Mission Statement:
Molloy College, an independent, Catholic college rooted in the Dominican tradition of study, spirituality, service, and community, is committed to academic excellence with respect for each person. Through transformative education, Molloy promotes a lifelong search for truth and the development of ethical leadership.
Readers of Molloy’s President’s Report are accustomed to seeing a letter from me in this space summarizing what an amazing year we have had, and that adjective certainly describes the 2013-14 academic year. What is often unseen, however, is the commitment of so many people behind the scenes that leads directly to the College’s many achievements.

There were so many successful projects this past year – including the Middle States accreditation process and the launch of new academic programs – that required the dedication of so many people, and all of these efforts contributed to the success of Molloy as a whole.

One of the highlights of the year was an event in the spring that we called “All In for Molloy Day.” In just one day, the Molloy community pledged more than $200,000 towards our capital campaign.

The outpouring of affection for our institution, though, stood out even more so than the financial donations. The spirit demonstrated that day perfectly captured what Molloy is all about, and I regularly see this type of positive attitude in our students, staff, administration and faculty, as well as in our alumni and the many friends of the College.

A great example of Molloy’s many friends is the Energeia Partnership. This organization, which we founded in 2005, brings together some of Long Island’s best and brightest leaders to try to tackle some of Long Island’s most challenging issues – racism, poverty, energy, transportation and healthcare, to name but a few. Energeia is highlighted in this publication, and they are most definitely “all in” for Long Island.

As we began the new academic year, Molloy received a tremendous honor. We were recognized by Money Magazine as one of its “Best Colleges,” ranking 72nd in the country (and ahead of every other Long Island college that offers a comprehensive range of degrees and programs).

The recognition by Money does not happen because of any single person, but is a validation of the community we have built at Molloy. Our community is committed to providing the best possible education for our students. We are dedicated to the belief that the transformational experience we provide our students will enable them to improve the communities where they live.

Thank you all for another remarkable year.

Drew Bogner, Ph.D.
President
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At Molloy College we are dedicated to providing the best possible experience for our students and, indeed, the entire community. We must remember that it is the entire Molloy family that has enabled us to build a reputation as a regionally excellent Catholic college. Whether it is extra time devoted to our students, a donation to a capital campaign, or many hours spent planning a special event, the growth and continued success of the College would not be possible without the contributions of so many friends, alumni, faculty, administrators and staff.
We are well into Phase 2 of our $50 million campus expansion. This latest growth includes the newly-renovated Maria Regina Hall, formerly a convent for sisters living on campus and now the College’s second residence hall. Maria Regina houses 100 students, adding to the 156 students already residing in Fitzgerald Hall. More resident students at Molloy College have fueled the growth of our vibrant campus life.

We have expanded student opportunities exponentially with over 60 clubs and societies, student trips (both domestically and internationally), world-class performances at the Madison Theatre, and an active athletics schedule….there truly is always something happening on campus.
“The Molloy community is far more than a system of academic support; it is a tight-knit family, a family I have fallen in love with over my time here, and a family that I am proud to serve as a Resident Assistant (R.A.) in the new residence hall. As an R.A., it is my duty to assist any resident in need, but I see this position as a way to actively participate in the vibrant life at Molloy, and to give back to the folks here who have made this college experience one of eye-opening, mind-expanding, and heart-swelling importance for me.

“As a music therapy student, I can only speak highly of our faculty and their constant willingness to lend a hand whenever needed. As a resident, and now an R.A., it is thrilling to see this on-campus family, already so warm and devoted, grow closer to its fullest potential through the building of the new residence hall. With many progressive changes having already taken place, and with more to come, it is a very exciting time to be at Molloy. It seems as if there’s nowhere to go but up.

“There is a spirit alive here that is unparalleled, a spirit of friendship and family, a willingness to smile and lend a helping hand. The faculty and students share a respect that is as essential to learning as the classes themselves. I feel part of a whole here, and I am proud to call myself a Lion.”

- BEN NORTON, RESIDENT ASSISTANT AND MUSIC THERAPY MAJOR
In June 2014 we officially broke ground for the new Barbara H. Hagan Center for Nursing. The Center was made possible by a very successful capital campaign that began in June of 2013. Without the support of the entire College community, the new state-of-the-art building would not be possible. The Center will consolidate our undergraduate and graduate Nursing programs into one building, while providing additional classrooms and meeting areas. There will also be new Nursing laboratories, a telepresence room, a computer laboratory, simulation rooms and a healing garden. The Hagan Center will open during the 2015-16 academic year.
“I believe that the new Nursing Center at Molloy College is an investment in the education of nursing students, preparing us to become pioneers of future health care. It is a tremendous resource where students can perfect their skills and increase knowledge. People always say that there is something special about a Molloy nurse; now they will say there is something ‘extra’ special about a Molloy nurse! This is one of the many ways Molloy College continues to strive for, and contribute to, excellence.”

- NAZISH KHALID
NURSING MAJOR
We recently added some very special off-campus locations to the growing list of Molloy facilities. The Center for Environmental Research and Coastal Oceans Monitoring (CERCOM), which is located in the West Sayville Boat Basin, serves as a hub of marine science activity and is an amazing addition to our already diverse list of opportunities in the natural sciences. Encompassing a 1,800 square-foot laboratory, CERCOM works to focus attention on the ecosystem health of estuarine environments worldwide.

Additionally, we entered into a public-private partnership with Nassau County to accomplish extensive renovations to the baseball field at the Mitchel Field Athletic Complex in Uniondale. The modifications to the field included adding artificial turf, new dugouts and a new scoreboard creating a state-of-the-art NCAA baseball field. The field will be used by Molloy College athletic teams along with Nassau County residents and local athletic organizations.

Molloy now has a Manhattan location, thanks to our new partnership with CAP21, a leading musical theatre conservatory. Students enrolled in Molloy’s new Theatre Arts program will take their performance classes in the most exciting city in the world…New York!
“Being a student-athlete here at Molloy has been an indescribable experience. With Molloy College working with Nassau County, they helped build us a beautiful baseball field at Mitchel Field. In past years, traveling from field to field to play home games made it tough to stay prepared. It felt as if we were always on the road and never had a place we could call home. Now we have a sense of pride knowing we have a home where we can continuously train to get better. It brings us closer, almost like a family.”

- PETER VATH III, BIOLOGY MAJOR AND BASEBALL PLAYER
After 18 months of preparation, Molloy was re-visited by a committee of the Middle States Commission on Higher Education, whose goal was to determine whether the College would gain reaccreditation. Molloy achieved the most positive outcome possible, a tribute to everyone involved and to the methods and processes that the College has in place.

Molloy earned New York State approval for several new programs during the last year. We are thrilled to have added a second doctoral program - the Doctor of Nursing Practice (D.N.P) degree, which began in Fall 2014. We also received approval for the Master’s degree in Clinical Mental Health Counseling, which will begin in Fall 2015.

Molloy’s new B.F.A. in Theatre Arts includes a unique partnership with Manhattan-based CAP21. Students enrolled in the program will move “as a cohort” through academic courses on the Rockville Centre campus and performance classes at the CAP21 facility. As they pursue their B.F.A. degree, students will experience both Molloy College campus life and the New York City professional theatre world at CAP21.
“The teamwork and dedication I witnessed throughout the Middle States experience exemplified the reason I chose to come to Molloy and why I love it here. The Molloy community embodies the Dominican tradition and working with so many people throughout the Middle States experience we proved that we are more than just a school...we are a community and a family. This was visible through the hard work, dedication and teamwork that was displayed during the reaccreditation process.”

- JILLIAN ROBINSON
MIDDLE STATES TASK FORCE MEMBER AND SOCIAL WORK MAJOR
In the Business Division new degree programs include a Bachelor of Science in Marketing, an M.B.A. in Marketing and an M.B.A. in Healthcare. The English Department added a digital writing track in the English major, which focuses on written communication in the digital age. And the Allied Health Department received approval for a B.S. degree in Respiratory Care.

Lastly, the Biology, Chemistry and Environmental Studies Department received approval from the New York State Education Department to offer three separate study tracks within the Biology B.S. degree program. The new tracks are: Pre-Professional Medical Programs/Graduate Studies Track, Pre-Allied Medical Programs Track, and the General Biological Sciences Track.

There are countless people involved in the process of gaining approval for the new programs. Without the teamwork that is the hallmark of everything here at Molloy, we would not have these exciting and diverse program offerings available to our students.
“I am so grateful that I found this amazing program that offers so many unique opportunities. I am from Mid-
land, Texas, and could not be more impressed with the kindness of the Molloy College and CAP21 communities. I was a little nervous about such a large cultural change, but every individual I have had the privilege to speak with has embraced me with open arms!

“This program exceeds other standard B.F.A. musical theatre programs because of the dual experience of the suburban campus and Manhattan life. CAP21 is in New York City and is an amazing environment for a blooming artist, while Molloy has a gorgeous campus and is the perfect setting for a dedicated student. Luckily both offer so many exciting social and cultural events. I am so happy that I made the choice to pursue the B.F.A. in Theatre Arts from Molloy and CAP21…truly a dynamic duo.”

- SHANNON MURPHY, THEATRE ARTS MAJOR
With the help of an incredibly skilled group of people, including admissions representatives, marketing professionals and professors, we recently initiated special recruitment efforts at the high school level designed to attract students considering studying some of the programs offered here at the College. These efforts will not only expose them to the Molloy campus and faculty, but also to our unique nurturing and encouraging culture. Some of the exciting opportunities have included our Business Boot Camp, Summer Writing Experience, Science Camp, Musical Theatre Summer Intensive, Criminal Justice Career Day and Art Department Saturday Classes for high school students. With the help of high school guidance counselors, we have been able to reach interested students and share the best Molloy has to offer with them. We hope these efforts will be the beginning of a long relationship with the Molloy community.
"It’s so important when recruiting that Molloy establishes a strong relationship with the students. It’s so arduous searching for the perfect fit when deciding on which college to go to. That’s what makes Molloy unique. Everyone here genuinely cares. Molloy is one big family, and we get that message across especially through the summer programs. The Musical Theatre Summer Intensive program did an amazing job making the children feel like part of the family. I got the privilege to work with such wonderfully talented children, many of whom I am still in contact with and consider family."

- ALEJANDRINA RAMOS

MADISON THEATRE INTERN, DUAL MAJOR DIGITAL MEDIA COMMUNICATIONS AND SPANISH
During their time at Molloy, our students strive to transform the world at local, regional and international levels. There are many opportunities for community service, including working at a soup kitchen in Hempstead and staffing a summer camp in poverty-stricken West Virginia. Molloy students were also seen on an “alternative spring break” spent in New Orleans, where students continued the rebuilding effort in the wake of Hurricane Katrina, and in Haiti, helping residents still trying to recover from the 2010 earthquake.

These experiences not only transform the communities and people our students help, but they transform our students as well.
“Molloy offers amazing opportunities to go out into the world and make a difference. Dedication to community service is part of the College’s culture. My experience spending spring break in New Orleans was transformational, as I spent time helping rebuild areas ravaged by Hurricane Katrina. Having a chance to connect with those in need and helping to rebuild their world is something I will never forget. I am grateful to Molloy for providing such amazing service projects.”

- JOE PLATIA
RESIDENT ASSISTANT AND BUSINESS MAJOR
We believe that classroom education must be supplemented by real-world experiences, and Molloy students have those opportunities in abundance. Internships, clinical practicums, International Education, and undergraduate research are all important components of a Molloy education.

Our Business capstone courses place students in the role of real-world consultants working for actual clients. Students are given actual business problems facing government and non-profit organizations, and they are challenged to provide solutions to these real-world issues.

International Education trips also provide an opportunity for students to do much more than visit an exotic locale. Interactions with local students and representatives of international companies and clinical agencies broaden our students’ perspectives, enriching their lives and increasing their awareness that we are all part of a global community.
"I was very fortunate to have the opportunity to intern at the Federal Reserve Bank of New York this past summer. The workshops, speaker events, and one-on-one mentoring I received from professors in the Business Division throughout my years at Molloy were instrumental in helping me obtain this internship and continue to guide me towards achieving my career goals. Receiving a full-time offer at the end of the summer was a true testament to how all of the resources available to me at Molloy have effectively prepared me for my professional career."

- SANIYA KHAN

INTERNAT FEDERAL RESERVE BANK OF NEW YORK, ACCOUNTING MAJOR WITH A FINANCE MINOR
Recent rankings in *Money Magazine* and *U.S. News & World Report* have highlighted the tremendous success that Molloy has enjoyed in recent years. The Money rankings – which were based on such factors as graduation rates, student-faculty ratio, SAT scores, affordability, student debt and early- and mid-career earnings – were particularly gratifying because we were the highest ranked college on Long Island.

The following statistics speak to our success over the last decade or so:

- College enrollment has increased by 33% since 2004
- Since 2007 our graduation rate has increased from 62% to 66%, the highest of any private college on Long Island
- Since 2003 we increased retention for freshmen from 84% to 89%, the highest in the region
- SAT scores of incoming freshmen have increased by 57 points since 2003
- The number of undergraduate programs Molloy offers has doubled since 2000, and we now offer two doctoral degrees and numerous graduate degrees
On the *Money Magazine* list of Best Colleges*, Molloy ranked 72nd nationwide for quality of education, career outcomes and affordability.

No comprehensive college on Long Island ranked higher.

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Building Long Island’s Capacity for Regional Action…

Founded in 2005 by Molloy College, The Energeia Partnership has been recruiting and educating Long Island’s premier business, not-for-profit and governmental leaders, providing an innovative learning and relationship-building experience for the purpose of enhancing and enrich the common good on Long Island. Our mission, and most passionate hope, is to identify and address the serious, complex and multi-dimensional issues challenging the Long Island region.

In the past ten years we have developed a growing network of over 320 partners. These individuals are trained and empowered with critical regional data. They are talented and connected stakeholders ready to serve as catalysts for change.
Our Energeia Partners represent the richness of Long Island’s ethnic, geographic, and professional diversity. The first phase of a partner’s involvement (Core Program) includes dedicating two years of study, with approximately 40 other class members, by attending a series of ten full-day workshops (Education, Institutional Racism, Poverty And The Working Poor, Land Use, Energy, Transportation, Healthcare, Media, Criminal Justice and Governance & Taxation); three retreats and topical “ad hoc” workshops.

The second phase (Regional Action Phase) of a partner’s involvement revolves around continuing the education process and implementing action on behalf of identified regional initiatives.

“Energeia”- A Greek word used by Aristotle to describe the demonstration of inner character in deeds. It is goodness plus efficiency; it is focused, purposeful, meaningful, effective, energetic action.
The Energeia Partnership at Molloy College, an extension of Molloy’s transformative mission, is to serve, engage & cooperatively work for the transformation of Long Island’s common good. These are just a few of the initiatives we are involved in:

**Unified Voting**

To increase voter participation and transparency, partners have passed resolutions in five municipalities seeking a single voting date for all special districts. The resolution is expected to be passed in other municipalities in the coming months with the goal of having a bill introduced at the state level before the end of 2015.

**Child Health Plus**

Over 65,000 children on Long Island are under or uninsured. To address this, partners worked to raise awareness about the State’s Child Health Plus program, which offers free or affordable health insurance to any child. At least 50 children enrolled in the program as a direct result of our Partner’s efforts, though the number is believed to be significantly higher (difficult to track).
Opportunity Wyandanch
At least 25 partners are directly involved in supporting the community of Wyandanch as the Village goes through a regionally-significant downtown revitalization effort. Projects might range from assisting with attracting quality businesses to sponsorship of after school programs to homeowner education and assistance programs.

Habitat for Humanity
More than 20 Partners and their families dedicated a day to help build affordable and sustainable housing for a Suffolk County family.

North Shore Long Island Jewish Health System (North Shore LIJ) Recycling
The largest employer in the region, North Shore LIJ instituted a large-scale system-wide recycling program motivated by the influence and knowledge Partners gleaned from participating in the Energeia Program.

For more information about our demographics, course of study and outcomes, please see the website www.energeiali.com.
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<td>'11</td>
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<td>'14</td>
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</table>
Endowed Scholarships

The following scholarships have been generously donated by our benefactors and are included in the permanent endowment of Molloy College:

A. Robert and Madeline Mershon Scholarship
Aloysius J. Gabriel Memorial Scholarship
Barbara Ellen Black Scholarship
Beatrice M. Duffy Memorial Scholarship
Biology Founding Faculty Scholarship
Bishop John R. McGann Scholarship
Bogner Leadership Through Service Scholarship
Bernie Havern Sportsman Fund
Catherine Brajuka Scholarship
Catherine Umbach Giannarino Scholarship
Charles H. & Dorothy M. Schneider Business Scholarship
Charles P. Hanley Scholarship
Class of 1968 Scholarship
Dr. & Mrs. Peter Lynch Community Service Scholarship
Dr. Rose Ann Naughton Scholarship
Dr. Snyder Leadership Scholarship
E. Kilcullen Scholarship
Edlind Family Scholarship
Ellen Duffy Murphy & Andrew Murphy Scholarship Fund
Emilia Culen Brajuka Scholarship
Fr. Henry Benack Scholarship
Fr. Robert P. Kennedy Scholarship
Frances A. Gabriel Scholarship
Frances B. Houlihan Memorial Scholarship
Francesca Maria Paone Memorial Scholarship
Francis P. Ford Scholarship
Fred Liddell Memorial Music Therapy Scholarship
Helene S. Bell Valedictorian Award
Ilona Varga Graduate Scholarship
Jennifer Zontini Students Helping Students Scholarship
Jesse R. Radowitz Memorial Scholarship
Joan Ford Scholarship
John Robert Hanley Memorial Scholarship
Joseph M. & Diane Havlik Scholarship Fund
Karen P. Sciolino Memorial Fund
Katherine Hanley Memorial Scholarship
Kathi Smillie Nursing Scholarship
Kathie Krieg Medical Social Work Scholarship Fund
Kathleen M. KilKelly Memorial Scholarship
Kiran & Anil Chaturvedi MBA Leadership Award
Klementina & Lukas Culen Scholarship
Leidner Scholarship
Lillian Emmerich Joseph Scholarship
Louis & Pauline Cestari Scholarship
Mary A. Aleksunas-Russo English Faculty Development Fund
Mary B. Ulicny, ’74 Scholarship
MaryGay McGrath Memorial Scholarship
Maureen T. White Scholarship
Meta Taylor Scholarship
Michael Hoffman Changing Our World Scholarship
Msgr. Charles Bermingham Scholarship
Msgr. McClancy Scholarship
Murley-Henderson Science Scholarship
Neidich-Ryder Biology Scholarship
Nuclear Medicine Scholarship
Nursing Scholarships
Paracleta Scholarship
Phyllis M. Janotta Scholarship
Piluso Family Scholarship
Richard T. Murray Scholarship
Riley Family Scholarship
Robert Catell Sustainability Scholarship
Robert Kipinottner, Ph.D. Scholarship
Robert R. & Adelaide M. Curren Memorial Scholarship Fund
Rocco John Filazzola PhD Scholarship
Rosalie Goffner Gerontology Scholarship
Rose & Max Neidich Nursing Scholarship
Roslyn Savings Foundation Nursing Scholarship
Ruth and John McSweeney Scholarship
S. Anna Marie Hardenburgh, O.P. Scholarship
S. Camille Moffatt, O.P. Scholarship
S. Grace Bletsch, O.P. Scholarship
Funded Scholarships

The following scholarships have been placed in restricted funds by generous benefactors of the College:

Amanda Rose Kanowitz Scholarship
Carmela and Sam Romano Memorial Scholarship
Edvidge & Rinaldo Zona Memorial Scholarship
Evelyn and Thomas Barry Scholarship
Frieda B. Asnis Molloy Institute
for Lifelong Learning (MILL) Fund
Global Learning Travel Fund
Gutterman Scholarship
Hanley Math Scholarship
Joan Germann Kravitz Scholarship
Judann Siegel Memorial Scholarship
Julius and Mary Pinz Poetry Scholarship
The Mancino Family Scholarship

S. Janet Fitzgerald, O.P. Scholarship
S. Katherine Gee, O.P. Scholarship
S. M. Leo Francis Monaghan, O.P. Scholarship
S. Mary Carol Gabriel Memorial Scholarship
S. Mary Celeste Beck, O.P. Scholarship
S. Mary Denis McAuliffe, C.I.J. Scholarship
S. Mary Verity McNicholas, O.P. Scholarship
S. Nivard Stabile, O.P. Scholarship
S. Patricia A. Morris Scholarship
S. Rose Teresa Amor, O.P. Scholarship
Salvatore A. Milone Scholarship
Srs. Anne Connolly and Helen Nyberg Scholarship
St. Martin de Porres Scholarship

Student Athlete Degree Completion Scholarship
Sullivan Family Scholarship
Teresa and Frank Pane
Secondary Mathematics Teaching Scholarship
Therese M. Hughes Family Scholarship
Thomas & Eleanor O’Keeffe Scholarship
Tufano and Jannotta Scholarship
Tufano Scholarship Fund
Valerie Hawkes Collins Nursing Scholarship
Victoria Wolf Gabriel Memorial Scholarship
William H. McDonnell
“Commitment to Education” Scholarship Fund

Marilyn E. Kirshenbaum Scholarship
Morris H. Gutterman Memorial Scholarship Fund
The Partner Project Scholarship Fund
Rochelle Pinz, CSWR Social Work Scholarship
Rochelle Pinz, LPN, CSWR
Music Therapy Scholarship
Rugby Club Scholarship Fund
Sarah Henig Music Award
Saverio Infante Memorial Scholarship
Speech Pathology Rising Star Scholarship
Vincent Ventura Memorial Scholarship
Weinstock Family Scholarship
## Statement of Activities


### Revenue, gains and other support:

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student tuition and fees</td>
<td>$105,242,895</td>
<td>$99,424,579</td>
<td>$93,511,202</td>
<td>$84,228,561</td>
<td>$74,434,175</td>
</tr>
<tr>
<td>Less: Institutional aid</td>
<td>(19,292,926)</td>
<td>(17,411,121)</td>
<td>(14,703,095)</td>
<td>(12,931,776)</td>
<td>(11,315,549)</td>
</tr>
<tr>
<td>Student tuition and fees, net</td>
<td>85,949,969</td>
<td>82,013,458</td>
<td>78,808,107</td>
<td>71,296,785</td>
<td>63,118,626</td>
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<tr>
<td>Government grants and programs</td>
<td>1,260,966</td>
<td>1,328,818</td>
<td>1,713,438</td>
<td>1,425,794</td>
<td>1,272,262</td>
</tr>
<tr>
<td>Gifts and private grants</td>
<td>1,661,323</td>
<td>2,386,831</td>
<td>1,087,258</td>
<td>1,685,247</td>
<td>1,274,176</td>
</tr>
<tr>
<td>Special events</td>
<td>729,561</td>
<td>672,917</td>
<td>646,478</td>
<td>980,849</td>
<td>598,838</td>
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<tr>
<td>Auxiliary enterprises</td>
<td>2,195,044</td>
<td>1,988,552</td>
<td>1,477,508</td>
<td>114,175</td>
<td>129,900</td>
</tr>
<tr>
<td>Board designated endowment investment return designated for operations</td>
<td>1,132,173</td>
<td>683,276</td>
<td>642,224</td>
<td>664,260</td>
<td>851,130</td>
</tr>
<tr>
<td>Other interest and dividends</td>
<td>252,944</td>
<td>81,220</td>
<td>299,461</td>
<td>195,799</td>
<td>251,851</td>
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<tr>
<td>Other revenue</td>
<td>310,156</td>
<td>367,282</td>
<td>363,334</td>
<td>376,849</td>
<td>313,872</td>
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<tr>
<td><strong>Total revenue, gains and other support</strong></td>
<td>93,492,136</td>
<td>89,522,354</td>
<td>85,037,808</td>
<td>76,741,057</td>
<td>67,809,757</td>
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</tbody>
</table>

### Expenses:

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>52,537,189</td>
<td>50,546,605</td>
<td>46,909,395</td>
<td>42,778,289</td>
<td>39,256,268</td>
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<td>General administration</td>
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<td>5,019,274</td>
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<td>General institutional</td>
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<td>8,223,692</td>
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<td>7,757,915</td>
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<tr>
<td>Public relations and development</td>
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<td>5,116,931</td>
<td>4,641,535</td>
<td>3,762,437</td>
<td>3,543,684</td>
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<td>Student services</td>
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<td>10,917,684</td>
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<td>8,427,113</td>
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<td>Library</td>
<td>2,900,160</td>
<td>2,843,173</td>
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<tr>
<td>Auxiliary enterprises</td>
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<td>4,277,997</td>
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<td>Special events</td>
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<td>243,570</td>
<td>428,852</td>
<td>393,593</td>
<td>258,132</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>90,957,011</td>
<td>87,774,833</td>
<td>81,545,761</td>
<td>71,187,479</td>
<td>63,942,700</td>
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</table>

### Change in net assets from operations:

<table>
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<th>2014</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total expenses</strong></td>
<td>90,957,011</td>
<td>87,774,833</td>
<td>81,545,761</td>
<td>71,187,479</td>
<td>63,942,700</td>
</tr>
<tr>
<td><strong>Change in net assets from operations</strong></td>
<td>2,535,125</td>
<td>1,747,521</td>
<td>3,492,047</td>
<td>5,553,578</td>
<td>3,867,057</td>
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</table>

### Non-operating activities:

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<th>2013</th>
<th>2012</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
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<td>Capital campaign revenues</td>
<td>3,884,713</td>
<td>280,206</td>
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<td>66,789</td>
<td>437,470</td>
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<td>Government capital grants</td>
<td>-------</td>
<td>64,359</td>
<td>1,410,524</td>
<td>4,141,263</td>
<td>517,573</td>
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<td>Investment return in excess of board designated endowment return designated for operations</td>
<td>1,865,431</td>
<td>1,273,881</td>
<td>143,189</td>
<td>2,119,037</td>
<td>1,048,198</td>
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<td>Adjustment of conditional asset retirement obligations</td>
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<td>198,097</td>
<td>849,618</td>
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<tr>
<td><strong>Total non-operating activities</strong></td>
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<td>1,816,543</td>
<td>2,403,331</td>
<td>6,327,089</td>
<td>2,003,241</td>
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<tr>
<td><strong>Change in net assets</strong></td>
<td>8,285,269</td>
<td>3,564,064</td>
<td>5,895,378</td>
<td>11,880,667</td>
<td>5,870,298</td>
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<tr>
<td><strong>Net assets, beginning of year</strong></td>
<td>71,441,786</td>
<td>67,877,722</td>
<td>61,982,344</td>
<td>50,101,677</td>
<td>44,231,379</td>
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<tr>
<td><strong>Net assets, end of year</strong></td>
<td>$79,727,055</td>
<td>$71,441,786</td>
<td>$67,877,722</td>
<td>$61,982,344</td>
<td>$50,101,677</td>
</tr>
</tbody>
</table>

*Certain reclassifications have been made to the statement of activities for the years 2013, 2012, 2011 and 2010 to conform to the presentation in 2014. These reclassifications did not have any effect on the total net change in assets for those years.*
<table>
<thead>
<tr>
<th>Revenue, gains and other support:</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Student tuition and fees</td>
<td>$105,242,895</td>
</tr>
<tr>
<td>Less: Institutional aid</td>
<td>(19,292,926)</td>
</tr>
<tr>
<td>Student tuition and fees, net</td>
<td>85,949,969</td>
</tr>
<tr>
<td>Government grants and programs</td>
<td>1,260,966</td>
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<tr>
<td>Gifts and private grants</td>
<td>1,661,323</td>
</tr>
<tr>
<td>Special events</td>
<td>729,561</td>
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<tr>
<td>Auxiliary enterprises</td>
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</tr>
<tr>
<td>Board designated endowment</td>
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</tr>
<tr>
<td>investment return designated for</td>
<td></td>
</tr>
<tr>
<td>operations</td>
<td></td>
</tr>
<tr>
<td>Other interest and dividends</td>
<td>252,944</td>
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<tr>
<td>Other revenue</td>
<td>310,156</td>
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<tr>
<td>Total revenue, gains and other</td>
<td>93,492,136</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$52,537,189</td>
</tr>
<tr>
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<td>6,395,935</td>
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<tr>
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<tr>
<td>Public relations and development</td>
<td>5,189,240</td>
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<td>11,241,686</td>
</tr>
<tr>
<td>Library</td>
<td>2,900,160</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>4,368,226</td>
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<tr>
<td>Special events</td>
<td>299,804</td>
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<tr>
<td>Total expenses</td>
<td>90,957,011</td>
</tr>
</tbody>
</table>

| Change in net assets from         |  |
| operations                        | $2,535,125 | $1,747,521 | $3,492,047 | $5,553,578 | $3,867,057 |

<table>
<thead>
<tr>
<th>Non-operating activities:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital campaign revenues</td>
<td>$3,884,713</td>
</tr>
<tr>
<td>Government capital grants</td>
<td>--------</td>
</tr>
<tr>
<td>Investment return in excess of</td>
<td>$1,865,431</td>
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<tr>
<td>board designated endowment</td>
<td>--------</td>
</tr>
<tr>
<td>investment return designated for</td>
<td>--------</td>
</tr>
<tr>
<td>operations</td>
<td>--------</td>
</tr>
<tr>
<td>Total non-operating activities</td>
<td>$5,750,144</td>
</tr>
</tbody>
</table>

| Change in net assets              | $8,285,269 | $3,564,064 | $5,895,378 | $11,880,667 | $5,870,298 |

| Net assets, beginning of year     | $71,441,786 | $67,877,722 | $61,982,344 | $50,101,677 | $44,231,379 |
| Net assets, end of year           | $79,727,055 | $71,441,786 | $67,877,722 | $61,982,344 | $50,101,677 |

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