

# Chewonki Foundation 2010 Annual Report

FOR THE FISCAL YEAR ENDING AUGUST 31, 2010







Dear Chewonki friends,

The past year has been one of exciting change for Chewonki. On July 12, 2010, Willard Morgan became the fourth president in Chewonki's history. In its selection, the Board was particularly impressed by Willard's dedication to the Chewonki mission and by his intellect, leadership qualities, communication skills, and passion for education. He was the search committee's unanimous choice, and he has already proven to be a thoughtful and effective leader.

A transition in leadership doesn't happen often at Chewonki. When Don Hudson retired last July, he had spent 44 years at Chewonki, the last 19 of them as president. Tim Ellis, Don's predecessor, led Chewonki for 25 years. Both Tim and Don were dynamic leaders, deeply committed to Chewonki's mission and staff. Under their guidance, Chewonki grew from a summer boys camp to a year-round leader in environmental education and a center for leading-edge conservation and renewable energy practices.

Chewonki is fortunate to have a history of such extraordinary leadership. I am excited by the opportunities that Willard's presidency now brings and am confident that, just as it has done before, change will continue to invigorate and strengthen Chewonki.

As soon as Willard had settled in, we started mapping out a multi-year strategic planning process for the foundation. Meetings held last November among staff, trustees, and advisors enhanced and emphasized a shared understanding of our strengths, weaknesses, and opportunities within the context of current trends. It was an engaging and enthusiastic start. The meetings began by exploring our specific core ideas and goals and ended with an emerging plan for a two-year focus on institutional and operational issues. After this period of inward analysis, we will begin a forward-looking strategic direction for Chewonki's next five to ten years.

At the same time, we look forward to celebrating an extraordinary milestone in 2011, when Chewonki will complete an ambitious capital campaign with an \$11 million goal. It will be an incredible accomplishment for the foundation—and all the more remarkable because we announced the public phase of the campaign at the beginning of a historic economic crisis. When complete, the campaign will have significantly increased endowment for scholarship and staff development; secured islands off the Maine coast that will ensure permanent access for our participants; and provided critical funds for faculty housing, our sustainable campus, and our new girls camp. Thank you to our supporters of this very successful campaign!

Over and over again, environmental challenges large and small illustrate the importance of Chewonki's work. Events such as last year's disastrous oil spill in the Gulf of Mexico and the recent nuclear disaster in Japan highlight the need for change in national and international policies and for informed and coordinated environmental stewardship. There is a tension between conservation and capitalism and a balance we must find between economic growth and sustainability. How can we enjoy and protect our natural resources and environment while using them to provide food, energy, and recreation? I am encouraged that Chewonki is part of this conversation. And I am hopeful—given our emphasis on community, environment, and education—that we will be part of the solution.

Thank you being part of the conversation with Chewonki by being in touch with us, attending our events and gatherings, writing to us, supporting our work with your donations, and most importantly by making the Chewonki experience a possibility for young people you know.



Josh Marvil  
Chair, Board of Trustees



Dear friends,

The mantle of leadership at Chewonki comes with high standards and with a commitment to traditions rooted in the early camping and progressive-education movements. Seeking a connection to these roots soon after assuming my new role of president, I retraced an early journey by Chewonki founder Clarence Allen into the woods of northern Vermont in August 2010. Within weeks I was also able to visit with our previous two presidents, Tim Ellis and Don Hudson, both of whom knew Clarence well. In my first months as Chewonki's fourth president, I have often reflected on how fortunate we are to have such continuity of leadership as we approach our centennial in 2015.

In the 2009–2010 fiscal year, well over 1,000 donors helped Chewonki provide powerful educational experiences to thousands of children of all ages. To all of you who supported this work, thank you! Our annual report honors your collective effort. This year we have created a stand-alone report, a change from past years when we included it in the pages of the *Chronicle*.

In these challenging economic times, we have been heartened by a gradual recovery in annual giving over the past two years. Thanks to all of you, including our generous Chewonki Circle members, we exceeded our Annual Fund goal, raising a total of \$483,530 to support the annual operating expenses of programs last year. At the same time, we have continued to realize our capital campaign investments and pledges, reflected by the increased assets on our balance sheet. Our endowment has passed the \$5 million threshold, thanks to decades of generous support!

These accomplishments and the figures provided in this report point to the long-term good health of Chewonki. However, because of an increased need for financial aid among our participants, rising expenses for personnel, and a declining demand for some programs during the recession, we have faced several years of budget shortfalls, which you will see reflected in the financial statements at the end of this report.

Together, our staff, trustees, and advisors have made important strides toward closing the budget gap by addressing these issues. As I write, we are ahead of last year for enrollment and giving. Furthermore, we are seeing strong participation and generous gifts in response to our appeals for the 2011 Annual Fund. We anticipate a fully balanced budget in 2012.

Meanwhile, I am spending more time away from Chewonki Neck to meet with alumni, families, and friends and to seek advice and feedback on our strategic planning process. I hope you will join an event in your area, connect with others from Chewonki on your own, and spread the word about our programs. Summer 2011 is right around the corner, and I am eager to immerse myself in the camp and trip experiences that Clarence, Tim, and Don stewarded for 95 years before me.

Your gifts are what ensure Chewonki's continuing success. Thank you again for your support, and I hope to connect with you soon.



Willard Morgan  
President





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*I just wanted to say hello and tell you how immensely important to me my two summers as counselor at Chewonki have been over my life. I teach at the university level now and ... I find myself drawing on the same spirit, same outlook, same warmth I felt at Chewonki with my Ospreys.*

*Chewonki really was a formative time.*

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*I want to thank Chewonki for helping me to see who  
I really am and giving me a chance to meet the  
amazing people I met on my trip.*

LEILAH BITAR

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BRIDGET BESAW

*[We] have NEVER seen Eloise as happy as she was when we picked her up after her ten days at girl's camp!! She was glowing, beaming! and talked non-stop about her time at girls camp...This was, by far, the best thing we have ever done for Eloise.*

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#### In Honor of Alex and Steven Melamed

Geoffrey Stanbury



BRIDGET BESAW

*I recently came back from the Maine Coast Kayak trip and would like to thank Chewonki for financial aid that made it possible for me to go on this unforgettable trip.*

*The experiences I had and the knowledge that I gained will stay with me forever and will shape who I become for many years to come. It was one of the best experiences of my life and I never felt so happy and joyous while on the trip.*

LUCAS WEBBER

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*A complete report with stories and accomplishments of the Pathway to the Future Capital Campaign will be available in Fall 2011.*

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*I am so impressed with how Chewonki continues to find new ways to be self-sustaining and leave as little impact on the environment as possible... Every time I have the chance to be on the Chewonki grounds I am so thankful that such a place exists that is always teaching respect for the environment.*

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*Chewonki was huge for me. There were a lot of reasons for that—living in a cabin with eight girls, taking responsibility for our own woodstove, planning our own fun... the things that really stand out in my memory are the classes...and the way they made me think about the world around me.*

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*Over the past two years, your generosity has afforded our daughter the opportunity to experience the raw beauty of our state while nurturing self-reliance and confidence in ways that she would not have been able to otherwise. Thank you.*

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*It is a fine line environmentally sensitive organizations walk between full knowledge of the precariousness of our earth and keeping alive the joy and optimism necessary to work for solutions to our environmental problems. I believe Chewonki walks this line better than any other educational organization that I know of.*

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BRIDGET BESAW

## BALANCE SHEET

As of August 31 (in 000s)	2010	2009
<b>Assets</b>		
Cash	223	181
Accounts receivable	506	129
Pledges receivable	2,144	2,798
Investments	4,572	4,549
Other current assets	376	80
Land, buildings & equipment, net	9,794	9,542
<b>Total Assets</b>	<b>17,614</b>	<b>17,279</b>
<b>Liabilities</b>		
Accounts payable	170	118
Deferred income	1,085	839
Line of credit	1,630	1,705
Long-term notes, leases	534	579
<b>Total Liabilities</b>	<b>3,419</b>	<b>3,241</b>
<b>Fund Balance</b>	<b>14,195</b>	<b>14,037</b>
<b>Total Liabilities &amp; Fund Balance</b>	<b>17,614</b>	<b>17,279</b>

## INCOME STATEMENT

For the fiscal year ending August 31 (in 000s)	2010	2009
<b>Operating Revenue</b>		
Tuition	4,814	4,410
Financial aid and other discounts	(854)	(719)
Endowment funds used for operations	117	109
Unrestricted and temp. restricted contributions	459	345
Other revenue	116	196
<b>Total Operating Revenue</b>	<b>4,653</b>	<b>4,340</b>
<b>Operating Expenses</b>		
Wages & salaries	2,915	2,666
Benefits & staff development	517	479
Food	294	273
Promotion, alum relations	200	187
Transportation supplies, IT & telecom	447	489
Professional services	57	105
Campus maintenance & utilities	192	184
Insurance	169	142
Depreciation	285	245
Interest, taxes, bank & credit card fees	140	173
Other expenses	110	72
<b>Total Operating Expenses</b>	<b>5,325</b>	<b>5,015</b>
<b>Net Operating Income</b>	<b>(673)</b>	<b>(675)</b>
<b>Non-Operating Activity &amp; Adjustments</b>		
Permanently restricted contributions	1,121	1,931
Capital campaign expense	(82)	(241)
Less endowment funds used for operations	(117)	(109)
Other no-oper. activity, incl. investment gain (loss)	(91)	(561)
<b>Total Non-Operating Activity &amp; Adjustments</b>	<b>832</b>	<b>1,020</b>
<b>Net Consolidated Income</b>	<b>159</b>	<b>345</b>



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## 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.



## CHEWONKI

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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