

# Colby



ANNUAL REPORT  
OF THE PRESIDENT  
*2003-2004*





President William D. Adams

Managing and balancing Colby's complex financial affairs is always challenging, but the 2003-04 academic and fiscal year required special efforts, given the College's ambitious strategic plans and the difficult economic conditions affecting all of us. Like those of most other colleges and universities, Colby's revenues from gifts and other sources, especially the endowment, have been affected negatively by the performance of the financial markets in recent years. The effects of that performance are somewhat delayed in Colby's case, owing to the more conservative nature of our spending formula, but they are real and consequential. Low returns on working capital also have hurt the College's budget.

The good news is that the key initiatives of the Plan for Colby are on track for implementation—thanks to the diligence of our trustees and the generosity of our financial supporters. This annual report will highlight our progress on some of those initiatives, including enhancements to the academic program and the continuing development of the campus master plan and new facilities. These and other initiatives are critical to the College's ability to continue to provide the very best education for our students long into the future.

### **Academic Distinction and Excellence**

The Plan for Colby called for strengthening the academic profile of the College by building on broad curricular strengths in certain areas and pursuing new initiatives in others. The past year saw progress on both fronts.

The creative writing program, one of the College's most popular offerings, was restructured in 2003-04, and a tenure-track faculty member in poetry was hired and began teaching this fall. The program allows more students to work with the accomplished writers and teachers on Colby's faculty.

The demand for the study of neuroscience was even greater than we suspected it would be when we included it as one of the goals of the strategic plan. Available only since fall 2002, the two neuroscience concentrations, in biology and psychology, already have enrolled more than 50 majors.

The excellence of the Colby College Museum of Art is a strategic strength of the College, and deepening its connection with the undergraduate experience was another key component of the plan, along with enhancing opportunities for students and faculty members to examine the place of the visual arts in the liberal arts curriculum. The museum staff, supported by the museum's Board of Governors, recently completed a strategic plan and is proceeding with its implementation. Among many other things, the plan calls for more outreach from the museum to faculty members across the academic spectrum to acquaint them with ways in which they may use the museum to support their

teaching. In May, Colby played host to a visual literacy symposium, organized by the Department of Art, held in the museum and attracting nearly 100 scholars from states on the eastern seaboard.

A generous gift from Trustee Bill Goldfarb '68 and a three-year, \$300,000 grant from the Mellon Foundation allowed us to get the Goldfarb Center for Public Affairs and Civic Engagement up and running this year. Center Director Sandy Maisel presided over a remarkable first year of activities made more notable by the fact that the center does not yet have a physical home; it is slated to be housed in the Diamond Building (see "Expanding Mayflower Hill," below). In planning, Sandy was assisted by on-campus committees of faculty and students and by the Goldfarb Center Advisory Board, chaired by new trustee Robert Gelbard '64 and including alumni/ae and friends from across a wide professional spectrum. The center attached its sponsorship to the annual Lovejoy Award and the biennial Brody Award, in each case mounting successful panel discussions with students, faculty, and off-campus experts. It also sponsored a variety of speakers and brought former congressmen Martin Lancaster (D-N.C.) and Jim Lightfoot (R-Iowa) to Colby as visiting fellows.

In addition to its role in on-campus activities, the Goldfarb Center is a primary conduit for Colby's outreach to the community, the state, the nation, and, ultimately, the world. Associate Director Kate O'Halloran was hired in the summer, along with Assistant Director for Community Outreach and Programming Alice Elliott. Together they will assist faculty and students involved in community-based learning courses, expand the College's regional internship program, seek out applied research opportunities for faculty and students in this region, and supervise the coordinator of the Colby Cares About Kids program. Working with its steering and advisory boards and with other Colby offices, the center also will expand opportunities for engagement worldwide. And through the Goldfarb Center Occasional Papers Series, which the center hopes to launch in the 2004-05 academic year, faculty will write about their center-related work for publication on the College Web site and in print for the center's archives.

In keeping with the plan, Colby also strengthened its program in environmental studies, and the commitment to the environment crosses over academic lines into our daily activities and our planning. The environmental studies program, one of the oldest in the country, has been fortified through the addition of the first new faculty position allocated by the strategic plan—a position built around the powerful new global information systems technology and serving broad interests in the social sciences. Environmental studies also entails considerable community outreach, including a course in which



Students working on class projects in the Museum of Art often turn the Davis Gallery into workspace. Director Dan Rosenfeld has encouraged this use of the museum's resources to make the daily experience of art central to the academic life of the College.

The volunteer mentoring program Colby Cares About Kids (right) takes Colby students into one-on-one relationships with youth in Waterville and other area towns. The mentors act as academic guides, role models, and friends helping to make a difference in the local community and the world. Two hundred sixty-two students participated in the program in 2003-04.

seniors collaborate with local and state officials to analyze the water quality of local lakes and make recommendations for remediation of problems.

The College also gained recognition from the federal Environmental Protection Agency last year as a national leader in sustainability, acknowledgment based on academic work students are doing and the work of the Environmental Advisory Group, which was formed three years ago to advise the community on issues related to environmental



stewardship of the campus and the region. The group played a role in several recent initiatives, including incorporating environmentally friendly building certification programs in the designs for new facilities; switching to an electricity contract that substantially decreases the College's responsibility for carbon dioxide, nitrous oxide, and sulfur dioxide emissions by purchasing energy exclusively from Maine hydropower and biomass generators; sustaining production of 12 percent of the College's electricity through a co-generation system at the campus steam plant; substantially reducing the use of

energy per square foot in College buildings; and forming partnerships with organizations such as Clean Air-Cool Planet, the Maine Green Power Connection, the National Wildlife Federation's Campus Ecology group, and the U.S. Green Building Council's Leader in Energy and Environmental Design program. Last spring the College was honored with an Environmental Merit Award from the New England Office of the U.S. Environmental Protection Agency.

### **Expanding Mayflower Hill**

From my office window in the Eustis Building I have watched the new Colby Green take shape across Mayflower Hill Drive. Construction began in October 2003, and the finished green required more than 60,000 cubic yards of soil to be moved on the 14.5-acre site in the largest project of its kind on Mayflower Hill since Johnson Pond was excavated in the 1930s.

Four buildings will face the green: Lunder House (whose occupants and visitors have been heroically tolerant of construction activity all year); the Schair-Swenson-Watson Alumni Center; the Diamond Building for social sciences and interdisciplinary studies; and an as yet unnamed building for the natural sciences. The walls already are rising for the Schair-Swenson-Watson building, named for lead donors Douglas Schair '67,

who also is a Colby trustee, Kurt Swenson '67, and Thomas Watson '67, roommates and fraternity brothers on Mayflower Hill and lifelong friends. The building will be a place for alumni/ae to gather at the heart of campus, and it will house the Division of College Relations (alumni relations, development, and communications programs) and thereby, in a domino effect, free space for faculty offices on the academic quadrangle.



Next in line for construction is the Diamond Building, named for Trustee Robert '73 and Jennifer Diamond in recognition of their financial support of the project. Slated to be under construction next spring, the facility will serve as a unified location for the social sciences and will support the multidisciplinary student and faculty collaboration and research in broad areas of social, economic, and political interest and concern. The building will include workrooms for small groups engaged in project-oriented learning and research, a technologically advanced auditorium, a geographic information systems laboratory and computer classroom, and several traditional classrooms and seminar rooms.

Across the campus, in the area most recently used by the woodsmen's team, the Bill Alfond Field, a synthetic turf athletic field, is under construction, thanks to a challenge gift from Trustee Bill '72 and Joan Alfond and to those who have responded to the challenge. The field, which can be plowed of snow and ice, will be a boon, especially to Colby's spring sports teams, which will now be able to practice and compete outdoors earlier than the Maine winter normally allows. The field hockey team will use the field for practice and competition in the fall.

Work also continues on implementation of the master plan in general, including selecting design components to unify the campus. Importantly, too, Colby hired the Kroll risk consulting group to assess our safety and security programs in the wake of the murder of Dawn Rossignol '04. The consultants' recommendations will have an impact on campus planning in areas such as standardizing outdoor lighting and placement of emergency call boxes.

The Diamond Building will bring together departments and programs in social sciences and interdisciplinary studies and will provide spaces needed for small groups and student research assistants. It also will house the Goldfarb Center for Public Affairs and Civic Engagement. The center's mission includes strengthening ties to the Waterville community and involvement in the world.

The Schair-Swenson-Watson Alumni Center (right), seen in this late September photo taken from the Colby Green, will house the offices of the College Relations division and serve as a center for alumni events and activities on campus. The building stands across Mayflower Hill Drive from Miller Library on the north end of the green.

### Conclusion

Our progress on many of the initiatives of the strategic plan, especially in the context of current economic pressures, is a great credit to the College's extended family of supporters. Without their help, we would not be able to imagine the things we have accomplished, let alone execute them. In the coming months, Colby will announce the details of its next comprehensive fund-raising campaign. The campaign's goals are linked closely to those set out in the Plan for Colby and represent the College's hopes and aspirations for the future. I encourage you to visit our Web site, read the Plan for Colby and our updates on projects that are underway, and examine the campaign materials when you receive them. As we come together in support of the College, and as we assess and reassess Colby's needs, the views of our alumni/ae and friends are critically important to us. I hope you will take the opportunity to engage with us in this exciting time in Colby's history.





## Financial Highlights

	Fiscal '04	Fiscal '03
<b>Summary of Current Fund Operations</b>		
Revenues .....	\$99,906,000	\$96,084,000
Expenditures and Transfers .....	99,778,000	95,978,000
Net Income .....	\$128,000	\$106,000
<b>Gifts and Bequests</b>		
Annual Fund .....	\$8,639,000	\$7,427,000
Capital .....	5,711,000	4,491,000
Life Income .....	2,941,000	360,000
In Kind .....	210,000	693,000
Total Gifts and Bequests .....	\$17,501,000	\$12,971,000
<b>Colby Student Financial Aid</b>		
Scholarships .....	\$15,600,000	\$13,168,00
Student and Parent Loans .....	1,166,000	1,059,000
Campus Employment .....	1,173,000	1,125,000
Student Financial Aid Awarded .....	\$17,939,000	\$15,352,000
<b>Endowment and Similar Funds</b>		
Market Value as of June 30 .....	\$357,171,000	\$321,584,000
<b>Life Income Funds</b>		
Market Value as of June 30 .....	\$31,497,000	\$26,976,000
<b>Physical Plant</b>		
Net Investment in Plant as of June 30 .....	\$118,190,000	\$114,597,000
Indebtedness as of June 30 .....	\$40,372,000	\$31,371,000

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**Jewish Studies** (November 2-4): Jonathan Zuhovitzky, chair; Deborah Hertz, Sarah Lawrence University, consultant; Shulamit Magnus, Oberlin College, consultant.  
**Art** (November 16-18): Claudia Caruso Rouhana '71, chair; Stephen R. Langlois '85; Dale Kinney, Bryn Mawr College, consultant; Susan Groce, University of Maine, consultant.  
**International Studies** (March 7-9): Susan E. Boland '83; Jeanne Hay, Miami University, consultant; Louis Ortmayer, Davidson College, consultant.  
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**John B. Devine Jr. '78**, chair, Task Force on Structure  
**A. Francis Finizio '66**, chair, Career Services Committee  
**Todd W. Halloran '84**, chair, Alumni Fund Committee  
**Peter Merrill '57**, chair, Financial Affairs Committee  
**Barry S. Potter '60**, chair, Nominating Committee  
**Linda Mitchell Potter '66**, chair, Admissions and Financial Aid Committee  
**Susan Maxwell Reisert '86**, chair, Student Affairs Committee  
**Eric F. Rolfson '73**, past chair, Communications Committee  
**Rebecca Birrell Smith '92**, chair, Academic Affairs Committee  
**Philip C. Wysor '70**, chair, Alumni on Campus Committee