

The background of the entire page is a photograph of a serene forest scene. In the foreground, there is a calm body of water reflecting the surrounding greenery. A rocky shoreline with several large, light-colored boulders sits just behind the water. Behind the rocks, there is a dense thicket of green bushes and shrubs. In the middle ground, two small, rustic huts with bright green gabled roofs are nestled among the trees. The background is filled with tall, slender evergreen trees, their branches reaching upwards. The overall atmosphere is peaceful and natural.

Chewonki Foundation 2012 Annual Report

FOR THE FISCAL YEAR ENDING AUGUST 31, 2012

From the Chair

Dear friends of Chewonki,

Your generosity has given us much to celebrate at Chewonki! We set an ambitious target of \$580,000 for our 2011–2012 Annual Fund, considerably larger than ever before, and we not only met that goal, we exceeded it. Also, Chewonki received gifts from more people than in any previous fiscal year. Important capital gifts came in as well. Achieving these successes in challenging economic times is a bold affirmation of how deeply our alumni and friends value what Chewonki offers.

I cannot overstate the importance of your gift. Annual Fund gifts comprise more than 11.4 percent of Chewonki's operating budget. Capital gifts make possible specific projects and help grow the endowment. Chewonki's ability to provide outstanding experiences to participants in every one of its programs is only possible because of your contributions.

Chewonki is at a very exciting point in its history. We will be celebrating our centennial in 2015, a natural time to reflect on how Chewonki can hold true to its traditions while continuing to evolve so that it makes the most meaningful impact on participants in a world that is rapidly changing. Appreciation for the natural world, stewardship of the environment, personal growth, and living effectively in community were guiding principles for Clarence Allen when he founded Camp Chewonki in 1915. Although the Chewonki of today has many more dimensions and a far broader range of participants than Clarence Allen ever could have imagined, these ideals still guide us.

As befits an organization that is constantly seeking to improve, Chewonki is actively engaged in a formal process to assess how each one of its programs can best advance its core principles. This process will lead to the creation of a strategic plan that will identify initiatives that ensure Chewonki's continued strength and relevance for at least the next 25 years. You will be hearing more about the assessment and the strategic plan in the months and years ahead.

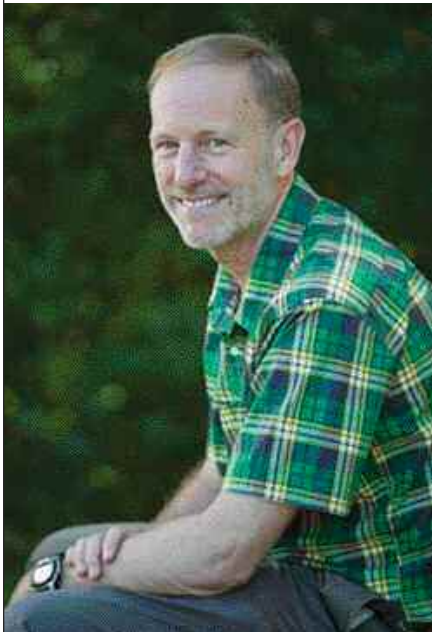
We are so fortunate to have Willard Morgan leading Chewonki at this time. Willard is a fitting successor to Clarence Allen, Tim Ellis, and Don Hudson, and absolutely committed to implementing the vision that has shaped Chewonki for almost a century in a way that is just right for today and the years ahead.

I feel very lucky to be succeeding Josh Marvil as chair of the Board of Trustees. During his seven years of board leadership, Josh oversaw impressive growth in the foundation's programs, resulting in Chewonki being a more highly respected name than ever before in educational and environmental circles throughout the United States.

Your generosity is essential to Chewonki. Your gifts to the 2011–2012 Annual Fund allowed Chewonki to ensure that youngsters ages 8 to 18 deepened their connection to the outdoors as campers and students on Chewonki Neck and at Fourth Debsconeag Lake; that teenage trippers deepened that connection in the woods and waters of Maine and Canada; and that adults and families deepened their connection at Big Eddy. Your support also allowed Chewonki to offer natural history and sustainability lessons to more than 20,000 students in Maine schools and other community centers; and to offer Semester School students an extraordinary environment in which it is "cool" to be smart, curious, conscientious, and caring. Thank you, once again, for making all this possible.



John Warren
Chair, Board of Trustees



Dear friends,

Thanks to your philanthropic support during our 2012 fiscal year, we provided programs for more than 22,000 people throughout Maine, from across the country, and from around the world. Although Chewonki is largely fee-based (approximately 82 percent of our revenue is from tuition and fees), we are able to extend our reach because of generous support from you—our alumni, families, and friends. We are thrilled to see our endowment grow strongly thanks to market gains and capital contributions, but those funds still provide only about 4 percent of our annual revenue. The remainder, almost 14 percent, is the result of annual fundraising from individuals, foundations, and businesses that believe in the mission of Chewonki.

The majority of our donors began their connection with Chewonki through summer camp, wilderness trips, or Chewonki Semester School (formerly Maine Coast Semester). Your gifts helped us provide transformative summer experiences to more than 500 campers in the summer of 2012. We welcomed 294 boys and 99 girls to camp as well as 117 teenagers for an extended summer trip. More than 27 percent of those campers received some amount of financial aid, and we were glad to continue our partnership with Summer Search, which placed 19 young leaders with us on three-week wilderness trips. This level of financial support is unusual among summer programs, and it would not be possible without your generous gifts.

Semester students likewise benefitted from our commitment to a broad curriculum and a strong financial-aid program. Under the leadership of Ann Carson, our new head of school, we provided 83 high school juniors with a transformative semester of studies and sustainable living, close to nature, on the Maine coast. More than 43 percent of students received some amount of financial aid, reflecting nationwide trends of increasing need for aid among families at independent schools. This generosity is possible in part because of individual and foundation contributions. We are proud of our efforts here, but aware that we must do more to match financial-aid programs at other semester schools.

To reach even more people, we partner with schools to provide residential environmental education experiences at Chewonki and we take natural history programs to community groups around Maine. In 2012 we put to use our first grant for Maine public school groups, thanks to Environmental Living and Learning for Maine Students: the ELLMS Project, a collaborative in which Chewonki has played a leadership role. ELLMS funds helped 2,862 students from 51 Maine schools come to Chewonki's Outdoor Classroom and four other residential environmental learning centers this year. Annual Fund gifts also provide support for these programs, as well as for the traveling programs, which reach the largest number of our participants, most of whom live in our home state of Maine.

A gift to Chewonki is an investment in each one of these campers and students that will earn returns over an entire lifetime. We are grateful for your growing generosity in response to our requests for support. Education funding nationwide is at a crossroads that affects Chewonki too. We need your continued support to provide the very best programs and to match the resources of our peer institutions. In the meantime, we are in the midst of an exciting strategic planning process that will shape the future of Chewonki as we look ahead to Chewonki's centennial in 2015!

I look forward to sharing details of those next steps in 2014, and I hope to see you either on Chewonki Neck or in your own community. Chewonki is more important than ever to our future, and I am grateful to be building it with you.

Best regards,



Willard Morgan
President



CHRIS RILEY

From the Chief Financial Officer

Dear friends,

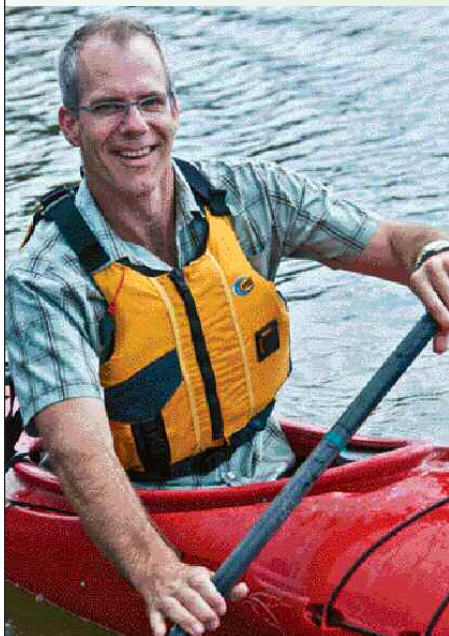
It is indeed a wonderful thing to be connected to Chewonki—as an employee, alum, camper, student, trustee, or donor. Each of us has that memory or experience that affirms the connection and keeps us coming back for more. While this emotional connection and mission fulfillment are primary, they are all enabled by the long-term financial health of the organization. To this end, annual giving is a beautiful, collective effort to improve Chewonki's financial stability and ensure its financial sustainability going forward.

I'm pleased to report that 2012 saw improved operating results over 2011 by nearly \$190,000. While we are not yet showing a positive operating margin, we did show positive operating cash before depreciation. Operating revenue was up over \$310,000, or 6.4 percent, with an increase of only \$125,000, or 2.4 percent, in operating expenses. Much of the success lies at the feet of our fundraising and grant-writing efforts, which in combination increased our revenue by \$260,000. This success set a new standard for the future of Chewonki. In addition, net tuition revenue improved by close to \$50,000, despite a much larger demand for financial aid.

Chewonki's endowment has continued its growth, increasing 6.6 percent from \$5.5 million to \$5.85 million through a combination of market gains and contributions. We drew \$198,000 from the endowment for financial aid, staff development, and general operations.

I expect 2013 will continue to show improvement in our operating results, and look forward to maintaining our impressive positive trends in fundraising, grant-writing, and endowment growth. However, financial aid will continue to be a pressure point, reflecting a nationwide trend over the past few decades.

Looking forward to a successful 2013!



JOCK MONTGOMERY

A handwritten signature in cursive script, reading "Edward".

Edward Tittmann
Chief Financial Officer

See page 14 for the 2012 balance sheet and income statement.

Dear Chewonki donors,

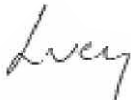
You deserve to feel tremendous pride and satisfaction as you look back on Chewonki's 2012 fiscal year. With the commitment of 1,186 of you, the Annual Fund grew by more than 26 percent, to \$585,000. This increase was impressive and also much needed. Of necessity we set a high goal and with your help we exceeded it. We couldn't be more grateful; these funds are crucial to the health of Chewonki.

Your gifts help us meet the ever-increasing need for financial aid and keep our programs strong by providing for so many of our behind-the-scenes expenses. Financial-aid recipients show their gratitude through enthusiasm and individual growth. (I wish you could share in the wonderful conversations I enjoy with many of them.) Teachers, counselors, and trip leaders also appreciate your contributions, which support their efforts in vital ways, letting them know their work is valued and providing the tools their craft requires.

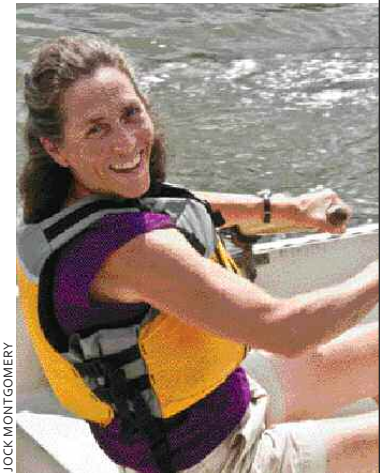
It is a pleasure and a privilege to know many of you personally. When I ask staff, participants, or donors what they value most about Chewonki, the answer I usually hear is "The people." Chewonki attracts extraordinary people, and of course that means all of you!

As I look through the lists of your names, I see a community of individuals pulling together to support our programs and the students who benefit from them, a community including participants from this year and from decades ago, current and former staff members, parents, grandparents, friends, foundations, and businesses. You send your contributions from places as near as Woolwich, Maine, and from as far away as Japan, Thailand, and Australia. Your donations come in sizes of a few dollars to tens of thousands of dollars. Clearly you give because you care. Your gifts often honor loved ones or celebrate milestones. Every donation matters, and every donor makes a difference.

Thank you for your friendship and support, and for the care you show Chewonki through your donations.



Lucy W. Hull
Director of Development



JOCK MONTGOMERY

Please note that this report is for fiscal year 2012 and reflects giving from September 1, 2011, to August 31, 2012. We apologize for the delay. We expect to be back on schedule for our fiscal year 2013 Annual Report.

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ANNUAL FUND

Gifts received between September 1, 2011, and August 31, 2012

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June Abbott
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BALANCE SHEET

As of August 31 (in 000s)	2012	2011
Assets		
Cash	22	122
Accounts receivable	459	1,254
Pledges receivable	1,070	1,456
Investments	6,430	5,449
Land, buildings & equipment, net	10,068	10,036
Other assets	512	711
Total Assets	18,561	19,028
Liabilities		
Accounts payable	246	180
Deferred income	1,053	1,779
Line of credit, short- & long-term notes	1,909	1,609
Other liabilities	39	250
Total Liabilities	3,248	3,818
Fund Balance	15,313	15,211
Total Liabilities & Fund Balance	18,561	19,028

INCOME STATEMENT

For the fiscal year ending August 31 (in 000s)	2012	2011
Operating Revenue		
Tuition	5,172	4,939
Financial aid and other discounts	(1,128)	(941)
Endowment funds used for operations	198	129
Unrestricted and temp. restricted contributions	608	497
Grant revenue	149	-
Other revenue	207	268
Total Operating Revenue	5,206	4,892
Operating Expenses		
Wages & salaries	2,874	2,799
Benefits & staff development	462	455
Food	296	295
Promotion, alum relations	199	147
Transportation supplies, IT, & telecom	482	521
Professional services	138	110
Campus maintenance & utilities	232	205
Insurance	155	173
Depreciation	282	289
Interest, taxes, bank & credit card fees	166	158
Other expenses	56	65
Total Operating Expenses	5,342	5,217
Net Operating Income	(136)	(324)
Non-Operating Activity & Adjustments		
Permanently restricted contributions	248	774
Less endowment funds used for operations	(198)	(129)
Other non-oper. activity, incl. investment gain (loss)	198	666
Total Non-Operating Activity & Adjustments	248	1,311
Net Consolidated Income	112	987

This report is available online at
www.chewonki.org.

Chewonki is proud to be a member of MaineShare, working with 41 other nonprofit organizations for a clean, healthy, and prosperous Maine. MaineShare believes that everyone can be a philanthropist, making it easy for donors to give a few dollars a week through payroll deduction, directing their support to causes they care about. Since its founding in 1989, MaineShare has raised and distributed over 3.7 million dollars for social change in Maine. For more information on offering MaineShare at your place of work, please visit www.mainesshare.org or contact Chewonki's Development Office.



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Chewonki inspires transformative growth, teaches appreciation and stewardship of the natural world, and challenges people to build thriving, sustainable communities throughout their lives.



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