



ANNUAL REPORT 2022  
From Model to Movement



## Table of Contents

Mission and Strategy	1
History	1
From the Chair	2
Letter from the President	4
Grants	6
Board of Directors	10
Board Transitions	11
Staff	12

# Mission and Strategy

The Teagle Foundation works to support and strengthen liberal arts education, which we see as fundamental to meaningful work, effective citizenship, and a fulfilling life. Our aim is to serve as a catalyst for the improvement of teaching and learning in the arts and sciences while addressing issues of financial sustainability and accountability in higher education.

The Teagle Foundation believes that all students, regardless of major, should have an opportunity to experience the liberal arts. Liberal education entails engagement with the most challenging ideas of past and present. It fosters humility, curiosity, empathy, and concern for others. It helps young people shape lives of meaning, purpose, and informed participation in the democratic process. We believe that the opportunity to experience such an education is part of the promise of our democracy, and that it must not be restricted to the privileged few.

## History

The Teagle Foundation was established in 1944 by Walter C. Teagle (1878-1962), longtime president and later chairman of the board of Standard Oil Company (New Jersey), now Exxon Mobil Corporation. Mr. Teagle gave the Foundation a broad mandate, “to advance the well-being and general good of mankind throughout the world,” mentioning many areas of concern and possible recipients of its support. Over the intervening decades the Foundation has pursued many of these avenues, always, however, including among its grants the aid Mr. Teagle envisioned for “institutions of higher learning and research,” and assistance to family members of employees of his corporation who needed resources and were “desirous of obtaining some form of educational advantage.”

Walter Teagle graduated from Cornell University in 1899 and maintained close ties with the university throughout his lifetime. He served as a trustee from 1924 to 1954 and made generous contributions to it. Reflecting Mr. Teagle’s wish, the Foundation includes among its directors a person nominated by the president of Cornell and another nominated by the chair of ExxonMobil. The Teagle Foundation’s assets derive from gifts and bequests from Walter C. Teagle, his wife Rowena Lee Teagle, and their son Walter C. Teagle, Jr.

# From the Chair

This past year has reminded us, once again, that college students need an education that focuses on deeply human questions at stake in the study of the liberal arts. Liberal arts learning helps students develop their critical thinking skills to examine the claims of others, to formulate their own ideas, to situate them in contexts that expand understandings, and to argue effectively and empathetically.

From Russia's invasion of Ukraine and food crises around the world to partisan strife across America, recent events underscore the importance of the next generation being equipped to engage in civic life and protect democratic society. Liberal arts education provides a foundation on which students can learn how to disagree as they learn from one another. Iteratively, guided by their faculty, they develop a comfort that they can win over the minds of others and the confidence to modify their own thinking as they learn more.

The Foundation remains steadfast in its commitment to strengthen undergraduates' [engagement with the humanities](#) and [knowledge of American democratic institutions](#), help [high school students prepare for a liberal arts education](#) in college, and [support students transferring from community colleges into four-year liberal arts institutions](#). Each of these initiatives ensures the Foundation's resources are reaching students who hail from diverse places, have a multitude of backgrounds and experiences, and matriculate into institutions with distinctive histories and missions.

The pandemic remained a force to reckon with and forced most Foundation activities to remain virtual or to operate in hybrid format. Despite these challenges, the Foundation, working with partner organizations, chalked up some notable achievements at the January 2022 annual meeting of the [American Association of Colleges & Universities](#), where Teagle grantee Roosevelt Montás presented the Carol Geary Schneider Lecture on Liberal Education and Inclusive Excellence. His topic was "*Liberal Education: For What and for Whom?*" Questions from the audience and Montás's comments in reply opened into an expanded conversation that continued the following day when AAC&U's president, Lynn Pasquerella, moderated a panel including Montás on "*Liberal Education's Role in Preserving Democracy*."

Also featured at the AAC&U meeting was a panel convened by representatives of Teagle and the [National Endowment for the Humanities](#) on "*Reinvigorating the Role of the Humanities in General Education: Insights from the Cornerstone: Learning for Living*." Five panelists from among the 35 institutions supported by the jointly-funded [Cornerstone initiative](#) provided insights about their campus projects. Key aims of the campus-based projects are to strengthen the coherence of general education and engage students in the humanities in ways that promote a sense of belonging and community.

Progress also came from joint efforts with the [Arthur Vining Davis Foundations](#) on the [transfer pathways project](#) -- a shared commitment to reduce equity gaps through statewide transfer initiatives. Perseverance through the pandemic resulted in promising plans being developed into funded projects for successful transfer from community colleges to four-year liberal arts institutions, aiming ultimately toward improvements in bachelor's degree completion.

We encourage you to learn more about Teagle's recent work described in this 2022 Annual Report and to share our pride in the aspirations and accomplishments of Teagle grantees and their students.

--Elizabeth S. Boylan, Chair

# Letter from the President: From Model to Movement

I find that a good antidote to anxiety in these fraught times is to spend time with resilient students and the passionate faculty who teach them. This was confirmed for me on a recent visit to one of the [\*Knowledge for Freedom programs\*](#) supported by the Teagle Foundation. On a hot July morning under a tent on a venerable urban campus, I joined a group of rising high school seniors from low-income families who gathered to discuss Plato's *Crito* and Martin Luther King, Jr.'s *Letter from a Birmingham Jail*.

Anyone present that day heard free yet disciplined debate in which texts were read closely (students, *teaching each other*, cited passages to bolster or challenge assertions by their peers), claims of self-interest were posed against those of the public good, both merits and defects of democracy were examined, and issues from the past came alive as urgent questions in the present. No one could have walked away from that experience with a shred of cynicism about what higher education, at its best, can mean for individuals and for our society.

Colleges and universities and the dedicated people who make them rise or fall face daunting challenges: systemic inequities, anti-intellectualism, public distrust, financial and emotional stress, to name just a few. Nothing is to be gained by pretending that these challenges are transient or easily manageable. But as I enter my fifth year as president of the Teagle Foundation, I am more convinced than ever that with personal leadership from powerful educators, we can overcome them.

As for the specifics of Teagle's approach to these challenges, we remain committed to—

- the growing network of more than 20 institutions now hosting [\*Knowledge for Freedom programs\*](#);
- the expanding cohort of institutions (also more than 20, representing some 15,000 students) seeking, in partnership with the [\*National Endowment for the Humanities\*](#), to revitalize General Education through [\*Cornerstone: Learning for Living\*](#);
- *Transfer Pathways to the Liberal Arts*, developed with colleagues at the [\*Arthur Vining Davis Foundations\*](#), intended to facilitate transfer for students who hope to move from two-year community colleges to four-year liberal arts colleges (*Transfer Pathways* now reaches into 12 states);
- our [\*Education for American Civic Life initiative\*](#), which seeks to engage with students during their college years on fundamental questions about American democracy in the context of such disparate communities as Philadelphia, Boulder, Chicago, and Wilmington, NC.

These efforts are growing because of irrepressible faculty who, with support from their deans and presidents, are pressing on to make a difference in the lives of students, i.e., in our collective future.

These colleagues embolden me to say that we are at a turning point—a point, that is, where each of these instances not only represents a model for how to deepen and expand access to liberal education but belongs to what now may be called an incipient movement. We thank everyone who has joined us and look forward to much more collaborative work ahead.

Finally, I want to say that the Teagle Foundation is expanding its commitment to its hometown—New York City—through a range of grants, including, for example, the [New York City Leaders Fellowship](#) recently launched at the Colin Powell School for Civic and Global Leadership at the City College of New York (CCNY). We look forward to following these present CCNY students as they study the history of democracy and the civic structures of New York City and become the future leaders of New York and beyond.

I am greatly privileged to be working with so many tireless educators who share our aims and hopes.

--Andrew Delbanco, President

# Grants

The Teagle Foundation works to support and strengthen liberal arts education, which we see as fundamental to meaningful work, effective citizenship, and a fulfilling life. The Foundation strengthens teaching and learning in the arts and sciences through grants that support concrete changes in curriculum, pedagogy, and faculty professional development that ultimately improve and enliven the educational experience of undergraduate students.

Grants in this fiscal year were made nationally to colleges and universities, higher education consortia, and other relevant organizations under our major initiatives: *Cornerstone: Learning for Living*, *Knowledge for Freedom*, *Education for American Civic Life*, and *Transfer Pathways to the Liberal Arts*.

The Teagle Foundation virtually convened our grantees to ensure that they have an opportunity to learn from each other. The virtual format also allowed the Foundation to hold workshops for prospective grantees to learn more about the work of the Foundation.

\*Note: The following grants reflect those issued during fiscal year 2022 (July 1, 2021-June 30, 2022).

## **CORNERSTONE: LEARNING FOR LIVING (Initiative is co-funded with the National Endowment for the Humanities)**

Catawba College, Planning for *Cornerstone: Learning for Living* (\$25,000 over 12 months)

Clark Atlanta University, The Talented 10x Cornerstone Program (\$225,000 over 24 months)

Clark Atlanta University, Planning for *Cornerstone: Learning for Living* (\$25,000 over 12 months)

Clemson University, Transformative Texts: Humanities Seminar Track (\$300,000 over 36 months)

Colorado State University, The Green and Gold Initiative (\$250,000 over 24 months)

CUNY Lehman College, Anchored in the Liberal Arts (\$225,000 over 24 months)

Dillard University, Cornerstone at Dillard (\$225,000 over 24 months)

Dillard University, Planning for *Cornerstone: Learning for Living* (\$25,000 over 12 months)

Fort Lewis College, Launching the Kaleidoscapes Learning Circle (\$200,000 over 24 months)

Indiana University of Pennsylvania, Big Ideas: Transformative Culture and the Professions (\$200,000 over 24 months)



Linn-Benton Community College, Cornerstone Liberal Arts Award at Linn-Benton Community College (\$225,000 over 24 months)

Michigan Technological University, Planning for *Cornerstone: Learning for Living* (\$25,000 over 12 months)

Norfolk State University, Launching the African American Studies Certificate (\$225,000 over 24 months)

Norfolk State University, Planning for *Cornerstone: Learning for Living* (\$25,000 over 12 months)

North Carolina State University, Planning for *Cornerstone: Learning for Living* (\$25,000 over 12 months)

Northern Kentucky University, Planning for *Cornerstone: Learning for Living* (\$25,000 over 12 months)

Rochester Institute of Technology, Launching the Analytic and Expressive Communication Certificate (\$350,000 over 24 months)

Texas A&M System, Planning for *Cornerstone: Learning for Living* (\$50,000 over 12 months)

The Catholic University of America, Foundations of the Liberal Arts: The Cornerstone Program and Transformative Texts (\$225,000 over 24 months)

The Pennsylvania State University, Scaling the Keystone Certificate (\$350,000 over 26 months)

Thomas Jefferson University, Elevating the Humanities and Transformative Texts in Pre-Professional General Education (\$250,000 over 24 months)

Tuskegee University, Lifting as We Climb: The Freshman Common Reading Experience with Transformative Texts (\$225,000 over 24 months)

Tuskegee University, Planning for *Cornerstone: Learning for Living* (\$25,000 over 12 months)

University of Massachusetts Amherst, Planning for *Cornerstone: Learning for Living* (\$25,000 over 12 months)

University of Michigan-Flint, UM-Flint Certificate in Humanistic Inquiry (\$85,000 over 24 months)

University of Puerto Rico, Planning for *Cornerstone: Learning for Living* (\$25,000 over 12 months)

University of Wisconsin-Platteville, Creating the Helios Program for Integrated Liberal Arts (\$200,000 over 24 months)

Vanderbilt University, Planning for *Cornerstone: Learning for Living* (\$25,000 over 12 months)

Vassar College, Planning for *Cornerstone: Learning for Living* (\$25,000 over 12 months)

Virginia Union University, The Virginia Union University Cornerstone (\$225,000 over 24 months)

Virginia Union University, Planning for *Cornerstone: Learning for Living* (\$25,000 over 12 months)

### **KNOWLEDGE FOR FREEDOM**

Biola University, Read Well, Live Well: Pursuing the Good Life Together through Great Books (\$300,000 over 42 months)

Columbia University, Building the *Knowledge for Freedom* Network (\$300,000 over 36 months)

Elon University, Freedom Scholars (\$300,000 over 42 months)

Fordham University, The Visions of the Good in the Bronx (\$300,000 over 42 months)

Hollins University, Planning for *Knowledge for Freedom* (\$25,000 over 12 months)

Loyola University Chicago, Planning for *Knowledge for Freedom* (\$25,000 over 12 months)

Nova Southeastern University, Planning for *Knowledge for Freedom* (\$25,000 over 12 months)

Portland State University, Inquiry for Justice (\$300,000 over 42 months)

University of Dallas, Seeking Wisdom, Truth, and Virtue: Building First-Generation College Citizens (\$300,000 over 42 months)

University of Texas at Austin, Planning for *Knowledge for Freedom* (\$25,000 over 12 months)

Valdosta State University, College Readiness through Civic Engagement (\$300,000 over 42 months)

### **EDUCATION FOR AMERICAN CIVIC LIFE**

DePaul University, Lived Civics, the Social Contract & Public Life (\$285,000 over 36 months)

Drexel University, The Program in Civic Foundations (\$275,000 over 36 months)

Minnesota Humanities Center, Implementing the Third Way Civics Vision in Minnesota and Beyond (\$250,000 over 36 months)

The City College of New York, New York City Leaders Fellowship (\$200,000 over 24 months)

University of North Carolina Wilmington, Fragility, Resilience, and Engaged Education in Democracy (FREED) Project (\$300,000 over 36 months)

**TRANSFER PATHWAYS TO THE LIBERAL ARTS  
(Initiative is co-funded with the Arthur Vining Davis Foundations)**

Commission on Independent Colleges and Universities, Planning for Transfer Access to the Liberal Arts in New York, (\$50,000 over 12 months)

Independent Colleges of Washington, Implementing *Transfer Pathways to the Liberal Arts* in Washington (\$250,000 over 39 months)

Iowa Association of Independent Colleges and Universities, Iowa Private Liberal Arts Transfer Program (\$35,000 over 12 months)

Michigan Association of Community Colleges; Michigan Independent Colleges and Universities, Implementing *Transfer Pathways to the Liberal Arts* in Michigan (\$275,000 over 24 months)

Minnesota Private College Council, Implementing *Transfer Pathways to the Liberal Arts* in Minnesota (\$398,400 over 39 months)

New England Board of Higher Education, Extending the New England Transfer Admission Guarantee to Maine, New Hampshire, and Vermont (\$500,000 over 36 months)

Oregon Alliance of Independent Colleges and Universities, Oregon Transfer Pathways to the Liberal Arts (\$321,200 over 36 months)

# Board of Directors

The Teagle Foundation Board of Directors is led by Elizabeth S. Boylan.

The chairs of the board committees for Program, Investment, Governance & Nominating, and Audit & Compensation are, respectively, Brian Rosenberg, Grant Porter, Pauline Yu, and W. Scott Essex.

The Teagle Foundation staff, led by President Andrew Delbanco, is privileged to engage in the work of advancing the liberal arts.

Elizabeth S. Boylan  
Senior Fellow  
Alfred P. Sloan Foundation  
Provost and Dean of the Faculty  
Emerita  
Barnard College

Andrew Delbanco  
President  
The Teagle Foundation  
Alexander Hamilton Professor of  
American Studies  
Columbia University

Scott Essex  
Partner  
Partners Group

Mary Dana Hinton  
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Kate Shae  
Vice President, Corporate Financial  
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Exxon Mobil Corporation

Walter C. Teagle, III  
President  
Teagle Management, Inc.

Saskia Levy Thompson  
Program Director, New Designs  
Carnegie Corporation of New York

Sheryl Hilliard Tucker  
Executive Director  
The Board Challenge

Pauline Yu  
President Emeritus  
American Council of Learned  
Societies

# Board Transitions

## **Jayne Keith**

Jayne Keith retired from the Board of Directors after seventeen years of dedicated service (2005-2022). She is President of Jayne W. Teagle Inc., a property investment and interior design firm. Jayne is the former president of the Women's Board of the Boy's Club of New York, where she remains a Trustee and Member of the Presidents' Council and Executive Committee, and is a Trustee of Physicians for Peace and the founder of the Women's and Children's Health Initiative. She is a former member of the International Board of UNESCO. She received her B.A. with honors in English and an Elementary Education Certificate from Wheaton College, and a graduate degree in Interior Design from The New York School of Interior Design.

# Staff

Andrew Delbanco  
President


Ann-Marie Buckley, CPA  
Chief Financial Officer

Loni Bordoloi Pazich  
Program Director

Tamara Mann Tweel  
Program Director

Gwen Robbins  
Program Associate

Annie W. Bezbatchenko  
Senior Program Officer

The background of the entire page is a light blue color with a repeating pattern of various letters and symbols in a slightly darker shade of blue. The symbols include uppercase and lowercase letters (A, B, C, D, E, F, G, H, I, J, K, L, M, N, O, P, Q, R, S, T, U, V, W, X, Y, Z), mathematical symbols (pi, plus, minus, percent, infinity, omega, delta, epsilon), and decorative flourishes like a starburst and a swirl.

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