



COLLEGE OF THE ATLANTIC
Annual Report Fiscal Year 2016

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Every effort has been made to ensure accuracy in preparing this annual report. If a mistake has been made, or if your name was omitted, we apologize. Please notify the Dean of Institutional Advancement Lynn Boulger at 207-801-5620, or lboulger@coa.edu.

www.coa.edu/support

COA FY16 ANNUAL REPORT

(July 1, 2015–June 30, 2016)



There are many analogies to describe the teaching, learning, and knowledge creation that goes on here at College of the Atlantic. The one I like best is building—we build a lot of things here.

Some such building is actual, not analogous: there's a fourth year student building a tiny house in the parking lot; another is rebuilding the battery terminals for our electric van; we just built a bed on wheels and placed third in the Bar Harbor Bed Races. Our students have always been gifted tinkerers and have long taken on the task of improving the planet and society with their hands and minds.

We build a lot of non-material things here as well. Just think quickly about the diversity of the work of some of our faculty:

- Ken Cline helps students build legal arguments using the Endangered Species Act
- Helen Hess builds research models that string transects through the intertidal zone
- Dave Feldman builds long strings of computer code to understand complexity
- Bonnie Tai builds curricula to inspire learning in schools
- Jodi Baker builds sets and cooperative performances
- Dru Colbert builds exhibits and museum experiences
- Jay Friedlander builds business and marketing plans

All this building involves moving an idea to a design, to the creation of some novel, useful, beneficial product, material or otherwise. Importantly, it also involves assessing the efficacy of that product against the original idea and making adjustments to both the design and product. Just as writing is mostly editing and rewriting, the same holds true with building things and ideas.

One of the hardest things we build here at COA is the community itself, and students, staff, faculty, trustees, alumni, partners, friends, and family do that cooperatively. Humanity is diverse and complex, and the ideas, designs and products associated with a human community like ours are inherently dynamic. That dynamism is what makes being part of COA challenging and rewarding. The continuous tinkering with the COA model, the getting-your-hands-dirty with institution-building, this is what we thrive on and part of what makes this college so distinctive in the world of higher education.

All of you, of course, are co-creators, co-fabricators, co-designers in this continuously evolving institution. This annual report is a way that we as a college reach out to thank you for all your time and effort. Even the briefest thumb-through of this document paints a picture of extraordinary generosity and commitment. This report is both an historic record and a blueprint for all the ideas, designs, and products that continue to coalesce into an institution and a community we call College of the Atlantic. Thank you for continuing to support all of the important work taking place here. You are helping us build something incredible.

Onward!

A handwritten signature in black ink, appearing to read "Darron Collins".

Darron Collins '92, PhD
COA President

WHAT MAKES COA DISTINCTIVE?

Let's face it. Many colleges say they are distinctive, unusual, even unique. But with just 350 students, situated on an island, with a national park in our back yard and Frenchman Bay in our front yard, College of the Atlantic can easily lay claim to any of these terms.

More importantly, COA's pedagogy is different. We're small by design. We offer one major. Our approach is interdisciplinary. Many of our classes have field-based or experiential components. Students design their own course of study. The learning is rigorous, the community is close-knit, the individual's interest is the driver.

We can make a persuasive case that this approach to undergraduate higher education is both different and better for a wide range of students and that our model of teaching is more appropriate to a rapidly changing future. In this sense, COA is on the cutting edge of the evolution of the liberal arts institution, and has been since our founding.

In the next few pages are answers to the questions we are asked most about our "degree of difference." Here they are, the top five:

- Why is COA so small?
- Why does COA offer only one major?
- What does interdisciplinary mean at COA?
- What does field-based learning mean?
- How rigorous is a self-designed curriculum?

Five Questions. **Let's go.**

*Parts of this essay were previously published in the FY16 Endowment Report:
coa.edu/giving/resources-for-donors*



WHY IS COA SO SMALL?

Think: Paper Clip. Microchip. Ant. Seed.

All small but *powerful* things. Their size is their strength. It predicts what they can do: fit in a corner, a pocket, a crevice, in the beak of a bird.

With only 350 students, COA is one of the smallest colleges in the US. We are small by design. The academic principles of the college were developed in large part by our first president, Ed Kaelber, who left his position as associate dean of the Harvard Graduate School of Education to build a college based on the latest research on how students learn and best practices of how to teach. Keeping things small was key.

COA has just enough faculty, staff, and students to offer a variety of social and intellectual interactions, but still foster a close-knit and supportive community. We know one another by first name. We say hello on walking paths. We eat meals together.

Because of our size, the educational experience we can offer our students is radically different from most colleges.

For instance, remember Bio 1? Most students' experience is this: A large hall with 140 other students, a long lecture with limited opportunities to ask a question, no discourse. Movement is regulated to shifting positions in a plastic chair. At COA, we believe that to study biology, it's critical to spend time not just in the lecture hall and lab, but in the field. We get students outside as soon as possible, often in their first term. Introductory classes are typically fifteen students, and taught by full faculty members who are active researchers, skilled naturalists, and passionate teachers. We get our feet wet. We do things. Students ask questions, hold sea stars, band birds, count alewives.

You can't take 140 students canoeing through a marsh for class every week but you can take 14. And those 14 students learn more, understand more, and retain more than those 140 students in the classroom taking notes because they are *doing the work*.

Faculty know COA students, each and every one, by name, by interest, by learning style. And students know the faculty. These relationships are deep and real — and unstructured, organic. In many schools, you have access to your professor at his or her office hours. At COA, faculty eat lunch in the dining hall with students. They serve on committees together. There are pizza dinners and governance meetings and community gatherings. Every week.

COA has created a learning and living environment where each student is heard, seen, known, appreciated, and taught as an individual. This is possible in a school of 350. Not so, 35,000 or even 3,500.

A cookie cutter is small, too, but we prefer a different educational model.

WHY DOES COA OFFER ONLY ONE MAJOR?

College of the Atlantic is one of approximately 2,500 private, non-profit, four-year colleges in the country. It is an incredibly competitive landscape. When we describe ourselves in this landscape—to prospective students, parents, faculty, supporters, the media—we land on three things that define us within that great amalgam of institutions: 1) Our size, which we address on the previous page; 2) Our place—we are who we are because of where we are, namely, on this amazing Maine island, near Acadia National Park, on Frenchman Bay; and 3) Our curriculum, which is centered on the teaching, the learning, and the practice of human ecology. Human Ecology is what we teach; it is how we teach; and it is why we teach.

What: We seek to understand the broadest spectrum of relationships between human beings and their built, social, and physical environments. We have one major because that major encapsulates a world of opportunity. It's a systemic approach; everything is connected and we study the *whole* web of interconnections. We like to say COA's one major has endless possibilities. Some possible areas of specialization at COA include: Arts and Design, Field Ecology and Conservation Biology, Educational Studies, Ecological Policy and Planning, International Studies, Literature and Writing, Marine Studies, Sustainable Business, and Sustainable Food Systems.

How: We teach human ecology by giving our students the power to design their own curriculum around what interests them; by asking students to think beyond and between the narrow confines of departments; by asking students to learn actively, using a better balance between hands and mind, to learn by doing.

Why: We practice human ecology because we believe that the world could be better than we currently find it. A human ecological perspective integrates knowledge from all academic disciplines to investigate—and ultimately improve—the relationships between human beings and our social and natural communities. COA encourages, prepares, and expects students to gain the expertise, values, and practical experience necessary to achieve fulfillment and help solve problems that challenge communities everywhere. Students leave asking: How can I be of service? How can I make the world a better place?

This essay has been adapted from President Collins' opening speech to the 20th annual international Society of Human Ecology conference in October, 2014.









WHAT DOES INTERDISCIPLINARY MEAN AT COA?

If you drive to Beech Hill Farm on the “quiet side” of MDI, under the eye of the windmill, you’ll see acres of crops of produce and flowers surrounded by deer fencing. Chickens peck and scratch in the soil. Apple trees, there since before the Civil War, flower and fruit. The compost pile gets turned and spread. Water gets pumped up from a well and irrigates the fields. Pigs root and grunt. Students and farm workers pick weeds and slugs off bean stalks. The farm stand displays a rainbow of offerings under a chalkboard sign with today’s prices. Bags and boxes full of vegetables are sold to restaurants, customers, and COA’s dining hall.

This typical small Maine farm is a study in interdisciplinary education. Here, “interdisciplinary” means simply that courses from various disciplines—agriculture, chemistry, geology, business, botany—are taught in ways that create a deep and broad understanding of a food system. With the world’s population predicted to be 9.6 billion by 2050, there has never been a more important time to study how to feed the planet without killing it in the process. The next generation of sustainable farmers needs to understand everything from soil structure to niche marketing, from energy costs to pest control, from the farm bill to climate change. Not one discipline, but many.

COA is committed to an interdisciplinary approach that teaches students to synthesize broad perspectives and skills, see interconnections, and create insights into new ways of looking at issues. The lens we use to look at the world is multifaceted because the world is multifaceted. Students gain greater meaning from an education that reflects the actual world around them.

Most colleges and universities are organized by departments and students must declare majors by the end of their sophomore years. All the English majors are taught in one building, all the historians in another. Departments, majors, and academic silos funnel teaching into one area and create a vast chasm between academic subjects.

But what we know of the world defies the logic of such specialization. The issues are complex, interrelated, non-departmentalized. The 21st century can be characterized by increasing connectivity and rapidity of change. No single academic specialization can adequately describe and resolve the issues of, say, climate change, renewable energy, or public health. At COA, faculty members encourage students to pull from their varied studies and interests in order to better understand the subject at hand. We believe an interdisciplinary education better prepares students for the work they are called to do.

WHAT DOES FIELD-BASED LEARNING MEAN?

In the fall of 2014, COA held a course on the technology, financing, and community-based aspects of renewable energy. The class traveled to Denmark to study how the small island of Samsø became the first net carbon negative island in the world. The end goal? Learn ways Maine islands can adopt strategies to lower costs, ensure sustainability, and enhance quality of life. After two weeks studying at the Samsø Energy Academy, students returned to develop plans for their own community-based projects. The students developed and presented their models for conservation initiatives, wind energy generation, and solar panel installation. These projects are underway now on six Maine islands from Monhegan to Mount Desert Island.

From our founding, COA has been committed to not just teaching, but doing. Almost every COA course has a field-based component—botany, chemistry, biology, as well as the arts and humanities. Some are far afield such as tropical ecology courses in Costa Rica. Some, such as a land-use planning class, are held in our own neighborhood. Not only is field-based education more engaging and a more effective way to learn, it exposes students to real-world problem solving and skill development. Students learn more through direct interaction: Spanish language immersion in Latin America, art history study at the Met, international environmental diplomacy at UN Climate Change Conferences, or the study of natural history on Great Duck Island. Students at COA do more than read and listen to lectures. In the field, they research soils and measure the growth of plants, and conduct plankton tows.

Every COA student also must complete a 450-hour, off-campus internship in his or her field. The college's career services office helps place students in meaningful learning environments from entrepreneurial businesses, to NGOs, to hospitals, museums, and research centers. Before they graduate, each senior must also complete an independent, intensive capstone project. Students work with their advisors to create a research project which they conduct independently. Examples of such projects include researching the impact of fishing gear on right whales, creating a business model for a new venture, or writing a novel.

A recent Gallup-Purdue University study of college graduates determined that two types of experiences in college relate to great jobs and great lives afterward: support and experience. "If graduates recalled having a professor who cared about them as a person, made them excited about learning, and encouraged them to pursue their dreams, their odds of being engaged at work more than doubled, as did their odds of thriving in all aspects of their well-being. And if graduates had an internship or job in college where they were able to apply what they were learning in the classroom and worked on projects that took a semester or more to complete, their odds of being engaged at work doubled as well."¹

Experiential learning engages students in critical thinking, problem solving, and decision making in contexts that are personally relevant to them, and relevant to the world they will enter. These skills are needed now more than ever.

¹ www.gallup.com/poll/168848/life-college-matters-life-college.aspx









HOW RIGOROUS IS A SELF-DESIGNED CURRICULUM?

Every student is different. Each has his or her own goals, learning styles, and interests. What captivates one, leaves another cold. COA's educational philosophy emphasizes the importance of students' individual passions and curiosity. We believe that the more *personal* learning is, the more meaningful, well-understood, and therefore, effective it is.

At COA, the academic program is responsive to the individual. Students design a program of study that allows them to pursue their interests, discover new ones, and attain their overall academic and career goals. A self-directed curriculum empowers students to choose a course of study that is more relevant to their particular lives. This admittedly weighty responsibility gives students a greater agency and makes a profound difference in the sense of ownership and stewardship of their education.

This doesn't mean that students are on their own to sink or swim. Each student works closely with his or her advisor to choose a progression of classes. These sessions of guidance, support, and discovery ensure the rigorous quality and efficacy of their overall educational plan. COA also has core requirements. All students must take the human ecology core course, a course in history, writing, quantitative reasoning, and at least two courses from each of the three resource areas: environmental sciences, human studies, and arts and design.

In addition to course work, students must fulfill several other degree requirements: community service, a 450-hour, off-campus internship, a writing portfolio, a human ecology essay, and the intensive senior capstone project.

COA chose this approach to higher ed because it is effective both for teaching and learning. It works. Dan DenDanto '91 says, "COA was life changing for me. I could pursue both varied and specific subjects without academic penalty because all subjects were related, and at COA these relationships are fundamental. It's like I was given the secret tools for success for the rest of life."

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 Mike & Peggy Gumpert
 Paul & Margot Haertel
 Megan Tate Hagedorn '08
 Mark Hallett & Heather Hallett-Thurston
 Mr. & Mrs. George B.E. Hambleton
 Rebecca Hancock '97
 Cerissa Desrosiers Hannon '00
 Mrs. Candace Haydock
 Mr. & Mrs. John Hayes
 Mr. Edward Haynsworth '98
 Mr. & Mrs. Tom Hayward
 Atsuko Watabe '93 & Bruce Hazam '92
 Katherine Hazard '76
 Mary J. Heffernon
 Julia Moore & John Herron
 Jo Todrank '76 & Giora Heth
 Mr. & Mrs. Phil Hicks
 Mr. & Mrs. Peter Higgins
 Ingrid & Ken Hill
 Ms. Barbara Hilli
 Noah Hodgetts '10
 Dr. Kathleen Hogan '81
 Dave & Carolyn Hollenbeck
 Lisa '80 & Bob '79 Holley
 Ms. Betsey Holtzmann
 Bill & Cookie Horner
 Jon & Marlene Hubbard
 Mrs. Michael Huber
 Ms. Sarah F. Hudson
 Lyn Hurwich '80
 Anna Hurwitz '84
 Tomoko & Masanobu Ikemiya
 Sue Inches '79
 The Island Institute
 Mr. Mark E. Jacoby & Ms. Lisa Mushrall
 Toini & Carl Jaffe
 Dr. Nishad Jayasundara '05
 Kara Johnson MPhil '06
 Ms. Catherine Johnson '74



COA YEAR IN REVIEW

JUL



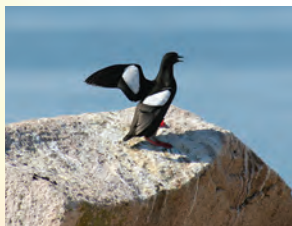
COA's Blum Gallery season opens with Clay Kanzler and Katie Bell's exhibit, *2 Island Friends*, *2 Points of View*



Lily King, author of the novel *Euphoria*, one of the *New York Times* Book Review's 10 Best Books of 2014, joins COA president Darron Collins '92 to discuss anthropology and King's fictional account of the life of Margaret Mead.

Princeton Review ranks COA in the top 10 for its professors, food, student satisfaction, and friendliness to LGBTQ, and top 20 for financial aid, beauty, and quality of life

AUG



College of the Atlantic hosts the annual meeting of the Waterbird Society.

Susan & David Rockefeller present *Food For Thought, Food For Life*, a film about those working to make positive changes to the nation's agricultural system.



Children's book writer and illustrator, and Ezra Jack Keats New Illustrator Honor Awardee Ryan Higgins '06 joins COA lecturer Katharine Turok to discuss the writing and illustrating process.

SEPT



Surya Karki '16 shares his experience of the spring earthquake and presents visions for rebuilding his home country of Nepal.



Beech Hill Farm hosts a free dinner for the entire COA community with music and fresh organic produce from the farm.

National Wildlife Federation cites COA as the only Maine college in its *The Campus Wild* publication, highlighting work on wildlife protection and habitat restoration in higher education.

OCT



Roxana Robinson presents an illustrated lecture entitled *Georgia O'Keeffe: Reading the Work as the Life* and signs copies of her book.



Visiting professor Tim Liardet reads from his most recent collections of poetry.



Parents, alumni, and trustees arrive for a Columbus Day weekend of meetings, meet-ups, and fun.

NOV



Lisa Bjerke '13, MPhil '17 shares her experiences and visionary ideas for dealing with waste in a new way at TEDxDirigo-Bounce.



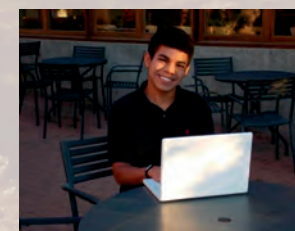
Award-winning Maine painter Robert Shetterly discusses his transformation into a social, economic, and environmental justice artist at College of the Atlantic's Human Ecology Forum.

Moni Ayoub '19 reflects on her year working at a Syrian refugee camp in her home country of Lebanon during a fundraiser at the Bar Harbor Congregational Church.

DEC



Seventeen COA students attend the United Nations climate summit in Paris, lobbying for climate justice and carbon reductions. Following the meetings they head to Sweden to connect with the Uppsala University students that faculty member Doreen Stabinsky taught during her Zennström Visiting Professorship.



Students participate in the EcoLeague exchange program, a consortium of six different liberal arts colleges across the country, including COA.

JAN



A fascinating article in *Bon Appetit* magazine highlights the grace, mindfulness, and growing popularity of baker & small business owner Tara Jensen '07.



MDI Clean Energy Partners in Bar Harbor receives \$3,601 from Rural Energy for America Program, or REAP, to install a new solar array at the Peggy Rockefeller Farms.

Nishad Jayasundara '05 receives the Karen Wetterhan Memorial Award for his research on the relationship between environmental change and ecosystem health.

FEB



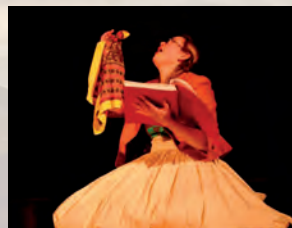
COA researchers discover one of the birds they have been tracking made a record, 1,700-mile journey along the Atlantic coast from Maine to Mississippi.

Jodi Baker is hired as a permanent faculty member in the performing arts.



Funded by a National Geographic Society Research and Exploration grant, a team including Ian Medeiros '16, and Nate Pope '07 are in South Africa examining the influence of climate and altitude on differing species of lichen.

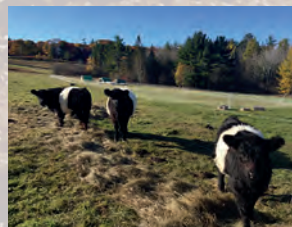
MAR



Anton Chekhov's *The Sneezes* brings comic relief as winter term closes.



Kourtney Collum is selected as the new Partridge Chair in Food and Sustainable Agriculture Systems.



COA's Peggy Rockefeller Farms' sustainable practices and livestock are discussed by farm manager C.J. Walke on TV station WABI TV5.

APR



The Turrets Seaside garden is featured in Down East Magazine's article, *Seaside Splendor*.

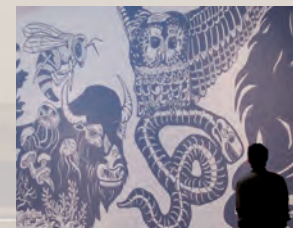


Judy Allen, the Associate Director of Allied Whale and the Project Director of the North Atlantic Humpback Whale Catalog, is Stellwagen Bank National Marine Sanctuary's Volunteer of the Year.



"Creating Sustainable Communities" is the theme of COA's 2016 annual Earth Day.

MAY



Communicating Controversy in Conservation Biology, an art installation combines a huge wall mural with a ceremonial, destructive dance performance as part of a senior project by Ella Samuel '16.

Chase Morrill '00 and his family of Mainers renovate, restore, and save historical cabins on DIY Network's new show, *Maine Cabin Masters*. New episodes are being filmed near Mount Desert Island!



In an interview with President Collins '92, *The Chronicle of Higher Education* explores how an institution of 350 students can have such an impact on innovation in higher education.

JUN



The 2016 Commencement Ceremony features author Barry Lopez. Generations of COA alumni, students, family and friends gather at the seaside campus to help send off the class of 2016.



COA's new website is named #1 in higher ed by the Council for Advancement and Support of Education, one of the largest educational associations in the world.

The Dorr Museum is completely transformed for the Acadia National Park Centennial, with the exhibit, *Exploring Acadia: Our Best Classroom*

Ms. Laura Johnson
 Louise R. Johnston
 Mr. Frederick L. Jones & Ms. Peggy Schultz
 Ms. Brianne Jordan '02
 Rolf Jucker & Susanne Schüeli
 Mr. & Mrs. H. Lee Judd
 Ms. Jennifer Judd-McGee ('92)
 Mr. Edward G. Kaelber
 Laura & Michael '85 Kaiser
 Ms. Susan Kales
 Ms. Esther Karkal '83
 Sarah '05 & Shawn '00 Keeley
 Mr. & Mrs. James M. Kellogg
 Nan & Stephen Kennedy
 Kent-Lucas Foundation, Inc.
 Carl & Lorraine Ketchum
 Mr. & Mrs. Steven Kiel
 Diana & Neil King
 Mr. Steven King '80

Mr. & Mrs. Allan Kleinman
 Mr. Greg Koehlert '96
 Mr. S. Lee Kohrman
 Ms. Anne Kozak
 Scott Kraus '77 & Rosalind Rolland
 Philip B. Kunhardt the Younger '11
 Jude Lamb '00
 Ms. Marjorie Lau '81
 Scott Lauze & Mark Yesayan
 Dr. & Mrs. Leung Lee
 Ms. Andrea Lepcio '79
 Eugene Lesser '78 & Jennifer Starr/
 Legacy Linked Charitable Fund
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 Mr. & Mrs. Lawrence Libby
 Philip Lichtenstein '92 & Jessica Greenbaum '89
 Neith Little '09
 Dr. Deborah Loftus
 Tanya Hanke & Jeff Logee

Julie Maher-Long & Perrin Long
 Dr. & Mrs. Ralph Longworth
 Mr. Andrew Louw '11
 Mr. Thomas Lovejoy
 Reba & Wendell Luke Jr.
 Caroline Pryor & David MacDonald
 Meg & Miles Maiden '86
 Maine Coast Sea Vegetables
 Maine Shellfish Company
 David Malakoff '86 & Amy Young
 Ms. Casey Mallinckrodt
 Sam Coplon & Isabel Mancinelli
 Thomas & Susan Massey
 Mrs. Anne Mazlish
 Leslie McConnell '81
 Bill McDowell '80
 Suzanne Durrell & Scott McIsaac ('78)
 Jordan & Suzy McMonagle
 Donald K. McNeil
 Trey McPherson '84
 MDI Clean Energy Partners L3C
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 Jeffrey Miller '92
 Kendra Noyes Miller '01
 Mr. & Mrs. Nathan Miller
 Ms. Amy Miller
 Dr. Nancy Milliken
 Linzee Weld & Peter Milliken ('76)
 John & Karen Moniz
 Mr. & Mrs. Sung Moon
 Katherine Moore
 Stephen Wagner '11 & Cayla Moore '13
 Mrs. Lorraine Morong
 Jordan Motzkin '11
 Ms. Maryrose Mulert
 Mr. & Mrs. Nathaniel Nash
 Mr. & Mrs. Robert Nathane Jr./The Susan & Robert
 Nathane Jr. Charitable Fund
 Sarah Neilson '09
 Mr. & Mrs. Robert Nicholas III
 Mr. & Mrs. Peter P. Nitze
 Ms. Sandra Nowicki/Adirondack Foundation—
 Evergreen Fund
 Mrs. Elizabeth Higgins Null/
 John W. & Clara C. Higgins Foundation
 Mr. Peter Obbard
 Jon & Andrea Pactor
 Ms. Ellen Parker
 Dr. & Mrs. Lewis Patrie



Mr. & Mrs. Kenneth Paul
 Mr. & Mrs. Malcolm Peabody
 Valerie Lambert Peacock ('98) & Tobin Peacock '95
 Mr. & Mrs. Robert Peck
 Mr. & Mrs. Robert F. Pennington
 Ms. Margaret Pennock '84
 Shoshana Perry '83 & Hale Powell
 Ms. Lili E. Pew & Ms. Carol Bult
 R. Anderson Pew
 Laura & Vassar Pierce
 Ms. Sara Pierce
 Stephen & Donna Pinto
 Dr. William Pitts Jr.
 Ms. Carole Plenty
 Frances Pollitt '77
 Mr. & Mrs. Christopher Polloni
 Anne & Bruce Pomeroy
 Kathleen Pontone
 Mr. & Mrs. Dan Poteet
 Ms. Katie Pritchard '00
 Ms. Sheila Sonne Pulling
 Mr. & Mrs. George Putnam III
 Nishi Rajakaruna '94
 Cathy L. Ramsdell '78
 Meredith & Doug Randolph-Foster
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 Ms. Donna Reis
 Bethany Haase Remmers '01
 Renaissance Charitable Foundation, Inc.
 Michele Riccio '88
 Mr. Jason Rich '96
 Robert Wood Johnson Foundation
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 Mr. Jared Roberts
 Dr. Walter Robinson
 Drs. Paul & Ann Rochmis
 Mr. Higinio Rodriguez Garcia
 Ronald & Patricia Rogers
 Ms. Allison Rogers Furbish '04
 Alice Bissell & Stephen Rosen
 Drs. Stephen & Pamela Ross

Beverly & Max Rothal
 Mr. Robert Rubin
 Eliza Ruel '13
 Karjam & CedarBough Saeji '93
 Ms. Jessica Schindler '00
 Ms. Kirsten Schwarz '00
 Mrs. Evelyn Price Scott
 Ms. Elena Scotti
 Martha & Tim Searchfield
 Tim & Frances Sellers
 Mr. & Mrs. Roland C. Seymour
 Mr. Samuel Shaw/Samuel Shaw Fund
 Ms. Lynda Jo Shlaes
 Dr. & Mrs. Dennis Shubert
 Ms. Carol Silverman
 Richard '88 & Alexandra '90 Simis
 Ms. Katharine Homans & Mr. Patterson Sims
 Deborah Skrmetta
 Stephen & Roberta Smith
 Ms. Carolyn Snell '06
 Mr. Stephen H. Squibb
 Ms. Marie St. John
 Lynne & Michael Staggs '96
 State Street Corporation
 Toby Stephenson '98 & Andrea Perry '95
 Nancy '81 & Peter '81 Stevick
 Ms. Marie Stivers
 Dorie Stolley '88
 Mr. & Mrs. Robert W. Stone
 Ms. Sandra Stone
 Mr. & Mrs. John M. Sullivan Jr.
 Mr. Stuart Dickey Summer '82
 Bonnie Tai & Dan Thomassen
 Mrs. Kimberly Tate
 Dr. Davis Taylor
 Mr. Ronald Teuber
 Ms. Anne Tilney
 Ms. Elizabeth Hilpman & Mr. Byron Tucker
 Elena Tuhy-Walters '90 & Carl Walters II
 Ms. Sarah Tyson '96
 Mr. & Mrs. Jayme Uy
 Matthe van Dam
 Ms. Katrina Van Dine '82

Tom '90 & Liza Volkmann
 Mr. Bill Wade '76
 Mrs. Jephtha Wade
 Richard Hilliard & Karen Waldron
 Ben Walters '81
 Jane Watkins
 Dr. Peter Wayne '83
 Mrs. Constance Weeks
 Ms. Carmen Jensen Weeks & Dr. Carnes Weeks
 Ms. Wendy Weinrich
 Chris & Janel Welch
 Alice N. Wellman
 Carolyn Welty MD
 Scott & Kate Weymouth
 Mr. & Mrs. Harold White III/
 The Harold & Elizabeth White Fund
 Mrs. Jennifer Whitesel
 Mr. & Mrs. Bill Williams
 Ms. Lynne Williams
 Janet Wise
 Mr. & Mrs. Thomas Witt
 Anna Wlodarczyk '04
 Sue Woehrlin '80
 Holly & George Wood
 Henry Woolley
 Ms. Rachel Worthen '01
 Cathleen Wyman
 Ms. Jingran Xiao ('89)
 Phyllis Menken & Tobias Yarmolinsky
 Mr. & Mrs. Louis Zawislak
 Mr. Michael Zboray '95
 Mike '01 & Erin '04 Zwirko

For a full listing of all donors, please go to
www.coa.edu/fy16donors.

ALUMNI GIVING

Alumni giving demonstrates to other funders—individuals as well as foundations—the sense of value students received from their education. We stress participation—a gift of any size is appreciated. Thank you to all of the following who gave this fiscal year.

1974

Catherine Johnson

1975

Ellen Seh
Fred Davis

1976

Anonymous
Bruce Bender
Sally Morong Chetwynd
Katherine Hazard
Susan George Lyons Applegate
Peter Milliken
Jo Todrank
Bill Wade

1977

Alexandra Conover Bennett
John Biderman
Thomas A. Fisher
Scott Kraus
Philip B. Kunhardt III
Susan Pierce
Frances Pollitt
David Winship

1978

Jerome Bley
Jim Frick
Jonathan Gormley
Nina Gormley
Julie MacLeod Hayes
Eugene Lesser
Scott McIsaac
Bruce Phillips
Cathy L. Ramsdell
Barbara Sassaman

1979

Lisa Damtoft
Steve Demers
Lynne Espy
Bob Holley
Sue Inches
Andrea Lepcio
Frederick Moss
Frank Twohill

1980

Wells Bacon
Helen Caivano
Mary Dohna
Jaki Erdoes-Good
Cynthia Jordan Fisher
Susan Freed
Terry Good
Lisa Holley
Lyn Hurwich
Cheryl A. Johnson
Steven King
Bill McDowell
Olin Eugene Myers Jr.
Anne Patterson
Sue Woehrlin

1981

Bruce Becque
Rebecca Buyers
Pancho Cole
David Emerson
Kathleen Hogan
Bruce Jones
Marjorie Lau
Alice Levey
Leslie McConnell
Peter Stevick
Nancy Stevick
John Viele

Ben Walters
Katherine Weinstock
Jean Weiss

1982

Anonymous
Glen Berkowitz
Stuart Dickey Summer
Suzanne Hellman
Gail Henderson-King
Catherine Straka
Katrina Van Dine
Jane Winchell

1983

Anonymous
Lisa Burton
Julie Erb
Esther Karkal
Shoshana Perry
Christopher Vincenty
Peter Wayne
Michael Weber

1984

Bernie Alie
David Avery
Holly Devaul
Anna Hurwitz
Joplin James
Peter Jeffery
Jay McNally
Trey McPherson
Margaret Pennock
Kenneth Punnett
Laura Starr
Bill Stevens
Maria Vanegas Long
Pamela Wellner

1985

Mac Ehrhardt
Peter Heller
Michael Kaiser
Carol Mead
Joanne Rodgers Foster
Mary Roper
Margaret Scheid
Karen Wennlund

1986

Anonymous
Teny Bannick
Cynthia Chisholm
Eugene Dickey
Glenon Friedmann
Jane Halbeisen Woodmansee
L. Paul Kozak
David Mahoney
Miles Maiden
David Malakoff
Anne Swann

1987

Anonymous
James Miles Batchelder
Tammis Coffin

1988

Anonymous (2)
Paul Boothby
Dennis Bracale
Rose Demers
Kevin Geiger
Marcia Jaquith
C. Smoot Major
Michele Riccio
Richard Simis
Dorie Stolley

1989

Michael Broyer
Mark Cosgrove
Jared Crawford
Diane Dworkin
Jessica Greenbaum
Linda Gregory
Jingran Xiao

1990

Emily Bracale
Benjamin Goldberg
Keith Goodrich
Melissa Lessard-York
Julianna Lichatz
Megan McOsker
Peter Moon
Daniel Sangeap
Lilea Simis
Maja Smith
Megan Smith
Elena Tuhy-Walters
Tom Volkmann

1991

Jason Bryson-Alderman
Katherine Clark
Daniel DenDanto
Thomas Fernald Jr.
Graham Goff
Noreen Hogan
Leslie Jones
Jean De Marignac
Melissa Ossanna
Natalie Springuel
J. Louise Tremblay

1992

John Avila
Julie Barth
Darron Collins
Peter Emmet
Richard Emmons
Erin Goff
Bruce Hazam
Nancy Israel
Jennifer Judd-McGee

Elizabeth Lavery
Randy Lessard
Philip Lichtenstein
Jeffrey Miller
Laurie Pansa
Andrea Roberto
Iona Smith
Heidi Stanton-Drew
Leo Vincent

1993

Anonymous
Kevin Crandall
Jennifer Crandall
Catherine Devlin
Michael Flaherty
Bonnie Giacovelli
Todd Graham
Liz Leone
Heather D. Martin
Julie Massa
Sarah McDaniel
Carol Null
Jacob Null
CedarBough Saeji
Jennifer Vinck
Atsuko Watabe
Patrick Watson
Peter Williams
Yazmin Zupa Coveney

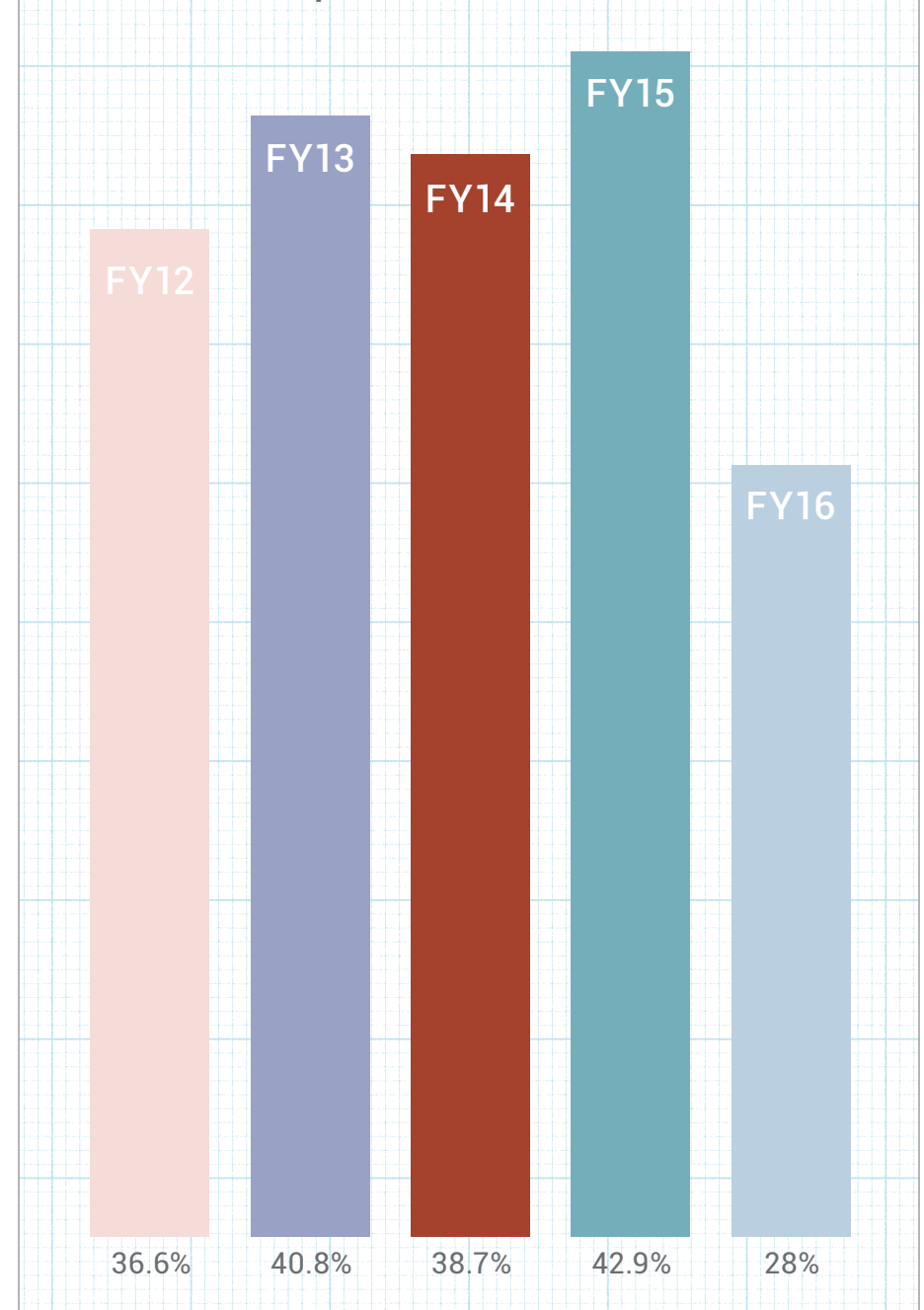
1994

Anonymous
Michael Boland
Amy Breen
Bob DeForrest
Amanda Hardeman
Richard Klyver
Nishi Rajakaruna
Michael Stevens
Timothea Sutton-Antonucci

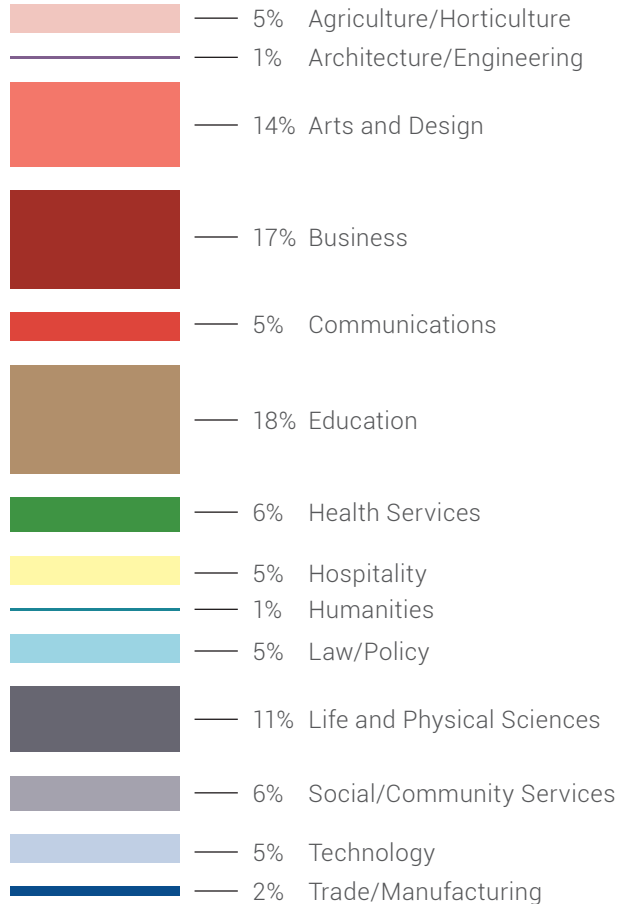
1995

Neal Antonucci
Taj Chibnik
Bianka Fuksman
Sonja Johanson

Alumni Participation Over the Last Five Years



WHAT OUR ALUMNI DO



Employers include:

- Center for International Environmental Law
- Chicago Botanical Gardens
- Dry Bed Creek Farm
- Fiddleheads Forest School
- Harvard College
- Maine Biofuels
- Museum of Science, Boston
- National Park Service
- New England Aquarium
- Norman Rockwell Museum
- Perkins and Will Architects
- The Jackson Laboratory
- The Nature Conservancy
- UNICEF
- United States Congress
- Vassar College
- Wellington Capital Management

WITHIN 1 YEAR OF GRADUATION

54% work at a job in their field

26% start graduate school

WITHIN 5 YEARS OF GRADUATION

60% attend graduate school

Most frequently attended graduate schools:

- American University
- Boston University
- College of the Atlantic
- Columbia University
- Cornell University
- Duke University
- Harvard University
- Northeastern University
- Tufts University
- University of California
- University of Copenhagen
- University of Maine
- University of Southern Maine
- Yale School of Forestry

WHAT COA GRADUATES SAY



92% "COA taught me critical thinking skills."



92% "COA prepared me for creative problem solving."



92% "I'm doing work that's meaningful to me."

Michael Kattner
Robert Kumpa
Tobin Peacock
Andrea Perry
Elizabeth Rousek Ayers
Michael Zboray

1996

Kara Fanning Daul
Jessica Friedland Carter
Nikole Grimes
Mary Harney
Shelagh Harvard
Dr. James Kellam
Greg Koehlert
Jason Rich
Michael Staggs
Douglas Sward
Sarah Tyson
Oliver Waldman

1997

Andrew Davis
Kelly Dickson
Susan Fox
Mary (Nelson) Griffin
Rebecca Hancock
Margaret Hoffman
Melita Peharda Uljevic
Amy Scott
Ryder Scott
Jaime Torres
Christopher Witt

1998

Anonymous
Ryan Boduch
Amanda Bunker (nee Walker)
Matthew Daul
Edward Haynsworth
Valerie Lambert Peacock
Erik Martin
Luciana Pandolfi
Suzanne Spoelhof
Toby Stephenson
Tracey Teuber

1999

Heather Albert-Knopp
Matthew Carroll
Jessica Damon
Annika Maia Ginsberg
Ben Lord
Luke Wagner

2000

Anonymous
Jaime (Duval) Beranek
Melissa Carroll
Melinda Casey-Magleby
Erin Chalmers
Jessie Davis
Cerissa Desrosiers Hannon
Eileen Everett
Michael French
Katherine Griffin
Tori Jackson
Shawn Keeley
Heather Lakey
Jude Lamb
Annabel Linquist
Chloe Marr-Fuller
Chase Morrill
Alexa Pezzano
Katie Pritchard
Kirsten Schwarz
Genevieve Soloway Angle
Allison Watters
Todd West
Meg Westfox

2001

Lauren Breault Sinclair
Laura Casey
Adam Dau
Angela DiPerri
Lisa Duncan
Wing Goodale
Bethany Haase Remmers
Noah Krell
Blaise Maccarrone
Ben Macko
Marie Malin
Chandreyee Mitra
Justin Mortensen

Kendra Noyes Miller
Shiva Polefka
Clara Rutenbeck
Marcie Ryan
Leah C. Stetson
Rachel Worthen
Mike Zwirko

2002

Anonymous
Gideon Bezalel Culman
Justin Bowers
Nicole d'Avis
M. Piper Dumont
Brianna Jordan
Borbala Kiss
Amanda Lazrus-Cunningham
Sarah Morrill
Finn Pillsbury
Blakeney Sanford

2003

Anonymous
Eben Albert
Jennifer Atkinson
Alana Beard
Jessica Bradshaw
Kathryn Hunninen
Julia Davis McLeod
Elizabeth O'Leary
Drake Pillsbury
Heatherwynn Seeley-Schreck
Michael Shepard
Cory Whitney

2004

Anonymous
Mukhtar Amin
Evan Bender
Ranjan Bhattarai
Rohan Chitrakar
Zachary Reidman
Allison Rogers Furbish
Hua Wang
Nellie Wilson
Anna Wlodarczyk
Erin Zwirko

2005

Anonymous (2)
Lydia Brown
Diana Choksey
Sarah Drummond
Samuel Edmonds
Shane Hall
Anne Harris
Eduarta Holl
Sarah Hulburt
Nishad Jayasundara
Puranjot Kaur Khalsa
Sarah Keeley
Santiago Salinas
Zachary Steele
Nina Therkildsen
Marjolaine Whittlesey

2006

Anonymous (3)
Deodonne Bhattarai
Jason M. Childers
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Jessica Glynn
Jay Guarneri
Ian Illuminato
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Kara Johnson
Richard MacDonald
Jodi Jacobs Sargent
Carolyn Snell
Paige Steele
Henry Steinberg
Julianne Taylor

2007

Anonymous
Devon Rose Atwood
Carmen Bedard-Gautrais
Erin Soucy Eberle
Elsie Flemings
Alex Fletcher
Virginie Lavallee-Picard
Jennifer McNally
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Sarah Steinberg
Shamsher Virk

2008

Anonymous
Heather Berg
Sean Berg
Sarah H. Culler
Meesha Goldberg
Megan Tate Hagedorn
Kate Hassett-Barnabas
Christiana Morgan
Emma Rearick
Julia Walker Thomas

2009

Anonymous (2)
Ashley Adler
Linda Mejia Black
Farrell Campbell
Michael Diaz-Griffith
Diana Escobedo Lastiri
Tess Faller
Samuel Heller
Sarah Heller
Nick Jenei
Michael Keller
Neith Little
Sarah Neilson
Mirza Alas Portillo
Mary Ropp
Helena Shilomboleni
Jasmine Smith
Hannah Stevens
Cecily Swinburne
Christiaan van Heerden

2010

Anonymous
Meghan Barry
Kyra Chapin
Miles Chapin
Andrew Coate
Sarah Colletti
Jeanee Dudley
Samantha Lee Haskell
Noah Hodgetts
Laci Lee
Ariel Mahler
Taj Schottland

Krista Thorsell
Jacob Weisberg
Amy Wesolowski

2011

Anonymous (3)
Rebecca Abuza
Natalie Barnett
Jacqueline Bort Thornton
Clodagh Collins
Katelyn/Scout Costello
Madeleine Cutting
Amelia Eshleman
Steve Humphreys
Philip B. Kunhardt the Younger
Daniel Lindner
Andrew Louw
Jordan Motzkin
Elizabeth-Anne Ronk
Katelyn Ross
Addams Samuel
Matthew Shaw
Caitlin Thurrell
Miguel Valencia
Stephen Wagner
Zachariah Whalen

2012

Anonymous
Alice Anderson
Lucy Atkins
River Black
Alonso Diaz Rickards
Traudi Drkulova
Marina Garland
Sarah Gribbin
Nicholas Harris
Franklin Jacoby
Louise Kirven-Dows
Luke Madden
Jessica McCordic
Hale Morrell
Juan Olmedo de la Sota Riva
Rain Perez
Jill Piekut
Meg Trau
Heather Ashley Wight

2013

Anonymous (2)
Marissa Altmann
Devin Altobello
Austin Bamford
Lisa Bjerke
Colleen Courtney
Alexandria Fouliard
Nathaniel Hilliard
Madalynne Magnuson
Cayla Moore
Ruby Nelson
Phinn Onens
Graham Reeder
Eliza Ruel
Gina Sabatini
Kate Shlepr
Anna Stunkel
Jeannie Suhrheinrich
Trudi Zundel

2014

Anonymous (3)
Tomas Carolsfeld
Chloe Chen-Kraus
Sean Murphy
Lally Owen
Joseph Perullo
Aly Pierik
Aydan Pugh
Sarah Rasmussen
Zinta Mara Rutins
Kyle Scot Shank
Jivan Sobrinho-Wheeler
Kathleen Unkel

2015

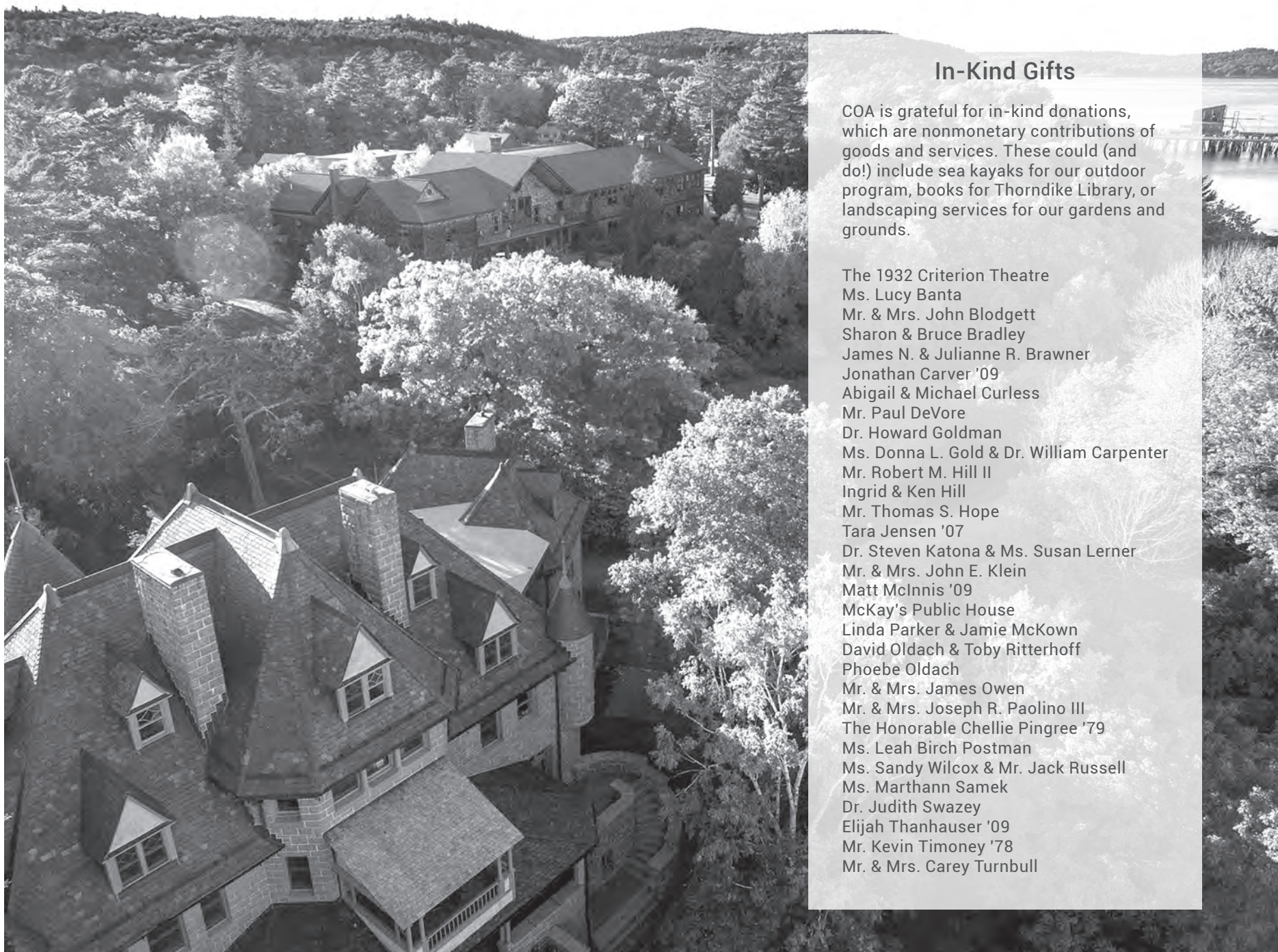
Anonymous (2)
Stephen Brown
James Crawford
Maria Escalante
Amber Igasia
Wade Lyman
Khristian Mendez
Emily Peterson
Erickson Smith

2016

Anonymous (4)
Shelby Allen
Natalie Beaugard
Leslie Beggs
Roman Bina
Maya Critchfield
Marina Cucuzza
Klever Descarpontrie
Nicholas DuPont
Elizabeth Farrell
Marissa Gilmour
Anneke Hart
Rebecca Harvey
Rebecca Haydu
Tyler Lothar Hunt
Isabel Taricano Hussey
Surya Karki
Elsa Kern-Lovick
Natasha Krell
Annarose Maddamma
Kira Marzoli
Matthew Messina
William Minogue
Tyler Prest
Terrence Price
Ella Samuel
Alyssa Seemann
Laura Sieger

2017

Cody van Heerden



In-Kind Gifts

COA is grateful for in-kind donations, which are nonmonetary contributions of goods and services. These could (and do!) include sea kayaks for our outdoor program, books for Thorndike Library, or landscaping services for our gardens and grounds.

The 1932 Criterion Theatre
Ms. Lucy Banta
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FINANCIALS

from the Administrative Dean

As shown by the following tables, Fiscal Year 2016 seemed quite stable as most of revenues and expenses were very close to the prior year. We balanced the operating budget with a very small surplus and maintained a net fund balance of about \$70 million, including \$48 million in the endowment. During the fiscal year, the endowment grew by about \$400 thousand, as investment earnings and new gifts slightly outpaced the annual draw of \$2 million, which supports the operations of the college through scholarships, faculty chairs, and other allocations. We continued to reduce the long term debt, tax exempt bonds which were issued to finance the construction of student housing.

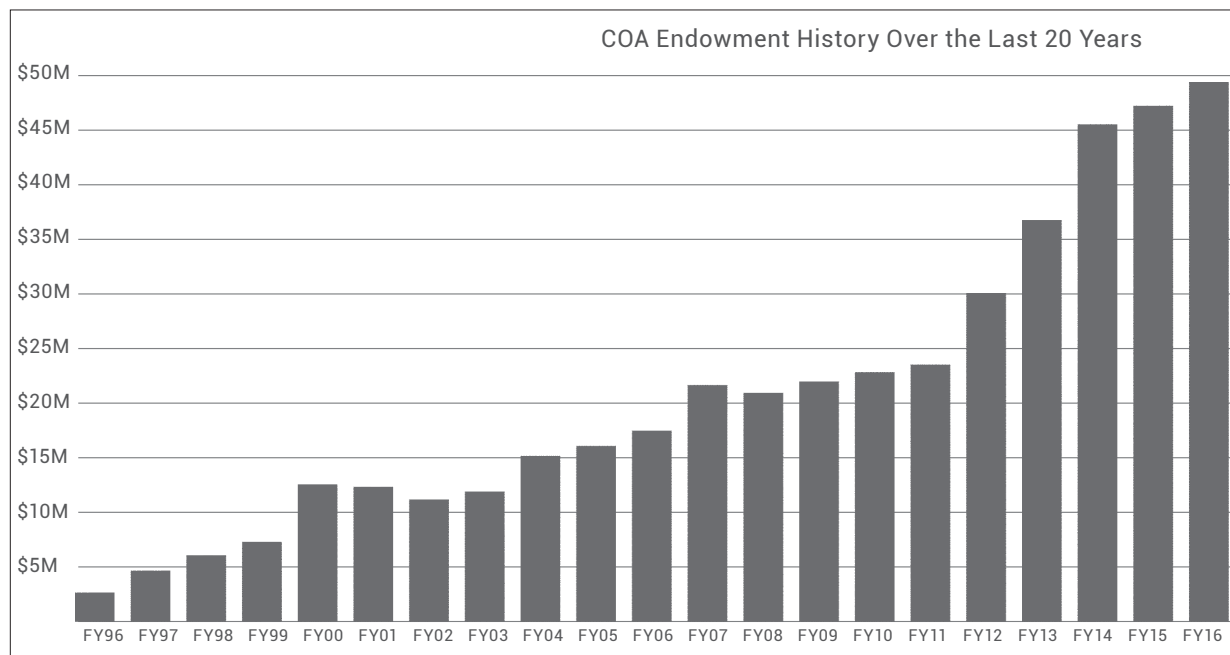
The summary of our operating budget shows our results for fiscal years 2015 and 2016. Note that these figures do not include depreciation, but do include the cost of debt service and capital expenses such as the purchase of equipment. The major source of operating revenue continues to be net tuition. Our tuition and fees grew slightly from the prior year by \$375 thousand, offset by \$525 thousand reduction in student aid, so that the overall increase in net tuition was \$150 thousand. We are still seeing student families who are feeling the effects of the slow economy and their need for significant financial support. A major priority for the college is to gradually increase the enrollment to 350 full-time equivalents from the current level of 320 while controlling the growth of student aid.

Other significant revenue sources include the annual draw from our endowment, our annual fund, and the Davis United World College Scholarship grant. We again had a successful year-end drive to support the annual fund, which exceeded \$1.2 million. But these donations are often in "competition" with restricted gifts from the same generous donors who support specific activities. The Davis Scholarships continue to support a wonderful cadre of international students who have graduated from many of the United World Colleges.

We have continued to hold the line on the expense side of the ledger, as we have over the last several years. Our major ongoing expense increases have been modest salary raises and additions to the faculty to keep pace with growth of student enrollment. And we, like many organizations, face increases in the cost of health care insurance, which is the major component of our fringe benefits.



Andrew S. Griffiths
COA Administrative Dean & Chief Financial Officer



FINANCIAL SUMMARY

(Excerpts from audited financial summary & rounded to nearest \$1,000)

Fund Balances

	FY15	FY16
Plant & Equipment (Net of Depreciation)	22,334,000	22,608,000
Long Term Debt	(7,810,000)	(7,495,000)
Endowment	47,733,000	48,148,000
Other Net Assets	7,229,000	6,643,000
<i>Total Fund Balances</i>	<i>69,486,000</i>	<i>69,904,000</i>

Operating Budget

Operating Revenues	FY15	FY16
Tuition & Fees	14,027,000	13,652,000
Less COA Student Financial Aid	(8,141,000)	(7,616,000)
Net Tuition after Financial Aid	5,887,000	6,036,000
Contributions—Annual Fund	1,198,000	1,256,000
Davis Foundation UWC Grant	1,055,000	998,000
Endowment Allocation to Operations	1,929,000	2,007,000
Other Restricted Gifts & Grants	580,000	465,000
Student Housing & Dining Fees	1,276,000	1,448,000
Summer Programs & Farms (net)	262,000	301,000
Other Revenue	451,000	156,000
<i>Total Revenues</i>	<i>12,638,000</i>	<i>12,667,000</i>
Operating Expenses	FY15	FY16
Instruction & Student Activity	4,422,000	4,443,000
Student Housing, Dining, & Grounds	1,379,000	1,380,000
Davis Foundation UWC Grant Expense	1,055,000	998,000
Workstudy Net Expenses	373,000	354,000
General Administration	1,303,000	1,300,000
Payroll Taxes & Fringe Benefits	2,133,000	2,225,000
Development & Admissions	1,023,000	1,048,000
Interest & Debt Service	790,000	787,000
Capital Equipment	60,000	126,000
<i>Total Expenditures</i>	<i>12,538,000</i>	<i>12,661,000</i>
Operating Surplus/(Deficit)	100,000	6,000

GIVING AT A GLANCE

July 1, 2015–June 30, 2016

2,561



of gifts received
for all funds

1,393 TOTAL DONORS

41%

SENIOR CLASS PARTICIPATION

28%

ALUMNI PARTICIPATION

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& PLEDGES**

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