Midland School provides a unique college preparatory boarding school experience to a diverse student body. Through study and work, it teaches the value of a lifetime of learning, self-reliance, simplicity, responsibility to community and the environment, and a love for the outdoors.

We have made every effort to ensure that the information contained in this report is correct. If you spot inaccuracies or omissions, please accept our apologies and notify the Advancement Office at 805-688-5114, ext. 118 or at advancement@midland-school.org.

As we continue Midland’s forward momentum, I want to thank you for your engagement with and commitment to the school.

This document sheds light on who we are today — from financial data to current campus projects and the evolving student experience — while reflecting on Midland’s distinguished history and values.

The following stories are a testament to the incredible dedication of a few exemplary individuals and the Midland community as a whole.

Thank you for ensuring that we can continue to thrive.

Cheers,

Christopher Barnes
Head of School

Welcome
I have been a Midland community member from the moment I was born. My father, Philip Thomas ‘70, brought me to campus often as a child, and we visited frequently with my godparents, Toyo and David Levasheff ’70. Both families’ love of Midland was contagious, and in 2003 I became a second generation graduate of Midland.

But really, I never left Midland. I worked at Midland after graduating from college, and I currently serve on the Board of Trustees. As a member of the Midland Board of Trustees, I am intensely aware that our role goes beyond careful stewardship of this school today. We need to look forward, face challenges, and ensure that Midland continues to be relevant, accessible and true to its mission. This past year, the Midland community engaged in a strategic planning process. We reviewed the lessons from the past and grounded ourselves in the mission while focusing on institutional excellence as a baseline for Midland’s future. The strategic plan empowers us to achieve excellence in our own domain, continuing to do more with less, living simply, and working together with deep commitment to ensure the Midland education continues for many generations to come.

In addition to the strategic planning process, we held the joyous groundbreaking ceremony on the Katharine “Kit” Rich Dreyfuss Barn and a new faculty home. We continue to improve our outreach efforts, and see hopeful signs from that effort: we had a banner year in admissions, with more inquiries, more visits, and more applications. We continue to see an increase in the participation in and the rolling average aggregate amount raised through our Annual Fund, and have doubled the number of alumni attending reunion weekend.

All of this bodes well for Midland’s future. It is a future that has become even more important to me, as I welcomed my daughter this past year and hope that she too, will choose Midland. Thank you for being part of Midland’s support system, and helping it grow towards increasing excellence. Your generous donations support student scholarships, the profound academic experience and the preservation of our 2,860-acre campus. You strengthen Midland roots, ensuring a future of excellence for my daughter, your children and grandchildren, and for all those to come. Thank you!

Cymbre Thomas-Swett ‘03
Board Member

Strength in our Roots
YOUR IMPACT

$35,597
average financial aid award

50+% of students receive financial aid

Summary Balance Sheet

<table>
<thead>
<tr>
<th>FISCAL YEAR ENDING JUNE 30</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
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<tr>
<td>ASSETS (MILLIONS)</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Cash and Current Assets</td>
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<td>1.7</td>
<td>2.1</td>
<td>2.4</td>
<td></td>
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<tr>
<td>Investments</td>
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<td>17.7</td>
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<tr>
<td>Total Current Assets</td>
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<td>17.9</td>
<td>19.7</td>
<td>21.3</td>
<td>21.1</td>
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<tr>
<td>Property, Equipment, Buildings</td>
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<td>6.3</td>
<td>6.6</td>
<td>7.3</td>
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</tr>
<tr>
<td>Accumulated Depreciation</td>
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<td>-3.1</td>
<td>-3.3</td>
<td>-3.4</td>
<td>-3.6</td>
</tr>
<tr>
<td>Property &amp; Equipment less Depreciation</td>
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<td>3.2</td>
<td>3.2</td>
<td>3.4</td>
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<tr>
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<td>21.1</td>
<td>22.9</td>
<td>24.7</td>
<td>24.8</td>
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<tr>
<td>LIABILITIES AND NET ASSETS (MILLIONS)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Current Liabilities and Pre-Paid Tuition</td>
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<td>1.2</td>
<td>1.1</td>
<td>1.0</td>
<td>1.0</td>
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<tr>
<td>Assets: Temporary and Unrestricted</td>
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<td>11.0</td>
<td>12.1</td>
<td>13.6</td>
<td>23.8</td>
</tr>
<tr>
<td>Assets: Permanently Restricted</td>
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<td>8.9</td>
<td>9.7</td>
<td>10.2</td>
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<tr>
<td>Long Term Liabilities</td>
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<td>0.0</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td>19.3</td>
<td>19.9</td>
<td>21.8</td>
<td>23.8</td>
<td>23.9</td>
</tr>
<tr>
<td>Total Liabilities and Net Assets</td>
<td>20.2</td>
<td>21.1</td>
<td>22.9</td>
<td>24.8</td>
<td>24.8</td>
</tr>
</tbody>
</table>

Our 2018-19 regular operating budget
(approx. $3.6 million)

- 65% Net Tuition
- 18% Endowment Draw
- 13% Annual Fund
- 3% Other Income

59% Payroll, Pension and Taxes
5% Health Insurance
4% Food
4% Maintenance
4% Insurance
3% Admissions
2% General Office
19% Other Expenses

Fun Facts and Figures

- 459 student nights outside with 22 overnight camping trips
- 1 MI of historical trail revived
- 932 cases of produce picked from our farm
- 276 student hours of trailwork with 20 trailwork trips
- +67 new donors
- 15% alumni giving participation rate

Where did our seniors go to college this year?

Bard College
Bryn Mawr College
Boston College
Cal Poly, San Luis Obispo
Clark University
Cornell University
Colorado Mountain College
Duke University
Fordham University
George Washington University
Kenyon College
Lewis & Clark College
Michigan State University
MT State, Bozeman
Pitzer College
Pomona College
UC Davis
UC Los Angeles
Wheaton College MA
Whitman College
Midland has been working on a new Strategic Plan since August of 2017, both a good practice and a part of our accreditation with the California Association of Independent Schools (CAIS). As a first step, the Board of Trustees first revisited Midland’s mission and believes it remains relevant and of increasing importance today:

Through study and work, Midland teaches the value of a lifetime of learning, self-reliance, simplicity, responsibility to community and the environment, and a love of the outdoors.

The Board of Trustees created an Ad Hoc Strategic Planning Committee, chaired by Tom Mone ’72 and including Midland’s Head of School, Christopher Barnes. The planning group identified Midland’s current challenges and opportunities, external factors that affect or could affect the school, and the various resources Midland has or will need to fulfill its mission. The planning group led a full-day working session for the Board; created, disseminated and reviewed the results of a community survey; and held internal workshops with faculty, students and attendees at events on campus to collect feedback on various ideas and issues. After receiving those inputs, the Strategic Planning Committee formulated a draft of the 2019-24 Strategic Plan in early 2019.

Since then, Christopher has taken the draft “on the road”, holding a series of gatherings with the broad Midland community, including alumni, parents of alumni, current parents, grandparents, and friends of the school. In total, the gatherings involved over 10% of our engaged community, and resulted in increasingly streamlined iterations of the Plan.

Thank you to our Strategic Plan Gathering hosts:

Lara Vapnek
The Horton Family
The Adams Family
The DeGolia Family
The McCarthy Family
Jason French

Rob Goldberg ’81
The Dreyfuss Family
The Hamilton-Durbin Family
The Schuyler-Brenner Family
Troy Sears ’80
School News

These gatherings gave the community significant information about the key challenges facing our school today. Two of those issues are external factors we cannot control, nor ignore: a nationwide decline in families’ interest in boarding school, and a cultural shift towards viewing “more” as “better”. Conversely, Midland’s strengths—its emphasis on simplicity and self-reliance, its non-dependence on technology (and consequent emphasis on person-to-person communications and learning), and its historic commitment to experiential learning—are seen as high value and unique attributes.

All of this input has been compiled preparing the committee to implement the 2019-2024 Strategic Plan. Our work to date indicates that Midland’s mission continues to resonate with our extended community and in the world beyond Midland. It has also become apparent that we cannot continue as we have. We don’t have to change fundamentally, but we do have to deliver, and be recognized as providing, an education which is demonstrably an excellent preparation for college and whatever life brings.

The Strategic Plan process identified three areas of focus: curriculum renewal focused on incorporating competency based and experiential learning; campus infrastructure improvements (to better support student life, faculty life, and program); and increased efficiency and efficacy in our operations. Each of these areas has community members responsible for its achievement, builds on existing strengths, identifies opportunities for excellence, and has goals that we can, and will, measure. Most tasks will be for those who live and work at Midland; however, our success is unequivocally dependent on our extended community’s enthusiastic engagement and financial support.

I want to thank all of you, who engaged in the iterative process of creating our Strategic Plan. In particular, I want to thank the members of the Ad Hoc Planning Committee: Tom Mone, Andrew McCarthy, Jim Dreyfuss, John Martin, Cymbre Thomas, Caitein McKiernan, and Christopher Barnes.

But none of us should think this plan is over or does not need our help to effect. All of us have a role to play in making Midland the best it can be—and we look forward to working with each of you as we reach towards that goal.

Ed Carpenter
Board Chair

“All of us have a role to play in making Midland the best it can be”
I am delighted to announce we are well into construction on two wonderful additions to the Midland campus: a new barn, hay barn and arena for our horse program, and a new home. Ed Carpenter, now the Chair of the Board, led the development of our 2013 Campus Plan, which identified areas where we needed to focus our efforts to improve our physical plant. Our very own Jim Quick, Class of ’68, has been intensely involved in the planning and execution of the projects, and is overseeing construction on both. And there are many others who have made contributions of time and talent, including Tom Rogowski, our business manager, who retired at the end of this year having successfully seen us through the three-year planning and permitting process.

The development of the projects, the lengthy and demanding permitting process, and now construction have benefited from the contributions noted above. But we could not have broken ground on these new buildings without extremely generous donors. I am proud to say that a lead gift by my mother, Kit Rich Dreyfuss, galvanized the support for building the barn. And in true Midland fashion, we will end these building projects with no debt incurred: they are fully funded through the many capital gifts made over the past few years. The donors who made it possible cannot all be thanked by name here, but have been recognized in past annual reports and in this one. We truly could not have done it without their support.

It has been enormously gratifying to see excitement build on campus as construction continues on these two projects. And we are already looking forward to other much needed renewal and improvement of the physical campus. We have engaged Blackbird Associates, a Santa Barbara firm well known for their respect for the environment and commitment to green building, to help us identify and then work towards implementation of additional improvements in a cost efficient way. We are intensely aware that as the stewards of Midland and its campus, we need to improve our student residential facilities, faculty housing and our basic infrastructure (roads, water management, vehicular circulation), all of which were identified as key priorities in the Campus Plan.

Those next steps will not be possible without additional contributions of time, talent and money. On behalf of the Board of Trustees, I thank all of you who have contributed so far, and I look forward to working with the entire Midland community as we continue our work to make the Midland campus the best it can be for the extraordinary students who embody and embrace our mission.

Jim Dreyfuss
Board Chair

Campus Plan Timeline

2013
Commons Classroom (remodel)
Fire House (remodel)

2014
Domestic Water Supply Line (buried)
Lowry House (remodel)
Parks House (remodel and removal)

2015
Doe House (remodel)
Rich House (remodel)
Lower Yard Cabins (remodel)
Cabin Furniture (upgrade)

2016
Ireland House (remodel)
Chirmes House (upgrade)
Generator (installation)

2017
Bridge (upgrade)
John Deere Tractor (gifted)
Garden Shed

2018
Agriculture Well (construction)
Janeway (remodel)
Pink Palace (remodel)
Front Entrance (update)

2019
Faculty Home (construction)
Horse Barn (construction)
Library Classroom (expansion)
Commons (renovation)
Kit Rich Dreyfuss Barn

We are pleased to provide a little background on Kit Dreyfuss, for whom Midland is honored to have named the new barn you have read about elsewhere in this report.

Kit — born Katharine — might in many circles be viewed as the first person upon whom Midland citizenship was conferred at birth. The daughter of Ben and Kay Rich, original faculty members in 1932 (with Ben Rich becoming the second Head of School, 1952-1969), Kit was the first baby born at Midland. She was the original faculty “brat.” Growing up at Midland, she, like her father, was enamored of horses and hung around the horse barn when she could. At the barn dedication on Alumni and Alumnae Weekend, her lifelong friend Barbara Pedersen attended and among other things said a few words about Kit’s 4H project, which involved raising a horse which Kit was permitted to keep at Midland (rather than sell, as most 4H participants did).

Kit continued her love affair with horses through her adult life, and as a registered nurse recommended horse therapy for several of her patients. And of course, she continued and deepened her connection to Midland, marrying John Dreyfuss ’52, and raising four children, two of whom attended Midland (Jim ’81 & Kim ’82) and supporting her many grandchildren who found their way to Midland, including current student Adam Dreyfuss ’20. Lastly, Kit has been unstinting in her personal contributions to Midland, including by making the lead gift for this new barn.

As is obvious, it is not just right, it is our privilege to name the Kit Rich Dreyfuss Barn for Kit. In doing so, we are thrilled to recognize someone whose bright intellect, quick (and sometimes mischievous) laugh, and keen sense of grammar, has made innumerable contributions to Midland through the years, and who continues to keep us in touch with Midland’s past, present, and future.
The family of Donald W. Whittier ’53, through The Mericos Foundation, has been a longtime supporter of Midland. Many of the Foundation’s original gifts were for capital projects—the Whittier Classroom being one example. In recent years, The Mericos Foundation has focused their grants to Midland on financial aid for talented but financially in-need students. We are delighted to report that this year The Mericos Foundation has continued this important support with a grant that will enable Midland to offer a member of last year’s incoming freshman class a four-year full-ride scholarship.

In addition, Donald A. Whittier, the son of Donald W. Whittier ’53, supported two grants separate from The Mericos Foundation: first, a grant of $50,000 to Midland for current support of financial aid and second, a challenge grant of $50,000 to the Kimpton-Schuyler Endowment provided it was matched by a similar amount in gifts to the Endowment before June 30, 2019. We are delighted to announce this challenge was met by members of the Class of ’53 and members of the Midland Board. Since all proceeds of the Kimpton Schuyler Endowment are used to support financial aid, this incredibly thoughtful gift from Donald A. Whittier means that we move a step closer towards our ultimate goal of having the Kimpton Schuyler endowment underwrite the full amount of financial aid awarded every year.
An anonymous but committed alumnus asked Midland this year: what do you most need to support student programs? When we shared a “wish list” with this donor, he saw two areas where his contributions could have an immediate impact, honor someone the donor was close to, and fit with the school’s mission. One portion of the gift supported the Midland Farm program. The rest of this donor’s gift was made in honor of Kay Rich and provided much needed support to the Arts Department. Like so many other Midland community members before and after her, Kay was generous in sharing her own interests and expertise with the Midland student body, and was an important proponent of the inclusion of the arts into a Midland education.

Her contribution left a significant mark on the Midland community that continues to this day, with every student being part of the Midland arts community. In Honor of Kay Rich.

Rob Adams ’85 and Andrew McCarthy ’85 worked with their classmates in the Class of ’85 to celebrate the recognition this year of Lorri Hamilton Durbin ’85 as the 2019 John Dreyfuss Distinguished Alumna. The Class hosted a dinner in honor of Lorri during the Alumni/ae, Parents & Friends Weekend and contributed to a class gift in her honor, raising a total of $6,300. The group gift is just the latest installment in the Class of ’85’s remarkable support of Midland: Lorri served on the Board for 24 years, including five years as Chair; Rob and Andrew both serve on the Board now, and have been key players in a number of Board initiatives; and the members of the Class of ’85 have had five children (so far!) enrolled at Midland: Duncan McCarthy ’17, David D’Attile ’18, Macy D’Attile ’21, Madison Thacher ’21, and Boone Adams ’22.

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Eduardo Lopez '70
Ana Kimball
Tomas and Judy Carrillo
Barbara and Leonard A. Brennan Jr.
Laura Braswell Camp '84
Xinwei Xie and Zhenyan Xie
John '58 and Mary Treanor
Jane "JianLi" Tao
Jean Schuyler*
Danilyn Rutherford
Chris Rich '59 and April Lanz
Paul '75 and Kathi O'Leary, In Honor ofстроительства.
Stephen Meaney and Emily Risk, In Honor of Justene Hill '80
John Burris '55 and Barbara Sell
Meg Butler and Alan Strubing
Jackie Caine and Alice Goolsby
Susan and Scott Carr
Richard and Alice Carden
Julee Carden
Deborah Bryan, In Honor of Justene Hill '80
Christopher Meaney and Emily Risk

Thank you to our admissions hosts: The Horton, Collord, Dreyfuss, Borghesan, McCarthy, Hinkle, Rasilla, Tobin/Moore, and Carpenter Families. And special thanks to Jane Woodward for letting us use her beautiful art gallery, The Foster, in Palo Alto, CA, for a reception.

Patrick and Marguerite Pierce
Jack and Susan Voss
Mark and Susan Pines '02
Sarah Flowman '99
Jessica Plumberg '09
James Powell and Joan Hartmann, In Honor of The Midland Horse Trials
Gloria and Miguel 'Mike' Murillo
Isabel Murillo '15
Jane and Stephen Murray
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Recognizing

THE MIGHTY OAKS CLUB

Ensuring a Vibrant Future for Midland School

Individuals who provide for the school in their estate plans, either through a bequest, life income gift, life insurance policy, or other plan, are invited to join our Mighty Oaks Club.

If you have already made a planned gift for Midland, please inform the school so that we may recognize your generous legacy gift.

Thoughtful estate planning is an important way for you to plan for the future—both for your family and for the organizations and institutions which have been important to you.

The Mighty Oaks Club recognizes these alumni/ae and friends whose planned gifts, when realized, will help to secure the future of Midland’s timeless curriculum and values. These legacy gifts support diversity, accessibility, faculty and staff professional development and more.

INTERESTED IN INCLUDING MIDLAND IN YOUR ESTATE PLANS?

To learn more about making a planned gift for Midland, contact the Advancement Office today:

805-688-5114 ext. 118

advancement@midland-school.org

midland-school.org/giving

Ian ’94 and Rebecca Anderson
Anonymous
Nicholas ’50 and Valerie Brownrigg
Ed Carpenter ’64 and Lauren Sheehan
Hugh Carpenter
Peyton Carr ’62
James Cooley ’49
Peyton Carr ’62
Benjamin Nyce ’50
R.J. ’52 and Marylynne Mueller
Dan Susman
May Walker
Nefertari Wall-Arbuckle ’17
Annie Tate, In Honor of my daughter Lynda Cummings and The Midland Garden
John and Caroline Thacher
Tony and Anne Thacher
John Thomas and Irene Gabriel-Thomas
James Thompson and Angela Mooton
Loretta Thornton
Geoff Thorpe
Katie Thrash ’94 and Shane Mihelic
Susan Tova
Terry and Cricket Twichel
United Way of Massachusetts Bay and Merrimack Valley
Yessica Murillo Uribe ’04 and Paco Uribe
Jenet E. Vaughan
Gay and Jim Versteeg
Tammy and Jeff Vogland
Lynne Wakabayashi and John Hayward
May Walker
Nefertari Wall-Arbuckle ’17
Andy Wallace ’61
Susan Wallace, In Honor of Lorri Hamilton Durbin ’85
James Ward ’70
Colin Weaver ’09
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