

DEEP SPRINGS COLLEGE ANNUAL REPORT



Ciarán Willis

2023

Greetings from the President

It is always a pleasure to convey my thoughts about Deep Springs, and this Annual Report (the first since 2015!) is an important opportunity to reflect back on my first five months as President. I embrace this challenge of articulating the College's essential characteristics, which are continually manifesting in new and exciting ways. My dedication to this unique community and my gratitude for our amazing staff, faculty, and students has only grown over my time at the College. Hiring three exceptional new staff (Boarding House Manager Sarah Knight, Office Manager Katie Ippolito, and Maintenance Manager John Martindale) has truly transformed our day-to-day operations and our labor pillar is now thriving alongside our strong academic pillar.

The shorter days and (much) colder nights here in the Valley lend themselves to inner work and inquiry. It is an important time of reflection for all of us here, and we are looking forward to meaningful conversations on the Deep Springs experience and the importance of student self-governance. During my four-day interview last April, I was inspired by the students' dedication to the three pillars of academics, labor, and self-governance. I now recognize that, while these dimensions of Deep Springs represent the rich history and genius of our founder and those that came before, it is incumbent on the student body to reaffirm and examine how the college can best meet student needs in the present and near future. As President, I continue to see my role as supporting the structures and processes that will allow students to discover their own unique paths towards a life of service to humanity.

A few months into my tenure I prepared a report for the Trustees, who were in the Valley in late September for the semi-annual meeting. I noted that during my time at Deep Springs, this unique model of student self-governance has been my greatest area of learning and listening. Student self-governance is what drew me to work here at the College and it remains the pillar that I am still learning the most about, as well as the one with which I have the least background and familiarity. I am working toward building stronger relationships with the Student Body in a spirit of goodwill and collaboration, attempting to remain positive and supportive while also recognizing my important role as leader and protector of the College.

Living in a close community affords us daily opportunities to support each other in ways that are authentic and profound. It also requires grace, forgiveness, and a sincere trust in the best intentions of all members of our community; this is something I try to remember every single day. The reality of the many challenges facing the College have begun to come into sharper relief. While some of these challenges seem daunting, I do not see any that we cannot overcome with teamwork, determination, and a united vision among our students, staff, faculty, Board, and alumni. Like everything that is worth fighting for, a commitment to the fundamentals of Deep Springs and its unique, inspiring mission demands continual reaffirmation. I am inspired by all of the individuals that I have the honor to work with here every single day.

When I was tasked with writing a letter for potential applicants, I was forced to reckon with not only what Deep Springs offers, but also what it asks. Although I was writing to possible future

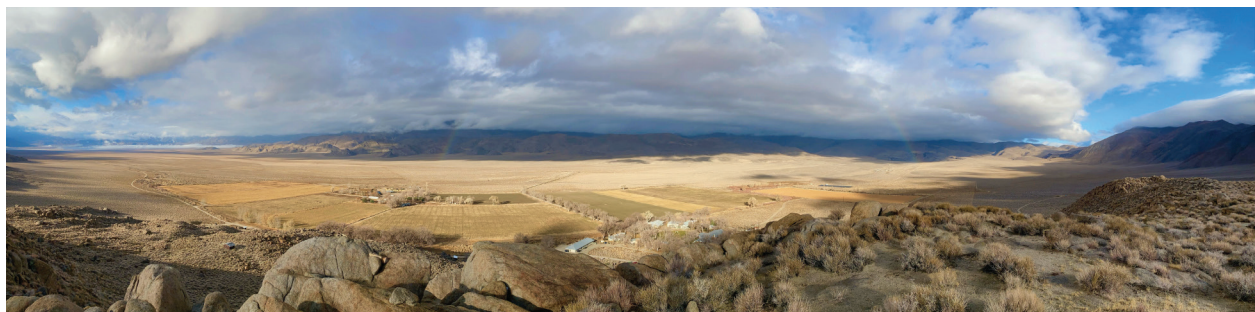
students, I think the message I tried to craft is one that continues to resonate with all of us who have been fortunate enough to spend time at the College:

Deep Springs remains, to this day, unabashedly idealistic in an increasingly materialistic world. If you come to our college we will not consider you a customer or a consumer. We will not try to sell you a product but we will grant you the unique opportunity to become a steward of the College through the process of shared governance. This is one reason why our college offers a full scholarship to all admitted students, who do not pay for tuition, room, or board. We see in you a future friend and colleague, a collaborator in our effort to continually improve the Deep Springs project so that we may become something greater than we have ever been before. This is a responsibility that Deep Springs grants to its students: stewardship for the institution as a whole, both now and in the future. Instead of an education with items for purchase, we attempt to provide the very same promise as life itself: concrete responsibility for a living human enterprise, one that demands the best we can give of our entire self in order to flourish. If your heart yearns to find peers that will respect and continually challenge you to discover the greatest aspects of your unique character, then this is the place for you.

This Annual Report is shared with the Deep Springs Community writ large; the alumni, friends, colleagues, and collaborators whose efforts continually improve the Deep Springs project. The future responsibilities I offered to potential applicants are our current ones. We are the people who are fortunate enough to shoulder the responsibility of the stewardship of the College. **The continued financial stability of the College is a fundamental part of this stewardship of this great institution, and I ask you for your generous gift to help us continue the mission that L.L. Nunn envisioned.**

In my moments of doubt I lean into a generosity of spirit and open heart, embracing my core values of compassion and curiosity. As L.L. Nunn wrote in his letter on the promise of the College: “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.” May we all find the courage to be kind and compassionate toward one another in a shared community and trust in our ability to reach toward the “moral order” that Nunn so often described. Thank you for all you do and have done for Deep Springs, and thank you for your continued engagement and support.

Andy Zink, President



Brian Hill

Letter from the Student Body

It has been an exciting year for the Student Body. In labor, many of the most urgent issues surrounding labor shortages have moved to the background. With a new group of First Years on campus, the SB has found energy and the time to take on more complex projects, and actively improve the College rather than simply keeping things running. A re-cataloging of the library, ambitious canning and fermenting work, and our first steer slaughter in several years are all signs of an SB with more time on its hands.

Nonetheless, lasting staff shortages—and a resulting lack of institutional memory—continue to put strain on staff, students, and institutional processes. Over the summer, we were lucky to draw from the larger community, with several recent alums and trustees taking up roles ranging from Interim BH Manager and Butcher to Farmhand and Handyman. During this academic year, the College will hire a total of five new staff members, occupying positions including Office Manager, Mechanic, and Facilities Manager. This process kicked off with the arrival of our new BH Manager, Sarah Knight, who has quickly taken to her role, bringing us a wealth of culinary and agricultural experience. Soon after, Katie Ippolito arrived as our Office Manager. She has begun a wide-ranging reorganization of the Main Office, and filled many administrative gaps. We just hired John Martindale as Facilities Manager, and plan to also hire a Mechanic and Farmhand or Foreperson before the year is out. These hirings will considerably ease what has been a time of stretching and sustaining a thin coverage of labor and supervision over the past year.

The academic pillar has been well set this fall with an array of strong classes and all long-term faculty teaching. The SB selected classes including *Mestizajes* (a course on racial identity in Latin American literature), *The Politics of Punishment*, *Modern Introductory Physics*, *Counterpoint*, *Linear Algebra*, and *French Philosophy of Technology*, among others. In the spring, we are slated to have a similarly wide-ranging array, with offerings including *Plato's Republic*, *Weaving*, *The Art of the Short Story*, and *Undecidability: The Limits of Computation and Logic*. Andy Zink will offer his first class as President: *The Evolution of Cooperation*. In addition, many students have taken up academics outside of class, with a number of reading groups springing up throughout the past terms. Several students also plan to do independent studies involving the ranch this spring, with an eye toward improving operations through the lens of rangeland management and ecology.

Curricular diversity remains a continuing conversation, brought to the fore this year by an incoming class with heavy interest in the arts, sciences, and current events. Much of the work in this area takes the form of determining where particular decision-making lies, whether with CurCom, the SB, or in the hands of students in particular classes. The SB has worked to understand these questions as both topics of conversation in the short term, and as long-term questions best answered with upstream policy changes—e.g. additional advertising funding would allow CurCom to increase its reach, giving a wider pool for selection. With this framing in mind, the SB has created a new standing Committee, Outreach. OutreachCom has taken up the task of outreaching to not only prospective faculty candidates, but also prospective students. The Committee anticipates preparing

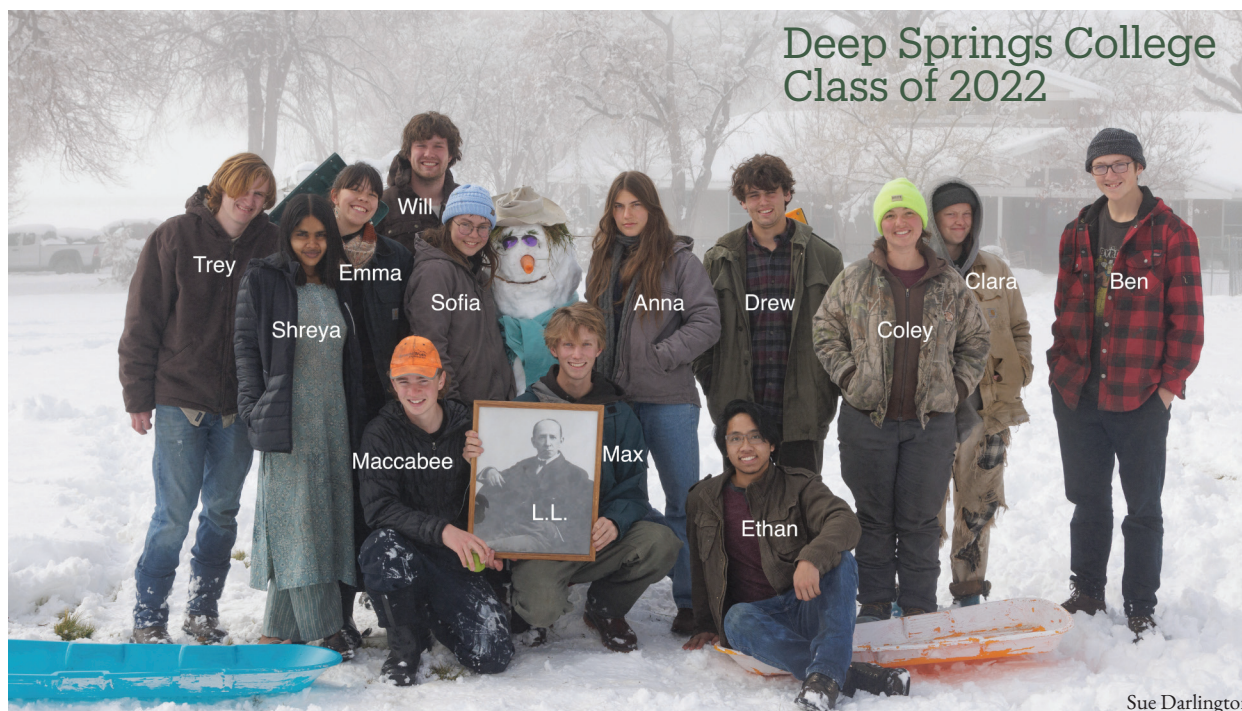
materials for future Application and Curriculum Committees, with a focus on the many details of past applicant pools in our archives. We will also participate in direct outreach work as a Committee, working via school counselor associations and other organizations to find and recruit students who might not otherwise know about Deep Springs by word of mouth.

On the self-governance front, the SB finds itself faced with fewer issues of student membership and more opportunities for experimentation. With the arrival of Andy Zink as President, the SB has worked to continually articulate its own role in governance relative to the administration, and Andy has been proactive in initiating discussions and working to formalize the lines between the SB and the administration's power. In many ways, this year has seemed to be a new start; with a new leader and a new class, in some ways we have built relationships to authority from the ground up. The place of media exposure at Deep Springs has been a major topic of discussion this year, with the possibility of a feature-length documentary and a shorter, web-based series on the table. These proposals have come to involve some of the more difficult work in Deep Springs governance: managing the complicated dynamics between constituencies (staff, faculty, students, trustees) who often have very different stakes in the game. In this respect, however, Deep Springs seems to be running as it always has; a continual cycle of incoming and outgoing community members and opinions, and the constant work of forming this cycle into a coherent whole.

Drew Storino, DS22



Koll Jensen



Trey Longnecker Pike Road, AL	Shreya Vikram Chennai, India	Emma Bourne Marine on St. Croix, MN	Maccabee Armstrong Oakland, CA	Will O'Hara Ross, CA	Sofia Mikulasek Alexandria, VA	Maxwell Feigelson Brooklyn, NY
Anna Zikova Geneva, Switzerland	Ethan Liao Redmond, WA	Andrew Storino Sebastopol, CA	Coley Asbury Newport, TN	Clara Geraghty Sayner, WI	Benjamin Samuels Brooklyn, NY	



Hexi Jin Foshan City, China	Oleanna Pereira-Puerta London, United Kingdom	Ren Franklin Brooklyn, NY	Melania Espinal Los Angeles, CA	Walker Harris Milton, MA	Gideon Berrie New Haven, CT	Tosca Hegel-Cantrarella Brooklyn, NY
Jacob Harms Canton, OH	Rania Zaki Far Rockaway, NJ	Rebecca McMillan-Hastings Olympia, WA	Noah Silva Los Angeles, CA	Jack Gjaja New York, NY	Miles Segal New York, NY	

Deep Springs College Staff and Faculty

Staff

President

Andy Zink

Vice President:

Dean and CFO

Ryan Derby-Talbot

Ranch & Farm Manager

Tim Gipson

Operations Manager

Ciaran Willis

Office Manager

Katie Ippolito

Boardinghouse Manager

Sarah Knight

Facilities and Grounds

Manager

John Martindale

Garden Manager

Ben Holgate

Food Delivery

Jill Aldworth

Development Director

Koll Jensen DS'89

Development Officer

Kerrie Coborn

Accreditation Coordinator

Justin Kim

Long Term Faculty

Julian Steward Chair of Social Science

Anna Feuer

Robert Aird Chair of Humanities

Anton Barba-Kay

Herbert Reich Chair of Natural Science

Brian Hill

Visiting Faculty

Recent and Current

David Egan

J. Gary Elliott

Annelyse Gelman

Alex Jablonski

Justin Kim

Joan O'Bryan

Rory O'Hollaren DS'18

Charles Peterson

Kathleen Powers

William Ramsay

Elizabeth Roripaugh

Daniel Schillinger

Sharon Schuman

William Tilleczek

Bree Wooten

Summer 2023

White Mountain Cowboys

Hannah Duane DS'20

Ainsley Leof DS'21

Luke Suess DS'21

Fish Lake Valley Cowboy

Andre Williams DS'21

Farm Hand

Alice Owen DS'20

Operations Assistants

Alice Owen DS'20

Nathan Becker DS'20

Maintenance Support Person

Brother Kenneth Cardwell

Maintenance Support Person

Heidi Kuznitz



Gideon Berrie

Deep Springs College 2022-23 Academic Year Course Offerings

Summer Seminar:

Freedom and Community: The Problem of Living Together
Instructors: Anna Feuer, Sharon Schuman, Rory O'Hollaren

Fall 2022 (Terms 2-3)

English Composition
Instructor: Antón Barba-Kay

Public Speaking
Instructor: William Ramsay

The Nineteenth-Century Russian Novel
Instructor: William Ramsay

Classical Philosophy
Instructor: J. Gary Elliott

Buddhist Life – Anthropology of Religion
Instructor: Sue Darlington

The Ethics of Sex, Gender, and Reproduction
Instructor: Joan O'Bryan

Numerical Analysis on a Pocket Calculator
Instructor: Brian Hill

A Modern Mass Extinction
Instructor: Elizabeth Roripaugh

From Galileo to Newton: The Emergence of Modern Physical Science
Instructor: Brian Hill

Combinatorics
Instructor: Ryan Derby-Talbot

Horsemanship
Instructor: Tim Gipson

Independent & Directed Studies

Between Literature and Journalism (IS)
Instructor: J. Gary Elliott

Essay as Form (IS)
Instructor: William Ramsay

Humor, Absurdity and the Grotesque (IS)
Instructor: William Ramsay

Zurich '53: Emergent Styles in Postwar Soviet Chess (IS)
Instructor: William Ramsay

Transient Astronomy (DS)
Instructor: Brian Hill

Spring 2023 (Terms 4-5)

Public Speaking
Instructors: Sue Darlington, Ryan Derby-Talbot

Painting
Instructor: Justin Kim

Humans and Other Animals
Instructor: David Egan

Spring 2023 Continued (Terms 4-5)

Kierkegaard's Either/Or
Instructor: Antón Barba-Kay

Shakespeare's Plays
Instructor: William Ramsay

The Salon (Poetry Workshop)
Instructor: Annelyse Gelman

Simone Weil and Hannah Arendt: Work and Politics
Instructor: William Tilleczek

History and Science of the Manhattan Project
Instructor: Brian Hill

Cosmology and Black Holes
Instructor: Brian Hill

Real Analysis
Instructor: Ryan Derby-Talbot

The Way of the Gun
Instructor: Tim Winkler

Independent & Directed Studies

Ancient Greek Language & Literature – Plato's Gorgias (IS)
Instructor: William Tilleczek

Intro to Media Studies (IS)
Instructor: Antón Barba-Kay

Orality and Literacy (IS)
Instructor: David Egan

Introduction to Hegel's *Phenomenology of Spirit* (IS)
Instructor: Antón Barba-Kay

Transient Astronomy (DS)
Instructor: Brian Hill

Spring 2023 (Term 6)

Is This the Truth? Documentary Filmmaking
Instructor: Alex Jablonski

Tragedy and Politics
Instructor: Daniel Schillinger

Introduction to Modern Economic History
(Capitalism: Theory and Practice in the Modern Atlantic World)
Instructor: Charles Peterson

Discipline and Disenchantment: Reading Max Weber
Instructor: Anna Feuer

Advanced Horsemanship (IS)
Instructor: Tim Gipson

Beginning Ceramics
Instructor: Lori Collins-Delhez

Surveillance and Politics
Instructor: Anna Feuer

Deep Springs College 2023-24 Academic Year Course Offerings (Through December 2023)

Summer Seminar

The Ethics of Service to Humanity: What Are We Bound to Do?
Instructors: Antón Barba-Kay, David McDonald, Rory O'Hollaren

Fall 2023 (Terms 2-3)

Public Speaking
Instructor: Kathleen Powers

Foundations of Music: A Study of Harmony
Instructor: Bree Wooten

20th Century French Philosophy of Technology
Instructor: Kathleen Powers

Mestizajes
Instructor: Antón Barba-Kay

Late Wittgenstein and Later
Instructor: Antón Barba-Kay

Fall 2023 Continued (Terms 2-3)

The Politics of Punishment
Instructor: Anna Feuer

Tocqueville's *Democracy in America*
Instructor: Anna Feuer

Methods and Results of Ancient Astronomy
Instructor: Brian Hill

Introductory Modern Physics
Instructor: Brian Hill

Linear Algebra
Instructor: Ryan Derby-Talbot

Horsemanship
Instructor: Tim Gipson



Koll Jensen



Gideon Berrie



Koll Jensen



Gideon Berrie

A Message from the TDS Chair

Dear Friends of Deep Springs,

I became Chair of the Trustees of Deep Springs almost a year ago, and it has been a whirlwind! I'm pleased to share a few thoughts here with the extended community who all care so much about this special place.

I want to begin by offering my welcome to our new President, Andy Zink. The first hard scientist to lead the college in some time, Andy brings a wealth of experience and enthusiasm to his role and has already steeped himself in the history and culture of the college and Nunnian educational philosophy. The whole Board is excited to see how he will advance the college's unique mission.

As with many other institutions, the pandemic definitely upended things at Deep Springs. So much so that it is hard to remember that we have now been a coeducational institution for only a few years. The most pleasing surprise that I have had over my past few visits to the Valley is how little has changed. The same intense conversations are happening under trees, nourished with melamine plates full of great Deep Springs food. The feed truck revs up with a couple of students headed to the Lower Ranch. Public Speaking is happening in the Main Room or on the porch depending on the weather. The biggest difference is that there are young men and young women in all of these groups. What a joy.

Going forward, I see two important projects for TDS and the College community at large. We have already started the early stages of a strategic planning process to make sure that Deep Springs will remain true to its mission long into the future. Such a plan needs to build on what makes us truly unique while adapting to challenges in the larger environment that will inevitably face us, such as climate change and the current turmoil in higher education. I also look forward to working with Andy, Koll, and the rest of the team on strengthening the endowment and Deep Springs' fundraising program in general. As you can see from this report, we are in a strong financial position, but we face potential headwinds. I know that all of TDS is committed to facing these challenges.

Finally, I would be remiss if I didn't thank Sue Darlington for her contributions to the college during her tenure as president. Sue saw the college safely through the pandemic and significantly advanced our fundraising efforts, among other accomplishments. I wish her the best in her future endeavors.

*Dan Fulwiler, SP84, DS85
Chair, Trustees of Deep Springs*

Deep Springs College Trustees

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CEO, Esperanza Health Centers
Chicago, IL

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Student Trustee
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Senior Consultant & Past President
Synterra Corporation
Greenville, SC

Felicia Wong
President & CEO
The Roosevelt Institute
New York, NY



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New Boardinghouse and Triplex

In 2014, President David Neidorf began conversations with staff, students and trustees about the deteriorated condition of the BH and the need to rectify its poor condition. In January of 2015,



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Director of Operations Padraic MacLeish (DS'99) moderated a series of discussions in the Valley, gathering community input for a “wish list” of what a new BH could contain and achieve. By April, the Board of Trustees established a Building Committee to initiate and oversee project development. Co-Chairs Eric Swanson (DS'65) and David Welle (DS'80) were joined by Chris Campbell (DS'73), SB representatives Kieran Driskell (DS'15) and Hussain Taymuree (DS'16), along with David and Padraic to plan the research, input, and design process.

In June of 2015, President Neidorf engaged the consulting assistance of Christian Stayner (DS'00) a partner in Stayner Architects of Los Angeles. Over the next year, the Committee worked with Stayner to consider input from the community and further refine the options, goals, and priorities. During this phase, the Board determined the best course of action was to demolish the original building because the original foundation was unreinforced masonry.



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In August 2016, Stayner Architects provided TDS with a complete scope-of-work package they could use to solicit design bids and funding for the work. In December of 2016, TDS selected Stayner Architects to perform all design and planning work, led by Christian. Padraic MacLeish assumed the role of project manager for the College, a service he would perform throughout the life of the project. Six months of conceptual development ensued during which time the Committee determined to erect a separate building on the upper campus to replace the old BH residence. The new BH would be only for food preparation and dining. Early conceptual ideas were shared with the DS community during the Centennial Celebration in the Valley in July of 2017.

Over the next eighteen months, Stayner Architects developed five iterative design concepts based on direction and feedback from the Building Committee. Ultimately, the best location for the new faculty residence was chosen to be just outside the Main Circle, south of the President's cottage. By March of 2019, the college had received funding pledges sufficient for both the new BH and faculty residence and design development began on the second building as well. By June, the Board had approved schematic designs for both buildings and put the project out for bids.

This phase proved particularly challenging, as the project was sizable enough to demand the attention of a large contractor but remote enough to scare off most potential bidders of that caliber. It wasn't until January of 2020 that the Committee had sufficient bids in hand to review with



Koll Jensen

the full Board. At their spring meeting, TDS authorized a budget of \$6.75 million for the combined buildings and the Committee subsequently entered negotiations with the contractor from Bakersfield who had provided the winning bid.

By the fall of 2020, Sue Darlington succeeded David Neidorf as president, Mark Taylor (DS'72) joined the Building Committee as a new TDS member, and SB representatives Rory O'Hollaren (DS'18), Schuyler Curriden (DS'17), and Julia Farner (DS'19) also served on the Committee. In anticipation of commencing work (and to forego the looming possibility that the Inyo County Department of Health might shut it down) the College began demolition of the old BH in April of 2020. Food prep was relocated to a mobile kitchen trailer (affectionately called the P-UNIT) and the Museum classrooms were refashioned as food service and dining rooms.

However, after eight months of fruitless struggle trying to secure an agreement, the Committee became dissatisfied with the contractor's repeated delays and canceled the negotiations. In January of 2021, Padraic MacLeish pivoted back to a local contractor in Owens Valley, Ken Carpenter Construction, who had been previously unavailable. The second time around proved to be the charm and on recommendation by the Committee, the Board secured a contract in March. KCC promptly broke ground on the new faculty residence on March 15, followed closely behind with the new BH on March 30.



Unfortunately, the delay pushed the project a full year into the pandemic and Covid-era price spikes, which ballooned the budget by over 25%. KCC acted quickly to secure materials for the life of the project before costs continued to spiral further. Construction proceeded apace through the summer and fall of 2021. BH Manager Brian Shulse did heroic work managing the SB crew in the cramped mobile kitchen behind the Museum. Meals were served in the converted classrooms, but people regularly ate outside due to social distancing protocols brought on by Covid. In anticipation of faculty housing needs, the new residence was given priority, and its shell was enclosed by October so interior work could begin. The new BH would not become enclosed until late spring of 2022.

Ultimately, the Faculty Triplex encompassed three separate apartments with ~3,100 square feet of living space in a low-profile structure facing west over the alfalfa fields with a view of Roberts Ridge in the distance. The net addition of two living units finally solves the perennial problem of housing visiting faculty without using the guest quarters. Construction was not fully completed on all three units until June of 2022, although one unit was occupied a couple months earlier. Final costs came to ~\$2.6 million with major funding provided by William vanden Heuvel (DS'46) and his daughters, Wendy and Katrina. Additional funding was provided by Henry Fang, The Stephen M. Seay Foundation, Martynas Ycas, and the estate of Mary and Robert Sproull (DS'35).



Brian Hill

The new BH was completed in April of 2023, after yet further delays caused by the “Snowmageddon” blizzard of February 2023 that closed Westgard Pass for several weeks. The campus community was able to take meals inside the BH for the first time in May, after more than two years in the wilderness. The Boarding House encompasses over 5,500 square feet with food storage, commercial kitchen, butcher shop, scullery, egg station, offices, bathrooms, dining and meeting space for up to sixty people, and outdoor seating as well. Costs came to ~\$5.2 million, with major funding from Bob Gatje (DS’44) and The Witter Family, and additional funding from the



estate of Duane Whittier, the E. L. Wiegand Foundation, (shout out to John Dewis DS’94), Andrew Swartz (DS’80), Bruce Nestor (DS’83), Matthew Pflantzbaum (DS’92), Tirragen Vixie (DS’13) and Justine Richards.

We're grateful to Christian Stayner for his creative

dedication serving the community's aspirations, and we're most thankful of all to Padraic Macleish for his unflagging devotion to see the project through. As Padraic wrote in a summary email this Spring:

In the bigger picture, it has been eight years since David Neidorf and I started work on the earliest stages of this project. Since that time, we have made it through the lengthy and deliberative design process (lengthy and deliberative, at Deep Springs???!), been forced to change contractors, survived a global pandemic, worked through supply chain snarls and crazed material price inflation, and have been hit by a once-in-a-lifetime winter.

Through all of this, the College community has persevered. Brian Shulse has cooked countless meals in a semi-trailer and students have made bread in the music room. Donors have made possible the sturdy, efficient, and handsome buildings that will serve students for Deep Springs' next century. The Board and administration have supported these projects through the many frustrations, changes, and delays. Perhaps most importantly, Ken Carpenter Construction and a crew of dedicated local tradesmen have put their best efforts and greatest care into making buildings of which we can all be proud.

The buildings will endure for decades and are a fitting tribute to everyone involved in making them a reality.

David Welle, DS’80



Brian Hill

Development Report

Introduction

Andy Zink began his term as Deep Springs College President on July 1, 2023, the first year of the 2024 Fiscal Year and amidst a variety of new financial realities. Two large capital projects, the Boardinghouse and faculty triplex, have recently been completed. New revenue streams have been realized in the form of a one-time Employee Retention Credit and an ongoing enrollment in the USDA's Pasture, Rangeland, Forage (PRF) insurance program. Looking ahead, there are several important changes that are beginning to take shape regarding revenue sources, income targets, and budget expectations. One thing that remains the same is robust support from the Deep Springs community, as we once again exceeded our Annual Fund goal. The College's financial situation is

Annual Fund Giving	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Total Gift Amount	\$538,548	\$742,215	\$640,446	\$902,248	\$1,270,134	\$1,255,636

strong, and recent capital investments will provide benefits for decades. That being said, expenses are expected to continue to increase in the years ahead, and current sources of revenue must be enhanced and expanded in order to allow Deep Springs to continue to fulfill its mission of preparing future leaders in the service of humanity.

Annual Fund

The Annual Fund is money raised each year by the College from alumni, parents, family, friends, foundations and "other" that are not otherwise restricted. It is the most important source of funding for operations each year, and relies upon the engagement of the Deep Springs community. Gifts to Deep Springs College not designated to go to the endowment or be used in a specific manner go towards the Annual Fund. **Deep Springs has always relied upon annual giving to fund a significant portion of its annual expenses. Unlike other schools, Deep Springs cannot raise tuition to cover increasing costs. Instead, Deep Springs relies on its extended community for funding, which allows the College to continue to offer an education that many if not most alumni consider to be one of the most formative and demanding experiences of their lives.**

REVENUE FY24 GOALS	
Annual Giving	\$1,006,500
Operations Funds	
Bequests, Major Gifts, Grants, Subsidies, and Other	\$905,000
4.60% Draw From Investments	\$1,190,016
Ranch & Farm Sales	\$75,650
Other Income	
Electricity, Merchandise, Misc.	\$5,000
Total Revenue	\$3,182,166

The Annual Fund goal for FY23 was \$915,000. Thanks to the efforts of former President Sue Darlington and the generosity of one major donor in particular, last year we exceeded that goal and raised \$1.25m for the Annual Fund. For this fiscal year, the Annual Fund goal is slightly over \$1 million, a 10% increase over last year.

This year, the Annual Fund is projected to provide approximately one-third of the revenue for annual operations, which are budgeted at \$3.2 million for the year.

Investment Fund

As shown in Graph 1, the Value of Investment for the College has remained remarkably stable over the years, with a narrow window of fluctuation at slightly less than \$25 million. Currently, the value stands at \$23.7 million. The sharp upward bump in value for FY21 reflects capital funds that had been received and were included in the investment funds until utilized for construction costs. The investment fund was then drawn down as construction costs were paid.

The College adheres to a conservative and prudent investment strategy, limiting its draw on investments (set at 4.6% this year). While the investment value has remained stable, the College's expenses have increased somewhat dramatically since 2021 (see Graph 2). Consequently, the percentage of the annual total expenses covered by the investment draw has declined over the past several years (Graph 3).

The investment draw this year is projected to cover \$1.2 million of the \$3.2 million budget (38%). Combined with the Annual Fund projection of \$1 million (31%), this leaves an additional \$1 million to be covered by the Operations Fund, Ranch Farm Sales, and Other categories.

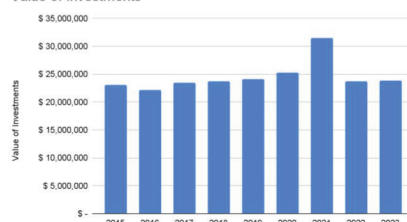
Operations Fund

The other major funding category is the re-named Operations Fund, which was previously known as Unrestricted Available Reserves. This category is funded by major gifts, which includes bequests, large one-time donations, along with (more recently) insurance and subsidy proceeds from programs such as the USDA PRF program. This fund has been re-named to reflect its historical and current function of funding the gap between the College's yearly expenses and the combined revenue of the Annual Fund and the Investment Fund. The term "Reserve" was removed as it created confusion as how the fund was utilized.

While our reliance on bequest funding and other large gifts has proven to be a sustainable source of funding, the fact remains that this type of revenue is volatile on a year to year basis, as shown in Graph 4 on the following page. It is financially prudent for the College to reduce its yearly expectations and reliance on one-time gifts such as bequests when establishing its annual fund goals and setting budgets. With this in mind, the College's Development operation will need to maintain our existing gifts to the Annual Fund while also seeking other revenue sources.

DEEP SPRINGS COLLEGE

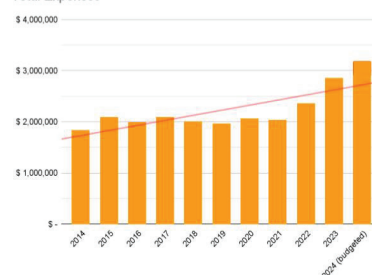
Value of Investments



Graph 1

DEEP SPRINGS COLLEGE

Total Expenses



Graph 2

DEEP SPRINGS COLLEGE

Endowment Draw Coverage of Expenses



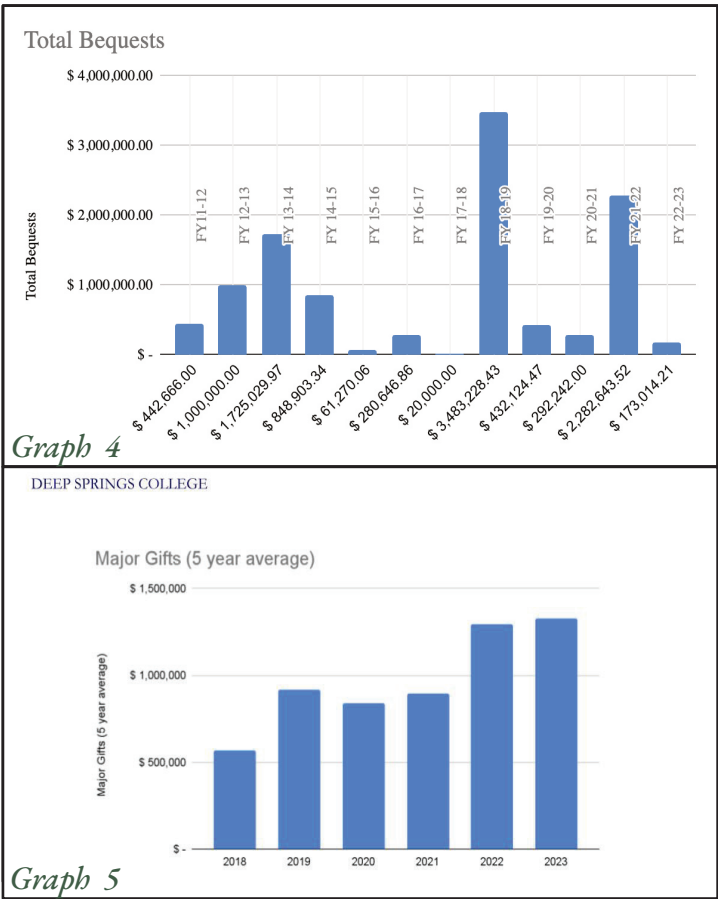
Graph 3

Since 2012, the average bequest amount per fiscal year has been over \$900,000. What’s more, the five-year average of bequests has exceeded \$500,000 every year over the same time period. Graph 4 shows the annual value of bequests on a year-to-year basis. In turn, Graph 5 shows the five-year average of bequests and demonstrates the importance of planned giving to the College’s finances.

In addition to bequests, the College is working to develop other sources of revenue, including ongoing and new grants, and USDA’s PRF insurance program. All of these revenue sources will be vital to the College’s ongoing financial security and its ability to meet future needs.

Ongoing and New Efforts

Moving into 2024, renewed engagement with the Deep Springs community will be emphasized in order to strengthen our core sources of support. Our goals include:



More Class Chair Engagement

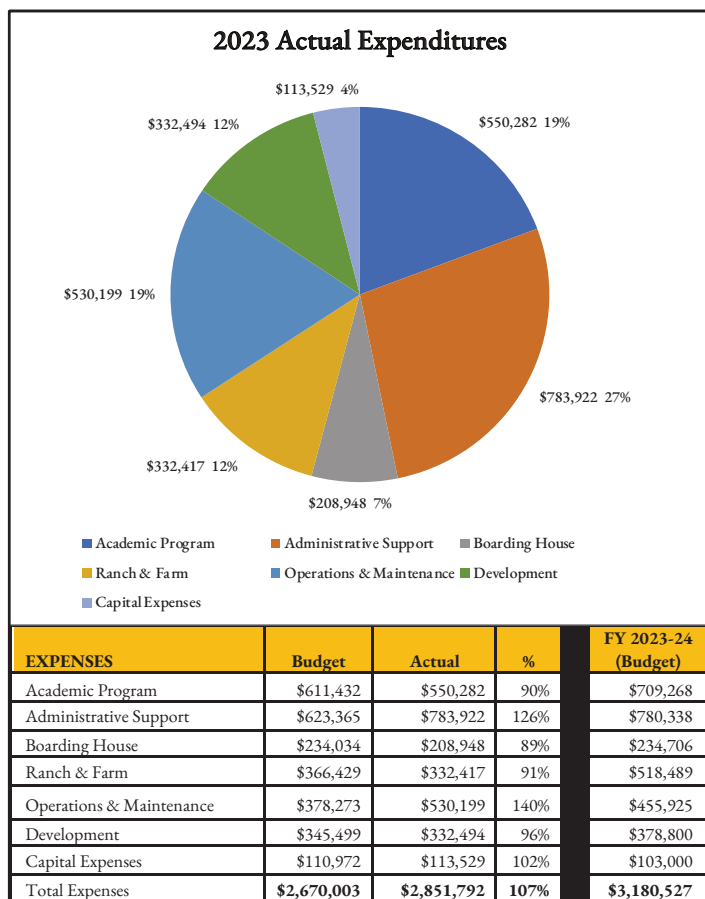
As Development Director, I will be working with the TDS Development Committee to better engage and utilize the Class Chairs. Each Deep Springs class has a designated Chair for fundraising purposes, and also for general alumni relations. Some Chairs are very engaged and maintain frequent contact with their classmates, while others do not. I am working to create more structured relationships amongst the Chairs (geographically as well as based on when they were at Deep Springs). Other ideas include organizing classes or cohorts to contribute to group gifts, plus more in-person events.

Increasing the Number of Discrete Donors and Recurring Donors

Last year’s 436 discrete donors was down from FY23’s 499. This year’s goal is to exceed 500 through more consistent contact with recent alumni, their parents, and donors who have given in past years but for whatever reason did not last year. On the other hand, recurring donations increased last year, a welcome trend. Recurring revenue provides consistency and stability, and I will continue to encourage all alumni, especially recent ones, to set up recurring donations *in any amount* to maintain consistent revenue.

Budget

Last fiscal year, the College went over budget, spending nearly \$250K more than realized revenue. The overruns were primarily due to increasing costs of utilities, maintenance, and insurance. This trend is likely not going to abate, and the need for additional funds to offset increasing costs will continue. Additionally, rising salary and benefits costs required to recruit top faculty and staff to the College will continue to impact finances. The College is considering a variety of revenue generating strategies, but increased fundraising from both annual giving and major donors is critical.



The Annual Fund target is up 10% compared to last year, and the Operations Fund has been given a goal of \$905K as non-annual giving fundraising. This includes major gifts, bequests, grants, and other funding streams.

I am happy to report the College recently benefited from two large Operations Fund deposits: \$291,850 for a USDA PRF Insurance payout, and \$379,625 for the Employee Retention Credit. Operations Manager Ciarán Willis, former President Sue Darlington, and TDS Chair Dan Fulwiler deserve a lot of credit for procuring these funds. Looking ahead, the College will continue to seek out revenue streams in addition to strengthening its already robust donor base.

As this fiscal year progresses, I will continue to work to ensure that Deep Springs is consistently and perpetually funded in order to provide future students

the same opportunities that were provided to past students. **The College is in fine financial shape, but we are not cruising. “Optimistic and urgent” is an appropriate description of the College’s financial situation. In order to keep pace with anticipated expenses, Annual Giving will need to increase each year, as will revenue from other sources.**

I will continue to work to maintain and expand the culture of expectation and obligation regarding alumni gifts to the College. The continued success of Deep Springs depends upon the active involvement of its alumni and friends and consistent financial support. Please do your part so that Nunn’s vision may live on and the College can continue to quietly lead the way in preparing future servants to humanity.

Thank you to everyone for all you do for Deep Springs College.

*Koll Jensen, DS’89,
Development Director*

Contributors July 1, 2022 - June 30, 2023

IHO - In Honor Of

IMO - In Memory Of

** - Deceased

- Matching Gift

Class Chairs are in Bold

Charles Abbott
Adele M. Thomas Charitable
Foundation
John Aldworth
Ben Altman & Cynthia Bowman
Amazon Smile
John Ames & Janet Boggia
Keith Anderson & Judy Jenner
Anonymous x 17
Anonymous *IHO Rob and Andrea
Jones*
Michael Armstrong & Laurie
Paulsen
David Arndt & Julie Park
David & Rebecca Ayer
Gunhild Badkar
John & Jill Baird
Donald Baker
William & Margo Baker
Frederick Balderston **
Brendon Bass
Ronald Beck
Henry Bennett
Darwin & Susan Berg
Catherine Bergel **
Kurt Bergel **
Lincoln Bergman & Lisa Simpson
Victor Berliner & Jessica Radloff
Dennis Berry
Noah & Gwen Beyeler
John Birsner
Barbara Blasdel & Eugene
Alexander
Susan Bloom & Dirk Farner
Blue Oak Foundation
Martin Bond
Tyler Bourgoise
Kate Brandt *IHO Felicia Wong*
Joshua Breitbart
Jill Brewer & Adam Nyborg
Douglas Brinkley
David Brown DS'80
George Cormack Brown
Sarah Brown *IHO Felicia Wong*
Marcy Brownson *IHO Edwin J.
Wesely*
Kenneth & Lisa Brownstein
Alexander Burger
Jennifer Burroughs & Michael
Rowe
Philip & Judith Bush
Steve Buyske
Ann Cahill Fidanque
Benjamin Campbell
Ross Campbell
Sally Carlson
Stephen Carmody

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Denis Clark
Robert Clark & Karen Sue Webster
Joel & Meredith Coble
Kerrie Coborn
Andrew Colville & Laura Schiff
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E. Clark & Fauzia Copelin *IMO
Ambassador William J. vanden Heuvel
& Bob Gatje*
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Frederick & Joyce Coville
Darrel Cowan
Jefferson Cowie
Philip Craven DS'60 & Karen
Craven
B. Michael Cravey & Cheryl Minard
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Catherine Cutbill & Bentley
Madison Cutbill
Jared Daar DS'08
Douglas & Gisela Daetz
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Sara Davis & Stephen Birdleough
David De Long & Nina Harun
Margaret Dean & Thomas
Wukitsch
Michael Dehn & Tara Soughers
William Deresiewicz
Jonathan "Dewey" DeWeese
Jacob & Janis Dickinson
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Owen Dombert
Richard Dore
James Downing
L. Thomas & Jo Ann Downing
Miguel Dozier
Thomas Drew
Octavian Drulea
Benjamin Dueholm *IMO Linda
Newell*
Antoni "TJ" Dulac DS'17
Marie "Dannie" Durand
Brad Edmondson DS'76
Michael Eigen
Alan Eisner
Sean Eldridge & Christopher
Hughes

R. Anthony Elson *IMO Jennifer
Smith*
Sharon & Leif Erickson
William Erickson
Daniel Fahey
Gene Fang
James Farnam & March Stovall
IHO Elsa Rose Farnam
Mark Farrell & Katharine Treptow
Farrell
Michael Fields
Aron Fischer
Kathleen & Norman Fischer
Michael Fitch
Michael Foey
John Fort
Teri Fox Stayner & Gilbert Stayner,
Christian Stayner & Jason
Goldman, & McKenna Stayner
Roger Fraser DS'62 & Patricia
Fraser
Daniel Fulwiler DS'85 & Jose
Hernandez
John Galbraith & Alyce Abdalla
Nathan Garrett
Sergei Garrison *IMO Stefan Sperling*
Michel Gelobter
Christie George *IHO Felicia Wong*
James Geringer & Reiko Kato *IHO
Dr. Susan M. Darlington*
James Gibbs
Lisa Gibson
Jacob Giessman
Lin Family Giving Fund
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Jeffrey & Frances Goldstone
Bryce Goodman
Google Inc.##
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Jane Hritz Hall & Robert Hall
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Bruce Hamilton & Susan Barretta
Simon & Jenna Hamm
Frederick Hammer
Philip Hanawalt & Graciela Spivak

Contributors July 1, 2022 - June 30, 2023

IHO - In Honor Of

IMO - In Memory Of

** - Deceased

- Matching Gift

Class Chairs are in Bold

Michael Harris
Nickoline Hathaway
Clarence Hayes DS'77 & Jana Holbi'kova'
Richard & Rebecca Haynie
Matthew Healey DS'85
Adam Hefty
Ronald Heideman
Maureen & Timothy Henderson
Nancy Henning Vigil
James Herre DS'82
Jeremy Hess
Nick Higgins
Hitz Foundation
Jerre Hitz
Karen Hoag
Misha Hoekstra
Timothy Hoekstra DS'90
Robert Hood
John & Marilee Hoskins
Hans & Linda Houshower
Samuel Houshower & Eleanor Blume
Richard Howard
Marian Hsieh & Henry Shaw
Michael "Tom" Hudgens DS'88
John Hudson
Raymond Huey DS'61 & Carolyn Huey
Keyontay Humphries *IHO Felicia Wong*
Silas Hundt
Marta & David Hunt *IHO celebrating Sue Darlington's tenure & Andy Zink*
Mitchell Hunter
Max-Gustaf Huntsman
Thomas Hutchins
Loren Ihle & Diane Decker-Ihle
Nancy Ireland
Perrin Ireland *IHO Felicia Wong*
Douglas Jackson-Smith DS'81 & Mary Jackson-Smith
Leon & Judith Jacobson
Michael Jacobson & Gina Kuperberg
Raymond Jeanloz & Jennie Romero
Kathy & George Jensen
Pengyu (Peter) Jiang & Xiangqun (Helen) Fan
Philip Johnston *IHO Felicia Wong*
Robert Jones
Edye Kamensky
Joshua Kamensky DS'92 & Heather Joy Rosenberg
James Karpe & Carol Leister
Darla Kashian *IHO Felicia Wong*

Alan Kaufman DS'67 & Quinn Kaufman
Michael Kearney
Neil Kearney
Brandt Kehoe
Bryce Kellogg
Daniel & Lynn Kellogg
Paul Kelly & Denny Dart
Edward Keonjian
Mark Kirby & Erin Owens
Jeffrey Klahn & Elisabeth Swain
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Adrian Kohn
Melvin Kohn **
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Suzanne Koopmans
Benjamin Kunkel
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Adam Landerman
Jeffery & Lisa Ann Laske
William & Julie Layton
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Douglas & Marion Lee
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Jacques & Susanne Lezra
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Earl & Kathleen Ludman
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Richard Mahon
Seth Major
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John Mangin
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Thomas Mathew
Sunshine & Emily Mathon
Kevin Matthews
John May

Jeffrey Mayer & Nancy Diamond
Rosanne Mayer & John Siliciano
John & Judith McCarter
Barbara McCormick
Maria & Brian McCormick
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LeeAnn & Barry McGinnis
Timothy McGinnis DS'09
Hugh McGuire
Kimberly McKittrick *IMO Paul S. Davis*
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Jon & Linda Michaelson
Paul Michelsen & Holly Hauptli
Zachary & Kristen Mider
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Thomas Miller
Sally Minard *IHO Felicia Wong*
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Isaac Morris
Oliver Morrison
Whet Moser
Ethan Motaco
Bridget Mullins
Ian Murphy
John "Jack" Murphy DS'78
Timothy Myer
Virginia & William Myer
Cory Myers
Jane Myers
Rajiv Narayan *IHO Felicia Wong*
Aadit Narula Gupta
David Neidorf
Bruce Nestor
L. Jackson Newell *IMO Linda Newell, IHO Eunice "Beth" Whitney Thomas, IMO Keith McKeown*
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Albert "Tyke" Nunez DS'99
Joshua Nuni
Patrick O'Connor
Orchard Foundation
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Alison Overseth
Lea Carol Owen
Garrett & June Paine
Thomas Palfrey & Mary Weeks
James Pearson & Melanie Jacobson
IMO Sage Jacobson Pearson
David Pederson & Karen Pratt
Amy Peltier
Vernon & Dorothy Anne Penner
Elaine Perlman

Contributors July 1, 2022 - June 30, 2023

IHO - In Honor Of

IMO - In Memory Of

** - Deceased

- Matching Gift

Class Chairs are in Bold

Robert & Cyvia Peters
Kathleen "Katie" Peterson &
Young Suh
Winnifred Pierce**
Edwin Pister**
Charles Pletcher
Michael Pollak
Andrew Porter
Robert Pulliam & Mara Pfund
William Ragen & Barbara Shulman
Blake Raphael
Sheldon Reaven
Ellen Richter *IMO Richard "Dick" Dawson*
Peter Rock DS'86 & Ella Vining
Michael Romero
Karen Rondestvedt *IMO Christian Rondestvedt*
Anne Roosevelt *IHO Felicia Wong*
Katy & Nick Roosevelt *IHO Felicia Wong*
Phoebe Roosevelt *IHO Felicia Wong*
Elizabeth Roosevelt Johnston *IHO Felicia Wong*
Mindy Roseman
Noah Rosenblum
Peter Rosenblum
Parvin & Sally Russell
Nancy Ruyle Dodge
SahanDaywi Foundation
Arthur Saint-Aubin
Caden Salvata
Franklin Samples *IMO Lora G. Samples*
Sally Sanford & Lowell Smith
Sapinsley Levy Family Fund
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G.R. "Rob" Schechter & Alison Matsunaga
David Schisgall
Benjamin Schuman
Sharon Schuman
Adam Schwartz & Sarah Levine
Michael Schwartz & Susan Savitt Schwartz
Nancy & Ronald Schwiesow
Craig Scrivner
David & Carol Scrivner
Susan Scrivner
Harold Sedgwick
Roger Seiler & Sara Marmion Seiler
Amish Shah
Mohammed & Aisha Shaikh
Lucy Shapiro & Harley McAdams
Cole & Caryn Sheckler
Shippy Foundation
Claire Shottenfeld *IMO Jenny Smith*
Daniel Shu

Nathaniel Sibinga DS'07
Douglas Sietsema DS'68 & Susan Vroman Sietsema
Carol & Mark Singer
Stephen & Jenn Singer
Dawn Smalls *IHO Felicia Wong*
Judith F. & Charles Smith
Margaret R.M. & David Smith
Francis Solga
Jacob Sorkin
Adam Spangler
Tycho Speaker
Anne Stanley
Paul Starrs 249811_
DeepSpringsCollege 12x9
Envelope_PROOF.pdf& Lynn Huntsinger
James Stearns DS'79
Stephen M. Seay Foundation
Thomas Stolz & Jean Cauthen
Kevin Strozzyk
Michael Stryker DS'64 & Barbara Poetter
Thomas Sullivan
Eric Swanson DS'65 & Devon Hodges
Mary Ellen Sweeney & Hoyt Taylor
Bryden Sweeney-Taylor
John "Jack" Sweeney-Taylor DS'01
Gary & Therese Swisher
Mark Takaro & Charis Anne Baz Takaro
Martha Hayne Talbot *IMO Dr. Lee M. Talbot*
Mona & Vijay Tata
Mark Taylor DS'72 & Starla Taylor
Peter Taylor
Steven Thompson
Michael Thoms & Grace Pai
Blythe Tolliver
Lucas Tse
James Twiss & Liana Downey
Bob & Lia Tyson
Richard Unger
Zachary Unger DS'91 & Shona Armstrong
United Health Group##
Pablo Uribe Llano
Isaac Urner
Jamie Van Arsdall *IMO Condit Van Arsdall*
Dr. J. Hugh Visser
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Paul Wiener
Katherine Ann Spring Williams
Robley & June Williams
Roy Williams
Toni Wiseman
Brian Wolff *IHO Felicia Wong*
Wolfram Research, Inc.
Felicia & Jon Wong
Graeme Wood DS'97
Robert Wright
William Wright
Shintaro Yamaguchi
Loretta Young
Robert & Mary Joan Zaletel
Andrew Zink



Gideon Berrie

L.L. Nunn Society Members

People Who Have Named Deep Springs College in their Wills or other Estate Planning Documents

LIVING MEMBERS

John W. Ames DS'54
Anonymous (x 4)
Jeanette Begg
Kenneth & Lisa Brownstein
Steve Buyske DS'78
Fauzia & Clark Copelin DS'98
Karen & Philip Craven DS'60
Susan Darlington
Marcella David
Margaret Dean
Courtney & John Dewis DS'94
Martha Diggle
Brad Edmondson DS'76
Ta-yun & Henry Fang
Daniel Fulwiler DS'85 & Jose Hernandez
Jacob Giessman DS'94
Lindsey Grant DS'43
Bruce Hamilton DS'71
George Hardy
David Hitz DS'80
John Hoskins DS'61
Marina Hsieh & Henry Shaw
Ron & Elena Huber
Carolyn & Raymond Huey DS'61
Jeff Johnson DS'55
Michael Kearney DS'69
Edward Keonjian DS'55
Robert C. Leonard
Julian "Pete" MacDonald DS'43
Emily and Gary Mahannah DS'70
John J. McDonald
L. Jackson Newell DS'56
Joyce Newell Chesnut
Don Noel DS'49
Patricia Novelli
Thomas "Pete" Palfrey DS'43
Donald Pederson DS'43
Robert H. Peters DS'44
Kathleen "Katie" Peterson & Young Suh
Nathan Sayre DS'87
Douglas Sietsema DS'69
Julie Slavik
Eric Swanson DS'65 & Devon Hodges
Starla & Mark Taylor DS'72
Alice Dodge Wallace
Kevin West DS'88

DECEASED MEMBERS

Robert B. Aird DS'21
Ronald Alexander DS'64
Joan & William "Bill" Allen DS'42
Frederick Balderston DS'40
Alice & Kurt Bergel
Catherine Bergel
Minerva Brownstein
Robert L. Bull DS'48
Elizabeth Mason Butterworth
Barney Childs DS'43
Charles Christenson-former Trustee
Walter Clark
Donald E. Claudy DS'44
Richard Cornelison DS'43
William "Bill" Cowan DS'43
Dr. Benjamin Crue DS'42
Hugh W. Davy DS'28
Jan & John DeBeers DS'32
Raymond Diggle DS'60
Ward J. Fellows DS'31
Mac Finley
Newton Garver DS'43
Robert "Bob" Gatje DS'44
James Haughey DS'30
Stephen N. Hay DS'42
Dora Henderson
Kenneth A. Hovey DS'62
Curtis Karplus DS'48
Patricia Kleps Hok
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Bruce Laverty DS'43
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Kenneth Pursley DS'57
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Herbert J. Reich DS'17
Jules Riskin DS'44
Christian Rondestvedt DS'38
Edwin Rust DS'29

DECEASED MEMBERS (Cont.)

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Robert Sayre
William Scandling—former Trustee
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John Sinning DS'48
Juraj Slavik DS'48
Jennifer Smith
Mary & Robert Sproull DS'35
Charles "Chuck" Thompson
Paul H. Todd—former Trustee
James B. Tucker DS'38
Robert Van Duyne DS'45
William vanden Heuvel DS'46
Sawney "David" Webb DS'53
Martynas Ycas TA'67



Gideon Berrie



Gideon Berrie



Jim Gorman

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In-Valley 2024 Reunion

Labor Day Weekend

Details to Come!

