

DEEP SPRINGS COLLEGE



ANNUAL REPORT for 2013 & 2014



Letter from the Chair

David Hitz DS'80

A couple of years ago, a Deep Springs alumnus told me, "I have an opinion on coeducation, but that's not what's important. We should focus more on inspiring lives of service. How are we doing? How can we do better?"

It was a good point, so I was pleased by a conversation that I had with a student at a recent trustees meeting. I asked whether there were any interesting disagreements within the student body and he said, "We are fighting about whether capitalism is incompatible with a life of service." He explained that some students believed that a life of service should be a life outside of the corporate world, perhaps in government or non-profits, but definitely not in business. Others felt that service is possible in a business context.

This year's annual report explores this theme. We have stories of alumni who incorporated the idea of service into their lives in business. Mark Taylor, the President of SynTerra Corporation defines a life of service as "giving beyond self-interest." Lars Wulff, the Co-CEO of Mud Bay, observes that, "If you give them the chance, employees actually can behave like owners. Subsequently, they can think and behave more like owners in the communities they live in." Rodney North, a Spokesperson at Equal Exchange, described the worker co-op model in which employees make many decisions, even choosing the board of directors. It is a working model for economic democracy. And finally, Bill Cowan describes a life spent hopping among government service, non-profit service, and business. Bill says, "There are many ways to define and fulfill LL's injunction to public service." Recent alumni have also pursued service in a variety of ways, from finance and law to teaching, journalism, and many others.

I believe that L.L. Nunn defined *service* expansively. In a document called *The Purpose*, written three months before his death, Nunn explained that the purpose of Deep Springs is to help in the training of the "forerunners, pacemakers, who anticipate progress perhaps by decades" and "who break the trails and point the way." I'm sure he would have considered his work creating Deep Springs to be an example of this, and I bet he also would have viewed his pioneering efforts in hydro-electricity the same way.

But never mind Nunn's exact definition of service. If Nunn were here to see, I think what would please him most is that almost a century after he founded Deep Springs, the students and alumni are still wrestling with his words and doing their best to live up to his vision.

Trustees of Deep Springs

(as of publication)

Sally Carlson
Managing Partner, Carlson Beck
Marin, CA

David Hitz DS'80 (Chair)
Exec. Vice-President, NetApp
Sunnyvale, CA

Kinch Hoekstra DS'82
Professor of Law & Political
Science, UC Berkeley
Kensington, CA

Tom Hudnut
Director,
Harvard-Westlake School, Ret.
Los Angeles, CA

Will Hunt DS'13
SB Trustee

Marina Hsieh
Senior Fellow, Santa Clara Univ.
School of Law
San Ramon, CA

Alan Kaufman DS'67
Veterinarian
Kula, HI

Michael Kearney DS'69
Software Engineer
Littleton, MA

Erik Mueggler DS'80
Professor of Anthropology
Univ. of Michigan
Ann Arbor, MI

F. Ross Peterson
President - Emeritus
Professor of History, Utah State
Logan, UT

David Welle DS'80
Creative Producer
Pepin, WI

Frank Wu
Chancellor,
Hastings College of Law
San Francisco, CA

Matthew Zianni DS'14
SB Trustee

--Legal Counsel--
Christopher Campbell DS'73
Attorney
Fresno, CA

Letter from the Student Body

Zachary Robinson DS'12

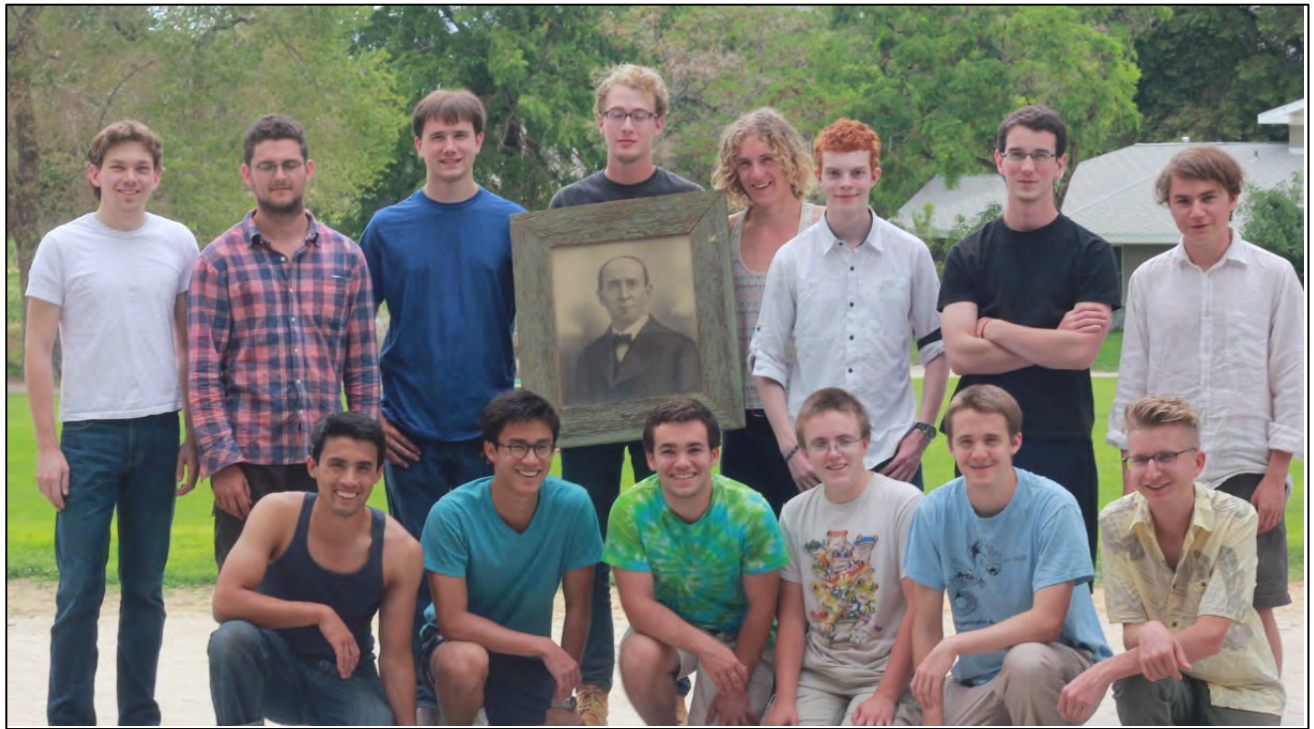
Much of the 2013-2014 school year was defined by experimentation in forms of self-governance. During terms 1 and 2, we played with new ways of integrating DS'13 into the Student Body. Part of this took place in the formal space of SB as we attempted to reconfigure our “ideological discussions” on the three pillars, the ground rules, and technology. The discussions were often conducted without Robert’s Rules and sometimes with an inner circle of speakers and an outer circle of listeners. After becoming tired of meetings regularly lasting until 1:00 am, the SB decided to implement 30 minute time caps on every deliberation. We even attempted to ban “snapping” for about a week, an experiment that resulted in SB members with large amounts of self-discipline threatening to force those who couldn’t control their fingers to chug pitchers of milk.

The experimentation kicked into high gear during the second half of the year, as the Student Body had decided to embrace anarchy by ignoring Robert’s Rules entirely and suspending all of the bylaws for a term (save those relating to safety and the ground rules). On the labor side of things, positions were reorganized for a term such that students often split their time between multiple jobs (BH and garden; farm and butcher). Even public speaking worked with a new format. Students were required to write papers defining the “public” in light of John Dewey’s *The Public and its Problems* and then to address their speeches to their own idea of a public.

Of course, even in light of all these changes, temporary or not, plenty of “normal” Deep Springs experiences keep students busy. Students were spending late nights with The Bible, Thoreau, and Hegel as we had our last chance to study with faculty members Kenneth Cardwell, Jennifer Rapp, and Joel Schlosser before the three professors departed at the end of the 2014 academic year. Prior to anarchy, the Student Body also mandated that every student participate in a reading group. And for those looking for fun outside of the three pillars, the staff hosted craft and game night, Bible study, and SitCom (a meditation group).

The physical valley also served as a constant source of joy and an outlet for physical activity. Students regularly hike up to the Druid and drive down to the lake. After two years of drought, we have finally begun to see a bit more precipitation and the resultant greening of the valley. Cattle drives serve as a wonderful excuse to get on a horse, particularly for the incoming students who studied horsemanship in the fall.

Even absent a regular rhythm to our lives, students remain busily engaged with the three pillars and life in the valley. Our experiments and experiences come from a communal drive to gain as much as we can from the valley and from each other in the limited time we have in the desert.



Class of 2013

Back Row: Christian Vlcek, Laughlin McKinnon, Isaac Urner, Koerner Gray-Buchta, Jack Davis, Nick Barton, Will Hunt, Zeke Reffe-Hogan, Front Row: Kai Mateo, Lewis Ho, Peter Daniels, Tirragen Vixie, Nathan Wheeler, Nick Jones



Class of 2014

Back row: Thomas Thongmee, Sebastian Hart, Matthew Zianni, Andrew Kim, Ethan Reichsman, Isaac Price-Slade, Bryce Snyder, William Ehlers, Aaron Ziemer, and Joseph Messer. Front row: Pranav Bhatnagar, Rango Peng, Hamza Hassan, and Harry Choe.

Deep Springs Student Body

Class of 2012

Philippe Chlenski
Chicago, IL

Jonathan DeBorst
St. Rosa St. Domingo,
Costa Rico

Abdramane Diabate
Kati, Mali

Jacob Greenberg
Encino, CA

Saarthak Gupta
Aurora, IL

Tanner Horst
Kill Devil Hills, NC

Jackson Melnick
Crested Butte, CO

Miles Mitchell
Redmond, WA

Zachary Robinson
Omaha, NE

John Stuart
Grass Valley, CA

Bach Tong
Philadelphia, PA

Lucas Tse
Hong Kong

Pablo Uribe
Pacific Palisades, CA

Class of 2013

Nick Barton
Xenia, OH

Peter Daniels
Logan, UT

John Davis
Buffalo, NV

Koerner Gray-Buchta
Grand Rapids, MI

Lewis Ho
Hong Kong

William Hunt
Seattle, WA

Nick Jones
Fort Collins, CO

Kai Mateo
Oceanside, CA

Laughlin McKinnon
Manitoba, Canada

Ezekiel Reffe-Hagan
Northampton, MA

Isaac Uner
Port Townsend, WA

Tirragen Vixie
Woodside, CA

Christian Vleck
Ontario, Canada

Nathan Wheeler
Saint Louis, MO

Class of 2014

Pranav Bhatnagar
Scarsdale, NY

Harry Choe
Londonderry, NH

William Ehlers
Augsburg, Bavaria
Germany

Sebastian Hart
Altadena, CA

Hamza Hassan
Goljanno, Somalia

Andrew Kim
New York, NY

Joseph Messer
Carriere, MS

Rango Peng
Daping, Chongqing
China

Isaac Price-Slade
Northampton, MA

Ethan Reichsman
Marlboro, VT

Bryce Snyder
San Rafael, CA

Thomas Thongmee
Lake Forest Park, WA

Matthew Zianni
Gahanna, OH

Aaron Ziemer
Williamstown, MA



Faculty and Academic Calendar 2012 / 2013

Summer Seminar, 2012

*Foundings and Refoundings:
Tradition, Memory, and Political
Identity*

Richard Mahon & Joel Alden
Schlosser

Fall, 2012

Aristotle's "Ethics"
Jennifer Rapp

Directed Study: Attic Greek
Brother Kenneth Cardwell

Cruelty—A Consideration
Brighde Mullins

*The Divided Self: Genes in
Conflict*
Amity Wilczek

Introduction to Auto Mechanics
Padraic MacLeish

Introduction to Rhetoric
Brother Kenneth Cardwell

People and Plants
Amity Wilczek

Proofs From the Book
Richard Dore

Public Policy in a Time of Change
Ronald Mortenson

*Remembrance, Forgetting, & the
Places in Between*
Jennifer Rapp

Fall 2012 Withrow Speaker
Brian Kahn

Winter, 2013

*Antigone: Feminism, Tragedy,
Politics*
Joel Alden Schlosser

Being a Body
Jennifer Rapp

Calculus and its Applications
Amity Wilczek

Independent Study: Craftmanship
Adam Nyborg

*Freedom and the State in Modern
Political Theory*
Joel Alden Schlosser

*Healthy Skepticism: Evaluating
the Risks We Face and the Medical
Interventions Intended to Mitigate
Them*
Gil Welch

*Homer's "Odyssey" & Joyce's
"Ulysses"*
Brother Kenneth Cardwell

*Photo 1: Introduction to Analog
Photography and Printing*
Bob Tyson

*Sustainability in Ranching
Operations in the High Desert*
Amity Wilczek, Janice Hunter, &
Rob Pearce

*The Varieties of Religious
Experience*
Jennifer Rapp

Spring, 2013

Current Debates in Psychology
Frances S. Chen

*Directed Study: Dostoyevsky,
"The Brothers Karamazov"*
David Neidorf

*Independent Study: Heuristics and
Biases*
Frances S. Chen

Music People Places
James Falzone

*Political Theory After Marx:
Critical Theory Past and Present*
Joel Alden Schlosser

Faculty and Academic Calendar 2013 / 2014

Summer Seminar, 2013

Aesthetics, Ethics, and Community
Katie Peterson and David Neidorf
(course instructors)
Thomas Miller and Julian Petri
(writing instructors)

Fall, 2013

*Directed Study: The Absurd, The
Insane, and the All-Too-Real,
Writing Short Fiction*
Nathan Deuel

*Domination, Oppression, and the
Arts of Resistance*
Joel Alden Schlosser

*Genetic Perspectives on the
History of Humanity*
Amity Wilczek

Hermeneutics of Esoteric Texts
Kenneth Cardwell

*Herodotus, Storytelling, and the
Politics of History*
Joel Alden Schlosser

*History and Future of Infectious
Disease*
Amity Wilczek

*Independent Study: Homebrew:
the Art and Science of Beer
Brewing*
Amity Wilczek

Introduction to Auto Mechanics
Padraic MacLeish

Love and Destruction
Jennifer Rapp

Painting
Justin Kim

*The Poetics of Presence & the
Fugitive Sacred*
Jennifer Rapp

*This Essay Could Change Your
Life: Advanced Creative Writing*
Nathan Deuel

*Directed Study: Writing Our
World, The Creative Nonfiction
Essay*
Nathan Deuel

Winter, 2014

Euclid's Elements
Brother Kenneth Cardwell

*Hegel and the Politics of
Recognition*
Joel Schlosser

Independent Study: "The Iliad"
David Neidorf

*Directed Study: Introduction to
Attic Greek*
Brother Kenneth Cardwell

Introduction to Auto Mechanics
Padraic MacLeish

*Introduction to Geology and
Geologic Problems*
Erin Gilpin

*On Solitude, the Un-Public, and
the Stillness of Vital Thought*
Jennifer Rapp

*On World, Body, and Blackness:
The Theological Dimensions of
Race*
Jennifer Rapp

*Politics, Markets, and Theories of
Capitalism*
Joel Schlosser

Punishment in American History
Peter Pihos

Think Like a Poet
Stefania Heim

Independent Study: Writing Life
Joel Schlosser

Spring, 2014

Computational Finance
James N. Ward

Experimental Field Ecology
Amity Wilczek

*Independent Study: Food, Making,
and Hunger for the Absolute*
Donna Blagdan

*Independent Study: History of the
Israel-Palestine Conflict*
Graeme Wood

Independent Study: The Odyssey
David Neidorf

Independent Study: Permaculture
Amity Wilczek & Adam Nyborg

War Studies
Louisa Lombard & Graeme Wood

Deep Springs Staff 2013 / 2014 (academic calendar)

Donna Blagdan
Cook & BH Manager

Jill Brewer
*Librarian/Development
Officer*

Brother Kenneth
Cardwell
Dean

Janice Hunter
Ranch Manager

Jill Lawrence
Director of Operations

Padraic MacLeish '99
Maintenance Manager

Shelby MacLeish
Garden Manager

David Neidorf
President

Adam Nyborg '97
Farm Manager

Niki Frishman
Bookkeeper

David Welle '80
Development Director

Valley Cowboy
Daniel Liebovitz '11

White Mountain Cowboys
Eamon Heberlein '10
Isaac Stafstrom '11

Long-Term Faculty
Joel Alden Schlosser—
Social Sciences Chair
Jennifer Rapp—
Humanities Chair
Amity Wilczek—Natural
Sciences Chair

Short-Term Faculty 2013
Frances Chen
Richard Dore
James Falzone

Ronald Mortenson
Brighde Mullins
Rob Pearce
Gil Welch

Short-Term Faculty 2014
Nathan Deuel '97
Erin Gilpin
Stefania Heim
Justin Kim
Louisa Lombard
Peter Pihos
James N. Ward
Graeme Wood '97

Letter from the President

David Neidorf

We want to tell students that what they do will make a difference in the world.

But in most colleges, what a well-socialized student does day to day, during a formative period of youth, doesn't make much difference to anyone else. But still...

We—the generation responsible now for the world the young will inherit—want to tell young people that their actions have weight and significance, that they can and will matter beyond the small circle of their personal concern, safety, and self-satisfaction.

At Deep Springs, all of this is more than telling, more than talk. Unusually among colleges, what each student does here, on any day during this formative time, actually does make a difference to the life of this community.

We want also to tell students that *the quality* of their actions matter too. Beyond mere life, we care also for the quality of community life, and so *the way* they act—as they do whatever work calls them or falls to them—matters greatly. We want them to know that virtues of character—like the one L.L. Nunn called “abundance of heart”—will make a difference to their family, their community, and through them, the world. Nunn put it like this:

The developing influences of Deep Springs should make the student conscious of that abundance of heart—should make that abundance coherent, and should bring it to expression. Yet such expression is not necessarily in any particular vocation... Wherever the heart is abundant, there will be a leader, no matter how great or how small the following.

At Deep Springs, abundance of heart and a host of related virtues are called upon daily, and the quality of our response to this call is clear and concrete. In the labor program, you see it in the developing patience, conscientiousness, and ingenuity of craftsmanship, in the daily devotions of showing up for the tedious pumping that keeps the ship afloat, and in private gestures like setting a fence post deep enough to stand well, long after no one remembers who set it, and in a student picking up abandoned coffee cups not because it's his job, but because it's there to be done. You see it in the gradual shift from debating postures to careful listening in governance deliberations, and in the classroom as a growing intellectual honesty that gradually comes to hold sway, even when an argument or discovery points away from our pre-conceptions or fondest wishes.

exemplary. For most American college students, the desire for actions that matter in the world is both sought after and elusive.

At Deep Springs the natural need students feel for a life of moral relevance to the world, for a way to match their growing strengths with a call to something of larger importance, is woven into the texture of daily life; at most colleges it is outsourced to extra-curricular service programs, arranged and offered by “student life professionals.” Among the most talented and discerning one hears that these programs are dispiriting, increasingly mocked as resume-building exercises whose main benefits are a dubious self-satisfaction and a glossy recruitment pitch.

I don't mean to condemn these programs outright. Thoughtful students still learn from them many of the lessons learnt more routinely



Amity Wilczek, natural sciences professor and Dean, leads discussion with Isaac Urner DS'13, Keenan Lantz DS'11, Saarthak Gupta DS'12, Nick Jones DS'13 and others.

Nunn's insistence that Deep Springs prepare the young for “service to humanity” is echoed widely, but the way the college he founded does so is still rare and

and directly at Deep Springs. They learn the difference between youthful notions of service to humanity and the difficult complexity of what real individuals need or will readily

accept; they learn how difficult it is to translate moral aspiration into effective action in a complicated and ambiguous world

Yet much is lost when nascent abundance of heart is diverted into pre-programmed service “opportunities,” offered up for purchase by tuition dollars, arranged by professionals to require little to no imagination or moral risk. Students at these more typical colleges are far less likely to learn two important and difficult virtues that Deep Springs students are able to absorb daily: the courage to contest the given reality of things, as they have been handed down by the guardians of stability and order, and the character and care to bear at the same time the responsibility for the stability and order that any decent community life requires.

The twin virtues, courage and responsibility, aren’t easy for anyone to live by, let alone combine. It’s easier to pick one: revolutionary or administrator, activist or bureaucrat. But L.L. Nunn’s ambition to train idealists by planting their feet in reality is the thing really needed, difficult or not, by what Nunn called the “universe.” Unvarnished reality—in the present, for the future—requires both of these virtues at once; Deep Springs remains true to

its aims by asking its students for both. The lives of the alumni featured in this report illustrate these virtues in practice.

L.L. Nunn believed that gifted young people, once “liberated” to face directly the demands of a complex reality on their imagination and their virtues, could and would rise to the challenges. Accordingly, he set in motion a college that treats its students—both in its origin, and increasingly as it developed over the years—with more trust than any educational enterprise that I know.

We have many singular qualities—where else can students milk cows, study political science, and deliberate about staff hiring on the same day? But this combination of trust and responsibility is the core of what makes Deep Springs unique, and an important example to the educational world. If Deep Springs were to step away from it, it would indeed become ordinary, no longer able to do its educational work.

For all of this, Deep Springs remains a school, not an ideal community. When students take joy in the struggle to meet the demands of our enterprise, they cannot yet be said to “serve humanity”—they are preparing to do so. The college’s small size and isolation—in ordinary terms so unrealistic, so

unsustainable—is what provides the intentional focus for two short and formative years. During these years it really does matter what each of us does each day. Everyone has to ask themselves who, if not me, will do what needs to be done, will pick up the yet unfamiliar tools to fix what needs to be fixed? It doesn’t matter if sometimes professionals might make cleaner or faster repairs—the mindset of “who else if not me?” is the same attitude, translated to other and wider venues, that characterizes leaders whose actions matter.

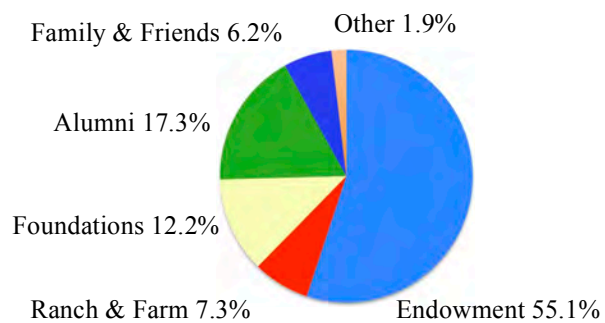
Your gifts embody the same devotion, to the young and to the future, that drove L.L. Nunn almost a century ago to found Deep Springs, and then to endow it (for, sad to say, only the first few decades). I want to thank all of you who have made it possible to sustain Deep Springs over recent years and decades.

Your continuing support is essential; with it, we can secure the vitality of Nunn’s ongoing experiment. Without it, the college would not survive for long. Those of us taking our turn in the valley are more grateful than we can easily say for your support. We are determined to merit your care and commitment as the college enters its second century. Thank you.

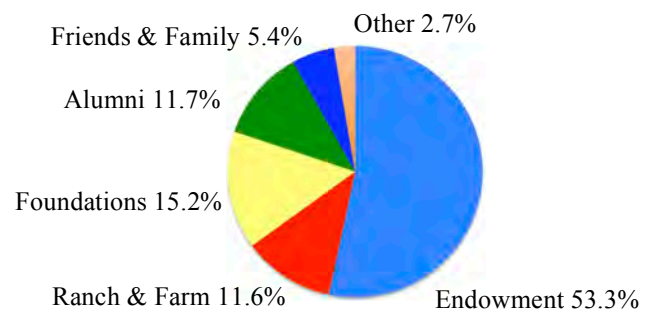


Operating Revenue	2013-2014	2012-2013
Investments Utilized	\$936,733	\$836,740
Annual Operations Fund	\$608,406	\$507,777
Program Enrichment Gifts Utilized	\$20,619	\$30,140
Annual Fund Reserve Utilized	\$0	\$0
Other Income	\$11,495	\$11,858
Ranch/Farm Sales	\$123,314	\$182,796
Total Operating Revenue	\$1,700,567	\$1,569,311

FY2014 Revenue

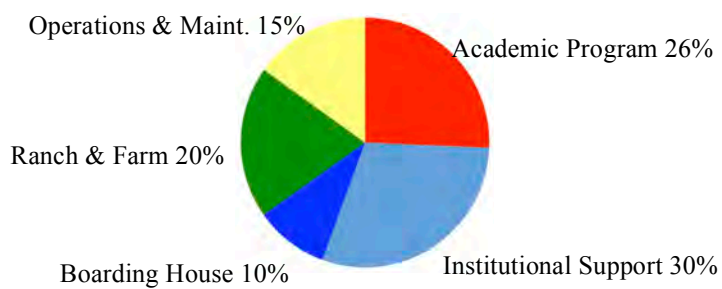


FY2013 Revenue

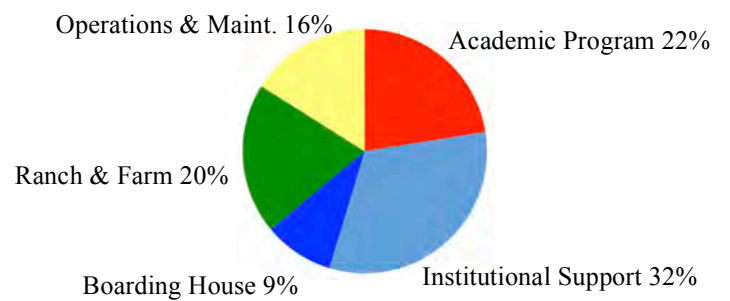


Operating Expenses	2013-2014	2012-2013
Instructional & Student Services	\$421,696	\$350,892
Administration	\$491,614	\$503,150
Boarding House	\$157,859	\$144,936
Ranch Operations	\$324,036	\$312,498
Operations and Maintenance	\$247,996	\$250,674
Total Operating Expenses	\$1,643,201	\$1,562,150
Surplus (Deficit)	\$57,366	\$7,161
Coeducation Litigation Expense (reimbursed with restricted gifts)	\$653,856	\$312,681

FY2014 Operating Expenses

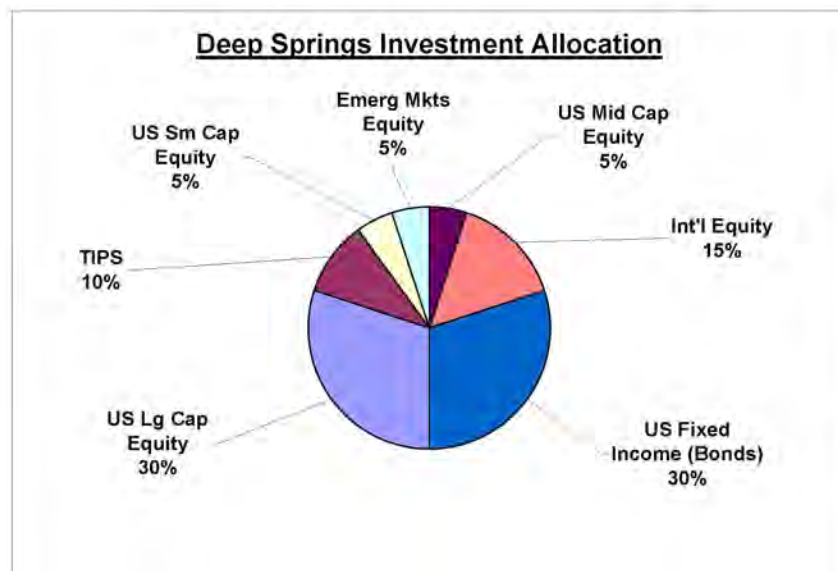


FY2013 Operating Expenses



Net Assets (Accrual Basis)	2013-2014	2012-2013
Assets		
Total Investments	\$22,440,942	\$18,908,761
Property, Plant, and Equipment	\$8,659,617	\$8,990,347
Cash & Accounts Receivable	\$268,823	\$312,492
Contributions Receivable - Net	\$421,968	\$3,200
Trusts, Prepaid Expenses, Other Assets	\$251,578	\$301,504
Total Assets	\$32,042,928	\$28,516,304
Liabilities		
Accounts Payable	\$53,500	\$12,245
Accrued Liabilities and Taxes	\$58,120	\$67,666
Payable Under Unitrusts	\$7,822	\$7,822
Total Liabilities	\$119,442	\$87,733
Net Assets	\$31,923,486	\$28,428,571

Investments	2013-2014	2012-2013
Restricted Endowment	\$13,423,872	\$11,859,561
Unrestricted Endowment	\$9,017,070	\$7,049,200
Total Investments	\$22,440,942	\$18,908,761



The Trustees of Deep Springs maintain an investment policy that is conservative, with a basic division of 60% equities and 40% domestic fixed income securities. The chart shows the sub-groups of stocks and bonds established by the policy. Allocations are rebalanced quarterly, and investment decisions are made using a long-term planning horizon of 25 years.

Funds are held and managed in accordance with the TDS policy by State Street Global Advisors, under the direction of an investment committee established by the trustees. The volunteer committee is chaired by a non-trustee alumnus and reports to the Budget and Operations committee of the Board.

The goal of the TDS Investment Policy is to maximize both overall return and available operating funds, while maintaining prudent levels of risk and preserving the purchasing power of endowment income in perpetuity. Board policy limits annual withdrawals to 5% of the endowment value averaged over previous 12 quarters.

The Business Side of a Life of Service

Deep Springs College emphasizes training for a life of service. This is often interpreted in traditionally transparent forms: government service, medicine, education, volunteerism, charitable works. While these are essential to a healthy society, we also want to acknowledge another arena where alumni serve their communities: in the realm of business. As Nunn himself demonstrated with his own entrepreneurial spirit building works to benefit communities throughout the American West as the turn of the 20th Century, communities thrive when individual community members have meaningful and gainful employment. It's timely to recall as the country wrestles with questions of income inequality in our society. In October, 2013, three alumni graciously shared their reflections with me regarding their careers and the influence Deep Springs had. I appreciate their stories. —David Welle

Lars Wulff DS'79

Lars Wulff did not set out to be a business entrepreneur. He was an aspiring novelist in 1988 when his mother purchased a small rural feed store in his hometown of Olympia, Washington. Within a year, he was working full time helping his mom keep the store afloat. In a few more years, his sister Marisa joined as well. Brother and sister became co-CEOs of the company and shifted their focus strictly to natural pet foods. Two decades later Mud Bay has nearly thirty stores across the Puget Sound region and is one of the largest retailers of natural pet foods in the nation.

For Lars, the most rewarding part of that success has been participating in a community – not only with his family, but with the people who work at Mud Bay and live around him. “There is a joy and sense of well-being unlike anything else that comes from being part of an intentional community. It gives life greater meaning. It was deeply meaningful to be part of the long community of DS and TA, and it feels rewarding to be steward of an intentional community.” (In this case, a local business that provides livelihoods for over 200 people.)

Lars attributes success to their employees who are well-educated about their products and use “consultative selling” to provide education and resources to customers, rather than simply selling things off the shelf. “Businesses can affect behavior of consumers and Mud Bay is recognized as being pretty good at it.” It requires highly educated and engaged (and fairly compensated) employees.

The company has used an “open book” style of management,

Mark Taylor DS'72

Mark Taylor grew up in South Carolina dreaming of playing football in college. However, when he was accepted at both Harvard and Deep Springs, he arranged a 1-year deferment (“*against the advice of virtually every adult in my life...*”) and headed out to the Inyo high desert instead of Cambridge.

Mark describes the academic program at DS under the direction of Randall Reid as life changing. He took his first geology course and found it “*totally catalytic.*” He read “*a great deal of Faulkner, Shakespeare. Similar courses at Harvard were not as invigorating. Academic life at DS was like drinking from a fire hose – an intellectually stimulating challenge.*” He felt even greater influence from the labor program, discovering the distance between abstract thinking and practical application. He most enjoyed serving as feed man and irrigator, and recalls a particular lesson when Merritt Holloway dismissed a sloppy fence re-pair Mark had completed by saying “I wouldn’t put my name on it.” Mark took the time to start over and do it right.

After graduating Harvard (where he did play football) with a geology degree, Mark worked three years then got his M.S. in Geological Sciences from The University of Michigan. He worked in the mining industry for almost a decade, and then started his second career with a large environmental consulting firm. He joined SynTerra in 1997 as their 11th employee.

SynTerra Corporation is an environmental science and engineering consulting firm specializing in environmental

Rodney North DS'84

Equal Exchange is an importer, wholesaler and retailer of Fair Trade foods and beverages, primarily coffee, tea, chocolate, nuts and bananas, headquartered in Massachusetts. The company was founded in 1986 and has since grown to be the largest Fair Trade company in the U.S. From its inception, Equal Exchange functioned as a worker’s co-operative and formalized that structure in 1990.

Rodney met one of the founders of the Fair Trade concept at a coffee conference in southern Mexico and was excited by the idea of using sustainable farming and commerce, specifically fair trade, as an economic development tool for communities of small-scale farmers. Shortly thereafter, in 1996, he joined Equal Exchange and for some time has served as the chief spokesperson and public relations manager. More than just marketing, he fosters awareness and public understanding of Fair Trade and of socially responsible business in general, while also promoting Equal Exchange’s products and their contribution to a more equitable, sustainable global economy.

It was only after being on the job that he became more appreciative of Equal Exchange’s **worker co-op model**, too. He thinks a worker-owned co-op is the best business model for what EE is trying to do in the marketplace as it mirrors, and complements, Equal Exchange’s dedication to farmer-owned co-operatives; both are examples of economic democracy at work. Further, small farmer co-ops are critical to the vision & practice of Fair Trade. “*Through co-ops these otherwise marginalized small-scale farmers can create and control businesses that actually work for them, and for the*

WULFF (continued)

functioning with as much transparency (in financials, planning, operations, and decision making) as possible. Lars and Marisa have always pushed decision making out to the employees, not necessarily with a formal collective process, but simply by encouraging openness.

Lars was a “true believer” in the Nunnian ideals of Deep Springs. His most abiding lesson while in the valley was realizing the power of intentionality, and he appreciated the ‘murkiness’ of the political process – finding practical solutions amid the uncertainty of who, exactly, owned the decisions.

Choosing to attend DS was simple, because it was clearly different from the traditional liberal arts college experience. “When you change circumstances, you can change behavior. People can actually do very different things with their lives if you give them changed circumstances – it changes their expectations.” The six months he spent as SB maintenance man (in the days when there was no staff overseer) taught him the distinction between the luxury of education and the obligation to keep things running.

In addition to DS, Lars was a Telluride Association member for nearly twenty years (and co-founder of the short-lived Chicago Branch while attending University of Chicago). One leadership skill he attributes to his Nunnian education is the ability to persuade people toward a common goal. As a business owner, it’s crucial to convince employees to bring their own energy to the enterprise. If you give them the right motivation, people love sharing in goals.

Mud Bay has always had some form of profit-sharing in place for employees. But, Lars’ goal has been to shift the company from family ownership to one that is owned directly by employees. In the past year, they have begun taking steps toward making that a reality. From a business perspective, it will improve on their core model and improve the business, because a more engaged staff will help them outperform competitors. Most importantly, it will provide much better for employees’ retirement – something they feel an obligation to.

TAYLOR (continued)

assessment and remediation, chemical and industrial processes, civil engineering, brown fields redevelopment, and wetlands assistance, among others. Mark began as a project manager and, after becoming a part-owner, moved up to director, vice-president, and ultimately president in 2006, a position he holds today. The firm has 43 professionals on staff, and over 50% are owners in the company.

The company is structured similarly to a law firm, with professional members who are all actively encouraged to co-sider ownership. Although it is not a democracy, the company emphasizes open information sharing. Shareholders elect the board, as in any corporation, but ownership is restricted to employees. “*Our vision was always to be employee owned. We don’t want to spend our time managing the expectations of outside investors. There are a lot of factors to consider in our decisions besides just profits.*” Mark notes that during the recent recession they found ways to keep employees on the payroll even as some segments of their business plummeted.

In his view, “*Generosity is an important word. It’s not something normally associated with business. A Life of Service means giving of yourself beyond self-interest.*” When Mark assumed leadership of SynTerra, he was motivated to write a company memo about generosity as a key piece of their identity. Generosity is fundamental to leadership. He feels it’s important to offer people the opportunity to thrive in a responsible environment (and fail if they might); something he learned from the opportunity that LL Nunn gave him.

Mark has found that employee ownership does help motivate people to do their best, but, surprisingly, not necessarily everyone is interested in ownership, even if it’s offered to them. And, it’s okay if they prefer to just do their job. “*The employees recognize that they are working in a ‘giving’ environment and therefore demonstrably feel better about their workplace and their work.*” Mark believes it’s essential to support employees in their work.

NORTH (continued)

welfare of their whole community. Hence we’re always applying purchasing power (approx \$20M/yr) to benefit democratically owned & operated businesses like these, all around the world.”

Rodney’s experience in the Student Body was that Deep Springs helped students own the responsibility for the success, or failure, of their own education. He felt keenly that the SB – and the students collectively – bore a critical portion of the responsibility to make it all work, rather than relying on the system to just do the work for them. “*Additionally, we had responsibility to make sure it works for future students, too.*” That sense of being tied to those that follow you is at the core of all forms of sustainability – a key value at Equal Exchange.

During his time at Deep Springs, Rodney’s favorite jobs were GL, irrigator, and farm assistant. The effort helped engrain in him a respect for all forms of labor, something that is central to Fair Trade: respecting and acknowledging the hard work of people who are otherwise overlooked and often exploited. He also borrowed the DS concept of ‘Passover’ manuals. “*At EE we’ve a need to ‘pass on’ the knowledge that makes our democratic, but unorthodox, enterprise function. Because of the self-directed nature of our work, and the employee-ownership element, we need to ‘reproduce’ future worker-owners and co-op leaders the way DS constantly reproduces Deep Springers. To that end I’ve sometimes tried to recreate the ‘pass-over’ tools I learned at the College.*”

Similarly, he compares EE’s worker’s co-op structure to a small-town government. Every member of the co-operative has one vote, as would every citizen in a town. Among other decisions, these worker-owners elect the board of directors – and a majority of its nine members come from the rank & file, too. They’re analogous to a city council. And the EE Board oversees a hired manager, just as some city councils oversee a full-time City Manager. Consequently at EE the management is actually accountable to the staff, the people they lead, and the authority for different decisions is distributed among the owners, the Board, and

WULFF (continued)

He feels it's essential to share the fruits of success with those who make it possible.

Lars' experience has been: if you give them the chance, employees actually can behave like owners. Subsequently, they can think and behave more like owners in the communities they live in. A Nunnian view of the SB comes to mind... The bottom line is he wants a business that is a meaningful, fun and happy place to work. *"People can live lives of service and stewardship wherever and in whatever they do."*

TAYLOR (continued)

Reflecting on the often threadbare nature of existence at DS in the 1970s he recalls the definition of entrepreneurship posited by Howard Stevenson: "pursuit of opportunity without regard to resources currently controlled." To this day he makes sure that employees have the right tools to do their job, whatever it takes. He enjoys making things work smoothly for the company. He feels he truly learned how to think at Deep Springs; that the experience awakened his Calvinist upbringing, providing a framework for his life as a community member and business leader.

NORTH (continued)

management. Additionally, every worker has the potential to own an equal share of the business – independent of their rank or seniority. Currently, just over 75% of employees are 'worker-owners'. The other 25% are newer hires in their initial 'probationary year'. Every employee can buy only one share, and has only one vote. Not surprisingly, EE's hiring methods are very careful and resemble DS's exhaustive application and interview process.

Rodney doesn't feel that every business has to be a worker's co-operative, or is even suited for it, but he believes democratic and egalitarian models could be applied much more broadly to all manner of workplaces. Their co-op does possess some hierarchy, but profits and losses are distributed equally, and the pay ratio between highest to lowest is no more than about 6-to-1, which is relatively flat for a \$53 million enterprise. Everyone has an incentive to care about the company's long-term success and has a chance to influence the firm's direction. Equal Exchange has been profitable 24 of the past 25 years, and has averaged an annual growth over 20%. Clearly, democracy can be combined with commerce, and today many college textbooks actually include case studies on Equal Exchange's experience.

He's learned that *"democracy can be applied in places I never imagined: non-profit boards, schools, as well as businesses. And you can trust young people with more things than you thought. Overall the long-term benefits outweigh the occasional screw-ups."* And he emphasizes: *"there are intangible benefits of worker ownership beyond the economic benefits. You simply feel better, more satisfied and happier when you own your own business."*

In Rodney's experience, *"the more you practice democracy, the better. And if you can practice democracy at work, that's better still. And the more you flex those 'democratic muscles' the more prepared you are to be a truly engaged and contributing citizen in your town, your state, your nation."*



Director of Operations Padraic MacLeish DS'99 leads his popular auto mechanics class outside the garage.

Fundraising Report 2013 / 2014

David Welle DS'80

As many already know, I left Deep Springs in the fall of 2012. When the search for my permanent replacement failed to uncover the ideal candidate, David Neidorf asked me in the spring of 2013 to take on much of the work from my home in Wisconsin. I gladly agreed, because interacting with the extended DS community has been deeply rewarding, and I'm happy for the chance to regularly work with the current students. Every encounter I have with them encourages me that our collective efforts on behalf of Nunnian education are well worth it!

Regarding the annual operations fund, fiscal year 2013 was the most disappointing in five years. Contributions to annual operations topped out at \$508,000 – about \$190,000 shy of our targeted \$695,00. We saw shortfalls in all three broad categories: alumni, foundations, and parents/friends/family.

While this shortfall felt devastating to me initially, close analysis revealed some underlying good news. In both the Alumni and P/F/F categories we actually had *more* contributors than targeted: 255 among alumni (or 37%), and 214 among parents, friends, and family. In fact, 2013 saw the highest number of individual contributors since the banner year of 2006. You may ask, "If we had more contributors, why did we receive less money?" Fundraising endeavors typically see a large percentage of proceeds come from a small percentage of "major" contributors. Deep Springs is no exception.

On average in any given year, we've historically received about \$140,000 from just five individuals, combined. (Never the same five individuals.) Because our contributor base is so tiny we can't predict when individual circumstances will reduce this amount in any given year. In 2013, we had just three 'major' donors with combined contributions of \$31,000, and that was the major factor in the 2013 shortfall. However, in 2014 we

received major gifts of \$148,000 from a combined six individuals.

Fiscal 2014 had other noteworthy results. Alumni participation was above 40% for the first time in five years, with 287 contributors in the year, while total individual contributors numbered 488. Both of these figures surpassed 2013 for the second highest totals ever. These high numbers are encouraging, but we were still a little shy of our fundraising target for the year. The reasons for this are noted below.

We also saw continuing major gifts to the endowment fund, but almost entirely from bequests. I think this shift from major capital giving to estate plans reflects a more cautious attitude about investments, based on recent history; something the college may have to adjust to for the near-term.

Estate bequests are a wonderful way to provide essential legacy support for the college. Unfortunately, these gifts also mean we're losing those members of our community, but we are enormously grateful to those who contribute in such a meaningful way. Many long-term supporters find this a fitting way to 'complete' their years of dedication to Deep Springs and we encourage you to make such plans. (In fact, we've just launched a new gift-matching program to facilitate such gift planning. See insert in this annual report for details.)

All of this indicates that the college is entering a demographic shift in its alumni base. We crossed two milestones in 2013: For the first time, more than 50% of alumni contributing were from 1980 or later. Perhaps more significantly, also for the first time, more than 50% of alumni funds received were from 1970 or later. Over the past four years, contributions from the 1940s and 1950s have been declining while participation in the 1970s-2000s has been increasing. Sadly, 1940s alumni are passing away at an accelerating pace. One hundred forty individuals attended from their

decade, and many, many of them have made extraordinary contributions on Deep Springs' behalf over the past twenty years. But we've lost most of them. Meanwhile, the 1950s had only 83 individuals in their decade to begin with, and many of them are gone as well.

The earlier generations still contribute greatly where they can, but put simply, it's incumbent on those of us in the younger generations to "up our game" and increase support for Deep Springs each and every year. Between recovery from the Great Recession and this underlying demographic shift, average contributions will be smaller over the near term. In my mind, this simply highlights the importance of every contribution, and every contributor.

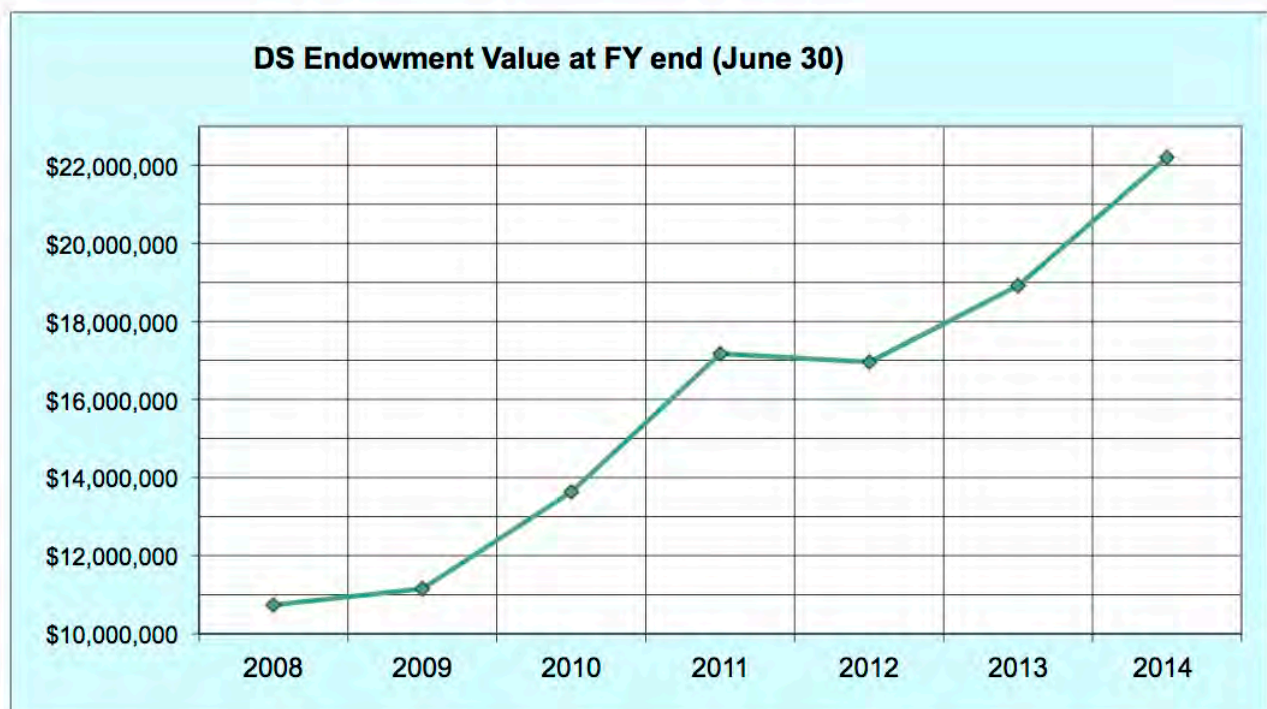
After many years of consistent engagement with parents and friends, we're maintaining healthy rates of participation from these groups. With the help of many alumni class chair volunteers, we've been gradually improving participation among alumni (well above the national average.) I'm grateful to those alumni who give their time towards this effort. There are dozens of you, but I'd like to acknowledge one particular volunteer: **Roger Fraser DS'62** who has carried the torch to most of the 1960s alumni for over a decade. His energy and unflagging passion are a constant inspiration to me.

The fundraising results of the last two years clearly indicate that Deep Springs' financial future depends on broad-based support, and on support that remains consistent year after year. Everyone has different means at their disposal, so I am buoyed by the turnaround in 2014 and the increasing numbers of individuals contributing. Collectively we can assure that the Deep Springs education continues to thrive. Thank you.

Giving to Deep Springs (Cash Basis)	2013-2014	2012-2013
Annual Operations Fund		
Alumni, Family, & Friends	\$400,161	\$268,337
Foundations	\$208,245	\$238,525
Other Gifts	\$607	\$915
Total	\$609,013	\$507,777
Program Enrichment Gifts	\$20,619	\$30,140
Restricted Gifts to Support Coeducation Transition & Litigation	\$650,000	\$361,350
Capital Giving		
Contributions to Endowment	\$1,588,495	\$1,034,206
Other Capital Gifts	\$114,924	\$48,432
Campaign Expenses	(\$174,892)	(\$141,809)
Total	\$1,528,527	\$940,829
Total Gifts	\$2,983,051	\$1,981,905

State of the Endowment 2014

The College's endowment continues to improve, thanks to the many contributors (listed in the following pages) who have made Deep Springs' financial stability a priority in their charitable giving. Recent estate gifts have further secured the college's future and despite volatility in the investment markets, Deep Springs' conservative investment strategy is paying off in the long run.



Contributors 7/1/12—6/30/14

*IHO—In Honor of Of IMO—In Memory Of **—Deceased ## —Employer match gift*
Alumni Class Chairs are highlighted in bold

Charles Abbott
Polly Aird
IMO Robert Aird, IMO Henry Hayes
John & Jill Aldworth
Eugene Alexander & Barbara Blasdel
Ron Alexander
-IHO Jack & Linda Newell
*Bill Allen ***
Nancy Aguilera
Carol & John Albright
Ben Altman
John Ames & Janet Boggia
John Anderson
Anonymous
Anonymous
-IMO Bill Mack
Anonymous
Anonymous
Ann Armstrong
-IHO Michael Armstrong
Michael & Laurie Armstrong
-IMO Robert Sayre
Celestine Arndt
David Arndt & Julie Park
Robert & Anne Atkinson
Donald Attwood
David & Rebecca Ayer
Gunhild and Ravindra Badkar
John Baird
Donald Baker
William & Margo Baker
Ball Corporation ##
Bruce Barkley
Daniel Barnard
James & Adrienne Bartolome
Derin Basden & Deborah Reber
Shari Bashin-Sullivan
& Richard Sullivan
Brendon & Jean Bass
Ron & Kathleen Beck
Travis Beck
Eric Bennett
John Bennett
Darwin & Susan Berg
Catherine Bergel
-IMO Kurt Bergel
Lincoln Bergman & Lisa Simpson
Victor & Elizabeth Berliner
Dennis Berry
Noah Beyeler DS'03
Stephen Birdlebough & Sara Davis
Nathaniel Birdsall
Michael Birnbaum
Taylor McCallum Black
& Mari Matsumoto

Christopher Blanchard
Hunter Blanks
Joseph Blanks
Alexander Blasdel
Hugo & Nancy Blasdel
Blue Oak Foundation
John & Valerie Bockrath
Boeing Company ##
Henderson Booth
James & Rose Bostwick
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Tyler Bourgoise
Kent Bradford & Barbara Zadra
Stephen & Marchelle Brain
Christopher Breiseth
Eric Breitbart
Ned Brewer
Stephen Brooks
David Brown
Jennifer Brown
-IMO Wendell S. Williams
Stephen Brown & Metta McGarvey
Kenneth & Lisa Brownstein
Michael Brownstein
Minerva Brownstein Estate
Richard Bruinsma
William Bundy
C. Allen Bush & Louis Graff
Steve Buyske & Ann Jurecic
Joel Cadbury
California Community Foundation
Christopher Campbell
Jane Campbell
Ross Campbell & Marianne Aall
Mark & Betty Cannon
Mary Sullivan Cardwell
Kelly Carlin DS'02
Sally Carlson
Rory Carroll
Ronald Champoux
Frances Chen
Joyce Newell Chesnut & Bill Chesnut
-IHO Jack Newell
Vincent Chu
Denis Clark & Katharine Giovanna
Robert & Roberta Clark
-IMO Eunice Whitney
Robert Clark & Karen Webster
Robert D. Clark
Joel & Meredith Coble
Andrew Colville & Laura Schiff
Ralph & Joanne Comer
-IMO of Wallace L. Cook
Coleman Conroy
-IMO Eunice Whitney

Chandler Cook
Richard Cooluris
Clark Copelin DS'98
& Fauzia Copelin
Ed & Margaret Copelin
James & Caralyn Cordell
Erik Cota-Robles
Daniel Cottom
Katina Coulianos & Douglas Sell
Fred & Joyce Coville
Darrel Cowan
William Cowan DS'43
& Lisa Gibson
Phil & Karen Craven
Michael Cravey
Edwin Cronk
Gabriel & Cecilia Culbert
Tamara & Bruce Culbert
Greg Cumberland
& Katie Birchenough
H.A. Cummings
-IMO Mac Finley
John Cunningham & Evanne Jardine
Jared Daar DS'08
Judith & Eric Daar
Douglas & Gisela Daetz
Catilyn Dana
-IMO Eunice Whitney
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Max Dannis & Linda Gatter
Noah Dauber
John Davidson
Michael & Karen Davidson
Robert Davis
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Louis & Juliet DeLong
Michael Dehn & Tara Sougthers
Nathan Deuel & Kelly McEvers
Jonathan DeWeese
John Dewis
Lester & Susan Dewis
Jacob & Janis Dickinson
Stanley & Sarah Dietzel
Alonzo Dill
-IMO Eunice Whitney
Nancy Dodge
-IMO Norton Dodge
Jim Downing
Thomas & Jo Ann Downing
Miguel Dozier
Mitch Dubin & Kim Cheselka
Barbara & David Dueholm
Benjamin Dueholm & Kerry Waller
Sam Dugan

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 Robert & Nancy Earnest
 Scott Earnest
 Max & Jennifer Edelson
Brad Edmondson DS'76
 & Tania Werbizky
 Michael & Betty Eigen
 Alan Eisner
 Kufre Ekpenyong
 Sean Eldridge & Chris Hughes
 Jacob Englander
 Mark Engler
-IHO Josh Kamensky
 Leif & Sharon Erickson
 Ryan & Elizabeth Erickson
 Will Erickson & Caitlin Anderson
 Byron Estep
 Donald & Jan Etnier
Miles Everett DS'49
 & Nanette Everett
 Dan Fahey
 Gene Fang
 Henry & Ta-yun Fang
 Benjamin & Elvia Farnham
 Miles & Pauline Fellows
 Michael Fields
 June Finkelstein
 Aron Fischer & Jennifer Schmidt



With a grant from the USDA, the GL and garden crew erected a new high hoop house, extending the effective growing season in the garden to nearly year-round.

Lisa Fleming
-IMO Bill Mack
 Duncan Fordyce
 John Fort
 Marc Franzoni
Roger Fraser DS'62
 & Patricia Fraser

Nicole Frishman
 John Fritz
 Dan Fulwiler
 David Galbraith
 J. Alan & Sarah Galbraith
 Brian & Denise Galvin
 Carol Garrett
 Jeffrey & Elena Garrison
 Anneliese Garver
-IMO Newton Garver
*Newton Garver ***
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Robert Gatje DS'44
 Michel & Sharron Gelobter
Jim Geringer DS'80 & Reiko Kato
 James Gibbs & Dick Page
 Jacob Giessman
 Kay & Richard Gill
-IMO Eunice Whitney
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 Joseph & Erika Gilson
 Tyler Glenn & Adriane Budavari
 David Goldfarb & Nina Guerrero
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 & Stephanie Goldman-Armstrong
 Jeffrey & Frances Goldstone
 Richard & Diana Goodman
 Google ##
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 Lindsey Grant
 John Gravois & Rose Dakin
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 Tim & Joyce Greening
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-IHO Carter Gregg
 David Gregory
 Howard Griggs
 Mary Clare Gubbins
-IMO Eunice Whitney
 Peter Guth & Mary Guth Haselton
 Robert Hall & Jane Hritz Hall
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-IMO Paul Todd
 Bruce Hamilton & Susan Barretta
 Frederick Hammer
 Phil Hanawalt & Graciela Spivak
 Max Hare
 Emma & Martin Harty
-IMO Eunice Whitney
 Nick Hathaway
 James Hayden
Clarence Hayes DS'77
 & Jana Holbi'kova'
 Henry & Margo Hayes
 Richard & Rebecca Haynie
 Harriet & Donald Hazlett
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 & Jacqueline Rubin
 Helen Heckman
 Tim Heffernan
 Adam Hefty

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 Tim Henderson
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Jamie Herre DS'82
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 Edward Heyn
-IMO Eunice Whitney
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-IMO Eunice Whitney
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 Jerre & Nancy Hitz
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 Misha Hoekstra
 Timothy Hoekstra
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 William & Jane Hoffman
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 Stephen Holve
 David & Olga Hoople
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 Hans & Linda Houshower
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 Michael Hudgens & Eric Luna
 Tom Hudnut
 John Hudson
 Lee Ann Hudson
IMO Paul Davis
 Ray & Caroline Huey
 Jacob Hundt & Sofya Blyum-Hundt
 Silas Hundt
 Timothy Hunt
 Mitch & Kelsey Hunter
 Max-Gustaf Huntsman
 Adnan & Margaret Husain
 Michael & Mary Ann Huston
-IMO Bill Mack
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 Loren & Diane Ihle
 University of Illinois
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 Ben Israel
 Mark Israel & Elaine Michener-Israel
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 & Mary Jackson-Smith
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 Michael Jacobson & Gina Kuperberg
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 Andrew & Heather Jennings
 George Jensen
 Laura Jerrard
 Richard & Margot Jerrard
 Robert Jerrard

Herman & Helene John
 Douglas Johnson
 Jeff & Glo Johnson
 Kathleen Jones
 Robert & Andrea Jones
 Robert Jones
 William Jones
 Ravi Sankar Jonnal
 Brian Judge

Jeffrey Klahn & Elisabeth Swain
 Christopher & Carl Kleps
 Ann Klinefelter
 Akira Kobayashi
 Mikolaj Kocikowski
 Mel Kohn
-IMO Eunice Whitney
 Michael Kovner
-IMO Kenneth Schechter

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 James Lynch
 Julian "Pete" MacDonald
 Padraic & Shelby MacLeish
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 Margaret & Stanley Manatt
 Matt Mandelkern
 Charles & Nancy Mansbach
 Fred Mansfield
-IMO James Mansfield
 Harvey & Delba Mansfield
 Robert & Ellen Marcus
 Dimitriy Masterov
 Roger Masters
 William & Diane Masters
 Thomas Mathew
 Sunshine & Emily Mathon
 John Mawby
 Ellen May
 John May
 Jeffrey Mayer & Nancy Diamond
 John & Judith McCarter
 Robert & Marjorie McCarthy
 Joan & Michael McCloskey
 Andrew McCreary
 Karen Williams McCreary
 Diane McCullough
-IMO Eunice Whitney
 Patricia McFarland
-IMO Bill Mack
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 Timothy McGinnis
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 Seth Merritt & Michelle Erhardt
 Allegra Levine Messent
 Eliot Michaelson
 Jon & Linda Michaelson
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 Zach & Kristen Mider
 Donn & Margaret Miller
 Mary & James Miller
 Tom Miller
 Heide Moore
 Roland Moore
 James & Leslie Morefield
 John Moriarty
 John & Sue Morita
Oliver Morrison DS'00
 Whet Moser
 Erik Mueggler
 Brighde Mullins
 Charles Munford



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 & Heather Kamensky
 Abram Kaplan
 Steven Kaplan & Janet Levine
Curt Karplus DS'48
 Kenneth Kaufman
 & Kimberly Hensley
 William Kaufman
Michael Kearney DS'69
 Neil Kearney
 Harper Keehn
 Brandt Kehoe
 Bryce Kellogg
 Dan & Lynn Kellogg
 Paul Kelly & Denny Dart
 Joanna Kenney
-IMO Kenneth Schechter
 Philip Kennicott
 Ed Keonjian
 Philip Kiep
 Andrew Kim
 Emilie Kimball
-IMO Lewis Kimball
 Herb Kincey
 Thomas Kinney
 W. Carleton & Eleanor Kinney
 Mark Kirby
 Stephen Kirby

Peter Kovner
-IMO Kenneth Schechter
 Mihir Kshirsagar
 Jason Kurland & Rebecca Ryan
 Michael & Michelle Kwatinetz
 Norm La Faunce
 Robert Lack & Colleen Kelly
 Bronte Lamm
 Donald & Giovanna Lammers
 Sam Laney
 Jeff & Lisa Ann Laske
 Neil Latt & Karen Pawlyk
*Bruce Laverty ***
 Nathan Leamy
 David & Arla LeCount
 Douglas Lee
 Lawrence Lee
 Cameron Leonard
 Keith & Shakun Leslie
 Josh Levy
 Dong Li
 Paul Lin
 Joseph Linden
 Robert & Joanne Linden
 Edwin & Susanne Lindgren
 Haiyun Liu
 Mark Livingston
 Noah Longley
 William & Karen Longley
 Stephen Longmire

Luther & Virginia Munford
 Ian Murphy
 John Murphy & Caroline Wiecking
 William & Virginia Myer
 Cory Myers
 Jane Myers
 David Neidorf
 Bruce Nestor
 Jack & Linda Newell
-IMO Eunice Whitney,
-IMO Jane Breiseth
 Alan & Nancy Nicholson
 Ove Kenneth Nodland
 Don & Elizabeth Noel
 Thomas & Kathleen Noland
 Patricia Novelli
 Albert "Tyke" Nunez
 Josh Nuni
 Susan Nuni
 Adam Nyborg & Jill Brewer
 Eric Nygren
 Peter & Wendy O'Connor
 Marnie O'Sullivan
 Phil Ogden
 Thomas "Pete" Palfrey
 John & Linda Pannuto
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 James & Patricia Partridge
 Doug Pascover
 James Pearson & Melanie Jacobson
-IMO Sage Pearson
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 Vern & Dorothy Penner
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 Molly Peterson
 Ross & Kay Peterson
 Julian Petri
 William Pezick
-IHO Mike Yarrow
 Pfizer Foundation
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 Steven & Elizabeth Phillips
Winnifred Pierce
 Peter Pihos
 John & Mary Pineau
-IMO Eunice Whitney
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 Geoff & Iris Pope
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 Daniel Pritchett
 Jay Pulliam & Mara Pfund
 Robert Purks
-IMO Eunice Whitney
 Ken & Betsy Pursley
 Patrick & Mary Ragen

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 & Barbara Shulman
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 Peter Ralph
 Barry & Wendy Rapp
 Donald & Hilary Read
 Sheldon Reaven
-IMO Diana Reaven
 Deborah Rego
-IMO William Mack
 Robert & Norma Reich
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-IMO Gene Newman
 David Richter
 Ellen Richter
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 Jules & Shirley Riskin
 Philip & Karen Roberts
-IMO Bill Mack
 James & Bonnie Rock
 Peter Rock & Ella Vining
 David & Mary Jane Rogne
 McNamara Rome
-IHO Samuel Zeitlin
*Christian Rondestvedt ***
 Mindy Roseman

Gareth Sadler
 Kitty Sadler
 Miriam Sagan & Richard Feldman
-IHO Jacob Feldman
 Sahan Daywi Foundation
 Arthur Saint-Aubin
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 Gene Sandretto
 Harry & Kathryn Sandstrom
-IMO Bill Mack
 Gerard Saucier
 Nathan Sayre
-IMO Robert Sayre
*Robert Sayre ***
 Gilroy Schaller
 SC Johnson Fund, Inc. ##
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 Rob Schechter & Alison Matsunaga
-IMO Jeff Lustig,
-IMO Jane Breiseth
 David Schisgall & Evgenia Peretz
 Tom Schlosser
 Eli Schmitt
 Joan & Carl Schneider
-IMO Eunice Whitney



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 Peter Rosenblum
 Warren Rosenblum & Nicole Blumner
 Alex Rothman
 Michael Rowe & Jennifer Burroughs
 Beau Rowland
 Lawrence & Suzanne Rowland
 Linda Rudolph
 Robert & Carla Rugeroni
 Byron Russell
 Thomas & Cynthia Ruttan
 Timothy & Sarah Ruttan

Eric Schneidewind & Ann Radelet
 Adam Schwartz & Sarah Levine
 Dorothy Schwartz
 Michael & Susan Schwartz
 Erich Schwiesow & Julie Waechter
 Ron & Nancy Schwiesow
 Eric Scigliano
 Craig Scrivner
 David & Carol Scrivner
 Susan Scrivner
 Seattle Foundation
- IMO Paul Davis

Hal Sedgwick
 Roger & Sara Seiler
 Robert Self
 Lucy Serling
 Mark Sexton
 Mohammed & Aisha Shaikh
 Umer Shaikh
 Lauren Shapiro
-IMO Eunice Whitney
 Don & Mary Shaw
 Cole & Caryn Sheckler
 Ted Shelton
Nate Sibinga DS'07
 John Siliciano & Rosanne Mayer
 Gustavus Simmons
 Buster Simpson
 Beverly & John Sinning **
 Juraj & Julie Slavik
 Charles & Judith Smith
 Joel Smith
 Shepard & Tara Smith
 Francis Solga
 Jean Solga
 Steven Solga & Lisa Spacek
 Tycho Speaker
 Stefan Sperling
 Derek Spitz
 Terry Spitz
 Charles & Jeanette Springer
-IMO Eunice Whitney
 Carl Stafstrom & Jean Liang
Paul Starrs DS'75
 & Lynn Huntsinger
 Christian Stayner
 Gil Stayner & Teri Fox Stayner
James Stearns DS'79 & Kim Hopper
 Judith Stearns
 Mark & Ellen Stempler
-IMO Eunice Whitney
 Robert & Melissa Sterbal
 Katherine Stimson
-IMO Bill Mack
 Thomas Stolz & Jean Cauthen
 John Stoner & Ruth Freeman
 Michael Stryker & Barbara Poetter
 Lyndal & Sherry Stoutin
 Valerie Stuart
 Sean Sullivan
 William Sullivan & Janell Sorenson
 Nora Sun & David Sung
 Anthony Sung
 John "Abe" Sutherland
Eric Swanson DS'65
 & Devon Hodges
 Andrew Swartz
 Victor & Donna Swartz
-IHO Andrew Swartz & Neil Bermel
Bryden Sweeney-Taylor DS'98
 Jack Sweeney-Taylor
 Rees Sweeney-Taylor

Gary & Therese Swisher
 Brendan Taaffe
 Lee & Marty Talbot
 Harold Tanner
-IMO Kenneth Schechter
 Nathan Tarcov
 Mona & Vijay Tata
 Bruce & Jana Taylor
 George & Marilee Taylor
 Hoyt Taylor & Mary Ellen Sweeney
 Mark & Starla Taylor
 Mishka Terplan
 Adele M. Thomas
 Charitable Foundation
 Beth & John Thomas
 Marilyn Thomas
-IMO Kenneth Schechter
 Steve Thompson & Kerrie Byrne
 Michael & Rachel Thoms
 Jessie Dent Thorpe
-IMO Eunice Whitney
 Sarah Thurston
-IMO Eunice Whitney
 Frank Tikalsky
 Armando & Marti Travelli
 Nicolas Tsang
 Benjamin Turner
 Random Turner-Jones
 James E. Turnure
 James & Jennifer Turnure
 James Twiss & Liana Downey
 Bob Tyson
 Johan Ugander
 Richard & Joyce Unger
Zac Unger DS'91 & Shona Unger
 Thomas Updike
-IMO Eunice Whitney
 Juan & Clara Uribe
 Elizabeth Urner
 Jamie Van Arsdall & William Owens
-IMO Condit Van Arsdall
 Elizabeth Van Buren
 Jesse Van Buren
 John & Donna Vandenbrink
 William & Melinda vanden Heuvel
 Robert & Bonnie Van Duyne
 George & Ann Vassilopoulos
-IMO Eunice Whitney
 Jim & Gay Ver Steeg
Steven Viavant DS'71 & Lea Samuel
 David Vigil
 James & Nancy Vigil
 Brendan & Carmen Visser
 Dr. Hugh Visser
 Paul & Victoria Vixie
Jan Vleck DS'69 & Kathleen Peppard
 Vmware Foundation ##
 Douglas Von Qualen
 Gregory & Carmen Votaw
-IMO Newt Garver

Peter & Laura Wakeman
 Christopher Walker & Gloria Guzman
 M. Lauck & Jeannette Walton
-IMO Eunice Whitney
 Colin Wambsgans
 & Dorothy Fortenberry
 Andrew & Anna Ward
 Ben & Jean Ward
-IHO James Ward
 Elizabeth & Robert Ward
 Eric Ward
 Nick Wasner
 David Wax
 David & Barbara Webb
 David Weiss & Ute Muh
 Gilbert Welch
 David Welle
-IMO Jeff Lustig
David Werdegarr DS'47
 & Kathryn Werdegarr
*Edwin Wesely DS'45 ***
 & Marcy Brownson
 Carter West
 Kevin West
 Lawrence White
 Allen & Alice Whiting
 Simon Whitney
 Teresa Wichtendahl
 Paul Wiener & Ann Roggenbuck
 Dorothy Watt Williams
-IMO Mary Sproull,
-IMO Wendell Williams
 Katherine Ann Spring Williams
-IMO John Spring
 Robley & June Williams
 Roy Williams
 Pam Wischkaemper
-IMO Bill Mack
 Susan Witter
-IMO Eunice Whitney
 Bernard & Else Wolf
 Clare Wolfowitz
 Elizabeth Wolgast
-IMO Richard Wolgast
Graeme Wood DS'97
 Alan Wright
 Frank Wu & Carol Izumi
 Jennifer Yoon
 Charles & Deborah Young
-IHO Stokes Young
 Frank & Loretta Young
 Stokes Young & Jesamyn Go
 Robert & Mary Zaletel
 Franklin & Allison Zaromb
 Richard Ziglar

Contributing to Deep Springs

Deep Springs has never charged tuition or fees from our students since our founding in 1917. The college established a non-profit educational corporation in 1966 to financially support its programs. Other than a modest income from the educational ranch, the College and the Student Body rely entirely on contributions from supporters.

As the college approaches its 100th anniversary in 2017, we're striving to make Deep Springs financially secure for a new century. We want our endowment to cover 70% of Deep Springs' annual operating expenses. You can contribute directly to our unrestricted endowment, or help us keep the endowment intact by contributing to our annual operations fund or reserve fund for capital expenses and program enhancements.

Annual Operations Fund – contributions go directly to pay salaries and expenses in the current fiscal year.

Endowment – provides stable long-term fund to generate income for college operations.

Capital Expenditures – provides for specific one-time expenditures on large ticket items like vehicles and facility equipment.

Program Enhancements – provides for expenditures to enhance short-term and occasional educational programs.

Your gift can take many forms:

Credit Card Gifts

Visit

www.deepsprings.edu/contribute and follow the "DONATE HERE" link. You can establish a login to keep track of your gift history to Deep Springs, or simply make a one-time gift.

Cash Gifts

Write your check payable to "Deep Springs College" and mail to our office.

Stock and Securities Gifts

We accept direct transfer of stocks and securities. Please notify us first of your intended gift so we can supply you with the correct brokerage account number. *Such gifts of appreciated stocks can help you reduce your capital gains tax burden.* Note that investment policy requires us to liquidate all gifts for blending into our investment portfolio.

Employer Matching Gifts

Many companies have programs or foundations to match charitable giving from their employees. Please ask your company HR department and register your gift to Deep Springs Corporation.

Tributes

We welcome your gifts "In Memory Of" or "In Honor Of" friends and family. Just let us know and we'll be glad to include your tribute in our honor roll of contributors.

Bequests and Planned Giving

Consider naming Deep Springs as a beneficiary in your will, retirement plan, or life insurance policy. *There are significant potential tax advantages to your family from such gifts upon your death.* Alternatively, you can establish a Charitable Remainder Trust, administered through a third party, to provide yourself with an annual income while also supporting Deep Springs. **See the middle insert for details on a bequest gift match opportunity!**

Pledges

If you'd like to contribute to our New Century campaign, but feel unable to make a substantial gift at this time, you can pledge now for gift payments in the future. (Unlike a bequest, a pledge is a formal promise to make a gift within a specific time frame, and is therefore considered an 'asset' for the college.) We welcome pledges as a great way to establish future funding for the college. Download a pledge form on our website. deepsprings.edu/contribute/giving

Bring a Friend

Over the years, numerous individuals have given financially to Deep Springs even though they've never set foot in the valley. If there is someone you think we should get to know, please let us know or bring them to one of our regional events.

Questions?

David Welle
Development Director
dwelle@deepsprings.edu
760-920-6432

Kerrie Coborn
Development Officer
klcoborn@deepsprings.edu

Deep Springs is classified as an educational non-profit 401[c]3 corporation; all gifts received are tax-deductible.

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Deep Springs College
HC72 Box 45001
Dyer, NV 89010

One Life, Many Means of Service / Reflections from William Cowan DS'43

Editors Note: Bill Cowan DS'43, former Fundraising Chair and longtime volunteer on behalf of the college, sent us his story following a conversation several alumni had during the mini-reunion at Deep Springs in September, 2013 in response to the prompt: "How has a Nunnian education impacted your life and career?" He generously agreed to let us share it with the extended DS Community, and it has prompted us to undertake a collective project for the coming 100th anniversary of Deep Springs. As we approach the end of our first century, it's appropriate to consider the impact Deep Springs has had on our graduates, and the impact they in turn have had on their communities. We're asking every alumnus to write his own story in response to the same prompt. It can be as long or as short as you like. Further, we're asking parents, family, and friends to share their impressions of the alumni they've known and the lives they led. Please send your story to David Welle DS'80, either via email dwelle@deepsprings.edu or care of the college. We will collect all the stories we receive into a compendium of Deep Springs and make the single volume available in 2017 to coincide with the celebration. Sadly, Bill has lost many of his DS classmates in recent years. We're grateful to him for taking the time to reflect on his experience and we look forward to hearing from many others.

I don't remember how or why, but the Nunnian edict—to train for public service—stuck with me long after I left the valley in 1944. In the early part of my working life I made a total of four specific responses to LL's mantra.

World War II ended in 1945. I was transferred from Bucknell Navy V-5 Unit to Harvard Naval ROTC in June of that year, and a year later, in June 1946, was commissioned as an Ensign, USNR—and promptly released to civilian and reserve status. That June Harvard offered me a degree in Naval Science—which I refused.

I returned to Harvard as a civilian in September 1946, expecting to graduate in political science as a member of the class of 1947. In December, however, Harvard asked me to leave: I had more than enough credits to graduate, and I was occupying a room the college needed for returning vets.

I took my final exams in January 1947, and by the end of February I was on a rusty tramp steamer, headed to a \$50-a-month trucking job with Aide Américaine à la France, a nonprofit forerunner of the Marshall Plan. I worked there for 20 months with a team of American Quakers, British Friends Ambulance Unit men, French and Swiss social workers—and six Germans; mechanics seconded from the local PW camp to keep our tired fleet of U.S. Army surplus trucks on the road.

We hauled food, clothing, firewood, medical supplies, and more, whenever and wherever they were needed across northern France. We also took the sick to local hospitals—and occasionally took them home to die. It was grim work that left all of us emotionally drained. However, I gained a smattering of German, fluency in French, a lifelong love of France and the French, and an abiding respect for those who work at the bottom of the social ladder to help and heal the less fortunate.

It was my first response to LL's call to public service.

After returning to the States, I worked in my father's market research firm for almost a year, but began my second response to LL in the fall of 1949, when I told my father I was not interested in taking over the family firm. Instead, I enrolled in a Masters Degree program at Western Reserve University which combined academic study in International Affairs and Diplomatic History with an internship at the Cleveland Council on World Affairs (CCWA). I was offered the job of program director at the CCWA in the autumn of 1950, even before I finished my degree in 1951.

With the outbreak of the Korean War, however, I was recalled by the Navy in January 1952, and spent the better part of two years at sea on an aircraft carrier, chasing Soviet subs around the North Atlantic.

My third response to LL's call to public service began in January 1954, when, fresh out of uniform for the second time, I was hired by the Foreign Policy Association. The FPA had received a large Ford Foundation grant to replicate community organizations that, like the Cleveland Council on World Affairs, focused on international relations. I was one of the first three or four regional directors hired for that project; I worked first from New York in states on the East Coast, then from Cleveland in a ten-state Midwest region. By that time I was married and had two of my three daughters.

With the FPA, and especially in the Midwest Region, I found myself traveling three weeks out of every four, meeting with community leaders to organize local groups, hosting a local radio or TV discussion of foreign policy issues, writing a column for a local newspaper, or

lecturing on a current policy issue, often at the end of a long day of travel. By the end of 1957, I was burned out from the concentrated travel and the constant meetings.

My family and I needed a change for the better, and in the spring of 1958 I accepted a two-year contract as assistant director of the Salzburg Seminar in Austria. That began my fourth professional response to LL's challenge.

As one of two assistant directors at the Seminar, I was responsible for the Seminar's relations with governments and educational institutions in four countries: the U.K., France, Belgium, and Ireland. I visited those countries twice each year to interview and recommend young professionals for the six seminar sessions each year. In session, I also shared responsibility for the smooth operation of the Seminar's facilities located in Schloss Leopoldskron, an 18th century baroque palace on the outskirts of Salzburg.

The Cowan Family returned to New York and the FPA in late winter, 1960. To my dismay, we discovered that a medical condition for one of our children – due to a complex mix of circumstances – was not covered by insurance.

In 14 years of building a career—in large part a response to a call to public service—I had not worried much about income. I knew that nonprofits did not pay as well as for-profit companies, but there were benefits, and I knew how to live within our means. That is, until I faced the reality of many thousands of dollars in medical bills. I don't remember the exact amount, but believe we had no more than a few hundred dollars in savings.

What to do? As sometimes happens in real life, my career suddenly took a sharp turn in a different direction. First, I explained my situation to the surgeon, who fortunately was sympathetic. He reduced his fees as far as possible, and then persuaded the hospital to do the same. Further, I worked out arrangements to pay both parties over time.

Then I started frantically job-hunting. In the early '60s, however, that proved to be a dead end. So I also began looking for after-hours contract editorial, and writing jobs wherever I could find them. I got notes and résumés out to my New York-based UN, NGO, and foundation friends.

Somehow that worked, and by the fall of 1961, I was spending every evening and weekend doing contract work. Sometimes it was blue-penciling press proofs. Other times it was writing new copy, or editing old. I even wrote a 120-page "How-to" manual which Oceana Publications—a publisher of international and comparative law—had contracted to publish for the UN. I delivered it to Oceana one day short of the 30-day deadline.

That particular episode had a surprising and pleasant consequence. In addition to the promised check, Oceana offered me a job as a staff editor in its Dobbs Ferry, NY office! I believe the salary was almost twice what I had been earning in the NGO world. Needless to say, I accepted, and I stayed at Oceana from 1963 to 1977, first as an editor, then managing editor, and finally the company's editorial vice president. Through much of that 14-year period I was responsible for all of the editorial, design and production aspects of Oceana's shift from scholarly monographs to major legal reference works; in the process, I supervised the work of 10-15 in-house and outside authors, editors and related personnel.

Suddenly, I could finish paying off our medical bills much faster than originally planned. I was also learning a marketable set of skills. I was doing well while doing good!

But LL's mantra of public service—what happened to that?

Sometime in the mid-'60s—after sharing a house purchase in Ossining, NY, with a local bank—I got involved in local and state politics. I enrolled in the New York State Liberal Party. There were few LP enrollees in NY's northern Westchester County at the time, so I soon found myself

on the LP County Committee; then I was elected county chair, and elected to serve as a member of the party's State Committee. I served out part of a term on the local Board of Education. Then I ran for NY State Senate—and lost.

In 1973, while still working as Managing Editor at Oceana, I ran again, this time in a wide-open election for Westchester County Executive. I knew I couldn't win that race, but my tactic was to confront my Republican and Democrat opponents at every turn with issues that would demand the victor's immediate attention. For example, to draw attention to the dearth of public transportation in the county, I spent one whole Saturday riding a variety of privately operated buses from one corner of the county to the opposite corner, changing buses at every community. It took all day, and the local press loved it. For a brief time, I got major public attention. I lost the race, of course, but the longer term success for the public was a County-operated transit network, installed as one of the victor's first initiatives.

Early in my fifty years in Ossining, I also became involved in the Interfaith Council for Action. IFCA grew out of efforts of Ossining clergy to assess and act on Village needs. Housing surfaced as the major problem for the working-class part of the village, so IFCA became the first, locally initiated, nonprofit, affordable housing organization in New York State. Its motto was: "Buy the worst house on the block, gut-rehab it, and put back it on the market as affordable housing." IFCA became a model for many other New York communities, and the example it set often shamed local neighboring owners into improving their property. I'm proud to say that I was an IFCA volunteer for several decades, a member of the Board of Directors for more than a decade, and its Board Chair for four years.

In the mid-1970s I also got involved with Pete Seeger in what started as a restoration of a Hudson River market sloop, and ended as a new vessel, **The Clearwater**. I helped create some of the fund-raising materials for the Sloop, then a souvenir booklet, and finally a song book, *Songs & Sketches of the First Clearwater Crew*, which a partner, Jack Rynerson, and I used as the launching pad for a new publishing house, North River Press, Inc.

Jack and I vowed neither of us would leave his nine-to-five job, until North River Press could support one of us. That took seven years of after-hours work, and, depending on your point of view, I won—or lost—the coin toss: I left Oceana, and went full-time with North River Press. There followed some difficult years with unforeseen challenges. But eventually, with a new second partner (and my third wife, Lisa—yes, it took me three tries to get it right!), the company became profitable enough for my partner to buy me out. I retired from book publishing in 1991 and have devoted myself since to good deeds, often in the political realm, and to a happy marriage.

So, what does this bifurcated professional life add up to? For nearly fifteen years I was on a track to eventually head a major organization, probably an international NGO. But that career thrust ended abruptly in 1963 or '64, and probably just as well.

Looking back, I realize that in my earlier professional life I had been a "time-server," performing as I was expected to, exercising very little creativity or initiative. It wasn't until I had the time in my new professional life—mostly after-hours and weekends—to explore, initiate, and develop projects that really benefited my community, my fellow citizens. I have continued those efforts, in retirement, not only in Ossining and Westchester County, but since 2011, in a new setting, a retirement community in Plattsburgh, NY.

My advice to follow-on generations of Deep Springers: There are many ways to define and fulfill LL's injunction to public service. What it takes to find them is an awareness of what's happening around you. Study your surrounding community, its short-comings and its needs. Above all else: Seek truth in whatever you say or do, and when you find it, act on it. You can and will make a difference.

Editor's note: The original version of this essay described some details of an individual's medical history. We apologize for any harm that individual experienced as a result of the identification. We have retracted the identifying information.

The L.L. Nunn Society

Lucien L. Nunn established Deep Springs in 1917, and he made financial arrangements upon his death in 1925 to support its operations into the foreseeable future. While his efforts firmly established the institution we know today, it would not have survived 100 years were it not for the financial commitment of so many others in the past fifty years. In particular, much of Deep Springs' current endowment has come from those listed below.

The L.L. Nunn Society was established to honor the founder of Deep Springs and his spirit of generosity in the name of progressive education for the betterment of society. We recognize these members of the extended DS Community – alumni, family, friends and former staff – who have chosen to follow in Nunn's footsteps and provide for Deep Springs in their estate plans. We're deeply grateful to each and every one.

A New Century

You can play your part in securing Deep Springs' new century beginning in 2017 by making the college a beneficiary of your will, retirement fund, or life insurance. Notify us of your gift plan and we will receive a matching gift *today* equal to 10% of your declared bequest (subject to some limits). Bequests have already brought over \$6 million in funds to Deep Springs in the past six years. Please join us in securing the college's future in a new century. **See the middle insert for details.**

MEMBERS CURRENT:

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Jeanette Begg
Catherine Bergel
Joyce Chestnut
William W. Cowan DS'43
Martha Diggle
Brad Edmondson DS'76
Henry & Ta-Yun Fang
Robert Gatje DS'44
Lindsey Grant DS'43
Bruce Hamilton DS'71
Mrs. Ralph (Patricia) Kleps Hok
John A. Hoskins DS'61
Raymond & Carolyn Huey DS'61
Jeff Johnson DS'55
Curtis Karplus DS'48
Michael Kearney DS'69
Melvin Kohn DS'44
Robert Leonard
Andrew McCreary DS'06
Julian "Pete" MacDonald DS'43
Gary & Emily Mahannah DS'70
L. Jackson Newell DS'56
Mrs. Don (Patricia) Novelli
Phyllis Olin
Thomas "Pete" Palfrey DS'43
Donald P. Pederson DS'43
Robert H. Peters DS'44

Jules L. Riskin DS'44
Nathan Sayre DS'87
Doug Sietsema DS'69
Juraj & Julie Slavik DS'48
Robert Van Duyne DS'45
William J. vanden Heuvel DS'46
Alice Dodge Wallace
Kevin West DS'88

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Joan & Bill Allen DS'42
Frederick Balderston DS'40
Kurt & Alice Bergel
Minerva Brownstein
Robert L. Bull DS'48
Elizabeth Mason Butterworth
Barney Childs DS'43
Walter Clark
Donald E. Claudy DS'44
Richard C. Cornelison DS'43
Charles Christenson
– former Trustee
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Erik M. Pell DS'41
Roy & Winnifred Pierce DS'40
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Herbert J. Reich DS'17
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– former Trustee
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Charles "Chuck" Thompson
Paul H. Todd – former Trustee
James B. Tucker DS'38



Erik Pell DS'41 died in August, 2013. His son Terry shared a chapter of Erik's unpublished autobiography with the Student Body, wherein he relates his experiences during two years at Deep Springs. Some readers may recognize the table in this photograph as one of eight that served as dining tables in the Boarding House for nearly five decades. They were replaced at the turn of the 21st century when the BH was remodeled. This one still does duty for the SB Cowboys. In his manuscript, Erik describes building the tables as a student:

"In a nearby storage shed—well known as the “green shed”—there was a small carpenter shop,

with wood turning lathe, drill press, and planer—Ted Kirkham and I would use this shop, under John Kimball's direction, to build (six?) new dining tables out of rock hard maple for the boarding house—they lasted at least through the '80s. The tables were John's design: 4' x 8' plywood tops with a glued-on Masonite surface, fastened to a maple frame with 2" x 4" tapered maple legs (our planer was so inadequate for the hard maple that it would sometimes scorch the wood rather than plane it). The blacksmith forge was brought into service to fabricate iron braces to the legs. These tables would prove inherently indestructible."



Students, faculty, and staff gather in the Main Room for a Community Meeting with trustees at the fall, 2013 meeting of TDS. Chair David Hitz DS'80 leads the meeting (seated at right).



Hale Prather DS'59, Eric Swanson DS'65, Ron Alexander DS'64, and Jim Partridge DS'66 share lunch on the BH Patio during the 1960s alumni reunion held in May, 2014.

Deep Springs College
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via Dyer, NV 89010

Garden Manager Shelby MacLeish has transformed the garden to continuous row tillage, using drip irrigation rather than sprinklers to conserve water and reduce weed growth.

