



Annual Report

College of the Atlantic : FY 2007–2008

From the Dean of Development

Photo by Donna Cold.



As Dean of Development for COA, I am living proof that if you love your job you never work a day in your life. I work with a remarkable faculty who meet students where they are and coax, cajole and challenge them forward; a board of trustees whose passion for this institution is revealed in their dedication; a devoted administrative staff who work way beyond the bounds of normal workload (Normal workload? What's that?); and intelligent, creative students whose commitment to a better world rubs any last jot of jadedness out of even the most curmudgeonly.

But wait! There's more! I also work with those people who want to be part of this college in another way: through philanthropy. As I often say, the kind of people who give to COA are similar to those who choose to work here, or come here to school, or teach here, or volunteer for the board: those who not only believe a better world is possible, but who want to work towards social justice, peace and a healthy environment.

In many colleges and universities, the development office is called the office of advancement. It's an apt title. Philanthropy allows institutions of higher education to make great strides forward in hundreds of ways every year. The more philanthropic support, the more the institution advances. Here are a few examples of how philanthropy aids College of the Atlantic:

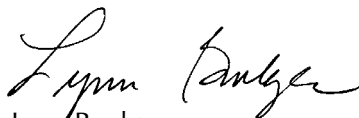
- ♦ Upgrades in technological capacity, infrastructure, laboratories and library resources, which are necessary to keep us current every year.
- ♦ On-going support of student and faculty research to further the exciting projects embarked upon by our community.
- ♦ Creation of new buildings and facilities to meet the growth and needs of the student body.
- ♦ Sufficient financial aid and scholarship support to maintain an affordable level of tuition for all families.

Tuition does not come close to covering the cost of a student's education and the associated services he or she receives as a member of the COA community: internet services, library, housing, trips, lectures, meals, to name a few. It is philanthropy that closes the gap.

Investments in COA allow us to offer a high-quality education for hundreds of students each year. And they do more: philanthropy creates a forward momentum for us, allowing COA to remain on the leading edge of education in human ecology.

COA students—the entire COA community—work hard every day to make a difference in this world, to improve in some way, as our mission says, the relationships between human beings and our social and natural communities.

More than ever, this mission is worthy of support.



Lynn Boulger
Dean of Development

From the Administrative Dean

Fiscal year 2008 was extraordinary from the financial perspective. By June 2008 we were near completion on two major construction projects—the Kathryn W. Davis Student Residence Village and the Deering Common campus center—both of which are now finished. These projects came in on time and slightly under budget, allowing for further allocations to address our most important capital budget needs. We secured six million dollars in tax-exempt financing, enabling us to complete the construction projects, invest in energy conservation measures, and address other important issues such as replacing roofs and boilers. The 2008 fiscal year was also the first since 2003 that we balanced our operating budget without any special allocation from the endowment.

Several factors led to the balanced budget. We continued to increase enrollment and manage the growth of student aid. Although we fell short of an ambitious goal for our annual fund, the shortfall was much less than the three hundred thousand dollars we had set aside as a revenue contingency. We also ended the year with net savings—as compared to our budget—at Beech Hill Farm, and with our dining service and student housing.

Our total fund balances, or net worth, decreased slightly from \$32.30 million to \$32.21 million. Our funds invested in plant and equipment increased slightly to \$13.35 million, but our endowment decreased from \$20.00 million to \$19.48 million.

On staffing matters, we continued to have a low staff and faculty turnover rate. We filled the Sharpe-McNally Chair in Green and Sustainable Business, welcomed the arrival of a new dean of development, and filled three other vacancies in the development office. While this may seem like considerable change, the overall turnover of fulltime staff and faculty was well under 10 percent, a very low number.

As we look to fiscal year 2009, we have been projecting a balanced budget while allotting funds to address many issues. With a generous gift toward salary and benefits, we will implement much needed salary increases for staff and faculty, improve the college pension plan and support augmented staff and faculty professional development. We will continue to allocate funds to meet our commitments to the environment and to reduce our carbon footprint. We have increased funds to address deferred maintenance and to pay for anticipated rises in fuel costs. We have also budgeted the additional cost of supporting the new buildings, which have greatly improved student life and have created a sense of excitement on campus. At this writing, we have not seen the impact of the international financial crisis, but we are closely monitoring the status of our endowment, annual giving patterns and, most importantly, the potential impact on our students and their ability to stay in school.

Overall, faculty, staff and students seem extraordinarily dedicated and hard-working. The belief in our mission continues to be the glue that keeps the school vibrant.



Andrew Griffiths
Administrative Dean



Photo by Sarah Barrett '08.

Financial Operations Report

(Exerpts from audited statements and rounded to nearest \$1,000.)

Operating Revenues	FY 2006–2007	FY 2007–2008
Tuition and Fees	8,233,000	9,057,000
Contributions	2,618,000	2,868,000
Endowment Earnings and Transfers	744,000	662,000
Government and Other Grants	705,000	646,000
Dining and Housing	815,000	900,000
Summer Programs	511,000	601,000
Research and Special Projects	669,000	680,000
Other Sources*	325,000	347,000
Total Operating Revenues	\$14,820,000	\$15,761,000
Operating Expenses		
Instruction and Student Activities	2,731,000	2,887,000
Library	229,000	241,000
Buildings and Grounds	678,000	791,000
Dining and Housing	598,000	533,000
Summer Programs	265,000	296,000
Dorr Museum and Blum Gallery	141,000	144,000
Beech Hill Farm	165,000	208,000
Financial Aid	5,523,000	5,565,000
General Administration	1,255,000	1,113,000
Payroll Taxes and Fringe Benefits	1,443,000	1,557,000
Institutional Advancement	953,000	1,128,000
Interest	98,000	74,000
Grants, Research Projects	1,000,000	778,000
Total Operating Expenses	\$15,079,000	\$15,315,000
Operating Surplus, before fund transfers	(259,000)	446,000
Transfers to/(from) plant and other funds**	265,000	(445,000)
Surplus after transfers	6,000	1,000
Net Assets at June 30, 2008		
Endowment	19,999,000	19,480,000
Plant	12,892,000	13,351,000
Operations and other funds	(592,000)	(617,000)
Total Net Assets	\$32,299,000	\$32,214,000

*Other sources include revenue from the sale of farm produce and miscellaneous sales and fees.

**Interfund transfers include depreciation and write-off of property losses to plant fund.

MAKE A DIFFERENCE. College of The Atlantic welcomes gifts of all kinds to support our work of educating students to make a difference throughout the world. Please consider including the college in your annual giving. Equally important, to ensure COA's future, consider becoming part of our planned giving program. Bequests, charitable gift annuities, charitable remainder trusts and other similar programs help the college while also offering you income tax benefits. Visit www.coa.edu/html/givetocoa or call the development office at 207-288-5015.

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Mr. Fred Zerega (SP)

OUR FRIENDS WHO HAVE PASSED AWAY THIS YEAR

Mrs. Sigrid Berwind
Mr. Gordon H. Falt
Mr. Christopher Fremont-Smith
Mrs. August (Claude) Heckscher
J. Robertson Inch ('83)
Mrs. Beth Lyons
Mr. Paul Newman
Mrs. George W. (Margaret) Pepper III
Clare French Shepley
Mrs. Joseph (Etel) Thomas

* Refers to donors who have died during the 07–08 year.

() Refers to the expected year of graduation of those who have not completed their degrees at COA.

SP Refers to students from one of COA's summer programs

Every effort has been made to ensure accuracy in preparing all donor lists for this annual report. If a mistake has been made in your name, or if your name was omitted, we apologize. Please notify the development office at 207-288-5015, ext. 329 with any changes.

Time and Time Again

Consistent. Loyal. Reliable. Aren't those great qualities in a friend?

We think so! COA is recognizing the following individuals who give to College of the Atlantic year after year. Size doesn't matter here, nor does the fund (annual, capital, endowment). We want to recognize and thank those people whose steadfast support of COA helps us achieve our mission.

If you'd like to join COA's friends below, you can start by sending in the enclosed envelope, or give online at coa.edu/donate.

A note: We have captured below the names of those who have given to any fund for fifteen years and up to twenty-five years and over. Why the vagueness of "over twenty-five years?" Why not thirty years, or thirty-five? After all COA will be forty years next year! It's because all records prior to that time were lost in the 1983 fire that destroyed the old Kaebler Hall.

~ Lynn Boulger, Dean of Development

More than 25 Years

Bar Harbor Bank & Trust
Mr. Edward McC. Blair
Mr. and Mrs. Leslie C. Brewer
*Mrs. Frederic E. Camp
*Mr. and Mrs. Amos Eno
The First

Mrs. Ruth B. Fraley
Mr. and Mrs. John M. Good
Fr. James Gower
Ann Sewall and Edward Kaelber
Mr. and Mrs. C. W. Eliot Paine
Mrs. Eben W. Pyne

Mr. and Mrs. John P. Reeves
Mr. David Rockefeller
Peter and Lucy Bell Sellers
Ms. Marion Stocking
Mr.* and Mrs. Donald B. Straus
Ms. Joan H. Swann



20–24 Years

Mrs. Diane H. Anderson
Mr. and Mrs. Robert M. Bass
Mr. H. B. Beach
Mr. John O. Biderman
Hon. and Mrs. Robert O. Blake
Mr. and Mrs. Peter P. Blanchard
Mr. Jerry Bley
Ms. Letitia Brewster
Mr. and Mrs. Charles P. Burton II
Roc and Helen Caivano '80
Ms. Julie McLeod Cameron '78
Mr. and Mrs. Elliot Cohen
Mr. and Mrs. Gerald E. Colson
Dr. and Mrs. Melville P. Cote
Ms. Sally Crock
Mr. and Mrs. Roderick H. Cushman
Ms. Norah D. Davis
Mr. and Mrs. Charles Dickey, Jr.
Prof. and Mrs. Arthur A. Dole
Dr. and Mrs. William E. Evans
Ms. Cynthia Jordan Fisher
*Mrs. Patricia Q. Foley
*Mr. and Mrs. William G. Foulke, Sr.
Mr. and Mrs. W. West Frazier IV
*Mr. Louis Gerald
Jill and Sheldon Goldthwait
Bruce Mazlish and Neva Goodwin
Jonathan '78 and Nina '78 Gormley
Mrs. Mary T. Hall
Ms. Katherine W. Hazard '76

Kate Russell Henry and Eric Henry ('74)
Mr. and Mrs. Melville Hodder
Dr. Kathleen Hogan '81
Mr. and Mrs. Michael W. Huber
Mr. Reginald D. Hudson
Ms. Catherine B. Johnson '74
Laura Fisher and Michael B. Kaiser '85
Mr. John M. Kauffmann
Mr. and Mrs. John N. Kelly
Mr. and Mrs. Neil J. King
Mr. and Mrs. E. Robert Kinney
Mr. and Mrs. Robert Kogod
Mr. and Mrs. S. Lee Kohrman
Ms. Anne M. Kozak
Ms. Andrea Lepcio '79
Mrs. Marcia MacKinnon
Mrs. Henry L. Macul
Mrs. Constance B. Madeira
Mrs. Louis C. Madeira
Mr. J. R. McGregor
Mrs. Donald G. McLean
Mr. Charles E. Merrill, Jr.
Mr. and Mrs. Gerrish H. Milliken
Mr. Roger Milliken
Mr. and Mrs. G. Marshall Moriarty
Mrs. Lorraine B. Morong
Mr. Frederick S. Moss
Mr. and Mrs. Benjamin R. Neilson
Mr. and Mrs. William V. P. Newlin
Mrs. A. Corkran Nimick

Mrs. Marie Nolf
Ms. Sandra Nowicki
Mrs. Elizabeth Higgins Null
Mr. Benoni Outerbridge '84
Amb. and Mrs. Henry Owen
Mrs. Sara Weeks Peabody
Mrs. John I. Pearce
Susan Erickson and Bruce Phillips '78
Mona and Louis Rabineau
Ms. Cathy L. Ramsdell '78
Mr. David Rockefeller, Jr.
Hilda and Thomas Roderick
Mr. Robert F. Rothschild
Ms. Ellen Seh
Mr. and Mrs. Clyde E. Shorey, Jr.
Mrs. Robert Suminsby
Mr. and Mrs. John L. Thorndike
*Mr. and Mrs. Charles Tyson
Union Trust Company
Mr. John E. Viele
Stacy Hankin and Ben Walters '81
Ms. Katherine Weinstock '81
Bradford and Alice Wellman
Mr. Douglas Williams
Mr. and Mrs. William Wister, Jr.
Mr. David J. Witham
Prof. and Mrs. W. Howard Wriggins
Mrs. Jane S. Zirkilton

15–19 Years

Dr. and Mrs. Murray Abramsky
Acadia Corporation
Dr. and Mrs. Peter T. Adler
Mrs. Robert Amory, Jr.
Mr. John K. Anderson
Atwater Kent Foundation, Inc.
Mrs. Robert H. Avery
Mr. Jeffrey Baker '77
Bar Harbor Savings & Loan
Mrs. Mary Barnes
Mrs. Alfred P. Barton
Mr. and Mrs. Elmer L. Beal, Sr.
Mr. Bruce D. Bender
*Mrs. Sigrid Berwind
Mrs. Edward Birkenmeier
Mr. and Mrs. Francis I. Blair
Ms. Edith Blomberg
*Mr. Robert E. Blum
Ms. Pamela L. Bolton
Mrs. Charlotte T. Bordeaux
Mr. Herbert D. Brewster
*Mr. Willard W. Brown
Becky '81 and Skip '83 Buyers-Basso
Donna Gold and William Carpenter
Ms. Barbara C. Cole
Mr. and Mrs. E. Judson Cole
Mr. Francis I.G. Coleman
Mr. and Mrs. Tristram C. Colket
Dick Atlee and Sarah Corson
Mrs. Elizabeth H. Damrosch
Ms. Lisa Damtoft '79
Mr. John Allen Dandy
Dead River Company
Mr. and Mrs. S. Whitney Dickey
Mrs. F. Eugene Dixon, Jr.
Mrs. William H. Drury
Mr. Lawrence Duffy
Mr. and Mrs. Robert Dworak
Ms. Mary K. Eliot
Mr. David Emerson '81
Mrs. John J. Emery
Carol and Jackson Eno
Mrs. Bertha E. Erb
Mr. and Mrs. Charles Erhart
Mr. and Mrs. Gordon I. Erikson
Ms. Lynne Wommack Espy
Ms. Joan Feely '79
Mr. William Fenton
Mr. and Mrs. William Foulke, Jr.
Dr. and Mrs. Richard R. Fox
Ms. Susan E. Freed '80
Mrs. James L. Gamble, Jr.
Mr. Edwin N. Geissler
Mrs. Philip Geyelin
Mrs. Arthur G. Gilkes
Mr. Jackson Gillman '78
June Lacombe and Bill Ginn '74
Mr. and Mrs. William D. Ginn, Sr.
Dr. and Mrs. Donald J. Glotzer
Mr. Paul M. Golas
Mr. and Mrs. Paul J. Growald

*Henry & Elizabeth Guthrie
Cyrus and Patricia Hagee
Mr. and Mrs. Theodore Hailperin
Mr. and Mrs. George B. E. Hambleton
Mr. Samuel M. Hamill, Jr.
Mr. Brian A. Harrington
Mrs. Nancy G. Harris
Ms. Lois Hayes '79
Mrs. Barbara B. Henry
*Mr. Charles T. Hesse
Barbarina '88 and Aaron '87 Heyerdahl
Mr. and Mrs. Horace A. Hildreth
Mr. and Mrs. Robert Hinckley
Mr. and Mrs. David M. Hollenbeck
Bob and Lisa Holley
Mr. and Mrs. James Holley
Ms. Betsey Holtzmann
Mrs. Adrian S. Hooper
*Mr. James R. Hooper
Mrs. Mark Hopkins
*Mr. and Mrs. John Howard
Ms. Sherry F. Huber
Mr. and Mrs. Charles E. Hunting
Ms. Susan B. Inches '79
Mr. and Mrs. James P. Jacob
Alison and Joplin James '84
Ms. Esther R. Karkal '83
Mr. and Mrs. Robert Kates
Susan Lerner and Steven Katona
Mr. and Mrs. Jack Kelley III
Mr. and Mrs. James M. Kellogg
Dr. Craig Kesselheim '76
Mr. and Mrs. Alexander Kiorpes
Mrs. Franz Kraus
Margi and Philip Kunhardt III '77
Ms. Alice J. Leeds '76
Dr. Eugene A. Lesser '78
Ms. Alice Levey '81
Ms. Miriam Linder
Dr. John H. Long, Jr. '86
Dr. and Mrs. Ralph C. Longworth
Mr. and Mrs. William G. Lord II
Mrs. Oliver H. Lowry
Mrs. Ronald T. Lyman, Jr.
*Ms. Elizabeth Madeira
Ms. Kathleen C. Massimini '82
Dr. Robert A. May '81
Mrs. Anne A. Mazlish
Mrs. Martha I. McCormick
*Ms. Gertrude L. McCue
Mr. William B. McDowell '80
*Mr. David E. McGiffert
Suzanne Durrell and Ian Scott McIsaac
Jay McNally '84 and Jennifer Reynolds
Ms. Jeanne McPherson
Mrs. Jean P. Messer
Mr. and Mrs. Keith Miller
Mrs. Minot Milliken
Mr. Peter W. Moon '90
Dr. Victoria T. Murphy
National Park Tours & Transport

Mrs. Harry R. Neilson, Jr.
Mr. and Mrs. John H. Newhall
Dr. and Mrs. Lewis E. Patrie
Mr. Robert W. Patterson, Jr.
Mr. George L. Peabody
Ms. Judith S. Perkins
Mr. and Mrs. Daniel Pierce
Mrs. John Pierrepont
Mr. and Mrs. Ben G. M. Priest
Mr. and Mrs. George Putnam
Mr. and Mrs. Bayard H. Roberts
Mr. and Mrs. Owen W. Roberts
Dr. and Mrs. Gordon Robinson
Dr. Richard G. Rockefeller
Dr. and Mrs. Steven C. Rockefeller
Ronald and Patricia Rogers
Mr. W. David Rosenmiller '84
Drs. Stephen and Pamela Ross
*Mrs. Elizabeth S. Russell
Mr. Daniel Sangeap '90
Mrs. Walter W. Sargent III
Ms. Barbara Sassaman '78
Ms. Margaret Scheid '85
Dr. Bodil Schmidt-Nielsen
*Dr. J. Paul Scott
Mrs. Lois V. Seamon
Mr. and Mrs. Henry D. Sharpe, Jr.
Mr. and Mrs. Winthrop A. Short
Mrs. Leonard Silk
Mr. Irving I. Silverman
*Mrs. Caroline T. Simmons
Mr. Grant G. Simmons, Jr.
Mr. and Mrs. Wickham Skinner
Mrs. June Spencer
Dr. Elizabeth Kellogg and
Dr. Peter Stevens
Ms. Dorie S. Stolley
Mrs. Allan Stone
Ms. Elena V. Tuhy-Walters '90
Mr. John Van Dewater
Ms. Claire E. Verdier '80
Mr. and Mrs. Jephtha Wade
Mr. William Wade '76
Mr. and Mrs. Rodman Ward, Jr.
Mrs. Cecile Watson
*Mr. James Russell Wiggins
Mr. John Wilmerding
Ms. Jane M. Winchell '82
Mrs. George P. Winship, Jr.
Mrs. Betsy Wisch '83
Ms. Susan G. Woehrlin '80
Ms. Jingran Xiao
Mr. and Mrs. Robert H. Yoakum

**deceased*

We strive for perfection, but mistakes do happen. If you think we've made an error, please let the development office know and we'll correct it in our next publication. Contact Lynn Boulger, Dean of Development, 207-288-2944, ext. 350.