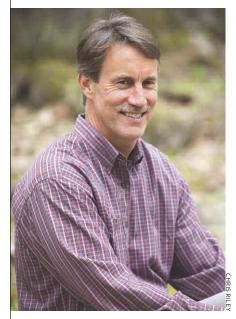


Dear Chewonki Friends,

s you will see in this Annual Report, 2011 was a good year for The Chewonki Foundation. We completed our \$10.8 million capital campaign. Thank you! Thank you! After years of hard work, and thanks to a broad base of passionate support, we have an endowment that supports our commitments to financial aid and staff development. We have secured islands off the Maine coast to ensure permanent access for our participants. And we have raised critical funds for faculty housing, our sustainable campus, and our wilderness camp for girls.

We have set the course for a steady future. Enrollment and leadership in all programs are strong, and the budget is recovering from the double whammy of increasing expenses and economic recession. We continue our multiyear strategic planning process for the foundation, focusing on institutional and operational issues and looking toward the next five to ten years. We are beginning preparations for Chewonki's centennial celebration in 2015, which promises to be a momentous and festive affair.



Most importantly, we completed a smooth transition in our leadership of the foundation. Willard Morgan, in his second year as president, has impressed the Board of Trustees with his dedication, intellect, consensus-building communications style, and passion for education. He has assembled a strong leadership team and is off to a great start.

I recently finished *The Big Burn* by Timothy Egan. It's about the largest wildfire in U.S. history, which incinerated three million acres in eastern Washington, Idaho, and Montana in August of 1910. There are numerous characters in *The Big Burn* but none larger than Teddy Roosevelt and Gifford Pinchot.

Roosevelt grew up with naturalists and had a passionate and spiritual attachment to the outdoors. Similarly, Pinchot was an avid outdoorsman and was Roosevelt's chief forester in what later became the U.S. Forest Service. By sheer force of character and political power, the two men jump-started a conservation movement and preserved enormous parcels of public lands for future generations. It was clearly their early, lifelong, and passionate connection to the natural world that prompted their visionary crusade to preserve the lands that we now take for granted.

In its own way, by working each day to connect people to the outdoors and fostering a lifelong appreciation for the natural world, Chewonki's work is akin to a modern-day crusade that emphasizes the badly needed synthesis of community, education, and environment. Chewonki encourages creative thinking and conversation, while promoting responsible stewardship and preservation of our natural world.

In the year of a presidential election, we are reminded that the environment is a political football. As I listen to debates over the Keystone XL Pipeline, hydro-fracking of the Marcellus Shale, and arguments about sustainable energy, I am encouraged that Chewonki connects many people to the natural world. I am also hopeful, because I see every day how Chewonki's efforts help inform balanced decisions and create future leaders with a sense of responsibility for the environment. One only has to read through the "People" section of the *Chewonki Chronicle* to get a sampling of the many ways in which Chewonki alumni are working to make the world a better place. Perhaps we have another Roosevelt or Pinchot in one of our cabins, school semesters, or natural history classrooms! Thank you for supporting our work and making it possible to connect young people to the outdoors through a Chewonki experience.

Josh Marvil

Chair, Board of Trustees

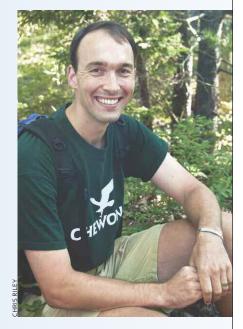
Dear Friends,

ur 2011 fiscal year marked my first full year as president of Chewonki. It was an exciting year of recognizing the best of our tradition while looking ahead with great aspirations. We celebrated 40 years of the Outdoor Classroom for Schools (formerly "EE") and partnered with three other residential environmental education centers in a collaborative we call Environmental Living and Learning for Maine Students (ELLMS). Thanks to the joint effort, and great work in our Development Office, we secured \$290,000 in grants for public school students to attend

the four centers in the current year. What's more, we recently learned that ELLMS received a 2012 Governor's Award for Environmental Excellence!

In addition to the ELLMS initiative, we set forth an ambitious agenda at Chewonki to support programs and improve our financial position. We succeeded in all areas, thanks to our staff and thanks to you, our many generous supporters. I especially want to thank the 297 individuals who donated to the Annual Fund for the first time. Also, we are glad to see many of our generous Capital Campaign donors return to stronger annual giving as they complete their pledges.

Our Annual Fund has become more important than ever. Especially since 2009, we have seen an increase in the percentage of families seeking financial aid for camp, trips, and Semester School. We have also seen the size of the average award increase. Like many institutions in this country, we responded by increasing our financial-aid budget lest we lose loyal and deserving families from our programs. But we need your continued help to cover that cost, because our growing endowment still provides only a small portion of our annual financial-aid funds. As with many educational institutions, we will continue to consider issues of affordability and access as we progress in our strategic planning process.



Thanks to our collective effort in 2011, we are on track toward strong financial performance in 2012. This is thanks to increased enrollment in all programs, steady financial aid, and further growth of our Annual Fund. Those trends began last year, and I thank you for being part of them. I hope you will continue to support our work for many years to come.

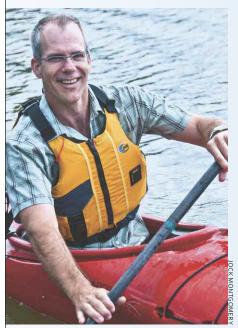
Best regards,

Willard Morgan

President

Dear Friends,

Tom the window of my office in the Farm House, I look northwest, down toward the waterfront. In the winter, on a sunny day, I might catch a glint or two of sunshine reflecting off the creek and through the bare trees. These moments always bring a smile to my face and remind me what a special place we have in Chewonki Neck. And on this Neck, as we know well, is an institution that provides inspiration to campers, students, parents, and friends, all year long.



It is with this in mind that I report that we have made significant strides financially that will ensure that Chewonki continues to be that inspiration for us all. Our 2011 operating results show a \$340,000 improvement over 2010, from a loss of \$664,000 in operating income down to a loss of \$324,000. While this is still an unsustainable deficit, we are pleased to have achieved our goal of cutting the 2010 loss in half, clearly marking the way to eliminating the loss altogether for 2012. We were able to achieve this through a 5 percent increase in net operating revenue—despite continued pressure on our financial-aid budget—coupled with a 2 percent reduction in our overall expenses. Significantly, we increased our unrestricted and temporarily restricted contributions by 11 percent compared with 2010, an increase of more than \$50,000.

Chewonki's endowment grew more than 27 percent in 2011, from \$4.3 million to almost \$5.5 million. The majority of the growth, close to \$900,000, came from new contributions and Capital Campaign pledge payments, while the net market returns contributed \$410,000. We drew \$129,000 from the endowment to use for financial aid, staff development, and general operations. Given the strong endowment growth in 2011, and the Board's desire to realize a greater impact from this growth, the Board approved an increase in the endowment draw to 4 percent in 2012. This is projected to be approximately \$200,000.

The key drivers to a successful and sustainable budget at Chewonki are clear: strong enrollment, controlled (but generous) financial aid, measured personnel spending, and ongoing support from our constituents, both for the Annual Fund and for endowment growth.

I am looking forward to a successful finish to 2012—despite the spring leaves crowding out my water view!

Edward Tittmann

Chief Financial Officer

Dear Chewonki Donors,

e have every reason to celebrate the past fiscal year (September 1, 2010, to August 31, 2011) here at Chewonki. Thank you for your support! Your dollars continue to keep our programs vibrant, help us provide crucial financial aid to families of deserving students, and support our teachers and counselors in their work.

Participation in giving rose by 8 percent from 2010 to 2011. Our Annual Fund grew by \$53,295 in the same period. We are grateful for your generosity on every level, from the substance and inspiration of leadership gifts to the breadth of support apparent in contributions of all sizes from the entire Chewonki family. We appreciate every

gift, every pledge of support, and every volunteer hour.

Looking over the list of your names, I am moved by all the donations in honor or memory of loved ones; the variety of contributions that support specific programs; and the number and personalities of the different endowment funds. Gifts came from every corner of the United States and around the globe. Over the decades, our committed and vibrant family of supporters has helped sustain a lasting impact on children and young adults by providing essential funds for operations, by strengthening our endowment for financial aid and staff enrichment, and by supporting capital projects. Together, you've accomplished great things for Chewonki!

August 31, 2011, marked both the end of our fiscal year and the close of the Pathway to the Future capital campaign. A report of that campaign appeared in the fall issue of the *Chronicle*. We send thanks once again to all of you who gave, including those who continue to carry out your pledges. Chewonki is very grateful for your friendship and support.

Thank you.

Lucy W./Hull

Director of Development

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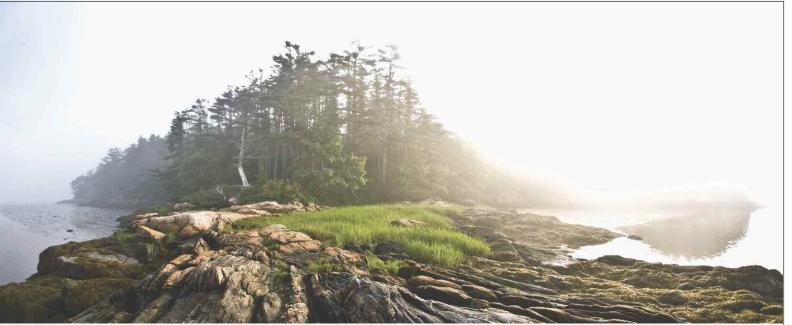
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As of August 31 (in 000s)	2011	2010
Assets		
Cash	103	222
Accounts receivable	1,296	479
Pledges receivable	1,456	2,144
Investments	5,514	4,549
Land, buildings & equipment, net	10,036	9,840
Other assets	646	677
Total Assets	19,051	17,912
Liabilities		
Accounts payable	221	203
Deferred income	1,821	1,304
Line of credit, short and long-term notes	1,609	2,164
Other liabilities	190	-
Total Liabilities	3,840	3,671
Fund Balance	15,211	14,241
Total Liabilities & Fund Balance	19,051	17,912

INCOME STATEMENT

For the fiscal year ending August 31 (in 000s)	2011	2010
Operating Revenue		
Tuition	4,939	4,827
Financial aid and other discounts	(941)	(854)
Endowment funds used for operations	129	117
Unrestricted and temp. restricted contributions	497	445
Other revenue	268	125
Total Operating Revenue	4,893	4,660
Operating Expenses		
Wages & salaries	2,799	2,906
Benefits & staff development	455	517
Food	295	294
Promotion, alum relations	147	200
Transportation supplies, IT & telecom	521	447
Professional services	110	57
Campus maintenance & utilities	205	192
Insurance	173	169
Depreciation	289	285
Interest, taxes, bank & credit card fees	158	140
Other expenses	65	118
Total Operating Expenses	5,217	5,325
Net Operating Income	(324)	(664)
Non-Operating Activity & Adjustments		
Permanently restricted contributions	774	1,113
Capital campaign expense	-	(82)
Less endowment funds used for operations	(129)	(117)
Other non-oper. activity, incl. investment gain (loss)	(666)	(48)
Total Non-Operating Activity & Adjustments	1,311	867
Net Consolidated Income	987	203



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Wiebke N. Theodore Arrowsic, Maine

Karin Tilberg Bowdoinham, Maine

David Vail Brunswick, Maine

John P. Wilson, Sr. Greenbrae, California

Katherine Kwei Wong New York, New York

Julie Wormser Cambridge, Massachusetts

Jennifer L. Yee Chicago, Illinois

WORDS FROM OUR BOARD MEMBERS:

"Chewonki is a special place that gave me confidence in myself, faith in community, and a desire to serve others."

"Chewonki provided me with some of my best and most enduring friendships, and a continuing impetus to be curious about and considerate of the environment around me."

"My Chewonki experiences as an environmental education teacher and wilderness trip leader were transformative in my life and are directly responsible for the person I have become – and for my successful career. I support Chewonki because I want to help make this opportunity available for other young people."



JOCK MONTGOMERY

MISSION

The Chewonki Foundation is dedicated to helping people grow individually and in community with others by providing educational experiences that foster an understanding, appreciation, and stewardship of the natural world and that emphasize the power of focused, collective effort.

Chewonki serves people of all ages throughout the year. The living is simple and our communities are always small. We teach and learn in settings that take advantage of indoor and outdoor classrooms, the woods and water of Maine and beyond, as well as the land and buildings of our 400-acre campus. All of our programs are intensive, challenging, and joyful. They explore the interrelationships that exist between people and their world.

Chewonki participants and leaders work hard in activities that challenge them physically and intellectually and help build self-confidence and a strong sense of community. They are measurably touched by their experience and return home with a greater awareness of the world around them.



Semester School
Camp for Boys
Camp for Girls
Wilderness Trips for Teens
Outdoor Classroom for Schools
Traveling Natural History Programs
Wilderness Vacations for Adults and Families
Sustainability Office

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