

Annual Report 2015-2016 School Year



Engagement in Education, Joy in Learning



Mission

Tucson Waldorf School is a community dedicated to joy in learning. We believe in engaging each child through meaningful experiences, attuned to the unique stages of childhood.

Vision

Tucson Waldorf School graduates approach life with purpose, intention, and commitment to social responsibility, confident of their place in the world.



“Receive the children in reverence; educate them in love; let them go forth in freedom.”
— Rudolf Steiner

Message from Administrative Leadership

MARGERY BATES, LINDA BRAUN, & REBECCA BRIAMONTE

2015-2016 was a milestone year for TWS in many ways. We were able to see years of hard work, including the intensive self-study, come to fruition in our accreditation and full member status with the Association of Waldorf Schools of North America. We saw unprecedented gains in enrollment from the parent-child classes through the grades, and ended the year with a total enrollment of over 200 students. We planted the seeds of an active alumni community and published the first alumni newsletter. Energy that in past years had gone to improving buildings or consolidating our campuses was able to shift and focus on strengthening our programs, our internal organization, and procedures.

The rise in number of children attending TWS and receiving the benefit of this transformative educational experience served to support our outreach efforts as well. Mention Waldorf education or Tucson Waldorf School around town in 2015-2016 and you were much more likely to hear, “I know someone who goes there. I hear it’s a great school,” than “What’s a Waldorf school?”

With growth comes additional opportunity, and the task of 2015-2016 was to manage the growth and numbers in a way that reflected our status as a large, accredited Waldorf school while still maintaining the qualities many loved and appreciated about the small, sweet school we used to be and will continue to build on the success of 2015-2016 for years to come. We are so blessed to be a part of this caring and vibrant community.



ADMINISTRATION

Margery Bates *Administrative Director*
Wynter Pradier *Operations Manager*
Jennifer Sorensen *North Office Coordinator*
Tessa Swanson *South Office Coordinator*
Jennifer Moore *Development Director*
Melissa Campbell *Development Associate*
Rebecca Briamonte *Enrollment Director*
Linda Braun *Faculty Chair*
Aaron Suski *Facilities Manager*

LEADERSHIP COUNCIL

Margery Bates *Administrative Director*
Linda Braun *Faculty Chair*
David Sussman *Grades Pedagogical Chair*
Jennifer O’Brien *Early Childhood (EC) Pedagogical Chair*

EARLY CHILDHOOD FACULTY

Ursula Ramos *Quail’s Nest Parent-Child Teacher*
Andrea Fiser *Marigold Garden Teacher*
Leila Lopez *Marigold Garden Assistant*
Kim Lewis *Sunflower Garden Teacher*
Kristina Prisbrey *Sunflower Garden Assistant*
Jennifer O’Brien *Red Rose Garden Teacher*
Bettina Fuchs *Red Rose Garden Assistant*
Maggie Queathem *Star Garden Teacher*
Ron Spector *Star Garden Assistant*
Nicole Williams *Rosemary Garden Teacher*
Carmenza Fernandez *Rosemary Garden Assistant*
Rebecca Davis *Before Care EC*
Zoe Hackl *EC Extended Day Director*
Chelsea Cruz *EC Extended Day Assistant*
Cyd Lannigan *EC Extended Day Assistant*

GRADES FACULTY

John Keeney *Grade 1*
Cynthia Hovland *Grade 2*
Bayla Sussman *Grade 3*
Irene Richardson *Grade 4*
Lisa Archer *Grade 5*
Judy Taylor *Grade 6*
David Sussman *Grade 7*
Michelle Blazewicz *Grade 8*
Sarah Evans *Grade 8 Assistant, Before Care*
Sophie Richerd *Grades 1-3 Extended Day*
Levi Taylor *Grades 4-8 Extended Day*

SPECIALTY SUBJECT FACULTY

Peggy Patterson *Spanish Teacher*
Karin Panizzi *German Teacher*
Lisa Barnes *Handwork Teacher*
Jose “Leo” Moore *Music/Strings Teacher*
Heidi Johnson *Movement Education Teacher*
Cy King *Middle School Support*
Thomas Conner *Woodworking Teacher*
Emily Mabry *Gardening Teacher*
Mark Ebersole *Eurythmist*

Message from Board Treasurer, Eric Lamb

The 2015-2016 school year was my first as Treasurer. What better way to start off than for the school to task our CPA with completing a full financial audit. I am proud to congratulate Margery Bates and her staff, and especially Jenny Bergdoll, our bookkeeper, for a job well done. We passed the audit and started the 2015-2016 year with financial statements and policies that were validated by an outside CPA. The preparation of the audit consumed much of the first half of the year, with the remainder spent mostly preparing the 2016-2017 budget and renewing the employee health insurance. We were also able to obtain a \$150,000 line of credit from Rudolf Steiner Foundation (RSF) Social Finance, who also is our mortgage lender on the River Road campus. Obtaining the line of credit provides a safety net, if needed, but more importantly reaffirms the stability of the school from a financial perspective.

The Revenue and Expense Statement shows total revenue of \$1,864,465 for FYE 2016. That is an increase of approximately 9% over the previous year, with the bulk of the increase coming from expanded enrollment. At the same time, the faculty and staff continued to make prudent decisions that kept annual expenses in line with those of the previous year. Therefore, net assets increased by \$97,639 for FYE 2016. The ability to continue to grow revenue while keeping expenses in check is commendable.

The Balance Sheet indicates Total Net Assets of \$3,649,579 at FYE 2016 on Total Assets of \$5,496,682 and Total Liabilities of \$1,847,103. Cash on hand ended the year at \$322,161 and is considered sufficient to cover short-term liabilities. Long-term liabilities are limited to a \$621,259 mortgage loan, which is low-leverage based on the school's total fixed assets of \$4,024,435. Overall, the school's financial position is stable at FYE 2016.

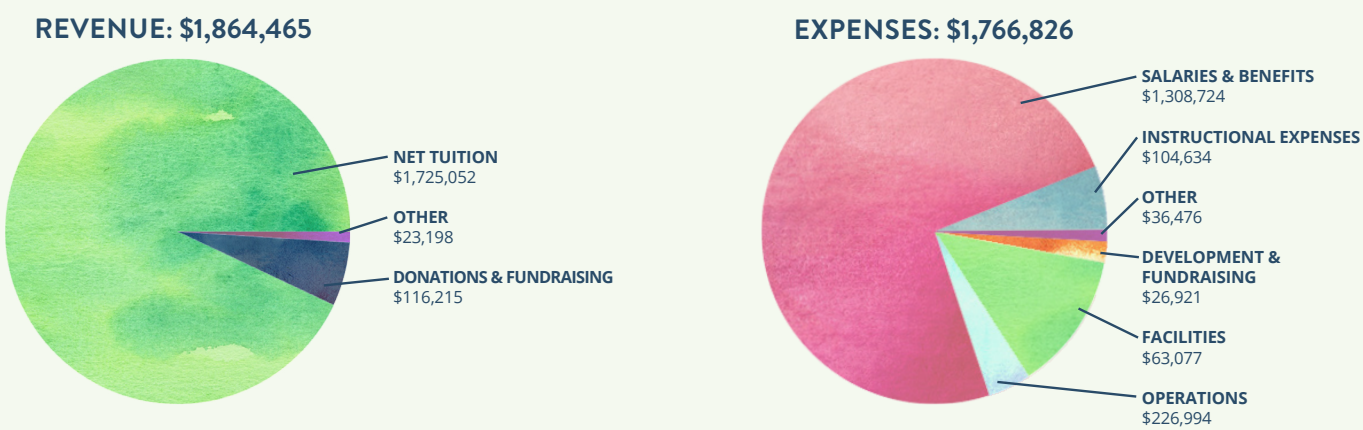
As we move into the 2016-2017 FY, we are focusing on increasing revenues from sources outside of tuition and fees, with a strong Development Committee in place to help make that happen; completing an inventory of our furniture, fixtures, and equipment to make sure we have what is needed to best serve the children and properly budget for future repairs and maintenance; researching smart retirement plan options for our employees so that they can invest for their futures; and determining the financial feasibility of the next phase of buildings envisioned in the 2016-2021 Strategic Plan.

Given the lofty goals we have set for ourselves, we are also actively recruiting more parents/community members to join the Finance Committee. If you have a background or interest in any of the items listed above, or know someone who has, please contact me at 5262chop@gmail.com. Your contributions will be greatly appreciated and instrumental in moving Tucson Waldorf School to the next level of its growth.

Finally, I'd like to thank the faculty and staff for their continued success as stewards of this community. There has been a tremendous amount of sacrifice, hard work, and love expended on the creation of Tucson Waldorf School. Although their contributions are priceless when measured by the yardstick of our children's development, the financial statements reflect that they have also performed well in relation to the less important, but required, standard of dollars earned. I wish you all a wonderful 2016-2017 school year.

Financial Statement

Revenue and Expenses



Statement of Financial Position

ASSETS (TOTAL: \$5,496,682)	LIABILITIES & EQUITY (TOTAL: \$5,496,682)
Cash - Unrestricted: \$212,490	Accounts Payable: \$14,021
Cash - Temporarily Restricted: \$109,672	School Improvements/Class Accounts: \$59,662
Accounts/Pledges Receivable: \$907,629	Unearned Tuition and Fees: \$1,109,233
Net Fixed Assets: \$4,024,435	Other Current Liabilities: \$42,929
Other Assets - Unrestricted: \$195,352	Long-term Liabilities: \$621,258
Other Assets - Restricted: \$47,104	Net Equity: \$3,649,579

MESSAGE FROM THE BOARD PRESIDENT, OLGA RYAN

How marvelous that our school is diligent in guarding the experience of wonder and beauty in our daily moments! I love to watch the children run and play and to hear the happy sounds of their work at movement lessons or flute-playing. Children feel peace and open their minds for learning in the spaces that have been designed to please the senses. Their morning verses voice reverence and gratitude for the new day. All these things are purposefully cultivated by our faculty and staff. Our board work is service to that mission.

The major success of the 2015-2016 school year was the achievement of accreditation by the Association of Waldorf Schools of North America. The Board of Trustees is enormously grateful for the dedication of our faculty and staff in the years of work that resulted in this major step in our maturity as a school. Full membership and voting privileges come with this stage, and we join other experienced Waldorf educators in the work of the Association to benefit children everywhere.

We are also recognizing past board members, for we are seeing the fruits of their labor and planning from years ago. Thanks to them we have a balanced budget, generous tuition assistance, excellent programming, and superb staff. We are indebted to the fine folks who found and developed this place at River Road and Sutton—a place for us to experience beauty, nature, light, music, and joy in childhood and families.

We hope you feel the sincerity of the Trustees' pride and thankfulness for the many gifts shared in our community here at the Tucson Waldorf School.

BOARD OF TRUSTEES

Olga Ryan *President*
Jeff Yockey *Vice President*
Eric Lamb *Treasurer*
Linda Biederman *Secretary*
Lisa Archer *Grades Faculty Representative*
Jennifer O'Brien *Early Childhood Faculty Representative*
Linda Biederman *Parent Council Representative*
Olivia Hansen *Alumni Representative*
Kira Dixon-Weinstein *Development Representative*
Margery Bates *Ex Officio*



Message from Development Chair, Kira Dixon-Weinstein

The 2015-16 school year saw enormous growth in all areas of development, helping support fundraising and future growth planning for Tucson Waldorf School. Community participation increased and we exceeded all of our fundraising goals!

This past year saw the re-branding of the annual fundraising campaign into The Waldorf Fund. Efforts to educate the community on the critical role this fund provides in the school's budget paid off, participation grew, and we exceeded our fund goal by 15% and with a total of \$63,457 raised. The Waldorf Fund is critical in helping to fill the gap between what tuition revenue covers and the true operating costs of the school. This fund provides donors the opportunity to partner in our mission through charitable contribution.

The third annual Fresh Spring Soiree is a beloved, adults-only gala event at the school. Set under the stars on the gorgeous campus, this beautifully decorated farm-to-table feast, silent auction, and dancing event honors TWS community and gives parents, faculty, staff, and friends a chance to celebrate the collective work that is needed to create such a special school. We raised \$17,754 in special events—again, exceeding our goal by over 10%.

Late in the school year, the Campus Planning Committee (CPC) re-formed. The CPC makes recommendations to the board for the design and physical development of our campus. Upon re-forming, the CPC and the Development Committee immediately planned and launched a mini summer capital campaign, successful in raising \$31,000 for the beautification and safety of the southern entrance of the campus. The CPC is the key to the future development of the school.

The Arizona Waldorf Scholarship Foundation (AWSF) campaign was also a great success, increasing the amount of money available for scholarships by over \$30,000! The fund is instrumental in supporting families who would otherwise not be able to attend TWS.

Our Menu of Giving shows the many ways to support TWS:



Supports tuition scholarships.



Supports programs not fully covered by tuition.



Supports school longevity and stability.



Supports campus improvement.



REPORT ON THE TWS ENDOWMENT FUND

TWS's Board of Trustees established an endowment fund in the fall of 2015 in order to create a growth investment that benefits our school long into the future. The fund is managed by the Community Foundation of Southern Arizona. The board stipulated that the school deposit funds each month into a Reserve Account and into the Endowment Fund. The amount of the deposits is annually determined based on operational revenue and school needs. When the Reserve Account is fully funded at \$100,000, all deposits will go directly to the Endowment Fund. At the beginning of this school year, the Reserve Account value was \$52,012.68 and the Endowment was \$52,477.74.

“Our highest endeavor must be to develop free human beings who are able of themselves to impart purpose and direction to their lives.”
— Rudolf Steiner

Tucson Waldorf Fund Donors

With loving gratitude to all of our many supporters, whose time, talent, and treasures support our beautiful school.

- Joy Adams
William Adkins & Carmenza Fernandez
Robert & Joyce Archer
Lisa Archer
Fanny Bangoura & Ori Zimmels
Lisa Barnes
Margery & Paul Bates
Jenny & Cat Belue Bergdoll
Linda & Joel Biederman
Adeena Black
Michelle & Robert Blazewicz
Kristen & John Brady
Linda & Steve Braun
Rebecca & Bill Briamonte
Broadway Financial
Ryan Brooks & Melissa Campbell
Steve Brown
Mike Brown & Sariya Jarasviroj-Brown
Brad Brumm & Robyn Kool
Maureen & Guido Brusa-Zappellini
Kaety & Nate Byerley
Josh & Maria Cheek
Thomas & Laura Conner
Chrystina Cook
Ana Cordova
Amy Crown
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Cecilia & Mario De La Fuente
Paolo DeLorenzo & Anne Ranek
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Andrea Fiser
Norma Fregoso
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Nicola Marshall
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Star & Tony Mazza
Jessica & Byron McClure
Shaena & Travis McGivern
Tom Mielcarek
Mike Milczarek & Laurel Lacher
Gavin & Shefali Milczarek-Desai
Scott & Wendy Miller
Robert & Jennifer Moore
Davina Muse
Mireille Nashimoto
Jennifer O'Brien & George Gehrels
Dan Oved & Teresa Wilke-Oved
Pamela Park
Lori Pascarella
Norman Patten
Margaret Patterson
Jennifer & Juan Pena
Seth Pepper & Megan Fallon
Tyler Pickrell & Kelly Yablonski
Wynter Pradier & Ivan McCrea
Kristina & Landon Prisbrey

Maggie Queathem
Ursula & Ray Ramos
Jonathan Randol & Michelle Baas
Oliver Ray
Stuart & Robin Ray
Raytheon
Amy & Bryan Reed
Irene Richardson
Sophie Richerd
Heather & Andy Rouse
Rudolf Steiner Foundation
Olga & JJ Ryan
Janet Sabb
Marcy Salazar & Juan Antonio
Sarah & Tomas Salazar
Erich Saphir & Shelly Adrian
P. David Seaman
Sarah & Stephen Shiller
Jen & Kyle Sorensen
Ron Spector
Sally & Josh Strebel
Aaron Suski & Kristy Magers
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Target
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Julie Tarney
Judy Taylor
Levi Taylor
Brittany & Mike Teufel
Geraldine Thacker
Valen & Alan Thiem
This Clean House
Vera Tucker
Amira & Jathan Van Winkle
Judy Vastine
Evan Wagner
Simon Wagner
Deborah & Bruce Wald
Janine Walter
Adam Weinstein & Kira Dixon-Weinstein
Nicole Williams
Dan & Michelle Williams
Stephanie & Jed Wortman
Jeffrey Yockey & Laura Mielcarek
Curtis Zimmerman & Stella Kahn

“When we give cheerfully and accept gratefully, everyone is blessed.” —Maya Angelou

Message from Parent Council Chair, Linda Biederman

The Parent Council (PC) is a community-building organization, tasked to engage parents in the life of the school community. The 2015-2016 year was busy and fruitful, full of parent engagement, participation, and involvement. I am deeply grateful for all the hard work of our community.

Parent education played a key role in the life of Parent Council and I acknowledge Linda Braun (Faculty Chair) for her direct support and for providing the Council attendees with a better understanding of Waldorf education. Linda graciously offered "Waldorf 101," a three-part series of evening talks for parents seeking a better understanding of Waldorf education, which was the brainchild of the Parent Council.

Parent support is integral to the work of the Parent Council. The Caring Committee, led by April Wiley, created gift bags for families new to TWS and for families welcoming new babies. Room parents were supportive of setting up carpools and Mealtrains, and offering assistance to teachers and other community members as needed.

The TWS Craft Circle, led by Sarah Salazar, supplied our school store and outreach events with beautiful handmade Waldorf items. These parent volunteers have brought a new level of dedication and detail to the work of the circle. There was a wonderful sense of community amongst the parents at Craft Circle. Our school store rivals any craft boutique in quality and organization, and we thank April Wiley and Heather Rouse for maintaining such high standards.

Among other activities, the Parent Council also held the beloved Harvest Festival, led by Mireille Nashimoto. A whole team of parents contributed to the magic of the evening. As a part of the AWSNA accreditation process, the Parent Council engaged in many discussions on topics affecting the school community and parents. Some of these topics included diversity, communication, volunteerism, and campus safety.



Linda Biederman Chair

COMMITTEES

Sarah Salazar & Heather Fine *Craft Circle*

Mireille Nashimoto *Harvest Festival*

April Wiley *Caring*

Linda Biederman *Study/Recreation Hospitality*

Heather Fine & April Wiley *School Store*

ROOM PARENTS

Brandy Baker-Torres

Sarah Grace

Sarah Shiller

Renee Mack

Jennifer Pena

Susan McGovern

Sally Strebel

Nina Luscombe

Shaena McGivern

Laurel Lacher

Francesca Hahn

Anne Ranek

Heather Fine

Elizabeth Bartelson

Kristy Prisbrey

Andraya Denogean

Amy Setsoafia

Jennifer Moore

Lauren Gray

Nicola Marshall

Stephanie Wortman

Maureen Brusa-Zappellini

Jennifer Krzyzanowski

Stella Kahn

Kelly Yoblanski

Renske Bakker

Jesse Geier

Lynda Zimmermann

Norma Fregoso

Amira Van Winkle

Jen Sorensen

THE ROLE OF THE TWS PARENT COUNCIL IS TO:

- provide a place for connection and support among parents
- support the school through service work
- learn about Waldorf education



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