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## Nazareth College Mission and Vision Statements

The mission of Nazareth College is to provide a learning community that educates students in the liberal arts, sciences, visual and performing arts, and professional fields, fostering commitment to a life informed by intellectual, ethical, spiritual, and aesthetic values; to develop skills necessary for the pursuit of meaningful careers; and to inspire dedication to the ideal of service to their communities. Nazareth seeks students who want to make a difference in their own world and the world around them, and encourages them to develop the understanding, commitment, and confidence to lead fully informed and actively engaged lives.

The vision of Nazareth College is to be nationally and internationally recognized as a comprehensive educational institution which provides its students with transformational experiences and integrates liberal arts, sciences, visual and performing arts, and professional education at the undergraduate and graduate levels and which places special value on student success, diversity, inclusion, civic engagement, and making a difference in local and global communities.

# A Thank You to Our Community



Dear Nazareth friends,

Through the years, we have come to see that Nazareth College is a remarkably strong and cohesive community. Our faculty, administration, trustees, and alumni are dedicated to advancing the interests of the promising young women and men who choose to spend critical years with us. We are committed as well to serving the needs of all those in our region, through cultural events, community service projects, and clinics on the campus, to name a few of the ways we support the region. We have prepared professionals in the fields of health, education, and business who help keep Rochester alive and well.

Seven years ago, we initiated the Campaign for College and Community, with the goal of making Nazareth College an ever-stronger institution for the 21st century. Like the rest of the world, we were faced with a turbulent financial landscape, and there were times when we questioned whether we could realize our objectives under such conditions. The strength of our community prevailed, however. With remarkable resiliency and vigor, the Campaign achieved everything it set out to do and even surpassed its goals. We aimed to raise \$45 million and ultimately raised \$51 million.

We accomplished this achievement through a combination of teamwork, collaboration, dedication, and shared good feelings. A love for Nazareth College is the real common denominator that distinguishes our community. And now, because of all of you, the best is yet to come.

With all good wishes,

**Daan Braveman**  
*President*

**James Costanza**  
*Chairman, Board of Trustees*

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Visit President Braveman's Huffington Post blog at [huffingtonpost.com/daan-braveman](http://huffingtonpost.com/daan-braveman).



Peckham Hall's math study lab features collaborative work spaces for teaching and research. The building was one of the initiatives made possible by the Campaign for College and Community.



# The Campaign for College and Community

Seven years ago, The Campaign for College and Community set out to revitalize the Nazareth campus with new construction and major renovations. At the same time, we needed to grow our endowment in order to support scholarships for deserving students. Daunting as this dual task was, we remained focused, knowing what a vital role Nazareth College plays in making Rochester a great place in which to live.



For generations, Nazareth's liberal arts and professional programs have strengthened Rochester's workforce. We have enhanced the community in other crucial ways as well. Our clinics provide speech and language therapy, physical therapy, play, art and music therapy, social work, and therapy for those with traumatic brain injuries, including many veterans. Not only do these services benefit clients, but they also offer invaluable training for our future health care professionals, scientists, and educators. Nazareth College is also a vibrant center for the arts, where Rochester residents can enjoy theater, music, and dance. Clearly, Nazareth merits support both from the college community and beyond—and we are excited to report that we have received that support.

Through the tireless efforts of our administration, our Board of Trustees, our corps of volunteers, and, of course, our generous donors, we have surpassed our goals and have raised \$51 million. This remarkable feat has enabled us to do remarkable things, including the following:

- ***The renovation of the Arts Center.*** Now we have a world-class theater that provides a training ground for budding young artists and offers the community and our students the opportunity to experience the arts up close and personal.
- ***The construction of Peckham Hall,*** home to the Integrated Center for Math and Science. Students can now collaborate more effectively on interdisciplinary pursuits and be better prepared for careers in medicine, the laboratory sciences, mathematics, and more.
- ***The renovation and expansion of the Wellness and Rehabilitation Institute.*** Nazareth's illustrious Health and Human Services programs will now be housed in a new 66,712 square foot facility that offers superb clinical spaces, collaboration-focused classrooms, and a welcoming reception area.
- ***The enrichment of the Nazareth Annual Fund and the Endowment.*** These ensure that the education that our students receive is as good as it can be—and makes that education affordable to deserving students with financial need.

The Campaign has truly been a job well done. We offer our profound appreciation to all who have supported this effort.

**Kelly Gagan**

*Vice President for Institutional Advancement*

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See stories of success from the campaign at [go.naz.edu/campaign-success](https://go.naz.edu/campaign-success)

# Investing in Health Care

What motivates people to join the giving community that has so generously supported Nazareth College? The knowledge that their contributions will be put to the very best use. Nazareth's donors can feel confident that their gifts will have an impact—specifically, in terms of furthering the education of outstanding young women and men who make our region the best it can be.

Zeke and Jane Duda are two such individuals who strongly believe in Nazareth and Rochester and their combined futures. In addition to their strong support toward building Peckham Hall, the Dudas have taken on a leadership role in helping to make possible the renovation and expansion of the new Wellness and Rehabilitation Institute (WRI), which broke ground in the spring of 2014.

Recently retired after 39 years with Excellus BlueCross BlueShield, Zeke Duda, who served as the company's senior executive vice president and chief financial officer, believes that Nazareth College is an institution deserving of support. "Nazareth's programs in education, the sciences, and the arts all produce graduates with an understanding of critical thinking and social accountability along with expertise in their fields," says Duda. "Supporting Nazareth is supporting the future."

As a health care executive, Duda knows all too well that the greatest shortfall over the next decade will be the dearth of physical therapists, occupational therapists, and allied health care professionals. In Nazareth College, he sees a hands-on clinical training program that results in graduates who are ready to hit the ground running. "Peckham Hall provides state-of-the-art lab space to ensure that graduates are current in training and technique," says Duda.

The provider/patient relationship is also key to healthy outcomes, which is why Nazareth teaches its students how to compassionately interact with patients. This strength ties back to the College's defining characteristic. "Nazareth truly educates the whole person," says Jane Duda. "Integrating the sciences with the liberal arts and conveying a sense of civic responsibility produces graduates who thrive in a complex society."

Both Zeke and Jane Duda strongly believe that the interdisciplinary and hands-on approach that lies at the foundation of WRI will become a model for the rest of the nation.



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View the live webcam of WRI construction at [go.naz.edu/WRI-webcam](http://go.naz.edu/WRI-webcam)

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Read more about WRI at [go.naz.edu/WRI](http://go.naz.edu/WRI)





Zeke and Jane Duda have taken a leadership role in the development of Nazareth's Wellness and Rehabilitation Institute.





Anne Pysnik '15 (environmental science) leveraged the training she's getting in the state-of-the-art Peckham Hall into a prestigious internship at the Centers for Disease Control and Prevention.



# Enhancing Student Research

Recent construction made possible by the Campaign has dramatically enhanced our campus. A case in point is Peckham Hall, the new home of the Integrated Center for Math and Science. With its state-of-the-art labs, its fully equipped classrooms, and innovative spaces that support collaboration between students and faculty, Peckham Hall is attracting new students who are pursuing majors in science and math fields, as well as those pursuing careers as health and human services professionals and teachers of math and science.



Anne Pysnik '15 is one such student whose educational experience has been transformed by Peckham Hall. An environmental science major who has been heavily involved with research on campus, exploring the subject of phytoremediation (using plants to rid the environment of toxins), Pysnik has nothing but praise for this new campus addition. "It's a great building," she says. "It really enhances what our science departments can do. For instance, there's a bigger greenhouse now, which is great for my research. And the fact that everyone congregates in the second floor work area means that there is a lot of collaboration and interdisciplinary work going on."

With the preparation she has put into place at Nazareth, Pysnik was able to secure a plum internship this past summer with the Centers for Disease Control and Prevention (CDC) in Atlanta. There she worked on a literature review regarding titanium dioxide, a potentially harmful substance commonly found in toothpaste, sunscreen, and other everyday items. She also did some work with the team that was involved with tracking Ebola.

"Annie had the opportunity to help solve real-world issues related to human health," says Assistant Professor of Biology Stephanie Zamule, Ph.D. "I think her unique training in environmental science and toxicology, her ongoing research experience at Nazareth, and her strong analytical and communication skills set her apart from the other candidates and helped prepare her for success in this exciting opportunity."

Currently, Pysnik's career objectives are centered either on graduate work in ecological engineering or teaching science. Either way, the community—and the world—will benefit.

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Check out a video of the 2012 opening of Peckham Hall at [naz.edu/icms](http://naz.edu/icms).

# Seeing Is Believing

With the support of The Campaign for College and Community, the Nazareth College Arts Center has undergone a spectacular renovation that will ensure its place of primacy on the Rochester cultural landscape.

For nearly 50 years, the Arts Center has been recognized as the region's premier venue for world-class dance, children's theatre, and international entertainment. "We offer audiences unique opportunities to see here what they cannot see elsewhere," said Susan Chekow Lusignan, director of the Arts Center. Just as importantly, the Arts Center is an invaluable academic training ground for Nazareth students who are aspiring to challenging careers. The renovation has allowed the education of performing and visual arts students to deepen and grow, with spaces to support their training. And it establishes Nazareth as a truly distinctive entity: a small college that offers attention to each individual student and a strong liberal arts foundation, but that also offers real professional training in a state-of-the-art facility.

The sweeping changes that the \$10.1 million renovation has brought forth are indeed exciting. These include new seats with better sightlines in the Callahan Theater, as well as the construction of a proscenium, new lighting and sound systems, a fly system allowing for scenery changes, and a sprung stage with "give" to protect the feet of dancers. Another major addition is the new art gallery, a 2,000-square foot facility that displays student and faculty work and allows for programs in curating. The College's Council Oak members (donors who give to \$1,000 and above to the College each year) are also enjoying the Lipson Patrons Lounge, an elegant space where they enjoy light fare and complimentary wine before subscription series evening performances and during intermissions.

One performance this year that brought together all of the Arts Center's new capabilities was the national touring magician Mike Super. Prior to the renovation, Nazareth couldn't have accommodated his backdrop or staged several of his illusions, which relied on the new lighting to create special effects. His sold-out event in November 2013 exceeded its financial goals, achieved record student attendance, and offered our community a joyous way to celebrate. The evening provided a unique donor/sponsor stewardship opportunity, a special event for scholarship recipients, and much cross-campus collaboration. In fact, the performance confirmed that the Arts Center seems to have a magical effect on individuals, on the College, and on the community.



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Take a behind-the-scenes tour of Nazareth's Department of Theatre and Dance at [go.naz.edu/theatre-video](http://go.naz.edu/theatre-video)



Illusionist Mike Super used the Arts Center's new technical capabilities to present a show that broke attendance records and provided unique stewardship opportunities.





Rahel Belete '16 (international studies) used the West Family Scholarship to spend a year at the University of Rheims in France.

# 90 for the 90th

Bricks-and-mortar improvements are essential for keeping an institution of higher learning at its best, but equally essential is the support we offer to bright, inquisitive minds that come to us for their education. A critical goal of the Campaign for College and Community has been to make a quality education possible for students with financial need. Many of our donors have earmarked their contributions toward our endowment, which exists to serve our students.

Endowed faculty chairs draw on new worlds to engage their students, raise teaching to new levels, enhance Nazareth's reputation in the academic community, and attract outstanding faculty to the College. Endowed funds support interdisciplinary centers, international study and travel programs, book funds, technology, and other critical resources that extend student intellectual growth and global citizenship. Endowed student scholarships provide expanded access to Nazareth students by supporting both need-based and merit-based aid. They leverage the College's resources, attract exceptional students, and help to fund graduate assistantships.

This fall, we began our celebration of the founding of Nazareth College 90 years ago. To commemorate the occasion, we set a goal for ourselves: to establish 90 new endowed funds that will help keep the College strong for the next 90 years—and beyond. Creating a named endowment can honor a memory and celebrate the future—as it has for Mary Beth West '84, executive vice president and CMO of Mondelēz International, Inc., formerly Kraft Foods. West established a named endowment that supports African-American students with financial need and academic promise. "It is gratifying to be able to give back to Nazareth, which did so well by me, and to give to others who are so deserving of opportunity," says West.

Rachel Belete '16 received a West Family Scholarship for the 2013-14 academic year. Belete, who was born in Ethiopia and moved with her family to Buffalo in 2007, is an international studies major at Nazareth who hopes to one day use her degree to work at the United Nations or UNICEF. To achieve this goal, she needed to advance her facility with languages, specifically French. The West Family Scholarship enabled Belete to spend a year at the University of Rheims. "My French is now advanced," says Belete, who lives in the French House at Nazareth and is president of the French Club. "Going to France also helped me with my presentations and public speaking. I owe a lot to the West Family Scholarship because it helped me become better at a lot of things."



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Check out more coverage of the 90th anniversary at [go.naz.edu/90th](http://go.naz.edu/90th)

# The Global College

Many elements make up a college education. A wide-ranging curriculum, active student life, an achieving faculty dedicated to teaching, and so much more. Out-of-the-classroom learning is another element in which Nazareth deeply believes. We emphasize first-hand, real-world experiences that help students develop and demonstrate marketable skills. Here, they build up their connections and their resumes. In fact, Nazareth is one of the only colleges of its size to require experiential learning for all students as part of its core curriculum.



Among many other campus initiatives, the Nazareth Annual Fund supports experiential learning. As tuition supports only 70 percent of what it costs to educate a student, the Fund picks up where that leaves off, helping to provide scholarship and financial assistance, classroom and building enhancements, enhanced technology, and student enrichment.

The Nazareth Annual Fund made it possible this year for some of our most talented and socially committed students to enjoy an extraordinary out-of-the-classroom experience at the Clinton Global Initiative University, held at Arizona State University last March. This annual international conference brings together students, university representatives, and topic experts to discuss and develop innovative solutions to pressing global challenges. As a prerequisite of attending, students create their own Commitments to Action: specific and measurable initiatives that can help change the world.

Nazareth sent 11 students to this year's conference, joining peers from Cornell, Stanford, Brown, and other leading schools. The conference aligns well with Nazareth's focus on community service, cross-cultural engagement, and developing a global mindset. Students presented projects that dealt with raising public awareness of sickle cell anemia, empowering children of incarcerated parents through workshops, and educating people on the negative environmental effects of common consumer goods.

Jed Metzger, Ph.D., associate professor of social work, attended the conference. "The College made a commitment to getting [the students] there," he said. "The fact that we're supporting initiatives such as this says a lot about where we want to go as a college." The Nazareth Fund, fortified by The Campaign for College and Community, is a vital expression of that commitment, affecting the lives of students every day.

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Read more about CGIU at [go.naz.edu/CGIU](https://go.naz.edu/CGIU)





Kaelen Austin '15G and Kumba Tachequee '16G (both social work) were among 11 students who attended the Clinton Global Initiative University in Arizona this year, thanks to support provided by the Nazareth Annual Fund.

# The Campaign for College and Community

Nazareth College has surpassed its \$45 million goal—reaching a total of funds raised of more than \$51 million—for the most ambitious fundraising effort in the institution’s history, the Campaign for College and Community. With a goal more than double that of any previous fundraising goal in the College’s history, this campaign received leadership and support from alumni, the Board of Trustees, faculty, staff, and friends.

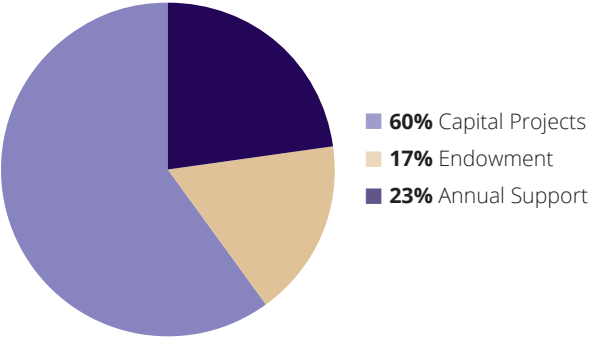
**Kelly Gagan**, vice president for institutional advancement, notes that the \$51 million in support includes a number of important milestones for the campus:

- \$30.7 million supported several capital initiatives
- \$8.7 million in new endowments
- \$11.6 million in annual immediate-use funds

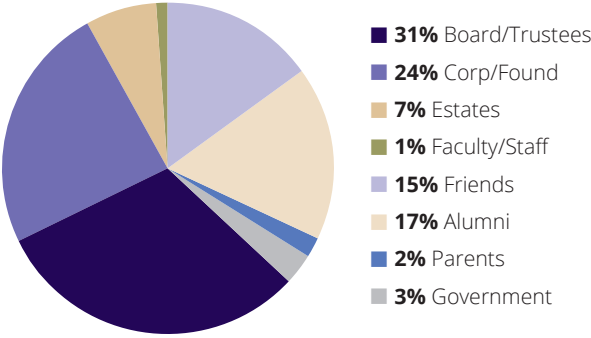
Funding for these areas of support reflect the authentic partnership of College and Community, with approximately 75% of the campaign total raised from the community and non-alumni sources.



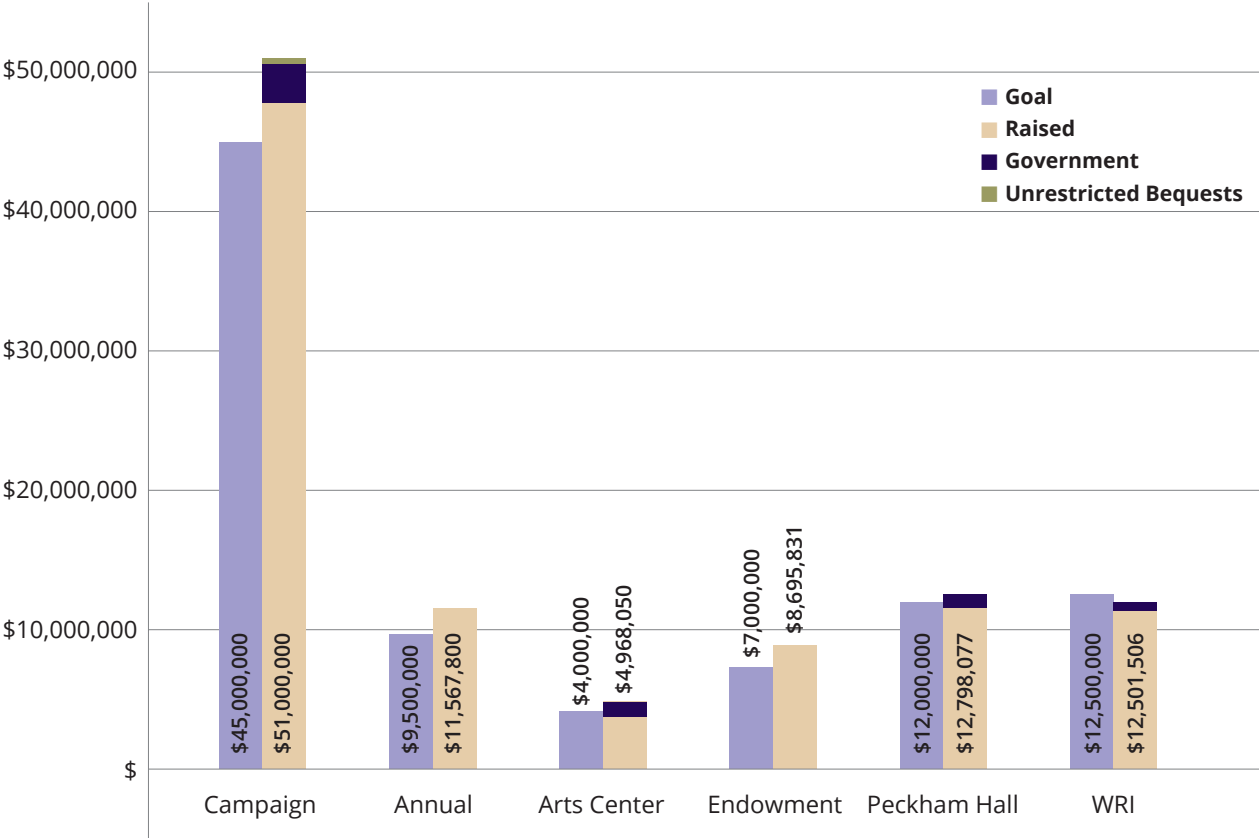
## Areas of Support



## By Source



## Campaign Projects to Goal







## Major Fiscal Indicators for Nazareth College of Rochester

**Fiscal Year July 1, 2013-June 30, 2014**

### Endowment portfolio

- Market value of \$66.8 million as of June 30, 2014
- One year return of 15.7%
- Five year return of 11.8%
- \$11 million in gifts for capital projects and the endowment

### Financial performance

- 2.1% increase in operating revenue
- 2.2% decrease in operating expenses
- \$2.6 million operating budget surplus
- 12% increase (\$19 million) in total net assets
- 4.0% reduction in institutional debt
- Stable bond rating

### A sustainable financial future

- Focus resources to remain competitive
- Increase student financial aid
- Continue expense controls
- Forecast modest revenue growth

**Patrick E. Richey**

*Vice President for Finance and Administration*

# Statement of Activities—June 30, 2014

## Operating Revenue

	2014	2013
Educational and general		
Tuition and fees	73,928,823	72,747,330
less scholarships and grants	(21,726,969)	(21,505,720)
Net tuition and fees	52,201,854	51,241,610
Federal grants and contracts	1,151,519	1,634,471
State grants and contracts	826,684	595,837
Private gifts, grants and contracts	1,705,128	1,144,657
Arts Center programs	433,802	442,506
Investment income and gains	163,771	72,384
Other revenues	1,227,567	707,685
Long-term investment return allocated to operations	2,956,572	2,738,028
Total educational and general	60,666,897	58,577,178
Auxiliary enterprises	14,066,570	14,596,913
<b>Total operating revenue</b>	<b>74,733,467</b>	<b>73,174,091</b>

## Operating Expenses

Educational and general		
Instruction	30,285,589	30,640,486
Arts Center programs	1,687,669	1,910,905
Academic support	6,261,732	6,255,541
Student services	10,016,920	9,905,204
Institutional support	10,954,595	10,791,781
Total educational and general	59,206,505	59,503,917
Auxiliary enterprises	11,909,104	13,205,365
<b>Total operating expenses</b>	<b>71,115,609</b>	<b>72,709,282</b>
<b>Change in net assets from operating activities</b>	<b>3,617,858</b>	<b>464,809</b>

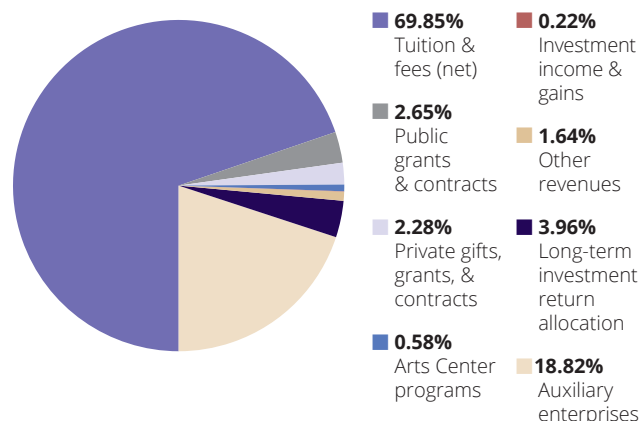
## Non-Operating Activities

Long-term investment activities		
Interest and dividends	685,394	598,358
Net realized and unrealized gain	8,582,695	5,805,932
Total long-term investment activities	9,268,089	6,404,290
Long-term investment return allocated for operations	(2,956,572)	(2,738,028)
Capital gifts	9,368,215	2,232,769
Other changes	(78,580)	821,314
Postretirement-related changes other than net periodic benefit cost	(179,082)	2,616,131
Loss on extinguishment of long-term debt	-----	(887,066)
Change in net assets from nonoperating activities	15,422,070	8,449,410
<b>Change in net assets</b>	<b>19,039,928</b>	<b>8,914,219</b>
Net assets at beginning of year	153,138,919	144,224,700
<b>Net assets at end of year</b>	<b>172,178,847</b>	<b>153,138,919</b>

The graphs below depict the operating revenues and expenses for the 2013–2014 fiscal year as a percent of total operating revenue and expenses.

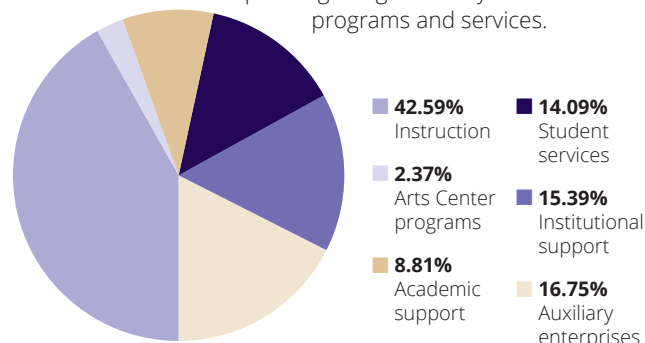
## Main Sources of Operating Revenue

Revenues from student tuition and fees (student monies collected, less the amount of financial aid provided directly by the College) continued to be Nazareth's primary source of operating revenue, comprising 70 percent of the College's operating revenue in 2013–2014. Auxiliary enterprise revenue, which includes room and board fees collected, comprised 19 percent of total operating revenue. Private gifts and grants, and public grants and contracts along with the endowment spending distribution continue to be important sources of revenue as well.



## Operating Expenses

In order to allocate the maximum amount of resources to carry out the academic mission, Nazareth continues to closely monitor and review institutional costs. For fiscal year 2013–2014 operating expenses decreased due to cost containment and reduction initiatives. The College allocated 43 percent of its expense budget for instructional purposes and an additional 9 percent on academic support costs such as the Lorette Wilmot Library and Media Center. The College devoted 14 percent of the total operating budget directly to student programs and services.







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