

**TEACHERS COLLEGE**  
COLUMBIA UNIVERSITY

Dear Members of the Teachers College Community:

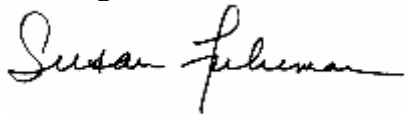
We are all responsible for upholding the highest standards of ethical conduct at the College in every aspect of our jobs. I am proud of our exemplary track record in this regard.

When concerns do arise about financial issues or environmental health and safety, the first recourse for faculty, staff and students should be to speak with supervisors, department managers, department chairs, the General Counsel, the Vice President for Finance and Administration, or the Provost. However, under certain circumstances, individuals may feel the need to air their concerns anonymously.

The College provides a mechanism to do this through a phone and Internet-based reporting system called the Teachers College EthicsPoint Compliance Hotline. It can be accessed toll-free at 1-888-329-6420, or at <http://www.ethicspoint.com>. The system is specifically designed for anonymously reporting concerns about accounting, financial, and environmental health and safety matters. Individuals filing reports can also track the actions taken by the College in response.

I want to make it very clear that that this service is a proactive measure rather than a reaction to any breach of conduct. While I hope and expect that few of us will ever need to use the hotline, I am pleased that we can provide it and enable all members of our community feel protected and empowered in upholding the College's high ethical standards.

Best regards,



Susan H. Fuhrman