



The Savory Center 2003 ANNUAL REPORT



Dear Friends,

As the Savory Center moves into its twentieth year, it is with gratitude for your support and interest in our work that I write to you as part of our annual report for the year 2003. As an old saying goes, "the days go slowly, but the years go quickly." I imagine you have all experienced this phenomena in your own lives. Within the life of this organization, it has been a quick year full of learning, of seeking to better understand and fulfill our role in the

world, and of discovering and facing some of the challenging transitions that organizational viability can demand.

The transition in leadership that we undertook in hiring Tim LaSalle to serve as our Executive Director last March has brought us through deep and healthy processes of both inner and outer questioning. We are emerging with greater clarity about our mission of restoring land and the life that depends upon it. Toward that end, we are increasingly focusing our efforts on our educational programs along with developing the outreach means to help spread the benefits of Holistic Management in new and more powerful ways. We appreciate all of you who have participated in our surveys and interviews with our able marketing and educational consultants.

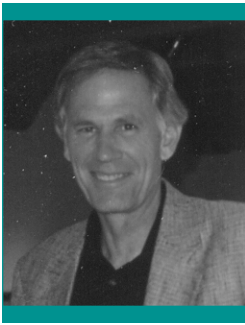
Tim has also led us into new levels of strategic planning for the organization, of examining our current educational programs and moving forward into a structural redesign of those programs which we will implement in 2004. While it is not always easy to do, I believe that taking time for reflection, revision, and redirection is fundamental to success—for both individuals and organizations. That is one of the cases I make to people whom I hope to interest in our training, so it is fitting that we do likewise at The Savory Center.

Our founder, Allan Savory has also given his support to the leadership transition by recently stepping down from the Board of Directors. Filling the Founder's position on the Board, co-founder Jody Butterfield has now joined us, and we look forward to working closely with her in this new role. Clearly, Allan has a continuing and important role with the organization. We are working to develop ways to fill his very large "shoes" through the next stages of the transition process. I thank Allan for this substantial vote of confidence in Tim and the rest of us on the Board and Staff Team. And I feel the weight of the responsibility to help make the Center an ever more viable and contributing entity that can implement and inspire real results.

We are striving to both celebrate our twenty years as an organization and to challenge ourselves to make the next twenty even more effective. Thanks to all of you for all that you do toward this end. Your partnership is vital to our ability to make a difference.

With appreciation,

Rio de la Vista Chair
Board of Directors, The Savory Center



Dear Friends,

As I complete my first year with The Savory Center, it is a pleasure to add my perspectives to our annual report for the first time. This twentieth anniversary year has been overflowing with the opportunity to meet many of the the people that have been involved here for many years, and I am grateful for the support and enthusiasm you bring to our shared mission.

Over the past year of transition, we have begun to create a comprehensive strategic plan looking toward the next twenty years of this committed organization. We are seeking ways to clarify and intensify our commitment to restoring lands globally. Building upon the insights and deep study of whole systems, as well as the decision-making process developed by Allan Savory in collaboration with many practitioners and educators around the world, we at the Savory Center are called upon to step forward as the core educators in this important approach to the restoration and stewardship of resources.

In 2003, we expanded our work into a major training project in Mexico while continuing our on-going Certified Educator training in the US. Now moving into 2004, we are deeply re-thinking how we can become more effective through our education vehicles and training model and have undertaken a re-design of those products. Many of you have helped in our research and survey work, and we appreciate your enthusiasm in thinking this through with us. The new model will undoubtedly be oriented toward practitioners and will be available to a wider audience. This 2003-04 commitment to education reconnects us to our founding roots and to the way we can make the biggest contribution to the reversal of land degradation.

The Savory Center has an opportunity for research and education at our 11,000-acre ranch, the West Ranch in Ozona, Texas. In late 2003, we

purchased livestock for the ranch and are currently running hair sheep and cattle. We have begun to implement our land plan there along with on-going financial and grazing plans, in collaboration with an advisory group of Holistic Managers from across Texas. The La Semilla land site south of Albuquerque holds potential for an educational role, as we continue to evaluate its financial viability.

Our other significant learning site and educational center is at our Africa Centre for Holistic Management near Victoria Falls, Zimbabwe. Our work continues with Certified Educators in several southern African countries as well as with the local Wange community that adjoins our Centre in Zimbabwe. We are very pleased to offer a new video showing the work of the African Centre. Produced by Jody Butterfield, it shows both the success and challenges of producing healthy grazing lands for domestic and as well as wild animals, the important work of our women's banking program, and the opportunities provided by our training programs for area communities. The holistic decision-making process is helping to create increasing health and vibrancy for the Wange Community on many levels, as Certified Educators are doing in their communities across the region.

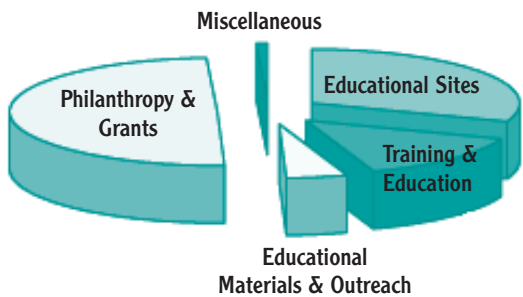
We are gratified to report that in 2003 we had a 39 percent increase in charitable contributions from 2002. In appreciation to all of our donors and supporters, we express heart felt gratitude for your investment in this essential and challenging work. Along with our Board of Directors and Advisory Council, the staff and I are committed to stewarding your investment and continuing this work ever more vigorously and extensively on a global basis.

Appreciatively yours,

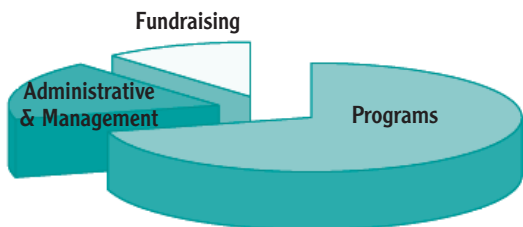
Tim LaSalle
Executive Director, The Savory Center

The Savory Center Audited Financial Report

Revenue \$1,753,819



Expenses \$1,521,702



Summarized Statement of Activities

(Fiscal year January 1-December 31, 2003)

Revenue	2003	2002
Educational Sites	\$1,022,919	\$473,179
Philanthropy & Grants	\$386,595	\$261,112
Training & Education	\$245,227	\$261,942
Outreach & Educ.		
Materials	\$82,206	\$116,356
Other	\$16,872	\$38,897
Total	\$1,753,819	\$1,151,486

Expenses	2003	2002
Programs	\$1,078,425	\$856,372
General/		
Administrative	\$268,521	\$226,323
Fundraising	\$174,756	\$157,768
Total	\$1,521,702	\$1,240,463

Change in Net Assets before minority interest in earnings of subsidiary	\$232,117	(\$88,977)
Minority Interest in loss of subsidiary	(\$1,563)	1962
Change in New Assets	\$230,554	(\$87,015)

Summarized Statement of Financial Position

(December 31, 2003)

Assets	2003	2002
Cash	\$960,950	\$71,412
Receivables	\$71,191	\$180,531
Prepaid Expenses	\$8,160	\$4,794
Inventory	\$11,823	\$14,280
Property/Equipment	\$1,617,294	\$201,671
Other Assets	\$2,823,947	\$4,734,908
Total	\$5,493,365	\$5,207,596

Liabilities	2003	2002
Current Portion LTD	\$116,008	\$18,044
Accounts Payable	\$49,021	\$13,067
Accrued Liabilities	\$3,362	\$942
Deferred Revenue	\$159,948	\$212,309
Long Term Debt	\$234,789	\$265,113
Total	\$563,128	\$509,475
Minority Interest in Investment	\$20,676	\$19,114

Net Assets	2003	2002
Unrestricted	\$3,585,692	\$3,378,106
Temporarily Restricted	\$37,179	\$14,211
Permanently Restricted	\$1,286,690	\$1,286,690
Total	\$4,909,561	\$4,679,007
Total Liabilities and Net Assets	\$5,493,365	\$5,207,596

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The Savory Center Board of Directors and Staff would like to extend our heart felt gratitude for the generous contributions of our members in 2003 and the first quarter of 2004. Your giving makes our work possible.

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