

**Friends Seminary**  
**Annual Report To New York Quarterly Meeting**  
**2016-2017 in Review**  
**Tenth Month 2017**

INTRODUCTION

Before launching our full report of last year, we wish to share with you the excitement of the opening of the current year. September 7<sup>th</sup> was the first day of classes for 776 young people. - a day of excitement and trepidation soon overcome by friends and classes, sports and assemblies, meetings for worship, potlucks and photographs, college visits and parent teacher conferences, book fairs and concerts and performances, snow days and holidays, service days and peer tutoring. And, opening day was also a culmination of months of preparation – summer reading, painting classrooms, ordering supplies, and welcoming 18 new faculty.

Bo Lauder announced that the School this year will undertake a yearlong focus on “Seeking Refuge: The Ethics and Politics of Migration and Immigration”, much as it did gender identity last year. He wrote in his welcome letter, “This coming year will be about next steps, moving from plans on a page to action... continuing our primary responsibility of teaching while helping our students navigate this increasingly angry world..... we work in a unique place that does magical things, not only for our students, but for those who work here as well.” And there is the element of magic if we step back far enough to see the whole.

Please join us in the school activities. Please enjoy updates and photos through  
<https://www.friendsseminary.org/page>.

The 2016-2017 year was a confluence of major initiatives, any one of which demanded everyone’s best self and efforts, and management of enormous amounts of time. It was one of the most complex and stressful in the memory of our 231-year history. We conclude, nonetheless, that we will look back on the past year as one of accomplishment on behalf of the School – a Quaker school - and we are glad to share with you that:

1. An extensive decennial self-study, and a visiting independent committee’s review of all aspects of the School led the NYSAIS Accreditation Committee to extend the School’s accreditation for 10 years with multiple commendations and useful recommendations.
2. Our Campaign Committee, leading a \$45 million capital campaign for endowment and facilities, achieved 85% of the goal as of June 30<sup>th</sup>, 2017. We have launched the public phase, must still raise a large sum, and set our sites to celebrate completion in 2018.
3. Implementation of our Strategic Plan -“Reimagining the Place Called School” - focused in all its dimensions of the educational, teaching, and student experience objectives.
4. The intricacies and the demands of the space redevelopment project for Hunter Hall and the townhouses cannot be overstated. Extraordinary efforts made possible two new, spacious, light-filled classrooms in Hunter Hall upon return from spring break, and the interior demolition of the three townhouses began, continued over this past summer with anticipation that we will use this precious space a in 2019.
5. Our School’s Board and administration and our faculty’s Friends Seminary Teachers Association (FSTA) undertook and successfully completed a new three-year contract.
6. Of independent incorporation and the various property settlements we wish to reserve reflection for a separate time.

Despite the demands of these initiatives, our primary responsibility - to teach each and every day - never wavered and fully flourished.

## **LIVING into OUR MISSION and FRIENDS TESTIMONIES AND PRACTICES<sup>1</sup>**

The NYSAIS independent committee reflected on a school community deeply rooted in and practicing its Quaker essence. We integrate silence, study, and service: we practice equality, integrity, peace, and preservation of the natural world. Our Mission and our *Faith and Practice* guide our meetings for worship and appreciation for deep reflection; the manner in which we educate and administer; the way we treat one another; the disciplines by which we govern ourselves; and the service we practice. The 15<sup>th</sup> Street Meetinghouse is the single most important space in which young people under our care come of age, worship together in weekly meetings for worship, assemble to discuss major and often sensitive topics, gather for Peace Week presentations, play their instruments and sing their songs, graduate into the world, and return as alumni.

### **Illuminating the Quaker Heart of a Friends School: Visiting Scholar Program**

Arthur Larrabee helped launch the new year over the course of several days in October 2016. To deepen parents understanding of Quaker schooling, and elevate understanding of Quaker education's durability, Arthur hosted an evening for new parents, offered a public lecture in the Meetinghouse, and visited club leaders and history classes.

### **The Center for Peace, Equity and Justice**

The Center for Peace, Equity and Justice serves as the heart of our testimony-based work. The Center and its staff embrace Quaker testimonies and practices as the unifying framework for the school-wide programs of diversity and inclusion, service learning, and global education. These programs expand awareness of social problems, develop appreciation for differences, and assure responsible citizenship for *all* members for the School community – students, parents, faculty and administrative staff alike.

**Civil Discourse in an Angry World.** Perhaps no event did our faculty and administration prepare for more than the last months of Presidential campaign, the election of November 8<sup>th</sup>, and support in the aftermath. Summer reading of Parker Palmer's *Healing the Heart of Democracy: The Courage to Create a Politics Worthy of the Human Spirit* set the stage. Then, inspired by a civility campaign of the Southern Poverty Law Center's Teaching Tolerance program, the Center launched an initiative in October 2016, inviting everyone to pursue, through our individual and collective actions, "civil dialogue in the public spaces of our democracy". The initiative was driven by concerns from student leaders, faculty, and administrators, who, as witnesses to the vitriolic mood in the country, wanted a response that called for something better. Written "civility affirmations" invited community members to consider how timeless Quaker testimonies and practices informed how we learn about and discuss politics. We asked ourselves: *In our classrooms and at home, what are ways we might pursue these values and practices more fully during the election and beyond?* Our school environment aimed to be one in which it is safe to explore—and disagree on—important topics. Recognizing that individual truth is always partial, we listened with openness and respect, especially to "the other," as much as we tried to speak up with clarity and conviction. Parents and faculty alike strove to understand and describe the divides and wounds that disfigure our country. Center staff offered any manner of resources with an emphasis on civil discourse and civic engagement, and, found opportunities for engagement and dialogue throughout the remainder of the year.

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<sup>1</sup> Essential Principles, Practices and Procedures

**An Exploration of Peace.** Friends Community celebrated *Peace Week 2017* in February with the theme, “The New America: Listening Across the Divides”. We continued to call upon ourselves to reflect on the divisions in our country, and lead conversations that honored differences. The Center facilitated assemblies and community conversations on empathic listening that culminated in student-led podcasts interviews of those impacted by political divisions based on race, gender, economics, culture, and morality, using the StoryCorps platform. On February 8<sup>th</sup>, the wider community and public participated in an evening with George Packer, staff writer at *The New Yorker* and author of *The Unwinding: An Inner History of the New America*, who shared his observations on the election, and a citizenry adrift.

**Diversity and Inclusion: year-long emphasis on gender identity and racism**

Alongside careful attention to the election and its aftermath, the School focused on the underserved challenges of gender identity and inclusion. We convened students to help our architects achieve an even more accessible campus and an enhanced community space. As a result, we altered the facility plans to include more bathrooms, a number of which are now single-stalled and gender inclusive.

The annual Parents Educating Parents talk drew K-12 parents and caregivers into a conversation with psychologist and consultant, Jennifer Bryan, about the role of gender and sexual identity in shaping healthy adolescent development.

All students in grades 7-12, parents, faculty and staff were invited to the 2017 Friends Seminary Fishbowl discussion on the topic of LGBTQ+ representation in the media.

Dr. Amanda Kemp, an African-American Quaker, performance poet, and scholar, talked on the importance of speaking risky truths that help us form real relationships across lines of difference.

A parent conversation on “Race and Response” focused on whether productive responses are possible when surprised and unnerved by racism in otherwise innocuous settings.

In tandem with the Latino/Muslim Student Alliance, students from both Friends Seminary and Ethical Culture Fieldston School launched a new, student-run organization of high school students from across the city that promote Latino and Muslim inclusion and equality.

Marking the 50<sup>th</sup> anniversary, students studied Dr. Martin Luther King, Jr.'s speech, "Beyond Vietnam: A Time to Break Silence," and with faculty and staff curated an interactive exhibit of excerpts from the speech and images from King's life.

**Joint activities with the Quarter and 15<sup>th</sup> Street Meeting ...**

**Care Relationship Committee** – The work of the Care Committee (established in 2008) gave way to that of the Care Relationship Committee established by the Essentials Principles, Practices and Procedures with members appointed by the School, 15<sup>th</sup> Street Meeting, and Trustees.

**Meals for Guests of the Friends Shelter** - Friends Seminary's food services provided hot meals for shelter guests each evening during the week when the School was in session. And,

the School encouraged faculty, staff and parents to volunteer for weekend, summer, and holiday food provision and as overnight hosts. The Upper School's students interacted with shelter guests, and student jazz musicians performed at the annual MLK benefit concert.

**Announcements of Meeting activities** - In its weekly Digest we encourage attendance at Meeting sponsored events such as the 2/18 art exhibit entitled "Look Up", and the Rummage Sale.

### **Faith and Practice Committee realize the EPPPs, diversity and inclusion...**

The Board's Faith and Practice Committee met monthly, clerked by Carol Warner, with a second year-long focus on diversity. Members continued examination of entry points for school admissions, financial aid, recruitment and retention of faculty, and quality of inclusion. For the third year in a row, the committee supported participation in the annual diversity conference held at the Dalton School.

### **Embrace of Quakerism in on-going ways...**

- The Center's staff facilitated the Quaker Education workshop for new faculty.
- All new teachers participate in a Quakerism workshop at Pendle Hill within their first two years.
- The 9<sup>th</sup> and 12<sup>th</sup> graders enjoyed Powell House for their annual retreats.
- Friends Seminary remained an active member of Friends Council on Education as one of the network of its 78 Quaker schools throughout the country.
- The School supported financially FCE's new National Endowment for Quaker Children.

### **Service Learning**

Service Learning is integrated into the class curricular experience and after-school service programs. The School sustains relationships with over 40 nonprofits throughout the year and the Upper School students (over 250 students) connect with at least one non-for-profit during the school year.

### **Public Purpose Partnerships**

Friends Seminary, like other independent schools, commits institutional support to organizations making a positive difference in the public domain through their educational mission. Our administration, parents, and alumni offer space, teaching and governing skills; our students offer high numbers of volunteers. On-going and new partnerships are:

- The GO Project, which helps shape the futures of low-income NYC public school children starting in the early elementary years.
- The Oliver Scholars Program, which works with Black and Latino students and uses a Friends' course in math and sciences.
- Reading Partners and PS 188, the Island School on Houston Street, Manhattan, a one-on-one Literacy Mentoring Program.

### **Sustainability, the Environment, and Climate Change**

- The School is part of an organic waste recovery program in the Lower East Side, which redirects the school's cafeteria waste away from landfills. Students help oversee that organic waste is turned into compost to support neighborhood community gardens.

- Friends Seminary serves as a charter school organizer for the Students for Sustainability Conference. The theme for this year's conference was: "Sustainability Through Student Voices: Advocacy and Activism".
- Parents, faculty and staff attended Bill McKibben's 9/25 lecture *In the Hottest Year, the Hottest Fight* at the New York Historical Society.

### **Family Service Initiatives**

Friends Seminary families participated in service events throughout the year, and return home with queries from the School's Faith and Practice to support family reflections.

- "It's My Park Day." Parents and students of all ages helped to prepare the Stuyvesant Park for the winter and planted bulbs for the spring.
- *God's Love We Deliver* received over 800 decorated bags to carry holiday meals to homebound individuals.
- *Food for Friends* - we packaged over 600 meals for City Harvest.
- *NYC Literacy Collection & Distribution* - The School serves as a book collection site for *Project Cicero*, a non-profit organization, which enhances classroom and school libraries for under-resourced NYC public schools. Students and parents collected over 4,000 books and volunteered to sort and redistribute these books with other schools.
- Each year the community comes together in service of Friends Unite to Serve this year held on Sunday, 5/21. It is organized as a fun and inspiring day with service activities appropriate for students and families.

Upper School students logged over 4,000 volunteer hours with non-profits and community organizations across the city.

**Days of service:** Lower, Middle, and Upper School students participate in days of service.

Grade 5: Earth Matter & Lower East Side Ecology Center

Grade 6: H2O for Life Walk

Grade 7: God's Love We Deliver

Grade 8: AFYA Foundation

Grade 9: Youth Philanthropy Initiative (YPI)

Grade 10: AFYA Foundation & LES Ecology Center

Grade 11: Food Bank for New York City

Grade 12: Billion Oyster Project

Lower School: Lower East Side Ecology Center, Dorot, The Friends Shelter

## **ACADEMIC YEAR HIGHLIGHTS**

Friends Seminary education is an experience that grows and changes every year. We perpetually develop curriculum to expand upon existing academic programs. Our students and their teachers are the architects and builders of the learning that happens every day. Real world challenges await our students. As important as is subject-matter knowledge, so too are the skills to tackle problems and opportunities as yet unknown.

**Habits of the heart and mind.** The new Lower School Assistant Division Head, helped focus students and teachers on 'Habits of the heart and habits of the mind,' assuring that empathy was a running theme through classes and meetings for worship.

**Computer science and engineering.** In Middle School there was continued growth of our computer science and engineering opportunities. Students experienced connections between their math and science classes, and the robotics, computer programming, and other problem solving they do in Tech Classes. Almost 100 students and parents gathered on a Saturday in February to engage with engineering and tinkering activities entitled Maker Day.

**On-Line learning.** After a year's exploration, we launched an on-line learning experience with 26 schools throughout this country and the world as part of the Hybrid Learning Consortium. Twenty-five students registered for courses such as AP Psychology, Essentials of Entrepreneurship, and AP Computer Science. Access to online courses allows us the elective offerings of a larger school while maintaining the intimacy of a small school. And, it provides students the opportunity to engage in online collaboration, a vital skill in the new economy.

### **Domestic and Global Study Programs**

The school offered semester-long domestic study away programs in conjunction with The Maine Coast Semester, The Mountain School, High Mountain Institute, and The School for Ethics and Global Leadership. And, we offered two international immersion experiences designed for cultural exploration, language study, historical research, and political investigation, one to Morocco and the other to Columbia, following successful trips to South Africa and to France the year before.

**Adjustments to the “New Schedule”** – Successfully piloted three years ago, students and faculty have had two years experience with the still new and evolving 8-day schedule. It emphasizes longer class periods for deeper, immersive learning, and dedicated time in the school day for collaborative learning encounters between students, their peers, and teachers. Feedback is continual and adjustments are made: Upper School meeting for worship is now held in the morning for more “wakeful” time, and recess for every child is now adjacent to lunch!

## **CONCLUSION**

Beyond this report, the life and breadth of the School is available to you throughout the year. Please take seriously our invitations to enjoy the classroom experience, to talk with faculty, to attend the art and music and dance performances, to understand the service activities, to engage in reflective discussions, and to share with us our Meetings for Worship.

Respectfully Submitted,  
Matthew Annenberg and Elizabeth Enloe, Co-Clerks,  
Friends Seminary Board of Trustees

### Attachments:

Facets of the School  
Board of Trustees and Committee Members  
Balance Sheet and Statement of Activities for FY 2016-2017

## Facets of the School – 2016-2017

### Meetings for Worship

Lower School - every Wednesday from 8:40-9:00 am.

Middle School - 12-14 times a month; Cycle Days 1,2,3,5,6 from 9:20-9:35 am

Upper School - 6-7 times a month; Cycle Days 3 and 6 from 1:15-1:55 pm

<b>Tuition and Budget</b>	<b>2016-2017</b>	<b>2015-2016</b>	<b>2014-2015</b>	<b>2013-2014</b>
Total Tuition:	\$41,750	\$39,800	\$38,300	\$37,000
Percentage increase from prior year:	4.9%	3.5%	4.4%	3.9%
Total Operating Budget:	<b>\$39,910,000</b>	\$37,346,000	\$35,803,000	\$34,070,000

The School's Finance Committee and Board weigh carefully and painstakingly each year the total amount and the percentage increase we ask of our families. Tuition is the main source of revenue for faculty and staff salaries, curriculum and program, and facilities expenses.

**Finances:** The School's finances remain healthy, including positive responses to the Capital Campaign. Please see attached *Balance Sheet* and *Statement of Activities*.

<b>Enrollment:</b>	<b>2016-'17</b>	<b>15-'16</b>	<b>14-'15</b>	<b>'13-'14</b>	<b>'12-'13</b>	<b>'11-12</b>	<b>'10-'11</b>
Total Enrollment:	754	768	760	756	760	733	699
Students of Color:	35%	32%	33%	32.2%	31.4%	30.4%	29.4%
Quaker Students:	17 (2%)	17 (2%)	17 (2%)	18 (2%)	16 (2%)	13 (2%)	11 (2%)

  

<b>Financial Aid:</b>	<b>2016-'17</b>	<b>15-'16</b>	<b>14-'15</b>	<b>'13-'14</b>	<b>'12-'13</b>	<b>'11-'12</b>	<b>'10-'11</b>
Budget:	\$5.1m	\$4.8m	\$4.6m	\$4.4m	\$4.0m	\$3.7m	\$3.
% receiving	21%	22%	22%	22%	24%	24%	26%
Average tuition aid:	<b>\$28,800</b>						

A total of 16% of gross tuition is secured for financial aid each year. Financial aid meets the needs for both tuition and ancillary aid (admission application, testing fees, transportation, remediation, books, iPads, instruments, athletic equipment), as well as for after school program trips, tutoring, and summer camp. We allocate aid to as many financially deserving families, and as equitably, as possible among Lower, Middle and Upper schools, and "stretch" as far as possible. It is a concrete commitment to a socio-economically diverse community.

**Quaker Student Endowment:** (in addition to regular financial aid)

**2016 - 2017: 8 Students**

2015/16: 9 Students

2014/15: 8 Students

**6/30/2017 Balance: \$1,184,949**

6/30/2016 Balance: 1,142,508 (unaudited)

6/30/2015 Balance: \$1,235,786

<b>Faculty and Staff:</b>	<b>2016-2017</b>	<b>2015-2016</b>
Total Employment:	170	170
Total Employees of Color:	44 (25.8%)	43 (25.3%)

### Graduation and College Enrollment

Total students graduated 2016-2017: 60

92% of the Class of 2016 received acceptances from their 1<sup>st</sup>, 2<sup>nd</sup>, or 3<sup>rd</sup> choice colleges.

<b>Friends Seminary Board Of Trustees 2016-2017</b>		
Matthew Annenberg, Co-Clerk	Member at Large	Ex-officio all committees, Finance (clerk), Ad Hoc Relationship
Scott Carlson, Treasurer	NYQM (15 <sup>th</sup> Street)	Audit (clerk), Comm. to Evaluate Principal, Faith & Practice, Finance
Dot Cates	Member at Large/Faculty (Brooklyn Meeting)	Faith & Practice
Margery Cornwell	NYQM (15 <sup>th</sup> Street)	Care Committee, Faith & Practice, Ad Hoc Relationship
Kennedy Cogan	Member at Large	Buildings & Grounds, Finance, N&G (clerk)
Liz Di Giorgio	NYQM (Flushing)	Faith & Practice
Mark Doty	NYQM (Brooklyn)	Audit
Elizabeth Enloe, Co-Clerk	NYQM (15 <sup>th</sup> Street)	Ex-officio all committees, Comm. to Evaluate Principal, N&G
Gideon Gil	Member at Large	Buildings & Grounds
Libby Johnson	NYQM (15 <sup>th</sup> Street)	Care Committee
David Moody, Secretary	Member at Large	Comm. to Evaluate Principal, Finance, Personnel (clerk)
Parag Pande	Member at Large	Finance, Asst. Clerk
Peter Rahbar	Member at Large	Comm. to Evaluate Principal (clerk), Faith & Practice, Personnel
Benjamin Smith	NYQM (15 <sup>th</sup> Street)	Comm. to Evaluate Principal, N&G
Ann Sullivan	Member at Large	Personnel, N&G
Carol Warner	NYQM (15 <sup>th</sup> Street)	Faith & Practice (clerk), N&G, Ad Hoc Relationship
Hassan Wilson	Member at Large/Faculty	Faith & Practice
Vacant	NYQM (15 <sup>th</sup> Street Nominee)	

Executive Committee: Co-Clerks, Secretary, Treasurer, Clerk of Finance, and Clerk of N&G

**FRIENDS SEMINARY**  
**Comparative Financial Statement**  
**Statement of Activities**  
**Year Ended June 30**

10/11/2017

	<u>(DRAFT)</u>	
	<u>2017</u>	<u>2016</u>
<b>Revenues, gains and other support</b>		
Tuition	\$ 31,487,850	\$ 30,614,160
Tuition aid	(4,975,811)	(4,854,540)
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Tuition Revenues	\$ 26,512,039	\$ 25,759,620
Cafeteria	1,206,068	1,156,853
Building & Technology	1,134,000	686,190
Other Programs	1,585,334	1,770,360
Interest and dividend income	616,623	529,946
Unrealized gain (loss) on investments	(1,212,810)	(1,086,124)
Realized gain on sale of investments	3,728,566	556,992
Rental income	17,925	81,305
Unrestricted giving	2,371,322	2,263,645
PA Gift to Annual Fund	10,000	10,000
Parents Association	138,326	115,941
Other contributions	3,965,263	7,897,590
NYS reimbursement for mandated services	238,089	612,048
Board designated fund raiser	444,976	606,794
Actuarial loss on annuity obligations	-	11,377
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<b>Total revenues, gains and other support</b>	<b>\$ 40,755,721</b>	<b>\$ 40,972,537</b>
<b>Expenses</b>		
Instructional	\$ 15,881,479	\$ 14,993,460
Instructional - administration	1,635,579	1,410,769
Cafeteria	918,345	908,974
Co-Curricular Programs	1,113,266	1,251,420
Plant operations	2,639,595	2,115,548
Administration and management	9,229,483	8,454,861
Development and promotion	1,104,214	1,227,430
Expenses related to special event	-	-
Management Fees	-	-
Parents Association	135,578	119,435
Other expenses	2,958,763	3,065,868
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<b>Total expenses</b>	<b>\$ 35,616,302</b>	<b>\$ 33,547,765</b>
Change in net assets before appropriations and other transfers	\$ 5,139,419	\$ 7,424,772
Inclusion of PA net assets		
Appropriations and other transfers	-	342,976
	<hr/>	<hr/>
<b>Change in net assets</b>	<b>\$ 5,139,419</b>	<b>\$ 7,767,748</b>
Net Assets - beginning of year	77,433,092	69,665,344
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Net Assets - end of year	<b>\$ 82,572,511</b>	<b>\$ 77,433,092</b>

**FRIENDS SEMINARY**  
**Comparative Financial Statement**  
**Balance Sheet**  
**Year Ended June 30**

10/11/2017

<b>ASSETS</b>	<b>(DRAFT)</b>	
	<b>2017</b>	<b>2016</b>
Cash	\$ 28,793,229	\$ 56,487,705
Investments	30,566,925	19,060,017
Tuition receivable (net of allowance for doubtful accounts of \$404,000 in 2017 and \$296,000 in 2016)	28,952	46,833
Due from NYQM	-	11,398
Other receivables	542,895	79,761
Prepaid expenses	212,523	118,530
Contributions receivable	9,640,907	10,165,616
Loans receivable	-	-
Fixed assets - net	67,544,018	44,480,023
Bond issuance costs	-	502,933
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<b>Total assets</b>	<b>\$ 137,329,449</b>	<b>\$ 130,952,816</b>
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<b>LIABILITIES AND NET ASSETS</b>		
<b>Liabilities</b>		
Accounts payable and accrued expenses	\$ 3,502,801	\$ 2,151,645
Accrued salaries and related benefits	1,857,381	1,778,818
Due to NYQM	5,325	-
Loan payable	-	-
Construction costs payable	1,317,517	2,888,301
Retainage payable	1,581,241	432,727
Deferred revenues - tuition	25,083,846	23,766,733
Annuity obligations	1,232	1,500
Long term debt	21,407,595	22,500,000
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<b>Total liabilities</b>	<b>\$ 54,756,938</b>	<b>\$ 53,519,724</b>
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<b>Net assets</b>		
Unrestricted	\$ 41,922,070	\$ 40,467,749
Temporarily restricted	14,528,873	11,331,419
Permanently restricted	26,121,568	25,633,924
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<b>Total net assets</b>	<b>\$ 82,572,511</b>	<b>\$ 77,433,092</b>
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<b>Total liabilities and net assets</b>	<b>\$ 137,329,449</b>	<b>\$ 130,952,816</b>
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