Fixed income	17,940	12,291	5,649	—
Hedge funds	62,658	—	55,546	7,112
Private equity	8,927	—	—	8,927
Real estate	1,100	—	1,100	—
	<b>\$ 271,034</b>	<b>187,696</b>	<b>67,299</b>	<b>16,039</b>

The following table presents the university's activity for the fiscal year ended June 30, 2009 for investments classified as Level 3 within the fair value hierarchy:

	Balance at July 1, 2008	Net purchases (sales)	Unrealized depreciation, net	Balance at June 30, 2009
Hedge funds	\$ 11,386	(2,014)	(2,260)	7,112
Private equity	6,829	4,870	(2,772)	8,927
	<b>\$ 18,215</b>	<b>2,856</b>	<b>(5,032)</b>	<b>16,039</b>

As of June 30, 2009, the estimated fair value of the university's alternative investments totaled \$82,238. The limitations and restrictions on the university's ability to redeem or sell these investments vary by investment and range from required notice periods (generally 30 to 90 days after initial lock up periods) for certain funds, to specified terms at inception associated with private equity interests. Based upon terms and conditions in effect at June 30, 2009, the university's alternative investments can be redeemed or sold as follows:

Year ending June 30:

2010	\$	73,311
2014		718
2016		8,209
	<b>\$</b>	<b>82,238</b>

The university is obligated under certain investment agreements to advance additional funding periodically up to specified levels. At June 30, 2009, the university had unfunded commitments of approximately \$18,525.

Investment return on pooled endowment investments, operating and other investments, funds held by the bond trustee, and cash equivalents, and its classification in the statements of activities, were as follows:

	2009		
	Unrestricted	Temporarily restricted	Total
Dividends and interest	\$ 2,396	930	3,326
Realized losses	(9,739)	(6,202)	(15,941)
Change in unrealized position	(14,433)	(4,369)	(18,802)
Less custodial and advisory fees	(384)	(256)	(640)
<b>Total investment return</b>	<b>\$ (22,160)</b>	<b>(9,897)</b>	<b>(32,057)</b>

Investment return has been allocated as follows:

Operations, pursuant to the university's spending policy	\$ 6,546	4,450	10,996
Operations, other	502	7	509
Nonoperating activities	(29,208)	(14,354)	(43,562)
	<b>\$ (22,160)</b>	<b>(9,897)</b>	<b>(32,057)</b>

	2008		
	Unrestricted	Temporarily restricted	Total
Dividends and interest	\$ 6,422	1,744	8,166
Realized gains	4,993	3,217	8,210
Change in unrealized position	(15,746)	(9,963)	(25,709)
Less custodial and advisory fees	(594)	(396)	(990)
<b>Total investment return</b>	<b>\$ (4,925)</b>	<b>(5,398)</b>	<b>(10,323)</b>

Investment return has been allocated as follows:

Operations, pursuant to the university's spending policy	\$ 5,820	4,058	9,878
Operations, other	3,562	38	3,600
Nonoperating activities	(14,307)	(9,494)	(23,801)
	<b>\$ (4,925)</b>	<b>(5,398)</b>	<b>(10,323)</b>

**6 LAND, BUILDINGS, AND EQUIPMENT**

Land, buildings, and equipment consisted of the following at June 30, 2009 and 2008:

	2009	2008
Land and air rights	\$ 47,171	47,147
Buildings and building improvements	183,453	186,268
Leasehold improvements	49,357	41,353
Furniture and equipment	18,631	19,269
Equipment held under capital leases	3,658	3,658
Construction in progress	9,023	11,468
	311,293	309,163
Less accumulated depreciation	(91,694)	(91,941)
<b>Total land, buildings, and equipment – net</b>	<b>\$ 219,599</b>	<b>217,222</b>

During fiscal year 2009, the Board of Trustees approved a resolution to demolish the building located at 65 Fifth Avenue in anticipation of the construction of the University Center. The building is expected to be fully demolished in fiscal year 2010. As a result, the university wrote off the net book value of the building in the amount of \$2,051 in fiscal year 2009. In 2008, there was a lease termination cost of \$6,500.

**7 FUNDS HELD BY BOND TRUSTEE**

Funds held by bond trustee in connection with the issuance of long-term debt (note 8) consisted of the following at June 30, 2009 and 2008:

	2009	2008
Cash and cash equivalents	\$ 7,674	6,354
U.S. Treasury securities	–	6,391
	<b>\$ 7,674</b>	<b>12,745</b>
	2009	2008
Construction and equipment fund	\$ –	6,325
Debt service funds	7,674	6,420
	<b>\$ 7,674</b>	<b>12,745</b>

The assets held at June 30, 2009 are classified as Level 1 in the fair value hierarchy.

**8 LONG-TERM DEBT**

Long-term debt consisted of the following at June 30, 2009 and 2008:

Description	Maturity date	Interest rate	2009 Principal balance	2008 Principal balance	
Dormitory Authority of the State of New York Revenue Bonds:					
Series 1999	July 1, 2033	3.75% – 5.00%	\$ 35,160	36,280	(A)
Series 2001	July 1, 2041	3.00 – 5.00	20,085	20,340	(B)
Series 2005	July 1, 2026	3.82 – 5.00	21,560	21,870	(D)
Series 2006	July 1, 2046	4.00 – 5.00	71,385	72,080	(E)
Dormitory Authority of the State of New York Capital Leases:					
Series 2003	December 10, 2008	2.95	–	190	(C)
			148,190	150,760	
Less unamortized discount			(1,115)	(1,156)	
Add unamortized premium			5,054	5,193	
			<b>\$ 152,129</b>	<b>154,797</b>	

- A. On May 20, 1999, the university entered into a loan agreement with the Dormitory Authority of the State of New York (the Dormitory Authority) to issue Insured Revenue Bonds in the amount of \$42,500. A portion of the proceeds was used to prepay \$9,085 of taxable debt issued by Student Loan Marketing Association in 1996 and 1997. The remaining proceeds were used to finance the acquisition, renovations, and improvements to new and existing facilities and equipment. The university has pledged tuition revenues and executed mortgages on 22-26 East 14th Street and 72 Fifth Avenue Condominium interests as collateral for the loan.
- B. On October 16, 2001, the university entered into a loan agreement with the Dormitory Authority to issue Insured Revenue Bonds in the amount of \$21,500 to finance the acquisition and renovation of a student residence facility at 118 West 13th Street. The university has pledged tuition and fee revenues and executed a mortgage on 118 West 13th Street land and building as collateral for the loan.
- C. On December 11, 2003, the university entered into a Tax Exempt Leasing Program agreement with the Dormitory Authority and third-party lessor, incurring indebtedness of \$1,776 for telephone equipment. The leased telephone equipment has been pledged as collateral.
- D. On June 16, 2005, the university entered into a loan agreement with the Dormitory Authority to issue tax-exempt Insured Revenue Bonds in the amount of \$21,870 to advance refund of other bonds. The net proceeds, along with amounts previously held in escrow, were deposited in an irrevocable trust with an escrow agent to provide for all future debt service payments on the bonds. As a result, the tax-exempt bonds, issued under loan agreements with the New York City Industrial Development Agency in September 1994 and June 1995 and under a loan agreement with the Dormitory Authority in April 1997, are considered to be defeased and the liability for those bonds has been removed from the financial statements. The university has pledged tuition revenues and executed a mortgage on property located at 55 West 13th Street, as well as 66, 68, and 70 Fifth Avenue as collateral for the loan.
- E. On November 20, 2006, the university entered into a loan agreement with the Dormitory Authority to issue tax-exempt Insured Revenue Bonds in the amount of \$72,495 to finance the acquisition of a student residence facility at 300 West 20th Street, renovations and improvements to existing facilities, and to pay the cost of termination of an interest rate exchange agreement entered into with respect to the bonds. The university has pledged tuition revenues and executed a mortgage on certain property and granted the Dormitory Authority a security interest in certain fixtures, furnishings, and equipment therein as collateral for the loan.

Loan agreements with the Dormitory Authority require the university to meet certain covenant conditions as a prerequisite to incurring additional long-term debt or refinancing existing debt. Additionally, the loan agreements require the university to maintain a percentage of unrestricted net assets, excluding net investment in plant, plus temporarily restricted net assets (spendable net assets) to total long-term debt outstanding in excess of 40%. At June 30, 2009, spendable net assets were 146% of long term debt. At June 30, 2008, spendable net assets were 165% of long-term debt.

The loan agreements also require that the percentage of the maximum annual scheduled debt service in any year to unrestricted revenues not exceed 10%. For the years ended June 30, 2009 and 2008, the percentages were 4.3%.

For the years ended June 30, 2009 and 2008, interest expense totaled \$7,200 and \$7,022, respectively. These amounts exclude capitalized interest of \$58 and \$294, respectively.

The aggregate fair value of long-term debt was estimated to be approximately \$143,716 and \$149,251 at June 30, 2009 and 2008, respectively.

At June 30, 2009, aggregate principal maturities of long-term debt (including capital lease payments) for each of the next five fiscal years and thereafter are as follows:

Fiscal year ending June 30:

2010	\$	4,055
2011		3,480
2012		3,635
2013		3,805
2014		3,970
Thereafter		129,245
	<b>\$</b>	<b>148,190</b>

Unamortized bond issuance costs, which are included in the balance sheets as deferred charges and other assets, were \$5,621 and \$5,802 at June 30, 2009 and 2008, respectively, and are being amortized over the remaining terms of the related debt.

## 9 NET ASSETS

Net assets consisted of the following at June 30, 2009 and 2008:

	2009	2008
Unrestricted net assets:		
For operations and designated activities	\$ 49,130	39,375
Designated for quasi-endowment	85,531	103,232
Net investment in plant	75,144	75,170
	<b>209,805</b>	<b>217,777</b>
Temporarily restricted net assets:		
Scholarships and departmental activities	49,552	66,014
Building construction and equipment	30,673	40,239
Split-interest agreements	1,648	1,693
	<b>81,873</b>	<b>107,946</b>
Permanently restricted net assets:		
Income for faculty support and student financial aid	72,376	70,888
<b>TOTAL NET ASSETS</b>	<b>\$ 364,054</b>	<b>396,611</b>

**10 ENDOWMENT**

The university's endowment consists of both donor-restricted endowment funds established for a variety of purposes and funds designated by the Board of Trustees to function as endowments. Net assets associated with the endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions.

The university has interpreted the Uniform Management of Institutional Funds Act (UMIFA) as requiring the preservation of the fair value of the original gift as of the gift date ("historic dollar value") of the donor-restricted endowment fund absent explicit donor stipulations to the contrary. As a result of this interpretation, the university classifies as permanently restricted net assets (a) the original value of gifts donated to the permanent endowment and (b) accumulations to the permanent endowment made in accordance with the direction of the donor.

From time to time, the fair value of assets associated with an individual donor-restricted endowment fund may fall below the fund's historic dollar value. At June 30, 2009, deficiencies of this nature totaled approximately \$2,960.

The investment objectives for the university's endowment are to preserve the principal value of those funds, in both absolute as well as real terms, and to maximize over the long-term the total rate of return earned without assuming an unreasonable degree of risk. In connection with these investment objectives, the Board of Trustees has adopted a spending policy. The amount available for spending is determined annually by applying a rate of 5% to the average fair value of the endowment for the preceding three calendar years.

The tables which follow present information with respect to the university's endowment, inclusive of pledges, as of and for the years ended June 30, 2009 and 2008:

Endowment net assets consist of the following at June 30, 2009:

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Donor-restricted endowment funds	\$ 4,419	17,048	72,376	93,843
Board-designated endowment funds	85,531	—	—	85,531
<b>TOTAL ENDOWMENT NET ASSETS</b>	<b>\$ 89,950</b>	<b>17,048</b>	<b>72,376</b>	<b>179,374</b>

Endowment net assets consist of the following at June 30, 2008:

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Donor-restricted endowment funds	\$ 13,651	31,404	70,888	115,943
Board-designated endowment funds	103,232	—	—	103,232
<b>TOTAL ENDOWMENT NET ASSETS</b>	<b>\$ 116,883</b>	<b>31,404</b>	<b>70,888</b>	<b>219,175</b>

Changes in endowment net assets for year ended June 30, 2009 are as follows:

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Endowment net assets, July 1, 2008	\$ 116,883	31,404	70,888	219,175
Dividends and interest	1,021	667	—	1,688
Investment loss	(23,681)	(10,573)	—	(34,254)
Contributions	—	—	2,467	2,467
Appropriation for expenditure	(6,546)	(4,450)	—	(10,996)
Transfer to create board designated funds and other	2,273	—	(979)	1,294
<b>TOTAL ENDOWMENT NET ASSETS, JUNE 30, 2009</b>	<b>\$ 89,950</b>	<b>17,048</b>	<b>72,376</b>	<b>179,374</b>

Changes in endowment net assets for year ended June 30, 2008 are as follows:

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Endowment net assets, July 1, 2007	\$ 126,974	40,900	69,575	237,449
Dividends and interest	1,979	1,268	—	3,247
Investment loss	(12,235)	(6,706)	—	(18,941)
Contributions	—	—	1,313	1,313
Appropriation for expenditure	(5,820)	(4,058)	—	(9,878)
Transfer to create board designated funds	5,985	—	—	5,985
<b>TOTAL ENDOWMENT NET ASSETS, JUNE 30, 2008</b>	<b>\$ 116,883</b>	<b>31,404</b>	<b>70,888</b>	<b>219,175</b>

#### 11 NET ASSETS RELEASED FROM RESTRICTIONS

Net assets were released from donor restrictions due to the passage of time or by incurring costs satisfying the restricted purposes specified by the donors for fiscal years 2009 and 2008 as follows:

	2009	2008
Scholarships and departmental activities	\$ 14,296	14,405
Payments received on pledges	4,719	9,328
Investment in buildings and equipment	9,011	4,850
	<b>\$ 28,026</b>	<b>28,583</b>

#### 12 STUDENT AID

Student tuition and fees are presented net of amounts awarded to students to defray their costs of attending the university as follows:

	2009	2008
University support	\$ 54,508	46,238
Sponsored support	7,445	7,289
	<b>\$ 61,953</b>	<b>53,527</b>

University support includes tuition discounts, financial aid, and merit scholarships awarded to students from unrestricted operating resources. Sponsored support includes financial aid and scholarships funded from restricted and external sources, including federal and state grant programs and private giving.

**13 FUNCTIONAL CLASSIFICATION OF EXPENSES**

Expenses are classified on a functional basis with allocation of costs among the functional categories for fiscal years 2009 and 2008 as follows:

Functional expenses	Before allocation	Interest	2009			After allocation
			Operation and maintenance of plant	Depreciation		
Instruction and departmental research	\$ 83,273	1,658	9,435	3,528		97,894
Sponsored research, training, and public services	6,685	98	1,137	399		8,319
Academic support	34,537	977	7,296	2,827		45,637
Student services	15,047	286	1,953	756		18,042
Institutional support	52,359	1,750	9,600	3,841		67,550
Auxiliary activities	18,172	2,431	793	1,325		22,721
Operation and maintenance of plant	30,214	—	(30,214)	—		—
Depreciation	12,676	—	—	(12,676)		—
Interest	7,200	(7,200)	—	—		—
<b>TOTALS</b>	<b>\$ 260,163</b>	<b>—</b>	<b>—</b>	<b>—</b>		<b>260,163</b>

Functional expenses	Before allocation	Interest	2008			After allocation
			Operation and maintenance of plant	Depreciation		
Instruction and departmental research	\$ 80,396	1,469	6,846	2,765		91,476
Sponsored research, training, and public services	7,867	79	387	167		8,500
Academic support	31,933	811	5,497	2,309		40,550
Student services	14,434	183	890	428		15,935
Institutional support	47,280	2,145	12,154	4,558		66,137
Auxiliary activities	16,032	2,335	1,132	1,453		20,952
Operation and maintenance of plant	26,906	—	(26,906)	—		—
Depreciation	11,680	—	—	(11,680)		—
Interest	7,022	(7,022)	—	—		—
<b>TOTALS</b>	<b>\$ 243,550</b>	<b>—</b>	<b>—</b>	<b>—</b>		<b>243,550</b>

**14 FUNDRAISING EXPENSE**

Fundraising expenses are included in institutional support in the accompanying statements of activities. For the years ended June 30, 2009 and 2008, fundraising costs were \$5,024 and \$5,229, respectively. For the purpose of reporting fundraising expenses, the university includes only those fundraising costs incurred by its development office.

**15 RETIREMENT AND POSTRETIREMENT HEALTH BENEFIT PLANS**

**Retirement Plans**—The university has a defined contribution retirement plan which covers substantially all employees except certain union employees and which is funded through direct payments to the Teachers' Insurance and Annuity Association and/or College Retirement Equities Fund for the purchase of individual annuities. For each eligible employee, the university's contribution is determined as a percentage of salary, taking into account age and length of accrued service. Contributions to certain union retirement plans are based on rates required by union contracts. Retirement contributions paid by the university under these plans and charged to expense for fiscal years 2009 and 2008 were approximately \$10,248 and \$8,355, respectively.

**Postretirement Health Plans**—The university provides certain health care benefits for past and future nonunion full-time employees who have or will retire at 65 years of age with 10 or more years of service. This benefit pays up to \$1,500 per year for the Medicare Supplement Part B coverage for each eligible person.

The university funds its postretirement benefits costs on a pay-as-you go basis. As of June 30, 2009 and 2008, the actuarially determined benefit obligation included in accounts payable and accrued liabilities was \$1,522 and \$1,742, respectively. Net periodic benefit cost was \$158 and \$257 and benefits paid were \$29 and \$27 in fiscal years 2009 and 2008, respectively.

As of June 30, 2009, a net credit of \$914 has not yet been recognized as a component of net periodic benefit cost. The net credit consisted of \$87 prior service cost, \$192 transition obligation, and \$1,193 net actuarial gain.

In fiscal year 2009, a net credit of \$348 was recorded as other than net periodic postretirement benefit costs and is included in other credits in nonoperating activities.

It is estimated that \$19 of the prior service cost, \$31 of the transition obligation, and \$67 of the actuarial gain will be included as components of net periodic benefit cost in fiscal year 2010.

The following benefit payments, which reflect expected future service, as appropriate, are expected to be paid:

Year ending June 30:

2010	\$	68
2011		74
2012		81
2013		93
2014		104
2015-2019		717
	<b>\$</b>	<b>1,137</b>

The expected employer contribution for fiscal year 2010 is \$68.

No annual rate of increase in the per capita cost of covered health care benefits was assumed because there is a maximum benefit limit of \$1,500 per year per employee.

**16 RELATED PARTY TRANSACTIONS**

Members of the university's Board of Trustees and senior management may, from time to time, be associated, either directly or indirectly, with companies doing business with the university. The university's conflict of interest policy requires, among other things, that no member of the Board of Trustees or its committees can participate in any decision in which he or she (or an immediate family member) has a material financial interest. For members of the Board of Trustees and senior management, the university requires an annual disclosure of significant financial interests in, or employment or consulting relationships with, entities doing business with the university. When such relationships exist, measures are taken to address the actual or perceived conflict to protect the best interests of the university and ensure compliance with relevant conflict of interest laws. The university is unaware of any such associations considered significant as of and for the year ended June 30, 2009.

**17 COMMITMENTS AND CONTINGENCIES**

The university leases dormitory, classroom, office, student center, and theater space under various leases expiring through the year 2035. Rent expense is recognized on a straight-line basis over the term of the leases. The excess of rent expense accrued on a straight-line basis over rental payments is included in accounts payable and accrued liabilities in the balance sheets and totaled \$8,407 and \$7,854 at June 30, 2009 and 2008, respectively. Rental expense under operating leases for fiscal years 2009 and 2008 was \$20,376 and \$17,550, respectively.

Minimum rental commitments under noncancelable operating leases for each of the next five fiscal years and thereafter are estimated to be paid as follows:

Year ending June 30:

2010	\$	21,356
2011		21,232
2012		18,478
2013		18,105
2014		18,370
Thereafter		241,945
	<b>\$</b>	<b>339,486</b>

The university has entered into a letter of credit agreement in the amount of \$2,165 with Bank of America. The letter of credit was issued in connection with a leasing arrangement. At June 30, 2009, the letter of credit was unused and subsequently expired in August 2009.

At June 30, 2009, construction and other commitments were approximately \$2,607. The construction is expected to be financed by available resources, gifts, and the issuance of long term debt.

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*Executive Vice  
President and Chief  
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*Senior Vice  
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and Business*  
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*Vice President  
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*Deputy Provost and  
Senior Vice President  
for Academic Affairs*  
Doris Suarez  
*Vice President and  
Secretary of the  
Corporation*

### DEANS AND DIRECTORS OF THE UNIVERSITY

Neil Gordon  
Eugene Lang College  
The New School for  
Liberal Arts  
Joel Lester  
Mannes College The  
New School for Music  
Robert LuPone  
*Director, The New  
School for Drama*  
Martin Mueller  
Executive Director, The  
New School for Jazz &  
Contemporary Music  
Michael Schober  
The New School for  
Social Research  
Lisa Servon  
Milano The New  
School for  
Management and  
Urban Policy; The  
New School for  
General Studies  
Joel Towers  
Parsons The New  
School for Design

# Honors & Achievements

## Faculty & Staff Achievements



### 2009 NEW SCHOOL HONORARY DEGREES

Commencement took place on May 22, 2009, at the Theater at Madison Square Garden. Honorary degree recipients were:

**Kwame Anthony Appiah**, *philosopher*  
**Eve Ensler**, *playwright and performer*  
**Harold Hongju Koh**, *professor of international law*  
**Regina Resnik**, *opera singer and teacher*  
**John C. Whitehead**, *businessman and philanthropist*



### 2009 UNIVERSITY DISTINGUISHED TEACHING AWARDS

The awards were presented at Convocation on September 3, 2009, in the John L. Tishman Auditorium.

**Jinsook Erin Cho**, *Parsons The New School for Design*  
**Lisa R. Rubin**, *The New School for Social Research and The New School for General Studies*  
**Susan Shapiro**, *The New School for General Studies*  
**Mary R. Watson**, *Milano The New School for Management and Urban Policy*

The Aims of Education speech was given by Julia Foulkes, associate professor of history at The New School for General Studies.



### 2009 PARSONS HONOREES: PARSONS BENEFIT & FASHION SHOW

On April 29, 2009, Parsons The New School for Design honored **Tom Murry**, president and CEO of Calvin Klein Inc., and **Francisco Costa**, creative director for women's wear at Calvin Klein. The event was held at Cipriani Wall Street in New York City.



### 2009 UNIVERSITY SERVICE EXCELLENCE AWARDS

**Tsuya Yee**, *The New School for Social Research*  
**Jessica Arnold**, *Office of Development*  
**Daniel Nicasio**, *Office of the Registrar*  
**Laura Cosgrove**, *Office of Finance and Business*  
**Anthony D'Ascoli**, *Department of Facilities Management*

### 2009 DISTINGUISHED SERVICE AWARDS

The awards were presented at the October 21, 2009, Annual Meeting of the board of trustees and boards of governors.

**Steven H. Bloom**  
**Cheryl Cohen Efron**  
**Joan L. Jacobson**  
**Michael J. Johnston**  
**William A. Schwartz**

## Volunteer Achievements

**PETER COVE**, a member of Eugene Lang College The New School for Liberal Arts' board of governors, was interviewed on The Colbert Report on February 3, 2010. Stephen Colbert and Mr. Cove discussed America Works, an organization founded by Mr. Cove that has helped 175,000 people find jobs in the past 25 years. America Works helps members of underserved groups such as veterans, former prison inmates, and youths leaving foster care find employment.

Trustee **ROBERT E. DENHAM** received the 2009 Medal of Honor from the American Institute of Certified Public Accountants (AICPA). The Medal of Honor, the highest honor presented to a non-CPA by the AICPA, is awarded to an individual whose work has significantly influenced the profession. A public member of the AICPA's Professional Ethics Executive Committee, Mr. Denham draws on his experience as a practicing lawyer, board member, and former CEO in advising the committee on the Code of Professional Conduct and disciplinary cases. Mr. Denham has served on many committee task forces charged with developing ethical guidance for CPAs.



Trustee **DOUGLAS DURST** and The Durst Organization received the 2009 Greener Skyline Award from the New York League of Conservation Voters (NYLCV). In presenting the award to Mr. Durst, NYLCV chairman Robert Hallman praised the company for its leadership in green building. The Durst Organization planned and designed the nation's first green skyscraper as well as the first LEED Platinum-certified skyscraper. "Through four generations, The Durst Organization has put environmental responsibility at the heart of their business," said Mr. Hallman. "We are proud to honor The Durst Organization as our 2009 Greener Skyline Awardee."

**JEFFREY GURAL** was named Builder of the Year at the Metropolitan Council of Jewish Poverty's Annual Builders Luncheon on August 4, 2009. Mr. Gural is the chairman of the real estate firm Newmark Knight & Frank and a member of Eugene Lang College's board of governors.

On February 7, 2010, President Obama named trustee **SHEILA C. JOHNSON** to the President's Committee on the Arts and Humanities. Five other distinguished individuals were appointed, including artist Chuck Close, recipient of a New School honorary degree in 2004.



Trustee **BERNARD L. SCHWARTZ** received the 2009 Founders Award from the Paul H. Nitze School of Advanced International Studies (SAIS) of The Johns Hopkins University. The SAIS Founders Award is given to an individual who has provided extraordinary service to the school.

Trustee **WILLIAM J. SNIPES** was honored at Medgar Evers College's Ninth Annual Legacy Awards Gala and Dinner on October 8, 2009. The event, a fundraiser for the college, part of The City University of New York, recognizes individuals who have made significant contributions to society in their field of endeavor.

The International Association of Business Communicators' New York chapter named trustee **SALLY SUSMAN** its 2009 Communicator of the Year. Ms. Susman, senior vice president and chief communications officer at Pfizer, was praised for her "leadership role in helping the company and the pharmaceutical industry build a constructive, open dialogue with stakeholders on healthcare reform."



**KAY UNGER**, a member of Parsons The New School for Design's board of governors, was honored with the City of Hope's Spirit of Life Award at its Woman of the Year luncheon on May 4, 2009. Ms. Unger received the award from longtime friend and former New School faculty member Tim Gunn.

# Facts at a Glance

## Fall Semester 2009

### STUDENT BODY

Undergraduate students	6,706
Graduate students	3,554

**Total degree students 10,260**

Continuing education students 3,541

**Total of all students 13,801**

Online students 1,763

International students  
(in degree programs) 2,284

Number of countries represented 101

Number of states represented  
(in addition to Puerto Rico and the U.S. Virgin Islands) 50

### AREAS OF STUDY, FALL 2009

Design <sup>1</sup>	4,741	46.2%
Liberal arts and professional <sup>2</sup>	4,729	46.1%
Performing arts <sup>3</sup>	790	7.7%

**Total 10,260**

<sup>1</sup> Includes programs at Parsons The New School for Design.

<sup>2</sup> Includes programs at The New School for Social Research, Eugene Lang College The New School for Liberal Arts, The New School for General Studies, and Milano The New School for Management and Urban Policy.

<sup>3</sup> Includes programs at The New School for Jazz and Contemporary Music, Mannes College The New School for Music, and The New School for Drama.

### FACULTY

Full-time*	372
Part-time*	1,713

**Total 2,085**

\*As of November 2009

### EMPLOYEES

Full-time 1,282

### Degrees Awarded (between July 1, 2008 and June 30, 2009)

Associate's	410
Bachelor's	1,118
Master's	957
PhD	57
Diplomas and certificates	126

**Total 2,668**

### Financial Aid (for 2008–2009)

Financial aid awarded \$161 million  
awarded to 7,750 degree students

Federal	\$78,450,098
Institutional	\$60,722,324
State	\$1,925,942
Other sources	\$19,853,997

## Degree Programs

Associate's	4
Bachelor's	31
Master's	36
Diplomas and advanced certificates	9
PhD	8

## Research Centers and Policy Institutes

Bernard Schwartz Center for Economic Policy Analysis (SCEPA)  
Center for Attachment Research  
Center for New York City Affairs  
Center for Transformative Media  
Community Development Finance Project  
Hannah Arendt Center  
Husserl Archives  
India China Institute  
Institute for Retired Professionals  
Institute for Urban Education  
International Center for Migration, Ethnicity, and Citizenship  
Janey Program in Latin American Studies  
Observatory on Latin America (OLA)  
Parsons Institute for Information Mapping (PIIM)  
PETLab  
Sandor Ferenczi Center  
Tishman Environment and Design Center  
Transregional Center for Democratic Studies  
Vera List Center for Art and Politics

## Libraries and Archives

Adam and Sophie Gimbel Art and Design Library  
Anna-Maria and Stephen Kellen Archives Center for  
Parsons The New School for Design  
Digital Library Programs  
Harry Scherman Music Library  
Raymond Fogelman Library for Social Sciences and Humanities

## Endowment

June 2006	\$199 million
June 2007	\$232 million
June 2008	\$214 million
June 2009	\$176 million

## Operating Budget

2007–2008	\$253 million
2008–2009	\$262 million* (as of October 2008)
2009–2010	\$279 million* (as of October 2009)

## Art Collection

As of September 2009 1,792 objects

## Physical Facilities

	2008	2009
Square feet of residential space owned	138,485	138,485
Square feet of nonresidential space owned	759,403	759,403
Square feet of residential space leased	362,597	231,597
Square feet of nonresidential space leased	215,856	228,256

**Total 1,476,341 1,357,741**

## Board of Trustees

Regular members 51  
Life members 2

## Board of Governors

Regular Members 137  
Honorary and artist members 15