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
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!

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
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.

THE CHEWONKI CIRCLE
Gifts of $1,000 and up
Anonymous (2)
Timothy Adams
Julius and Jackie Alexander
Bill and Joan Alford
Kenden Alford
Keith Ausbrouk
Chris Baldwin and Sally Reyners
Jim and Suzanne Balog
Ralph and Deborah Barker
Mr. and Mrs. David J. Barlow
Mickey and Marty Baumrind
Scott and Laura Bebee
Joanne Belk
Samuel Belk and Sherry Thornton
David and Nancy Bragstock
Norman G. Brown
Sam and Carol Butlerick
Charles, Sarah, and Hannah Cabot
Mr. and Mrs. Thomas C. Cabot, Jr.
Adan Celli Michalak
Bart Chappin III and Lucy W. Hull
Thomas and Katherine Chappell
Cynthia and H. Martin Chimak
Joshua and Rebecca Chou
John Condon
Kevin and Jamie Connors
Peggy and David Conner
Brose Connellee
Jean F. Connellee
Tim Cook and Kevin Hogan
John Crowell and Alexandra Stillman
William J. Dane and Emily L. Boocher
Kevin Darcy and Stephanie Prisch
Lyle H. DeNard
Ted and Jen Deinard
Jeremy and Sherry Delinsky
William Dolan
Elizabeth C. Dudley
Christopher and Holly Dickman
Jeffrey and Marquita Eberle
Virginia A. Eddy, M.D.
Bob and Bee Elmore
Donnelly and Cindy Erdman
Lucrée W. Evans
Freddie J. Figge II
Michael Fleisher
Richard Franz and Jennifer Fox
Edwin F. Gamble II
Lillian and Greg Gomel
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Gordon Hall III
Lynn Harrison
Caleb and Rebecca Hemphill
Robert and J. Ross Henderson
Karen Herold and Mark Issacson
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William B. Hetzel, Jr.
Nicholas and Bibiana Heymann
Horace A. Hildreth, Jr.
Matthew and Laureen Holiday
Hilary and Ken Holm
Charles and Judith Hord
Samuel Huber and Catherine Weiss
Timothy A. Ibrahim
Dr. Sam Jackson
Steve and Rosemarie Johnson
Richard W. * and Sarah Jones
Wendy E. Jordan
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Cooman W. Kennedy
Kevin and Karen Kennedy
Imad and Huda Khalif
Brigitte and Hal Kingsbury
Janice C. Kirby
Chris and Sue Klein
Brooklynn Kossman and Mark Eaton
The Knapp Family
Richard Krantz and Kathryn Deane
Shepard Krech III
Dan and Etsi Lecaye
Donald andeping Lameran
Gary Langer and Kate Rice
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Rebecca E. Marvil and Brian M. Smyth
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Katherine McAuley
Joyce and Hugh McCormick III
Suzanne and Neil McGinn
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Joshua McGough and Hilary Easton
Beth and Jeffrey Mendel
Roger and Margot Milliken
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Peter and Kristin Nolden
Baylor Odaibashi, Ash McNeely and Elias Odaibashi
Chelsea and Sandy Olney
Catherine L. Perry
Cynthia, Jack and John Phinney
Laura Orness and Rick Leslie
Mrs. George B. Pierce
Robert Pindick and Nurit Eini-Pindick
The Pink family
Martin Pontapprad

THE OSPREY SOCIETY
Planned gifts
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Mrs. John L. Allen
Garth and Heather Ahten
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Arlene A. Blair *
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Frederick Kauders
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Mr. and Mrs. David R. Lamb
Mr. and Mrs. Warren M. Little
Josh and Becky Marvel
Rebecca E. Marvil and Brian M. Smyth
Margaret Mathis
Dave and Patti McGlone
And John and Mary Jane McGlen
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Marta Stearns
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C. Robertson Trowbridge *
Mr. and Mrs. William B. Tyler
Chaucery * and Arlene Waldron
Ed and Claire Welser
Amy Young

ANNUAL FUND
Gifts received between September 1, 2012, and August 31, 2012

Unrestricted Gifts
Anonymous (23)
June Abbott
Cynthia Abbott-Barish
John Abrams
Timothy Adams
Hans O. and Jennifer J. Albee
Mark and Ingrid Albee
JoAnne Albright
Julius and Jackie Alexander
Marseille Alexander-Ollins
Catherine and David Allen
E. Davies Allin
Charles and Melinda Allen
Douglas and Louise Allen
Lindsay Allen
Nick and Monica Allen
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John and Amy Estey
Lake Ettersson
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Peter Farnum and Janet Tantis
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Daniel Fox
Richard Franz and Jennifer Fox
Stephen and Diane French
Richard Frick
John and Ann Fulton
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Wendy G. Gamble and Carl I. Koehn
Harriett and Susan Mansheet
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John and JoAnn Gardeila
Faith Cary Gardner and Terry Kungel
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Seth Gelbman and Orren Alperstein
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Kenneth and Claire Grant
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Donald and Noel Gray
Harold and Donna Gray
Sam and Gerry Gray
Jessica Montgomery-Green
Sharon Green and Ann Knoer
Michael Greenberg
Theodore S. Greene
Genevieve Greer
David and Jean Grubin
Lizzy Grubin
Peter and Barbara Guerin
James and Dee Hadley
Bill and Sally Haggett
Eric and Sandra Halsen
Frankie Hall
Gordon and Linda Hall
In honor of Emma Ram, Jason Chandler, and Ryan Linehan
The Will Berger Family

In honor of David Campbell
Meredith Campbell

In honor of Daniel Casado
Bette Stothart

In honor of Sara Clark
Cy and Joan Clark

In honor of Zella and Hanna Davidson
Kate and Mark Davidson

In honor of Joseph Fleming
Daniel and Joan Fleming

In honor of Mike and Patti Gardner
Patricia Dardano

In honor of Sarah and Brad Gross
Dale and Judy Bauer

In honor of Jeff Hanks and Dana Mark
Jim and Katherine Dickerson

In honor of Elizabeth Drew Higgins
H. Scott and Linda Higgins

In honor of Brennan Johnson
Mary Ellen and Bruce Johnson

In honor of Sally and Sam Lemonick
Dave Lemonick and Mary Tuttle

In honor of Isaac Levy
The Levy Family

In honor of Kestrel and Sawyer Linehan
Ryan and Stacy Linehan

In honor of Heather Lowe and Charlie Fear
Jody and Holly Lowe

In honor of Atticus Lunt
Matt Lunt

In honor of Josh, Becky, and Cayla Marval
Cindy and Peter Trueblood

In honor of Amy Mendel
Blanche Lewis

In honor of Willard Morgan
The Alyn Family

In honor of Pepper children
The Peppers

In honor of Chelsea Pompadour
Loreen J.G. Arbis 2003 Charitable Lead
Annuity Trust

In honor of Mia Ritter
Peter Brown and Peggy Hamburg

In honor of Amy Rogers and Elizabeth Franchot
Marty and Michael Franchot

In honor of Krystal Rogers and Eric Nelson
Kyle Rogers

In honor of Alexander Sonneborn
Richard and Elizabeth Sonneborn

In honor of Hayden Smith Term and Claliborne Smith
John E. Smith II

In honor of Eva and Zeke Turner
George Turner and Susan Felberman

In honor of Matthew Weeks
Julia and Sinclair Weeks

In honor of Brooke Wilkerson
Oscar and M.P. Wilkerson

In honor of the Chewonki staff
The Rooney Family

Gifts Restricted for Specific Purposes

TO HELP CELEBRATE CHEWONKI'S CENTENNIAL
Scott and Laura Beebe
Richard Frantz and Jennifer Fox
Fred and Darcy Scott

IN SUPPORT OF BIG EDDY CAMPGROUND
Anonymous (2)
Caryl Brown
Bruce Kessler
Jan Pulella
Paul Reynolds

IN honor of Susan and Mark Adams
Rebecca and Stuart Smith

IN SUPPORT OF THE CENTER FOR ENVIRONMENTAL EDUCATION
Peter Balke
Cape Elizabeth Education Foundation
Sabinia and Daniel Freedman
Imad and Halda Khalidi
Paul and Paula McGrath
Jeffrey Schwartz
Lisa and Joseph Stevens
Melanie and Paul Stewart
Martha and Thomas Szekely

ENVIRONMENTAL LIVING AND LEARNING FOR MAINE STUDENTS (THE ELLMS PROJECT)
Bangor Savings Bank Foundation
Sara L. Cohen Foundation
Jane's Trust

IN SUPPORT OF CHEWONKI CAMP FOR GIRLS
Anonymous (5)
Bill and Joan Alford
Kendall Alford
Dorothy Berner
Ann Budzis
James and Elizabeth Chandler
Bart Chapin III and Lucy W. Hull
Pam Craighead and Michael Saucier
George and Elizabeth Glover
Jenn and Jay Gudeleck
Lynn Harrison
Jolie A. Hughes
Genelle Huston
Dr. Julie G. Kahrl
Catherine Susan Link
Carol A. Main
Burnham and Lisa Martin
Patrick Mehl
Richard and Risa Moon
Catherine L. Perry
Beth Reichheld
Jonathan and Marika Scholler
Dorothy Schwartz
Elizabeth Bedier Simpson
Deb Sugerman
Karin Tilberg and David Shiah
Elizabeth and David Treadwell
Elizabeth Wyckoff

IN honor of Andy Bertoci and Jeanie Barnard
Sara Edwards

IN honor of Ellie Jacoby and Dasha Aho
Beryl Jolly and Matthew Aideison

IN honor of Kelley Sue Platt
Dorothy Berner

IN honor of Ayla Roberts
Beth Reichheld

IN honor of Sue Stafford
Brandon Stafford and Sharon Komarow

IN SUPPORT OF CHEWONKI SEMESTER SCHOOL
Anonymous (5)
Aiden Alexander
Matthew Altman
Kristy Andrews
S. Scott Andrews and M. Susan West
Rick and Fran Armstrong
Julie Asher
The Baglione Family
Lauren and John Bakewell
Lauren Bangasser
Mickey and Marty Baumrind
Rick and Laura Beattie
Pamela Beckerman and Edward Schachner
Carly Berwick
Marion Berwick
Peter and Susan Blum
Eleanor S. Bornstein
Nancy Brain and John Watson
Katie Shurtleff Brennan
David and Nancy Brigstocke
David Brothers
Erika Brown
Cynthia Butler
Jonathan and Deborah Butler
Crawford Byers

IN SUPPORT OF CHEWONKI CAMP FOR BOYS
Anonymous (2)
Bill and Joan Alford
Kendall Alford
Joanne Bell
The Gates Family
Leanne, Doug, Charlie, and Robbie Gill
Carson Glover and Stephen Milliken
Andrew and Judith Keller
William C. Kontes
Christopher and Judith Leich
James Lister
Lisa and Paul Macio
Stephen L. Malcolm and Martha Barrett
Morel Maran
Melissa McCoy-Garzone
George Melas-Kyriazis and Heidi Gifford
The Mezoff Family
Francine, Malcolm, and Andy Moore
Ruth Neagle
Jonathan Schachter, Ph.D.
David and Susie Sheldon
Christopher J. Stark
W. Richard Stark
Christina and Brian Sedler
Maxine and Hiedi Vlarchitecture
Benjamin B. Welis
Jim, Gail, and Matt Weirbach

IN memory of Richard L. McLennahan, Jr.
Terry McLennahan

IN memory of Nancy Wyner
Isaiah Wyner and Susan Kish

IN honor of Tim Ellis
Lauren and Sue Pacini

IN memory of the 1999, and 1999 Ospreys
Emilio and Alexandra Spadola
ENDOWMENT GIFTS

Scholarships and Financial Aid

Scholarships and Financial Aid for Chewonki Semester School

CHEWONKI SEMESTER SCHOOL (MCS) SCHOLARSHIP FUND
Anonymous
Melinda Andrews
S. Scott Andrews and M. Susan West
Julie Asher
Angela Bagliano
Milla Kate Bell-Hart
Laurie Berry
Leah Boch
Anna Brown and Colin Cheney
David Cowan and Valerie Fisher
David Cotler
Natalie Friedman
K. C. Golden and Kristi Standerup
MaryAnn Haller
Gilbert Hammer
Ben and Kristin (Roberts) Holcomb
Michael Kleinman and Ann Moneypeny
Jim Labbe
Marsha Lenz and Peter Jones
Alan and Jan Lecourneau
Kate Lecourneau
Barbara and Geert Lievens
Alexander Limkin
Alice Lloyd and Harvey White
Megan Lundy
Shawn McNulty
Deegan and Taja Miller
Roger and Margot Milliken
Charlie Quarrico
Henry H. Snow
William Thompson
Tessa van der Werf and Robert Abbott
Madeline Wilson
Olivia Woolum
Charles and Joanne Young

In memory of Kathryn Currier
Stewart Peery

In memory of Patrick Doherty
Farrell Fleischman

SEMESTER 92 FUND
Jonathan Curtis-Resnik
Mary Lynn Fiske and Curzon Dobell
Lillian and Greg Giomelli
Cassie Greenbaum
Stuart and Kim Greenbaum
Eric, Kathleen, and Alex Lee
James and Victoria Macmillan

Sharon Foundation
Nancy and Robert Percy
The Phinney Family
Judith Resnik and Dennis Curtis
Elizabeth and Stephen Schrock
Nicholas and Lauren Squalitis
Susan Steckler

Scholarships and Financial Aid for All Chewonki Programs

SCHOLARSHIPS FOR ALL OF CHEWONKI
Tim Blair and Kate Dempsey

SCHOLARSHIPS FOR ALL OF CHEWONKI

SHERRY L. BLAIR FUND
Peter and Patricia Bag
Tim Kidman

FOR THE CENTER FOR ENVIRONMENTAL EDUCATION
Josh and Becky Marvil

CAROLYN GEBBIA FUND
In memory of Carolyn Gebbia
Alexander and Teresa Bernardi
William Brisil III
Charles and Kathleen Gebbia

In honor of Charles and Kathy Gebbia
Thomas and Pamela Dowd

In honor of Mickey Moroney and Family
Thomas and Pamela Dowd

BILL AND MARDI HUDSON FUND
Robert Abuzza and Mardi Hudson Abuzza

MARVIL, EVANS, AND SMYTH FAMILY FUND
Lucretia W. Evans
Rebecca E. Marvil and Brian M. Smyth

Unrestricted Endowment for Chewonki as a Whole

GENERAL ENDOWMENT
Richard W.* and Sarah B. Jones
William and Lindselle Oswald

Staff Development, Enrichment, and Salary

SCOTT ANDREWS FUND FOR FACULTY DEVELOPMENT
Anna J. Bondarenko
George and Deirdre Glover
Betsy and Lee Robinson
Joyce B. and Henry A. Silver
Ronald J. and Sharon Hart Snow
Jeff Tarbox
Mary Andrews Townsend and Gordon E. Townsend
Noah T. Winer

In honor of Bailey McCallum
Robert and Mimi McCallum

In honor of Willard Morgan and the staff
Dave Liebmann

JENNIFER BOOTH DOLAN FUND
William Dolan

TIM AND MARGARET ELLIS FUND
Tim Ellis
Mr. and Mrs. Warren M. Little

In memory of Margaret Ellis
Dan Creek
Judy Heathsong

THE GARDEN FUND, IN MEMORY OF MARGARET ELLIS
Warren and Susan Bell
Connie Brown
David M. Carlisle
L.K. and Joan R. Fink
Lisa and Paul Hendricks
Rebecca E. Marvil and Brian M. Smyth
Dave McWethy and Sauny Sewell
Mary Minor C. Smith
Kate C. Wilkinson and Peter W. Stoops

THE ELMORE FAMILY FUND
Andrew and Laura Elmore
Bob and Bee Elmore

HUDSON NATURAL HISTORY CHAIR
Elizabeth C. Dudley
Cameron W. Kennedy
Kevin and Karen Kennedy
Karen A. and Kevin W. Kennedy Foundation
John and Claire Mannheim
Roseanne and James Saalfeld

In honor of Tim and Margaret Ellis,
and Don Hudson
James and Jane McIntyre

PATHWAY TO THE FUTURE CAPITAL CAMPAIGN PLEDGE SUPPORT
Gifts received in fiscal years 2011 and 2012
Anonymous (3)
Garth and Heather Altenburg
Keith Austrook
Bank of America (Merrill Lynch)
Ron Barab and Benita Beird
Scott and Laura Beebe
Donald B. Bell
Warren and Susan Bell
Sean Bohac
Sam and Carole Buttrick
Thomas and Katherine Chappell
Cynthia and H. Martin Chomlak
Kevin and Jamie Connors
Sarah and Tim Cowan
Tim Crace and Kevin Hogan
Jeremy and Sheri Deinosky
Elizabeth C. Dudley
Efficiency Maine
Bob and Bee Elmore
Michael Fleischer
Terry Fennick and Mary Hennessy
Edwin F. Gamble
Jen and Jay Gudebski
Leslie Hammer-Palen and Ben Palen, Jr.
Richard and Suzanne Harrington
The Heart'song Family
### BALANCE SHEET

As of August 31 (in 000s) 2012 2011

<table>
<thead>
<tr>
<th>Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>22</td>
<td>122</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>459</td>
<td>1,254</td>
</tr>
<tr>
<td>Pledges receivable</td>
<td>1,070</td>
<td>1,456</td>
</tr>
<tr>
<td>Investments</td>
<td>6,430</td>
<td>5,449</td>
</tr>
<tr>
<td>Land, buildings &amp; equipment, net</td>
<td>10,068</td>
<td>10,036</td>
</tr>
<tr>
<td>Other assets</td>
<td>512</td>
<td>711</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>18,561</td>
<td>19,028</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>246</td>
<td>180</td>
</tr>
<tr>
<td>Deferred income</td>
<td>1,053</td>
<td>1,779</td>
</tr>
<tr>
<td>Line of credit, short- &amp; long-term notes</td>
<td>1,909</td>
<td>1,609</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>39</td>
<td>250</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>3,248</td>
<td>3,818</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fund Balance</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>15,313</td>
<td>15,211</td>
</tr>
</tbody>
</table>

| **Total Liabilities & Fund Balance** | 18,561 | 19,028 |

### INCOME STATEMENT

For the fiscal year ending August 31 (in 000s) 2012 2011

<table>
<thead>
<tr>
<th>Operating Revenue</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>5,172</td>
<td>4,939</td>
</tr>
<tr>
<td>Financial aid and other discounts</td>
<td>(1,128)</td>
<td>(941)</td>
</tr>
<tr>
<td>Endowment funds used for operations</td>
<td>198</td>
<td>129</td>
</tr>
<tr>
<td>Unrestrained and temp. restricted contributions</td>
<td>608</td>
<td>497</td>
</tr>
<tr>
<td>Grant revenue</td>
<td>149</td>
<td>-</td>
</tr>
<tr>
<td>Other revenue</td>
<td>207</td>
<td>268</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td>5,206</td>
<td>4,892</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenses</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages &amp; salaries</td>
<td>2,874</td>
<td>2,799</td>
</tr>
<tr>
<td>Benefits &amp; staff development</td>
<td>462</td>
<td>455</td>
</tr>
<tr>
<td>Food</td>
<td>296</td>
<td>295</td>
</tr>
<tr>
<td>Promotion, alum relations</td>
<td>199</td>
<td>147</td>
</tr>
<tr>
<td>Transportation supplies, IT, &amp; telecom</td>
<td>482</td>
<td>521</td>
</tr>
<tr>
<td>Professional services</td>
<td>138</td>
<td>110</td>
</tr>
<tr>
<td>Campus maintenance &amp; utilities</td>
<td>232</td>
<td>205</td>
</tr>
<tr>
<td>Insurance</td>
<td>155</td>
<td>173</td>
</tr>
<tr>
<td>Depreciation</td>
<td>282</td>
<td>289</td>
</tr>
<tr>
<td>Interest, taxes, bank &amp; credit card fees</td>
<td>166</td>
<td>158</td>
</tr>
<tr>
<td>Other expenses</td>
<td>56</td>
<td>65</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>5,342</td>
<td>5,217</td>
</tr>
</tbody>
</table>

| Net Operating Income         | (136) | (324) |

<table>
<thead>
<tr>
<th>Non-Operating Activity &amp; Adjustments</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanently restricted contributions</td>
<td>248</td>
<td>774</td>
</tr>
<tr>
<td>Less endowment funds used for operations</td>
<td>(198)</td>
<td>(129)</td>
</tr>
<tr>
<td>Other non-oper. activity, incl. investment gain (loss)</td>
<td>198</td>
<td>666</td>
</tr>
<tr>
<td><strong>Total Non-Operating Activity &amp; Adjustments</strong></td>
<td>248</td>
<td>1,311</td>
</tr>
</tbody>
</table>

| 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.maineshare.org or contact Chewonki’s Development Office.


Chewonki Foundation 2012 Annual Report

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