Dear Friends:

At its founding, America was a first-of-its-kind experiment in building a religiously diverse democracy. It is now the most religiously diverse nation in the world. Great American leaders—Reverend Dr. Martin Luther King Jr., Jane Addams, George Washington—believed in a religiously diverse American experiment. They teach us that the strength of our social fabric depends upon how tightly woven those diverse threads are. This idea has always been at the center of IFYC’s work.

As you’ll see in this annual report, we have helped change how higher education approaches religious diversity. We have partnered to make it real with over 500 institutions and trained thousands of young interfaith leaders. Over 1,600 of them are now IFYC alumni and are applying their lens of interfaith cooperation to some of the most important professional sectors in society.

Our progress is held beside the reality of deepened polarization and division in our country, a nation facing the profound challenges of Covid-19, and the emergence of a critical movement for racial equity. In our work, we see countless examples of religious diversity being engaged in a spirit of respect, relationship, and cooperation—never more so than the stories of interfaith cooperation between healthcare and other workers who are battling a great pandemic. We have included some of those stories in this report. We also see inspirational Black leaders whose work sits at the intersection of racial justice and interfaith cooperation. It is with this sense of hope that we ask ourselves how an increasingly diverse America welcomes people of all different faiths, traditions, backgrounds, and beliefs to the table? How do we encourage and celebrate the contributions of everyone to our shared civic life? After all, the more distinct the contributions to our Potluck Nation, the richer the feast.

In response to current challenges and the unpredictable ways in which higher education and American life will be impacted long term, we stand ready to push toward an interfaith America. We are also excited to lift up the stories of our partners, young leaders and alumni to a wider audience. We are committed to integrating racial equity with our work for interfaith cooperation. At a time in which higher ed and broader society needs it more than ever, we are rapidly expanding the area of hybrid and online higher education.

We are excited to share where we have been and where we are going. The shaping of tomorrow’s interfaith America is critical, and we couldn’t do it without your steadfast support. For that, we are eternally grateful.

In gratitude,

Eboo Patel
Founder and President

Brad Henderson
Chair of the Board of Directors

Read Interfaith America
our full five-year business plan.

Watch Eboo
share his vision of America as a Potluck Nation at the 2019 Upswell Conference.
Provide high quality interfaith programming that suffuses and sustains higher education’s commitment to engaging religious diversity.

Innovate relevant and useful approaches in emerging spaces in higher education, beginning with hybrid education.

Meaningfully contribute to a national narrative that prioritizes bridge building in a religiously diverse democracy.

In 2010, IFYC made the strategic decision to focus our work within higher education. Our belief then, and now, is that higher education plays an imperative role in shaping the civic priorities of America. Campuses serve as environments for academic, social, and cultural discourse, and space for interactions between people from diverse backgrounds—truly operating as mini civil societies. Colleges and universities cultivate a critical mass of next-generation leaders, who go on to influence their local communities, the civic spaces they engage in, and their workplaces—setting the priorities of influential sectors like K-12 education and healthcare. By partnering with higher education, we get closer to our vision of an America where interfaith cooperation is a norm.

The past five years has seen progress on our mission to interweave our interfaith leadership approach into higher education, making the case that these skills are an essential part of what it means to be an educated individual, effective citizen, and competent professional.

Since 2015 we have collaborated with partners in the sector to raise the importance of interfaith engagement within higher education, as well as supported 523 U.S. colleges and universities to advance institutional change. By lifting up these exemplar campuses, we have also seen an increasing adoption of interfaith best practices across higher education.
Program Spotlight: 175 faculty members have attended the Teaching Interfaith Understanding seminar.

ICYC works with campuses to increase curricular engagement and religious diversity, train student interfaith leaders, and equip educators to lead interfaith efforts...

437 courses and 52 course sequences with interfaith themes developed to date

Over $400K awarded in curriculum grants

IFYC’s partnership with the Association of American Colleges and Universities (AAC&U) and the resultant annual Institute on Teaching and Learning for Campus-wide Interfaith Excellence, prepares college and university leaders to develop curricular and co-curricular plans to foster interfaith cooperation on their campuses. Originally supported through a grant by the Arthur Vining Davis Foundations, and now with continued support from Lilly Endowment Inc., each year campus cohorts of administrators, staff, and faculty attend the intensive four-day institute. Each team develops action plans to take back and implement campus-wide programming for interfaith excellence supported by a $5,000 grant. Over the course of the project’s first two years, we have awarded $100,000.

University of Miami brought a cohort of diverse educators to the Institute for Interfaith Excellence (IIE) looking for guidance on creating action plans to support interfaith student leadership on campus. Although interfaith cooperation and religious diversity is an active part of the university’s vision, the campus was facing challenges—a recent survey had revealed that students often struggled to interact effectively with diverse peers and, before that, a student had planned an anti-Muslim demonstration during Muslim Awareness Week. After the seminar, as part of the university’s Intergroup Dialogue program, the cohort developed an Intergroup Dialogue course for students to understand the importance of discourse around diverse worldviews and hosted events like Religion Awareness Day, which brought in over 150 students and a standing-room-only panel discussion with student leaders from faith-based groups called “Getting to Know U.” Miriam Lipsky, Assistant Provost, said, “I greatly value the content that was covered at the Institute...Our team got wonderful ideas from the presenters and other teams and this exchange of ideas enriched our project.”

AAC&U is proud to partner with IFYC in helping colleges and universities to play a leadership role in catalyzing speaking across religious differences. At a time of increasing polarization and partisanship in our nation, this work is more critical than ever for strengthening our democracy.
The Interfaith Leadership Institute (ILI) is IFYC’s annual flagship event. Participants from diverse backgrounds and from campuses across the nation learn to bridge divides and forge relationships across lines of religious and worldview differences. They return to their universities and colleges equipped with knowledge and skills to make interfaith cooperation a reality on their campuses.

Gloria Winston-Harris, Director of the Office of Spiritual Development and Dialogue at North Carolina Central University, a historically Black university, attended the ILI in 2019. On campus, she’s also the minister for the Wesley Campus Ministry. Spurred on by local religiously-motivated violence in North Carolina, Gloria brought a group of students with her to learn how to articulate and identify differences and opportunities for cooperation. After forming relationships with peers from diverse worldviews and backgrounds at the ILI, the group returned to campus and initiated Jumma prayers on Friday for Muslim students, hosted a women’s interfaith circle, and invited the local community to share their experiences, faith traditions, and food.

As an Evangelical Christian, Carissa Zaffiro, a student at Taylor University, had reservations about attending her first ILI in 2019, not knowing if she could be open and honest about her faith. But as she sat and engaged in deep conversation with peers at her table, including a Muslim student and a Jewish-Catholic student, she found a space where she could talk openly about her beliefs and engage in non-judgmental dialogue about how her views differed from, and aligned with, the other students. After the ILI Carissa returned to campus to organize World Religions Week which this year, focused on creating space for the campus community to learn more about Islam through informational sessions, chapel service, and in-person dialogues, including guests from a local Islamic center. Over 100 students, faculty, and staff attended the event, expressing interest in similar future events.

As we enter our new business phase—Interfaith America—and a time of increasing cultural, political, and religious division, we will build on these foundations with higher education to project a vision for a pluralistic society and prepare leaders who can break down barriers and build bridges across difference.

On the ground, we will continue to provide high quality programming to support senior administrators in embedding interfaith cooperation into institution-wide plans, working with faculty to integrate interfaith themes into their curriculum, and training staff and students to implement sustainable interfaith programming on campus.

To this end, we have recently launched a new project ‘Courageous Pluralism’ which, with generous support from the Fetzer Institute, the Charles Koch Foundation and the Arthur Vining Davis Foundations, brings together 14 campuses in unlikely partnerships. Independent, progressive-leaning liberal arts campuses are paired with traditionally-oriented, orthodoxy religious campuses. Pairs include Oberlin College and Spring Arbor University (a nonsectarian private school and a small Free Methodist campus), and Westminster College and Brigham Young University (a small mainline Presbyterian campus and a large institution guided by The Church of Jesus Christ of Latter-day Saints). Pairs will collaborate on initiatives that allow for bridge building within and across diverse communities. Jan Saeed, Westminster’s director of global peace and spirituality, said of the project: “I believe building community and building understanding of one another breaks down the barriers that cause division and the dissolution of society.”
Stories move people. Stories build bridges. Stories create change. They forge interpersonal bonds, create a shared sense of community, and shape our collective realities. Storytelling, the skill of crafting meaningful stories, is at the heart of interfaith cooperation.

In the past five years we have fostered this skill in students, educators and IFYC alumni. We have equipped young interfaith leaders to tell their stories and inspire their peers to get involved in interfaith cooperation. We have supported educators to advocate for the consideration of religious diversity at their institutions. Our alumni network receives training to share their interfaith stories in their spheres of professional and civic influence, after graduation. Lifting up stories of bridge building from our campus partners to the higher education sector has furthered the salience of interfaith cooperation and helped establish best practices around religious diversity.

**Storytelling and Interfaith Leadership**

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**Program Spotlight:**

**Interfaith stories behind the data**

The Interfaith Diversity Experiences and Attitudes Longitudinal Survey (IDEALS), conducted in partnership with Dr. Matt Mayhew at The Ohio State University and Dr. Alyssa Rockenbach at North Carolina State University, is the first interfaith study of its kind in higher education and tracks approximately 20,000 students on 122 campuses over four years. In a time of profound demographic change and growing polarization, the research provides evidence about how interfaith engagement in higher education helps develop pluralistic attitudes in the next generation of leaders. These powerful data points are best illustrated by interfaith stories. Most recently the *Friendships Matter* report focused on the significant impact interfaith friendships have in cultivating pluralistic attitudes as well as appreciation towards others among first years.

The first time Iyleah Hernandez had an interfaith conversation was after an undergraduate theology class. Nicole, a classmate at Dominican University, Illinois, approached Iyleah to ask why she wore a rosary around her neck when she called herself an atheist. In what could have been a tense exchange, a rich conversation followed instead. Iyleah explained that she grew up in a family where religion and politics was never discussed, and the rosary was a gift from her late grandfather. In turn, Nicole shared that she was a devout Catholic, and faith to her meant finding God through one’s own perspective. Despite their clear differences, their friendship progressed as they tackled challenging conversations to understand each other’s perspectives. It is this friendship with Nicole that Iyleah credits with encouraging her interest in interfaith work and what pushed her to seek out other friends from different faiths to understand how they perceive the world. Today, with the training she has received at the Interfaith Leadership Institute (ILI) and grant support from IFYC, Iyleah is an interfaith leader on campus, hosting events like potluck dinners where she welcomes all to the table.

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Program Spotlight: Alums’ interfaith stories continue after graduation

Comprised of graduates who have had deep IFYC engagement throughout college, IFYC’s network of over 1,600 alumni interfaith leaders continues to grow every year. Our alums are in professional positions shaping key sectors—amongst them K-12 education, media, healthcare, government, and business. We offer funding, training, and mentorship to help them publicly share their message of interfaith cooperation, continue to bring people together across differences to do common good, and embed interfaith work into their work and civic spaces.

Growing up as a first-generation Pakistani American Muslim in a Chicago suburb, Sara Rahim regularly engaged in conversations around religious literacy with her peers to dispel the prevailing stereotypes around her faith and ethnicity. She learned about interfaith work when she read Acts of Faith by Eboo Patel as a part of her undergraduate orientation for St. Louis University. Intrigued by the concept, she attended the Interfaith Leadership Institute in Atlanta, and learned the language and frameworks to establish interfaith dialogue on campus. Sara became a Better Together Coach, an Interfaith Innovation Fellow, IFYC Alumni Speaker & Trainer, and used professional development funds to host interfaith training sessions in Germany, Morocco, France, and Sudan. Today she is the integration manager at CARA Chicago, where she uses her interfaith lens and training to engage national leaders to help those affected by poverty re-enter the workforce.

Chelsea Garbell has been an interfaith leader since her undergraduate years at New York University (NYU), where, in part inspired by her own Jewish faith, she co-founded Bridges—a Jewish-Muslim student group. Chelsea became a part of the IFYC network in 2016 and with IFYC’s support, she turned her passion for Jewish-Muslim bridge building into initiatives with the American Jewish Committee, the Sisterhood of Salaam Shalom, the NY Muslim Jewish Advocacy Council, and the Muslim Jewish Interfaith Coalition (MJIC). Using a professional development fund from IFYC, Chelsea, as a part of MJIC, hosted a forum in Essaouira, Morocco, a coastal town known for its long history of coexistence between Muslims and Jews. The event encouraged a more nuanced understanding of the theological, cultural, and deeply personal underpinnings of Judaism and Islam and had a cohort of 70 young professionals in attendance from around the world. Chelsea is now the Research Scholar & Program Manager of the Applied Research Collective for American Jewry at NYU, where a key part of her role is to assist scholars and practitioners in addressing funding and policy recommendations for Jewish foundations and organizations. She is an active member of the IFYC alumni network.

IFYC has built my own capacity as a young leader to articulate my story and I feel like a powerful facilitator, where I can go into a space and acknowledge diverse traditions, and just bring people to the table.

Sara Rahim

Crafting the Interfaith America Narrative

In our increasingly religiously diverse and polarized society, more than ever, we need stories that highlight the good that comes from working together across our differences. America is a story written by people who have come from all over the world, and we are dedicated to telling the story of America as a Potluck Nation: one where all may feast. When everyone brings their individual faiths, worldviews and traditions to our shared civic spaces, and their unique identities are celebrated and appreciated, then we all thrive together as a nation.

IFYC will strengthen our training of the next generation of interfaith leaders, continue to equip educators to influence the higher education sector from within, and support our exceptional alumni in their work. At the same time, we move forward knowing that our narrative efforts need to reach a wider, public audience to meet the challenges we face as an increasingly diverse nation. We’re excited to share stories that exemplify Interfaith America, lifting the voices of students, educators and alumni to America’s most influential media outlets.

Explore stories of interfaith inspiration and more on Interfaith America

Watch a video to learn more about our alumni network.
The digital revolution has fundamentally altered the way we experience life in all aspects. Advancements in technology have expanded our shared civic spaces from solely in-person experiences to include online interactions. There is a virtual public square, and with it, both new opportunities to widen diverse networks as well as the challenges of polarization and division we see in wider society. Sometimes those challenges are even more pronounced online. We recognize the need to educate and train interfaith leaders to have the competencies needed to navigate the online civic space and to leverage digital technology to increase our reach to young people increasingly learning online.

In nearly two decades, we have grown from an idea to engage young people in interfaith cooperation service projects to a national organization supporting more than 500 U.S. colleges and universities across the country. In that time, we have witnessed tremendous change, both for our campus partners and the higher education sector at large, and in wider American society. Led by our vision of making interfaith cooperation the norm in America, we have adapted and innovated in order to maximize our impact.

Our attention now shifts to innovating around hybrid education. Higher education is seeing a dramatic transformation in the way students want and need to learn. As of 2018, one in six students were getting their college education entirely online and one in three were getting their degrees through hybrid (a mixture of online and offline learning experiences) education. As we remain committed to and continue to strengthen our work in residential higher education, we are also asking—how is hybrid and online learning preparing students to be effective citizens and competent professionals with the skills to navigate religious diversity in their work and civic lives?

Responding to this new moment, IFYC will develop innovative solutions in the digital space to equip students who are learning online, with the same skills in navigating religious diversity that their offline counterparts are now receiving. Through online interfaith leadership, we hope to equip the next generation of leaders with the tools to counter rising divisiveness and improve America’s religiously diverse democracy.
### CUMULATIVE IMPACT 2020 RESULTS

**Model Environments**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
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<td>Campuses integrating interfaith best practices</td>
<td>315</td>
<td>330</td>
<td>375</td>
<td>403</td>
<td>530</td>
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<tr>
<td>Leaders advanced campus leaders trained/engaged</td>
<td>475</td>
<td>830</td>
<td>1,200</td>
<td>1,801</td>
<td>5,172</td>
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<tr>
<td>Knowledge Base - Articles, publications, and presentations</td>
<td>15</td>
<td>50</td>
<td>73</td>
<td>107</td>
<td>123</td>
</tr>
</tbody>
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**GOAL ACTUAL GOAL ACTUAL GOAL ACTUAL GOAL ACTUAL**

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<thead>
<tr>
<th>2016</th>
<th>2017</th>
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<th>2020</th>
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<tr>
<td>315</td>
<td>330</td>
<td>375</td>
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<td>530</td>
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<td>475</td>
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<td>15</td>
<td>50</td>
<td>73</td>
<td>107</td>
<td>123</td>
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</tbody>
</table>

### IFYC SUPPORTERS

**$500,000+**

- Einhorn Family Charitable Trust
- Kimberly Thrill Duchossois
- Lilly Endowment Inc.
- The Arthur Vining Davis Foundations
- The John E. Fetzer Institute
- Wendy Munger & Leonard Gumport

### $100,000 - $499,999

- Charles Koch Foundation
- Ford Foundation
- Henry Luce Foundation
- Hunter & Stephanie Hunt
- Julian Grace Foundation
- Osprey Foundation
- Stuart Family Foundation
- The Andrew W. Mellon Foundation
- The Coca-Cola Foundation
- The Duchossois Family Foundation
- Valerie Storck
- Walter & Darlene Hansen
- Young Chung

### $1,000 - 19,999

- Alan & Andrea Soder
- American Endowment Foundation
- Anne Hallett
- Ansaf Kareem
- Belal Aftab
- Bill & Kathleen Lynch
- Bill & Kathleen Lynch
- Cassidy McCrea Burns
- Center for Social Solutions
- Connor Crown
- Craig & Janet Duchossois
- David & Debbie Chizewer
- David Ellis
- Dick & Joyce McFarland
- David Potter
- Donna Carroll
- Donna & Phillip Zarcone
- Doug Metzger
- Eboo Patel & Shahnaz Mansuri
- Evie Klein & Bob Owens
- Gabriel Hakim & Samantha Kirby
- Gina Sandgren & Ross Solowold
- Howard Morgan
- Hugh & Nancy Magill
- Ilene Goetz
- James & Audrey Gorter
- Jennifer Balira
- Jerry Newton
- Joan Golden
- JoAnn Seagren & Scott Lang

### $500 - 999

- Amber & Jason Hacker
- Angela & Richard Harter
- April Mendez
- Bruce Phelps Price
- Byron Beasley
- David Gortner & Heather VarDenever
- Don Disciascio
- Gerard Giess & Margaret Case
- Jeffery Muir
- Jen Jellis
- Joshua Stanton
- Judy Dodd
- Ken Lorch
- Larry & Margaret Benjamin
- Larry Shinn & Nancy Shinn
- Mark & Angela Del Vecchio
- Mary Ann Randall
- Mary Page
- Michael & Patti Frazin
- Michael McGarry
- Michael & Jt Schield
- Mike MacLarry
- Morty Schapiro
- Nancy & Walter McClure
- New Trier Multi-Faith Alliance
- Paul & De Gray
- Paul Rauschenbush
- Randy & Lisa White
- Rev. Fred Davie
- Richard Dees
- Shundrawn Thomas
- Steve & Carolyn Bell
- Sunil Sanghi & Shabnum Sanghi
- Susan & Alan Rothenberg
- Susan Schafer
- Suzanne Morgan
- Sylvia Kaufman
- The Pinkerton Foundation
- Tom & Melanie Berg
- Tom Levinson & Elizabeth Kieff
- Tony Bonsu & Julie Kult
- William Enright

With special gratitude to our Bridge Builders — individuals and families giving $1,000 or more each year.
STATEMENTS
FINANCIAL STATEMENTS

Statement of financial position for IFYC Fiscal Year 2019, August 1, 2018 to July 31, 2019.

Assets

Current Assets

Cash and cash equivalents $ 4,685,571
Investment 4,591,924
Accounts receivable 33,246
Grants and contributions receivable 3,554,994
Prepaid expenses 615,772
Total Current Assets 13,481,467

Grants and Contributions Receivable 2,371,984

Property and Equipment - Net 162,416
Total Assets 16,015,867

Liabilities and Net Assets

Current Liabilities

Cash and cash equivalents $ 191,441
Deferred rent 74,163
Other accrued liabilities 55,669
Deferred revenue 40,397
Total Current Liabilities 383,999

Deferred Rent 133,277

Net Assets

Unrestricted 7,493,226
Temporarily restricted 8,005,365
Total Net Assets 15,498,591

Total Liabilities and Net Assets $16,015,867

100 - $499
Adnan Qabani
Alicia Gimsburgh
Amy Lee White
Ann Wilson & Jay Klemme
Ayasha Ahmed
Barbara Bouton & Marshall Bouton
Ben & Karina DeHayes
Benjamin Barer
Bethany Eilman
Betsy & Richard O'Toole
Brian Randall & Dr. Mary Kemen
Carly Nading & Steve Nading
Christopher Portman
Colman & Susan Buchbinder
Daniel Rubinstein
David Simon
Deborah Dash Moore
Deborah Janiws
Doug & Sarah Clinier
Dr. Darlene May
Earl & Jan Kielkug
Eliot & Shelly Barnathan
Emily Soloff
Eric Hocky & Abby Stamelman
Hocky
Florence Amamoto
Frances Luhrs
Heather Collins
Howard Schein & Deborah Allen
Ina Burd
Jack & Bev Christ
Jack & Paula Winter
Jacqueline Bussie
Janett Cordoves
Janice Landrum
Jason Gustein
Jeremy Brownlee
Jeremy Tibbetts
John Gubings
John & Barbara Morrison
Dr. John Morrisson and Carrie Scherer Family Fund of
The Catholic Community Foundation
Jon Willis
Joseph Guyon
Judith Campbell
Judy Lunt
Kenneth Hoffman & Melissa Hoffman
Kenneth Stephens
Kit Tobin
Larry Merkle
Laurie Simon Goldman & Edward Goldman
Leon Diamond
Leslie & Cynthia Melnick
Linda Dean
Linda Schulte
Linda Scott
Loulie Motel
Lutheran School of Theology at Chicago
Lynette Alderson
Lynne Haber
Lynne Schatz
Margaret & Donald Meyer
Mark Mosley & Sarah Good
Michael Garber
Milanya Subar Schwartz & Jeffrey Schwartz
Myron & Alicia Resnick
Nicholas Heibert
Olivia Elder
Paul Krizter
Paul & Anne Lazar
Peggy D’Luccio
Rebecca Hartman
Rebecca & David Russo
Richard Divito
Robert Holum
Robert & Suzanne Morris
Robert & Sonia Pavik
Roland Hinz & Catherine Whitcomb
Sam Fischacker & Amy Reicher
Sand Juran
Sheila & Harvey Medvin
Sheila & Ken Sonnenschein
Sumbul Ali-Karamali
Susan Evon
Tom Seat & Ruth Wene
William Cary

1 - 199
Adal Shair
Alana Kinarsky
Andrew Kirschner
Andrew Spector
Angela Butel
Arjan Chekhi
Barb Barta
Barbara Swanson
Becca Hirsch
Benjamin Marcus
Bill Drayton
Brian Forehand
Bryan Burke
Caroline Cracraft
Catherine Connett
Claire Stenn
Clark & Marguerite Malcomson
Connie & Nick Meyer
Dannielle Vance-McMullen
Dario Helman
David E. Braden
Edmund Short
Freda & Gary Ponton
Gabrielle Mekens
Georgia Smith
Hal Emore
Irasema Kouns
Jacob Greensite
Jean Budlen
Jean Grogan
Jeana Azen
Jerry Gabbreath
Jerry Weiser
Joseph Harzich
John Goldman
Kaela Frank
Kaitlyn Miller Balsewicz
Kat Barkus
Kathleen Hunt
Kenneth Klein
Kristine Laconde
Kyleen Burke
Linda Kupfer
Lisa Loughlin
Martha Brown
Mary Larson
Maxwell Calestano
Melanie Kahn
Melissa Scott
Michael Baker
Michael Kendrick
Mr. Richard Lehman
Nan Phifer
Natalie Faria
Nayha Arora
Nicolas Cable
Patricia Larkin
Patrick Murphy
Paul & Mary Lou Gooris
Paul David & Susan Peterson
Rebecca Bates
Reven Greenwald
Saima Sufi
Sarah Magdison
Sarah Tarner
Shebly Kretz
Tamar Cetyn
Tatiana Barry
Timothy Gaura
Tracy Mustaph
Whitney Barlow
Zena Handlon

$16,015,867
### Statement of Activities

#### Revenue Gains and Other Support

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<thead>
<tr>
<th>Source</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Individual contributions</td>
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<tr>
<td>Grants and contributions</td>
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<td>Corporate grants</td>
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<td>Publications</td>
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<td>Seminars and workshops</td>
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<td>University revenue</td>
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<td>Interest and dividends</td>
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<td>Net realized and unrealized gains on investments</td>
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<td>Donated services and facilities</td>
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<td>Other revenue</td>
<td>$17,242</td>
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<td>Survey revenue</td>
<td>$3,724</td>
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<td>Honorariums</td>
<td>$250,700</td>
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<td>Net assets released from restrictions</td>
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**Total revenues, gains, and other support:** $9,029,648

#### Expenses

<table>
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<th>Category</th>
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<td>Campus partnerships</td>
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<td>Leadership</td>
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<td>Support services</td>
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<td>Management and general</td>
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<td>Fundraising</td>
<td>$821,430</td>
</tr>
</tbody>
</table>

**Total expenses:** $7,115,342

#### Change in Net Assets

<table>
<thead>
<tr>
<th>Period</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of year</td>
<td>$5,578,920</td>
</tr>
<tr>
<td>End of year</td>
<td>$7,493,226</td>
</tr>
</tbody>
</table>

#### Net Assets

<table>
<thead>
<tr>
<th>Period</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of year</td>
<td>$12,472,983</td>
</tr>
<tr>
<td>End of year</td>
<td>$18,051,903</td>
</tr>
</tbody>
</table>

**End of year:** $15,498,591

*2019*