The Marlboro Record



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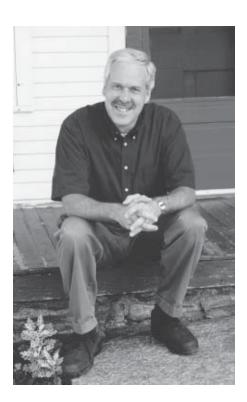
The Marlboro Record is a publication of the Development and Communication Office of Marlboro College. Inquiries should be directed to Lisa Christensen, Director of Development & Communications, Marlboro College, Marlboro VT 05344-0300; (802) 257-4333.

Photographs by Talia Jackson '05, Cullen Schneider '04, Sarah Lavigne '98 and Dianna Noyes '80. Library rendering by Jess Kilgore.

On the cover: Students in Hilton House, Marlboro's new dormitory, during open house festivities in May 2002.

Accomplishments & Challenges

by Paul LeBlanc



am pleased to present the latest copy of the *Marlboro Record*, the second issue in our new format. It chronicles

rather extraordinary year just past filled with accomplishment and challenge in the business of the college. In this issue you will discover the central role our readers have played in the college's accomplishments:

- Annual giving of just over \$1 million (\$1,019,656);
- A new record for alumni giving with combined gifts and pledges to annual funds and endowment funds totaling \$191,282, with 51 percent graduate participation;
- Increased participation and giving by current parents;
- Campaign gifts and new pledges of \$4,006,675, bringing the Campaign to 96 percent of the \$28 million goal.

Remember that we started the Campaign for Marlboro College with a goal of \$21 million, reached that goal within a year, and revised the goal upwards twice. The response from our supporters has been overwhelming.

What we are doing with this newfound support is the best part of the story. In the pages that follow you will see a special overview of our building program with pictures, drawings, and key facts for each project. We are completing critically needed replacements for our septic and water systems (almost \$3 million of work alone), the Jerome and Elizabeth Aron Library Wing is now going up quickly, and students are enjoying their first semester in our new dorm, Hilton House. You will meet Charles and Sue Snyder, who have created the Luis C. Batlle Chair in Music and are funding a new building for music and dance. You will find a sampling of the summer internships that allowed students to study dance in Spain, create a political documentary film, teach poetry inside a prison and interview a Holocaust survivor. Support for the academic program, for much needed improvements to campus, and for student scholarships is the real story of last year's fund-raising efforts and we are happy to share it with you.

At the same time that we enjoyed the advances just described, the current economic downturn rippled through the economy hitting education hard. For public institutions the projected shortfalls in state revenues have meant dramatic cuts in college and university operating budgets. Independent institutions have taken the hit in declining endowments and diminished annual support with the same effect on operations. In recent news stories we have seen multi-million dollar cuts announced at Dartmouth, an 8 percent budget cut at Stanford, lay-offs at campuses all over the country, and even cuts in faculty at such academic stalwarts as Duke. Exacerbating the problem is that foundation giving to higher education is projected to decrease in 2003. We have delayed this issue of

the *Marlboro Record* to give you the most up-to-date snapshot of how this national problem is playing itself out here.

Despite our recent successes in creating new programs and in the Campaign, Marlboro has not escaped the national trends. Indeed, our small size and expensive educational model make us more vulnerable than most institutions. The two major challenges we face today are tight cash flow in this fiscal year and projected deficits going forward.

The decline in the stock market has predictably affected our endowment: While we held our own last year with an overall loss of just over 2 percent (which put us in the top 15 percent of college and university endowments in terms of performance), this summer was tougher and we experienced a loss of over 6 percent in the value of our endowment. At this moment the endowment stands at just under \$13 million and our investment committee projects modest gains in the year ahead.

With the priorities of protecting the college's academic program and long-term financial health, we have taken a number of important steps to address the budget challenges before us. These include:

Tuition increase: Our tuition cut in 1999 and the freeze that followed now places us 27 percent below the average tuition of our overall peer group and closer to 40 percent below some of our most direct competitors. Some might argue that we have held onto the tuition freeze for too long, but we have seen stable enrollments, stronger incoming classes, and more students from middle income and working families because we are more affordable. We will likely see a tuition increase in the 10 to 12 percent range and at that we will remain well behind our peers.

Fundraising: Our efforts this year, even as we complete the Campaign for Marlboro College, will be focused on raising unrestricted funds. To this end, Director of Development and Communications Lisa Christensen and I are turning to our major donors for help.

Staff cuts: We have been able to mostly pare back our staffing through attrition, but unfortunately had to go further with lay-offs of four full-time staff and one part-time person. We have enjoyed a fair bit of growth in staff numbers over the last few years and with a decline in supporting revenues, some position cuts were unavoidable.

Fewer outside services: By bringing the campus cleaning services back in-house we will save almost \$100,000. With a new mailroom, we can now do a lot of our mass mailings ourselves. Smaller savings will be realized through cutbacks in

other outside services and consulting.

As a result of a number of Town Meeting budget presentations, faculty, staff and students are putting forth creative ideas on how to save money and conduct our business differently without affecting the academic program.

We are also looking to The Persons School (formerly The Graduate Center of Marlboro College, see page 15) to generate new revenues in support of the college. There are some exciting new initiatives in the pipeline about which I am optimistic. Our new programs in India and Dubai are already off to a strong start and we are engaged in discussions with other partners for high-potential possibilities in distance learning.

As you read the aforementioned special section on our building program, you might wonder how we can continue spending money on construction if we now face budget pressures. The answer is three-fold:

- We have to address some key building program needs such as septic and water systems (state compliance and per mitting demands leave us no option) and the recently completed dormitory;
- We want to continue with projects such as the new library wing where we have donor funding that would not have come to us in other forms;
- We will inevitably *delay* some of what is described in the building program and the four-year time frame might stretch to six or seven years.

Even as we work to address the short-term budget challenges that almost every institution faces today, we need to also keep a longer-term perspective. That is why we will continue building what we can prudently afford to build, to make a new faculty hire in religion and philosophy even as we make staff cuts and to keep some of our newly committed support for student research and fieldwork in place.

I give thanks every day that we were not confronted with the current circumstances four or five years ago. While we engage in difficult work right now, we have so many more tools to bring to bear. We have an endowment of almost \$13 million, The Persons School with its revenue potential and great programs ramping up, a heightened national profile with strong incoming classes and some room to move in both tuition and savings. Supporting all of those plusses is the continued loyalty and generosity of our parents, alumni, and friends.

2001 - 2002 Summary of Gift Activity

Foundation Grants

Among the fund-raising highlights of the past year were three foundation grants supporting an array of programs and initiatives.

The Freeman Foundation awarded Marlboro a four-year, \$423,635 grant to strengthen Asian studies. Seth Harter, professor of Asian studies who helped conceive and write the funding proposal, said, "the Freeman grant gives Marlboro's Asian studies program a tremendous boost." Under the auspices of this grant, Seth and dance professor Dana Holby have already led a team of 11 Marlboro student dancers and singers on a four-city tour through China.

Other components of the grant will bring a series of Asian scholars to campus, along with artistic performances and exhibitions of Asian art. Student and faculty trips to China and Vietnam are being planned for spring 2003. The library, too, will be able to dramatically increase its resources in Asian studies.

The Davis Educational Foundation awarded the college \$225,000 for a two- year project in administrative systems upgrades and integration. The aim of the grant is to help Marlboro operate more efficiently through electronic systems. In 1997, the foundation granted the college \$100,000 in support of the college's Integrated Science Project.

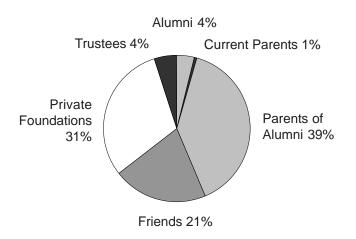
The Turrell Foundation, which supports children's needs in Vermont and New Jersey, awarded the Technology Center a \$25,000 grant to help fund the Center's variety of summer and school break technology camps, and after school "tech labs" for boys and girls.

The programs target children who traditionally fall behind in using technology: girls, children without computers in their homes, and children from socio-economically disadvantaged families.

2001 - 2002 Summary of Gifts and Pledges by Source

	Unrestricted	Campaign for Marlboro	Total
Alumni Current	\$93,768	97,514	191,282
Parents Parents	19,525	8,325	27,850
of Alumni	645,654	1,313,465	1,959,119
Friends Private	34,764	1,007,400	1,042,164
Foundation	34,000	1,500,635	1,534,635
Trustees Matching	121,352	74,336	195,688
gifts	70,593		70,593
Total	1,019,656	4,001,675	5,021,331

Campaign gifts include those restricted for programmatic purposes, endowment and building funds.



The Ramona M. Cutting Society

College chooses new planned giving services administrator

In September, after considerable research, Marlboro's Pooled Income Fund was moved to a new trustee, TIAA-CREF Trust Company of St. Louis, Missouri, from Fleet Bank of Connecticut. TIAA-CREF is dedicated to providing insurance and financial services to faculty and staff at educational institutions across the country and has managed Marlboro's retirement accounts since the '60s. The finance committee of the board of trustees approved the move in May of 2002, and in September recommended a 50/50 distribution of the fund's assets between bonds and equities. This is in keeping with the fund's stated investment objective to seek a reasonable rate of return for donors, as well as modest long-term growth of principal. The fund's value at the end of November was \$787,110,

TIAA-CREF provides a wide variety of planned giving services in addition to pooled income funds, including charitable remainder and lead trusts and gift annuities, and their staff is looking forward to working with Marlboro's staff to provide these services for anyone wishing to support Marlboro with a deferred gift.

Planned gifts received

In November, Marlboro received a bequest of \$17,875 from the estate of the Very Reverend Walter A. Rogers '50. Rev. Rogers created the bequest as part of a trust that, upon his death in 1990, supported his sister. When she passed away, the assets remaining in the trust were divided between the college and his sister's heirs.

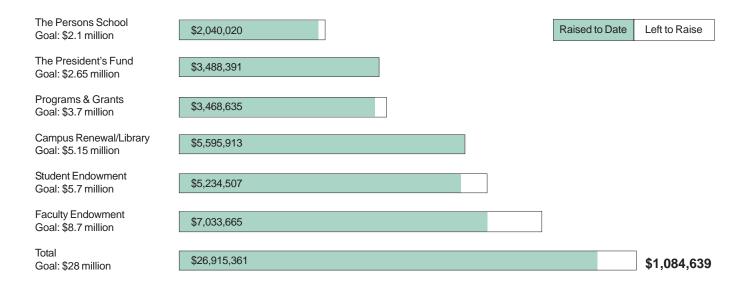
Two current participants in the Pooled Income Fund made additional gifts to the fund totaling \$16,235.

There are many ways to make a gift to The Campaign for Marlboro College and the Annual or Alumni Fund. While the simplest method is an outright gift of cash or marketable securities, a deferred gift may allow the donor to make a significantly larger gift to the college and generate lifetime payments to him or herself or another beneficiary. There are many types of assets—mutual funds, stock, retirement plans, real estate, art—that can form the basis of a deferred or outright gift. The type and method of giving those assets determine the actual tax and financial benefits.

The Campaign for Marlboro College - Progress toward Goal

Total Goal: \$28 million

Raised as of 7/1/02: \$26,915,361 (96%)



Parents of alumnus honor Batlle, music and dance

uis Batlle, a member of Marlboro's music faculty since
1980, received a wonderful surprise in April when he
learned that Charlie and Sue Snyder had pledged the seed
fund to create an endowed faculty chair in his honor, as part
of their gift to the Campaign for Marlboro College. The Luis
C. Batlle Chair in Music will be rotated every two years among
the senior music faculty. The income from the Chair's endowment will help defray salary costs and provide an annual stipend for special activities. "I almost fainted," remarked Luis
about learning of the Chair during a dinner party. "And then I
got indigestion. I am honored, and excited for the college, and
so very grateful to the Snyders."

The Snyders, in addition, have pledged to build the major portion of a new music and dance center, which will be adjacent to the Whittemore Theater. The building is being designed by New York architect Deborah Berke, who has overseen the development of Marlboro's master campus plan over the last three years (see building program article on page 8). It will be named in honor of Rudolf Serkin, founder and artistic

"I almost fainted," remarked Luis Batlle. "I am honored, and excited for the college, and so very grateful to the Snyders."

director of the Marlboro Music Festival from 1952-1991, and his wife Irene. It will also include a multipurpose lecture hall and rehearsal space to be named in honor of former Marlboro president Tom Ragle. That space is funded by the combined gifts of longtime friends of the college Daan Zwick and Janis Dowd, and the Thomas Thompson Trust of Boston. The total cost of this facility is \$2.4 million.

"Marlboro is very dear to us and we are very excited and honored to have this role in this Campaign," Charlie and Sue wrote in May. They are also contributing to a music programming enhancement fund, which is supporting steadily growing interest among students in electronic, world and other contem-



Sue and Charlie Snyder at Deborah Berke's firm in Manhattan during a recent meeting with the architect.

porary music forms, and have made a generous three-year pledge to the Annual Fund.

"The significance of Charlie and Sue's multi-layered gift is impossible to exaggerate," said Paul LeBlanc. "Their generosity, excitement and especially their willingness to work with the college, the architects and the music and dance departments, means entire curricular areas are being rejuvenated and given customized academic facilities. That they also recognize our continued need for unrestricted gifts really makes them truly special. We are deeply grateful."

The Snyders are the parents of David Snyder, a musician who studied at Marlboro in the early 90's. Dave's wife Sara Coffey is a 1990 World Studies Program graduate who currently serves as a trustee.

Scholarships

The following donor-funded scholarships were awarded at convocation ceremonies in September, 2002.



Matthew Temple



Michael Harrington

0

Amy Gallant



Allison Gammons



Lara Knudsen



Forrest Gardner

The Roland W. Boyden Scholarship is given annually by the humanities faculty to a student who has demonstrated excellence in the humanities. John Dunham '05

The George I. Alden Trust Scholarship for an older student who has returned to school. Matthew Temple '03

The George I. Alden Trust Scholarship for a natural science student with promise of excellence. Coral Ellshoff '03

The Robert Sheldon Stainton Scholarship, named for the father of Robert T. Stainton, Class of 1954, for an upperclass student with academic excellence and service to the community. Mary Welch '04

The M. Brenn Greene Scholarships. Given through the generosity of the late trustee, Brenn Greene. Mathew Doyle '03, Kimberly Fox '04, Amy Gallant '03, Michael Harrington '03, Cullen Schneider '04

The Thomas Thompson Trust Scholarship, awarded to Windham County residents: Christopher Lewis '05, Marcea MacInnis '05

The Wolf Kahn Scholarship, awarded annually to the junior or senior who demonstrates superior talent in the visual arts. Esther Wakefield '03

The Christopher Boeth Scholarship is given to a junior or senior whose Plan of Concentration is in the field of literature or writing, and who has demonstrated a gift for and an appreciation for the use of language. Killy Bascom '03, Abigail Case '03, Andrea Heny '03

The Jean Crosby Markham Scholarship is given to a junior or senior who best exemplifies the grit and determination needed to complete his or her education. Allison Gammons '03

The Lillian Farber Scholarship is given to a junior or senior whose Plan demonstrates a passion for social justice. Michael Bedard '03, Lara Knudsen '03

The Agnes M. Lindsay Trust Scholarship is awarded annually to needy students from rural New England communities. Ashley Bies '05, Sarah Swift '04

The Windham Community Scholarship reflects hundreds of gifts received from friends in Windham County and Vermont. The proceeds from this endowed scholarship are given annually to a freshman or sophomore from Vermont who in the opinion of the faculty has demonstrated exceptional potential for upper-level academic work. Forrest Gardner '03

The John Kenneth Galbraith Scholarship is awarded annually to a student who shows promise of excellence in the fields of literature, economics or social policy. Nicholas Sivret '04

Internship Grants

In 1999 The Atlantic Philanthropies awarded the college a \$2.5 million grant to, in part, enhance undergraduate student opportunities. Juniors may apply for summer internship stipends that will enable them to undertake research and fieldwork essential for the completion of their Plan of Concentration. For these students this has been a wonderful opportunity, allowing many to not have to choose between their academic work and the need to cover living expenses. Below is a brief summary of the work that four of the 22 grant recipients did during the summer of 2002.

RoseAnna Harrison • Dance/ Spanish literature Sponsors: Dana Holby & Geraldine Pittman de Batlle

"The understanding of Spanish culture that I have gained is incredibly valuable to me, and I could not have



gained it in any way other than by visiting Spain."

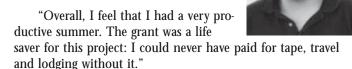
Journal writing while in Spain marked a majority of RoseAnna's time abroad as she worked to examine a statement by a friend which linked the poetry of a Spanish poet directly to a form of gypsy dance. RoseAnna studied Federico Garcia Lorca's poetry as well as flamenco dance and music. Flamenco, according to RoseAnna, is a gypsy style of dance which allows great room for self expression. Likewise, Lorca strived to write about deep feelings and was a great fan of flamenco. However, RoseAnna concluded, after her time in Spain she now believes that while the two have similarities, they are definitely not one and the same. RoseAnna plans to put her journal observations on the two art forms into use for the completion of her Plan.

Allison Gammons • Holocaust studies/history Sponsor: Tim Little

"No longer am I writing about some distant thing that I've read about in books, I'm writing about something real, places that I have seen, and people that I have met."

Allison spent her summer digging through history at the Oregon Holocaust Resource Center and talking to a Jewish woman who narrowly escaped the Nazis, first in Germany, then in France. The woman's story is like many others that have been unheard because she did not spend any time in camps. Allison said she is going to take the material from her interviews and work it into her Plan by discussing the experiences of those who escaped "before the really terrible things started happening to their families. These are people who were aware of what was going on and had the luck, and circumstances, to escape it all," she said. Allison's journeys also took her to Finland, where she was able to explore museums specializing in the history of World War II and the impact it has had on that country.

Lee Collyer • Political science/video studies Sponsors: Lynette Rummel & Jay Craven



Lee spent the summer behind the camera filming a portion of a political documentary for his Plan. Beginning in May, and continuing through the November election period, he spent the better part of his time covering weekly county Progressive Party meetings in three Vermont counties. He also filmed the meetings of other left-wing groups such as M.A.S.S. (Movers and Shakers Society), Rural Vermont and the Windham County Genetic Engineering Action Group, as well as Congressman Bernie Sanders' campaign events. "Attending these events was very important to my work. They enabled me to show the Progressive Party in action. I was able see how they related to the public and how their public persona differed from other parties," he said.

Scott Sell • Writing/sociology Sponsor: T. Wilson

"I wish I knew who to thank, but I don't. So, here is a general thank you that I hope will find its way to the people who made this grant possible."



Teaching the soothing words of poetry was how Scott Sell spent his summer break at the Cheshire County Department of Corrections. As part of his plan, Scott plans to document this experience of applying the Freirian pedagogical model of poetry to students behind prison walls. "This grant allowed me the time to perform an in-depth examination of the social philosophy of G.W.F. Hegel, which will feature predominately in my Plan," Scott said.

When a log is not enough

by Paul LeBlanc

"The guidelines...of the Master Plan help to ensure that the new construction recognizes the unique conditions inherent in Marlboro College as a small New England community. Marlboro's history and tradition of using unpretentious, locally available materials to respond to the climatic and landscape conditions of southern Vermont are integral to its identity. Additions to the campus should enrich Marlboro with new ideas about building while acknowledging their membership in a community with a distinctive character."

- Deborah Berke, Deborah Berke & Partners Architects, author of the college's Master Plan

arlboro's learning philosophy is the one captured in the familiar axiom: "The ideal college is a teacher on one end of a log and a student on the other." For over 50 years Marlboro has consistently produced accomplished graduates of a liberal arts program nationally known for its rigor and intimacy. It has often done so with limited resources, tight budgets, and facilities that might be generously characterized as having "rustic charm." In other words, the log has been showing its age even as the academic program continues to improve.

While luxury dormitories, food courts and neon lit fitness-centers have become the standard on many campuses, they are neither appropriate nor desired at Marlboro. However, we know that the quality of learning is increasingly enabled or constrained by the quality of facilities we can make available to students. If we are to ask students to learn more by doing, by creating, by conducting original research, we need to provide them with the right tools and resources.

With our new facilities, Marlboro students support their learning experience in ways impossible just one or two decades ago. The computational power available to students in the Integrated Science Lab, the gene sequencing underway in our new DNA lab, the editing possible in our music and video labs and the database resources immediately available to humanities and social science students are profound and powerful.

The visual arts program is our model for the role of improved facilities in strengthening and revitalizing an academic area. Years ago its primary facility—a homemade geodesic dome—literally fell down. In recent years construction of the Drury Gallery, the new Baber Art Studio, the new darkroom and other smaller improvements such as the new welding shed under construction have created great spaces for our arts faculty and students.

Obviously, it is the energy of new faculty, the wisdom and experience of veteran faculty and the creativity of their students that has led to the excitement and subsequent growth in

the visual arts, but the physical facilities empowered those involved by providing tools, spaces and an important and valued sense of place for our artists.

Recognizing the need to improve facilities, the college will spend over \$10 million on its current campus revitalization program. While a goodly portion will go to long-suffering infrastructure needs such as septic and water systems, most of the dollars will go into important new academic spaces. These include a \$3 million library addition, a \$2.4 million performing arts center for music and dance, and a \$500,000 World Studies Center housing a new language learning facility.

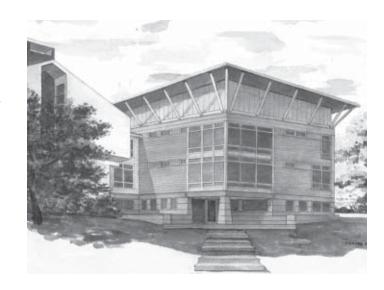
Even with these exciting new projects under way, we have much more to do. We will seek funds to renovate the Brown Science Building, to create better facilities for film and video and to renovate existing classroom spaces and faculty offices. When we complete this ambitious multi-year effort, Marlboro will provide its faculty and students the kind of learning spaces the academic program deserves.

When the *Princeton Review* recently ranked Marlboro third in the nation for the quality of instruction it recognized the core value to which we will remain committed. We will now back that commitment with appropriate facilities, for while we still need a teacher and a student, the log must be wired, connected, ADA compliant, and piled high with the resources that contemporary instruction demands.

In previous issues of the *Record* and *Development News* we shared news of a renovated Persons Auditorium, the building of a new maintenance facility, the addition to Mumford House, and the creation of a beautiful open green space between Mather and the Campus Center. On the following pages we offer a glimpse at building projects either recently completed, underway or planned for the near future, and the architects who are taking our needs and our vision and turning them into realities. As you review this section, I hope you will share my excitement, find reassurance that we are building in a "Marlboro way," and take pride in the improvements.

The Jerome & Elizabeth Aron Library Wing

- addition will add 14,000 square feet to existing 10,242 square feet, double seating capacity, and allow for doubling of current collection over the next 20 years to 120,000 volumes
- the new wing and renovation will also include a learning resource center, College & Kipling archives room, archives workroom, four staff offices, two class/group study rooms, media lab, additional restrooms, display areas and handicap access including elevator
- status: started August 2002; estimated completion date: December 2003





Daniel V. Scully/Architects • Keene, New Hampshire Daniel Scully - B.A., M.Arch., Yale University

"Marlboro College has many voices—many of which you can hear in the design of the new Aron Wing to Rice Library. The design combines the old and the very new; the rural with its natural wood finishes and the cutting edge modern with its sliding planes of metal and glass; the low tech of pencils and the e-language high tech; and of buildings square to the world and buildings with eight degrees of separation. Like a tilted 'mortar board cap', the bracketed silver metal roof crowns the top of the campus. The library stands like a stalwart protector of the knowledge within."

Hilton House

- 5,173 square feet
- 18-bed dormitory with four suites
- · each suite has kitchenette and bathroom
- large common area
- · located behind the Science Building
- named in honor of Drs. Andrew C. and Irma Hilton
- status: completed May 2002





Turner Brooks Architects • New Haven, Connecticut Turner Brooks, B. A., M. Arch., Yale University

"I believe in buildings as individuals that respond directly to the particular program and site. This building was conceived to relate more directly to its immediate site and landscape than to the campus which clusters—just barely visible through the trees—on the hillside below, and to provide somewhat more autonomous living conditions than the other dorms by providing kitchen facilities. All the living units and their kitchens open up to the meandering 'back alley' that becomes both the main circulation space as well as social space."



Mather Addition

- 1,728 square feet
- four academic administrative offices
- mail processing and photocopying center
- · designed in-house
- status: completed August 2002



Plant & Operations • Marlboro College Tom Gemmell - Northeastern Oklahoma A & M University

"Designing this addition in-house was a fun challenge. We knew that we had to design and build the addition in a short period of time, but our primary goal was to match the new design to the old. We got input and feedback from staff, and I think we were pretty successful."



The World Studies Center

- approximately 5000 square feet
- two classrooms
- two language labs
- nine faculty offices
- three World Studies Program offices
- status: in design phase

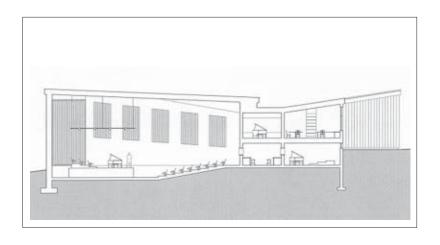
J. Coleman & Company Architects • Brattleboro, Vermont Jeremy Coleman '76 - B.A., Marlboro College; B. Arch., Boston Architectural Center

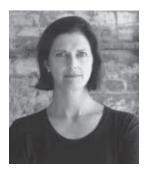
"Look at a site plan of the college without topography. Note the grouping of Dalrymple, the library, the science building...the academic core. The new classroom building has to be placed along the road between Dalrymple and the science building. Makes sense, unless you know the site. How could they have asked me to put a building out over this cliff? Viewed from Howland the building is perched among the trees, its curved roof a canopy, the braced posts the branching trunks of trees. I am a little distrustful of the things architects say about their own buildings. Sometimes I want to say I really like this building because it's so cool. I really like this building. I think it works."



The Rudolf & Irene Serkin Center for the Performing Arts

- 14,000 square feet
- 500 square-foot stage
- digital recording studio
- dance studio
- four offices and five rehearsal spaces
- Thomas B. Ragle lecture hall with seating for 125
- located next to Whittemore Theater
- status: in design phase





Deborah Berke & Partners Architects • New York, New York

Deborah Berke - B.F.A., B. Arch., Rhode Island School of Design; Master of Urban Planning in Urban Design, The City University of New York

"Working on the Rudolf & Irene Serkin Performing Arts Center is rewarding on a number of levels. When we were completing the Master Plan, we could see the potential for the performing arts to anchor one end of the campus. Being able to site the center near the theater and at the edge of the meadow really completes the vision for that area. Working with Luis Batlle, Stan Charkey and Dana Holby has been a wonderful experience—they are so in touch with their programs and the needs of the students. It is most rewarding to be able to provide a physical form for their aspirations."

The Total Health Center

- approximately 4,500 square feet
- two exam rooms
- · two staff offices and conference room
- two counseling offices
- fitness room and shower facilities
- status: in design phase



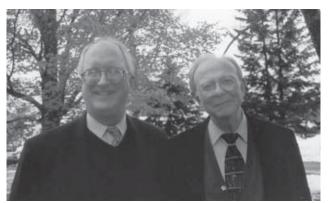


Roc Caivano Architects • Bar Harbor, Maine Roc Caivano - B. A., M. Arch., Yale University

"The Total Health Center is a brilliant concept and we are delighted to be working on the new building. Marlboro's is a beautiful campus and the existing landscape and vernacular forms are an important part of our design—we do not make fake old structures but attempt to weave 21st century needs into a 19th century neighborhood. The staff and faculty we are working with are bright and inquisitive with a suprising lack of guile—they are as charming as the place, and all seem to have the college's best interest at heart. We are looking forward to making a building they can be proud of."







Ted Wendell and Andrew Hilton



Deborah Devedjian

Board Transitions

Between the board of trustees' February meeting in Boston and the October meeting on campus, a new chairman took the helm, seven new board members were elected, two concluded their terms of service and one, Richard Taylor, was elected as an honorary trustee.

Andrew C. Hilton was named chairman of the board in May, taking the gavel from Ted Wendell, who had served as board chair since August of 1997. "Never before have I been involved with an institution that made such great strides in such a short time," Andy commented. "Much of this progress happened on Ted's watch and we are all grateful for his leadership." Ted will assume the position of treasurer and as such will chair the trustee finance and investment committees.

Dean Nicyper '74 concluded his three-year term as an alumni trustee and **Bruce Droste '72** completed a three-year term of service as a member of both the Graduate School and Campaign for Marlboro College committees.

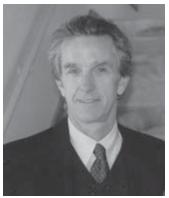
Sara Coffey '90, after serving a three-year term as an alumni trustee and taking an obligatory one-year "wait out" period, was elected to the board as a regular member.

John Chan '82 was elected as an alumni trustee for a three-year term. A computational biologist at engeneOS, Inc. in Massachusetts, John earned his Ph.D. at the University of Philadelphia in 1990, and stayed on as a post-doctoral fellow until 1994 when he went to work for SmithKline Beecham Pharmaceuticals Inc. in Pennsylvania. He is married to Patricia Carney; they frequently spend weekends at their house in Windham, Vermont.

J. Barton Goodwin, father of junior Eliot Goodwin, and Louise Hood, mother of Emily '03 and Andrew '06, were elected as the board's first parent trustees. The Parent Trustee program, instituted to bring greater representation to the board from parents of current stu-

dents, is similar to the Alumni Trustee program, which elects members to serve a single, three-year term. Bart Goodwin is a long-time partner of BCI Partners, Inc., a private equity investment company in Teaneck, New Jersey. Bart also serves as chairman of the board of advisors of the Williams School of Commerce at Washington & Lee University, his undergraduate alma mater. Bart's wife, Betsy, is the co-founder and current chair of directors of the National Down Syndrome Society. They live in Greenwich, Connecticut. Louise Hood is the regional development director for the Big Apple Circus in New York, responsible for all fund-raising in the circus' markets outside of New York. She and her husband Murray, an investment manager, live in Princeton, New Jersey.

Deborah Devedjian was introduced to the broader Marlboro community when she was the commencement speaker for the 2001 Persons School class. She holds a B.A. cum laude in eco-







Louise Hood with Andrew '06, Murray and Emily '03 Hood



Joseph Kahr

nomics and art history from Yale University, and in 1988 was awarded her M.B.A. from Harvard Business School. Deborah is currently management partner at Copernicus Learning Fund, which invests in education and training companies.

Lindy Linder, a long-time friend of the college, has a professional background in human resources administration and currently serves as a full-time volunteer for the New York City Gay and Lesbian Anti-Violence Project, on the board of directors of the New York City Gay Men's Chorus, and as the police liaison for the New York AIDS Walk. Lindy's past activities include membership on the board of the Hudson Guild settlement house and Community School Board 2 in New York. Lindy is the daughter of Marlboro trustee and friend Lillian Farber.

Joseph P. Kahn serves as a staff writer for the Living Arts department at the *Boston Globe*. Joe's knowledge of the college goes back to 1974 when he served for two years as President Tom Ragle's assistant. A 1971 Harvard graduate, Joe worked for *Inc.* magazine from

1982-1988 as a senior feature writer, and also wrote articles for *Harper's, Esquire, TV Guide, Travel & Leisure, The New York Times,* and *The Washington Post.* He is married to Kate Shaplen, a broadcast journalist and partner at the news syndication company NewsProNet. They have three children and live in Marblehead, Massachusetts.

In his 34 years as a Marlboro trustee, serving one term as chairman and multiple terms as treasurer, there is little of the workings of Marlboro College in which Dick Taylor has not participated. Providing leadership at meetings and behind the scenes, one of Dick's most valuable contributions over the years was his ability to find and convince others of the value of Marlboro and the rewards of board membership. By February, however, Dick's failing eyesight persuaded him it was time to resign. It took just moments for his fellow members to nominate and elect Dick as an honorary member of the board, a lifetime position reserved for those who have been extraordinary in their service to Marlboro. Dick joins the college's

other honorary trustees T.F.A. Bibby, Mary P. Bolles, Hope Goddard, Paul Olsen and former presidents Tom Ragle and Rod Gander.

Over the course of the winter, Marlboro lost two long-time and influential members of the board. **Frederick Kunreuther**, a petrochemical engineer and consultant and a member of the board for14 years, died in January. He was 86. In March, **Thomas Winship**, retired editor of the *Boston Globe* and elected to the board in 1997, died at home. He was 81. Their obituaries appeared in the summer-fall 2002 issue of *Potash Hill*.

Senior Staff transitions

Will Wootton '72, vice-president for institutional advancement, concluded over 19 years of service to Marlboro in September, citing a desire for new challenges and a move beyond "the Five Mile Club."

During his tenure, Will worked in every facet of development and publica-







Anne Pratt

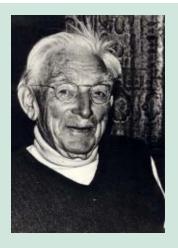
tions, beginning as alumni director in 1983. President Paul LeBlanc noted Will's many accomplishments in a recent announcement to the college community: "Will played a vital role in the survival of the college and then its more recent revival. More than perhaps anyone, he for a long time bore the brunt of the year-toyear pressure to raise enough money to open the doors for another September. Will helped shape all of the college's early major publications and not only managed their production, but rolled up his sleeves, sharpened his pencil, and completed much of the writing and editing. He was the driving force behind the 1994 Title III grant, bringing technology to campus and setting the stage for later successes such as the Graduate Center launch. He was the key strategist in the 50th Anniversary Campaign and the subsequent and almost completed Campaign for Marlboro College, which together have raised over \$36 million. It is hard to overstate the role Will has played in the history and life of Marlboro College."

Will has accepted the position of vice president of institutional advancement at Montserrat College of Art in Beverly, Massachusetts.

Lisa Christensen, a member of the college's development office for the past 14 years, has become director of development and communications, and will assume oversight of the last year of the Campaign for Marlboro College, all development programming, publications, public relations and media relations.

In June, **Anne Pratt** was named vice president for finance and administration for the undergraduate program, part of an organizational restructuring of the College to better support the increasingly complex range of activities the institution is undertaking. Anne, who has been on board for two years as assistant to then Vice President Art Scott, came from Franklin Pierce College in New Hampshire, where she had over 30 years of experience in the finance department, serving as controller there from 1995–2000.

Art Scott has moved to The Persons School in a new position, vice president for business development and strategy. He and Claudine Keenan, director of academic programs for The Persons School, will partner on new academic programs, with Art overseeing the expansion and Claudine overseeing the development and delivery of academic programs. Art will continue to work with Anne Pratt on overarching financial items such as bond issues and preparation of the overall college budget.



Zee Persons' purposeful commitment to people

Thinking back on his move in 1940 from Washington D.C. to Vermont, Zee Persons once recalled "I moved to Brattleboro against the advice of every friend I had. Best thing I ever did." Zee spent much of his professional and personal life defying the conventional wisdom: cosigning notes at his bank for people his loan committee had rejected, helping start a college and sticking with it even when he could count the seniors in the graduating class on both his hands. Zee succeeded not only because of his business acumen, but also because of his ability to know people. Knowing which people would make good on a loan, even though they had nothing when they received it. Knowing that the right people could make a tiny, unendowed college defy the odds and not only survive but thrive.

In 1946 Walter Hendricks, Arthur Whittemore and Zee Persons sat in Zee's living room and started Marlboro College. At the same time he salvaged the Brattleboro Trust Company, turning it into First Vermont Bank, one of the largest in the state by his retirement. He also helped found the Marlboro Music Festival with, as he said, "Rudolf Serkin on the piano, Adolf Busch on the violin, Marcel Moyse on the flute and Zee Persons on the cash register."

It is appropriate, then, that something as new and purposeful as The Persons School of Marlboro College bears his name.

Newly Named Persons School Launches Programs

Now only a name for the history books, the former Marlboro College Graduate Center has made way for a new, all encompassing program—The Persons School of Marlboro College. The Persons School now includes everything offered by the former Graduate Center in addition to a number of new programs.

Named for undergraduate college co-founder and good friend Zee Persons (see sidebar), the decision to make the name change arose to avoid confusion with the additional programs being offered.

"One of the issues we have faced as we seek to re-position the Graduate Center is its name. We are now doing much more than graduate studies, with our degree completion program, community programs, professional development and training, consultancy on various projects, and the whole commercial leasing and tech incubator aspects of the Technology Center," college President Paul LeBlanc explained.

"Marlboro launched The Graduate Center as an innovative way to extend its educational mission in relevant and meaningful ways and to generate new revenues, while maintaining the integrity and traditions of its undergraduate programs," Director of External Affairs Maria Basescu said. "In recognition of changing professional needs and opportunities, Marlboro continues to find new ways to prepare individuals to meet those needs and further their career options by offering new programs at undergraduate, graduate and continuing education levels."

One of the new programs at The Persons School is a bachelor's degree completion program for adult learners. According to staff, many students who were inquiring about graduate programs only had their associate's degrees and were not able to go straight into the master's degree programs. "We wanted to meet the needs of those students who had to finish up their bachelor's degrees first," Meg Donahue, admissions director, said. The new degree completion program is wholly online to offer adult learners the flexibility they are now demanding in the online world.

Also included in The Persons School is the two-year-old Marlboro College Internet Teaching Certificate, which focuses entirely on the Internet as a way to strengthen connections between learners, teachers and course materials. The four courses required for this certificate are delivered completely online and supported by technology professionals at The Persons School. Designed for professionals who are balancing work, family and education, the ITC program concludes within one calendar year.

The Persons School also recently kicked off a new degree program in Systems Integration Management. According to Donahue, this new program will produce graduates with the ability to easily line up databases for a variety of financial institutions. "This is the hottest degree out there right now. As companies grow or merge, they are often left with databases that don't talk to each other and they need solutions for how to better communicate their data," Donahue said.

Finally, The Persons School is entering a partnership agreement with the Emirates Center for Management and Information Technology for the launch of the Master of Science in Internet Technology program in Dubai, United Arab Emirates, and Delhi and Mumbai in India. Closer to home, The School will continue its summer programs and school year workshops with local schools, and expand its customized educational programs for local businesses.

For the Record

2002 Alumni Survey:

Who, What, Where and How Many?

etween December 2001 and January 2002, 1386 graduates of Marlboro received a detailed survey, the college's first comprehensive survey of alumni in over a decade. Alumni Director Teresa Storti, who coordinated the effort, was delighted with the 48 percent response rate from graduates, giving her office 671 returns to work with. Carol Bowen, of Bowen Marketing Consultants, who has conducted a number of surveys for the college in the past, was integral in the design and final analysis of the data. Here are some of the findings:

· Before attending Marlboro...

65 percent graduated from public secondary school, 26 percent graduated from private school and 9 percent were either homeschooled, received a G.E.D. or were unclear in their response. 40 percent of alumni who attended Marlboro prior to 1960 graduated from private school; since that time, the trend has decreased consistently—only 18 percent of respondants who graduated between 1996-2002 attended private school.

After graduating from Marlboro...

68 percent pursued further formal academic training at 274 colleges and universities and 30 training programs. 90 percent of those received one degree (usually a Master's), 21 percent received two degrees and 4 percent obtained three degrees after receiving a Bachelor's degree at Marlboro.

The six graduate schools most frequently attended:

Antioch New England (17) University of Vermont (14)

Columbia (15) Yale (12)

Harvard (15) Boston University (12)

Most common fields for graduate study include:

Education (21 percent) Science (9 percent)

Liberal Arts (18 percent)

Arts (14 percent)

Medicine/nursing (8 percent)

Library Science (7 percent)

Psychology/Social Work (12 percent)

Law (6 percent)

Alumni job experience

60 percent have worked in a job in a field related to their Marlboro area of concentration. 78 percent are currently employed; 26 percent work for companies with 500 or more employees, 14 percent work for companies with 10 or fewer employees and 18 percent are self-employed. 6 percent of graduates report being retired.

Industries and professions Marlboro graduates currently work in include:

Education (23 percent) Information technology (6 percent)

Business management (18 percent) Medicine (6 percent)

Artist (8 percent) Journalism/writing (5 percent)

Social services (7 percent)

Rural vs. urban

37 percent of graduates live in urban areas, 47 percent in small town or rural areas and 16 percent in the suburbs.

Alumni maintain a strong affinity to the college

70 percent of Marlboro graduates and 49 percent of alumni who did not graduate volunteered to serve as either an informal mentor to current students, offer an internship, or do both.



Trustees, staff, faculty and architects donned parkas and hard hats at groundbreaking ceremonies for the Jerome and Elizabeth Aron Library Wing in May. Yes, May.

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Having a blast...





President Paul LeBlanc works an antique plunge detonator to set off a large blast of dynamite during the first phase of library wing construction this summer.

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