

Annual Report 2018-2019 School Year



Tucson Waldorf School

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.



“Develop a passion
for learning.
If you do, you will never
cease to grow.”

– Anthony J. D’Angelo

Message from Leadership

ADMINISTRATIVE DIRECTOR, ROBYN KOOL;
PEDAGOGICAL DIRECTOR, LINDA BRAUN

What a pleasure it is to be part of the day to day experience of Tucson Waldorf School, to greet and guide children and their families through this outstanding education, to observe teachers responding with respect and love to children's needs, to be entrusted with the care of children, and to support a community of people with shared values.

TWS had a significant year, celebrating the school's 25th birthday, the first full century of Waldorf Education, and welcoming record numbers of enrolled students and prospective families to the campus. These milestones were made even more poignant by the fact that it was the final year for two long-time TWS employees: Linda Braun and Lisa Archer. Many hours were spent reminiscing, awed by how far the school has come and excited to see the vision planted so many years ago bearing fruit.

TWS is blessed with a faculty of fully trained Waldorf lead teachers. Many of the school's subject teachers, support staff, and assistants are also Waldorf trained or in training. Even a few long-term sub positions for parental leave were filled with fully trained teachers from within the TWS community! And the trend continues: TWS attracted top-notch candidates and will have the very first fully Waldorf-trained Spanish teacher for the 2019-2020 year. With its excellent faculty, including for the first time a full-time pedagogical director, John Keeney, who replaced Linda Braun, TWS has become known as a great place to grow and develop as a teacher.

The administration gracefully weathered the transition from the steady guiding hand of long-time administrator Margery Bates, continuing as a strong team of committed professionals in Enrollment, Communications, Development, Finance, Facilities and Operations, with the kind and loving support of our office staff. The administrative team is honored daily to support the teachers and families of the school in every way possible.

Lastly, TWS has been SO fortunate this past year to receive the phenomenal support of the Board and community, each of whom faced challenges, solved problems, and jumped on the bandwagon to accomplish so much! To name just a portion: with the campus planning committee, classrooms were expanded to meet current needs and planning begun for future campus growth; with the *fresh!* committee, fund-raising goals were far surpassed; with the M.O.R.E. committee, the community was enriched by a visit from Kim John Payne and the school's history was commemorated with the video project; and with the Finance committee, TWS has begun looking more deeply into what it means to be an independent Waldorf school. As a community, we've weeded, crafted, cooked, danced, and eaten – and we've done it with joy and a deep appreciation for how lucky we are to work and play together.

As this new school year begins, we want to thank you all so much for your support of TWS and invite you to visit often and enjoy the bounty.

Warmly,
Robyn Kool and Linda Braun

ADMINISTRATION

Robyn Kool *Administrative Director*
Wynter Pradier *Operations Manager*
Camille Ramos *North Office Coordinator*
Tessa Swanson *South Office Coordinator*
Melissa Campbell *Development Director*
Rebecca Briamonte *Enrollment Director*
Linda Braun *Pedagogical Director*
Naomi Wetzel McCoy *Communications Director*
Chris Miller *Finance Director*
Aaron Suski *Facilities Manager*

LEADERSHIP COUNCIL

Robyn Kool *Administrative Director*
Linda Braun *Pedagogical Director*
Michelle Blazewicz *Grades Pedagogical Chair*
Jennifer O'Brien *Early Childhood (EC) Pedagogical Chair*

EARLY CHILDHOOD FACULTY

Tiffany Manoukian *Quail's Nest (Parent/Child Teacher)*
Andrea Fiser *Marigold Garden Teacher*
Leila Lopez *Marigold Garden Assistant*
Ursula Ramos *Sunflower Garden Teacher*
Sarah Salazar *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 Kindergarten*
Carmenza Fernandez *Rosemary Kindergarten Assistant*
Jess Blazewicz *Before Care EC*
Zoe Hackl *EC Extended Day Assistant*
Chelsea Cruz *EC Extended Day Assistant*
Charlene Campbell *EC Extended Day Assistant*
Abi Shuff *EC Extended Day Assistant*

GRADES FACULTY

Judy Taylor *Grade 1*
David Sussman *Grade 2*
Michelle Blazewicz *Grade 3*
Cyd Lannigan *Grade 3 Special Assistant*
John Keeney *Grade 4*
Cynthia Hovland *Grade 5*
Bayla Sussman *Grade 6*
Irene Richardson *Grade 7*
Lisa Archer *Grade 8*
Sophie Richerd *Grades 1-3 Extended Day*
Christabelle Merrill *Grades 1-2 Before Care*
Stephanie Wortman *Grades 3-8 Before Care*
William Coinman *Grades 4-8 Extended Day*

GRADES SUBJECT FACULTY

Em Bowen *Spanish Teacher*
Patricia Nifong *Arabic Teacher*
Lisa Barnes *Handwork Teacher*
Olivia Hansen *Handwork Assistant*
Jose "Leo" Moore *Music/Strings Teacher*
Heidi Johnson *Movement Education Teacher*
William Coinman *Middle School Support*
Thomas Conner *Woodworking Teacher*
Charles Swanson *Gardening Teacher*

Message from Board Treasurer, Billy Hayes

The 2018-2019 school year ended with TWS in a solid financial position and a cash positive net income of \$31,267. The major accomplishments of the Finance Committee this past year included leveraging the Michael fund to remodel the Grades 1, 2, 3 and 4 classrooms as well as creating a new location for Quail's Nest.

A very special thank you to the Campus Planning Committee for the extensive and time-consuming work required to accomplish the remodel. Additionally, taking care of the facility and staff was a priority and was accomplished through providing increased compensation, as well as maintaining high quality insurance coverage at a higher cost to the school over the year prior.



The Revenue and Expense Statement shows Total Revenue of \$2,120,035 and Total Expenses of \$2,088,767 in FYE 2019. The Balance Sheet indicates Total Net Assets of \$3,821,647 at FYE 2019, Total Assets of \$6,091,556.85, and Total Liabilities of \$2,322,220. Cash on hand ended the year at \$399,018.

As the Finance Committee plans for FYE 2020, we aim to continue increased revenue resulting from a continued increase in enrollment. The objectives for FYE 2020 will be to develop a long term and sustainable need-based tuition assistance program available to qualifying families. By having an internal financial aid program, we aim to have a better ability in accounting for fluctuations in families' needs over the long term.

The second major objective is developing additional sources of revenue as the school grows, consistent with recommendations from the Association for Waldorf Schools of North America (AWSNA).

Finally, I would like to thank the Finance Committee for their hard work, dedication, and time invested for the benefit of the school. These contributions made the progress over this past school year possible.

Financial Statement

Statement of Financial Position

TOTAL ASSETS: \$6,091,557

Cash - Unrestricted: \$357,735

Cash - Temporarily Restricted: \$41,283

Accounts/Pledges Receivable: \$1,507,047

Net Fixed Assets: \$3,821,647

Other Assets - Unrestricted: \$24,079

Other Assets - Restricted: \$339,766

TOTAL LIABILITIES & EQUITY: \$6,091,557

Accounts Payable: \$17,720

School Improvements/Class Accounts: \$41,283

Unearned Tuition and Fees: \$1,767,787

Other Current Liabilities: \$46,896

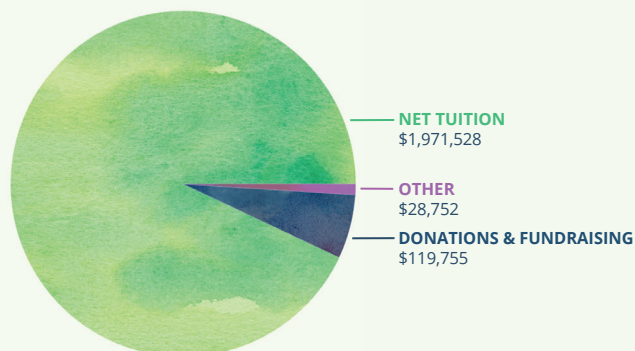
Long-term Liabilities: \$448,534

Net Equity: \$3,769,337

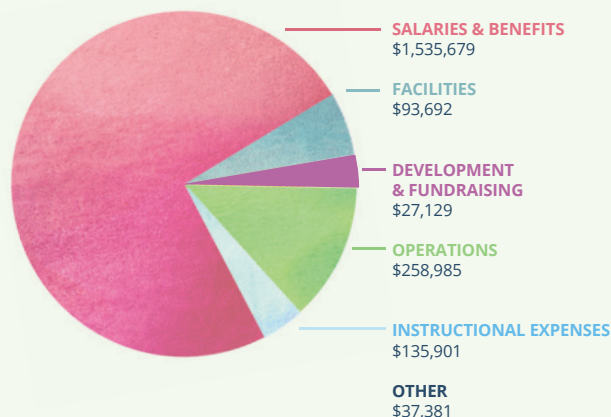
Financial Statement Cont.

Revenue and Expenses

REVENUE: \$2,120,035



EXPENSES: \$2,088,767



MESSAGE FROM BOARD PRESIDENT, NATE BYERLEY

The Board would like to recognize key Board members, committee members and parent volunteers for their accomplishments in the 2018-2019 school year.

New to the Board in 2018, TWS parent and landscape designer Jennifer Krzyzanowski joined the Campus Planning Committee (CPC) as chair and has successfully guided this group towards key accomplishments in an effort to improve our campus and our ability to serve the Tucson community. Through a competitive process, CPC selected architects and builders Paul Wiener and DUST to begin work on a new master plan for Tucson Waldorf School. This plan will incorporate the input from our entire community over the next year, yielding a road map and a vision for our school's physical development for the future. In addition, CPC planned and executed the expansion and improvement of the Quail's Nest, and Grades 1 through 4. These renovations allowed for increased enrollment and enhanced learning space – in other words, a greater experience for our children.

Development has also seen some incredible achievements in the 2018-2019 year that deserve recognition. Under the administrative leadership of Melissa Campbell, and with the support of Development Chair Kira Dixon-Weinstein, *fresh!* event chair Sariya Jarasviroj-Brown, and head chef Andy Rouse, our community broke and surpassed previous fundraising records. Our annual fund target of \$60,000 was fully realized in 2018-2019, and *fresh!* raised over \$55,000 with close to 75% of that amount benefiting the school, including helping to underwrite campus facility improvements. As well, our first ever paddle raise at *fresh!* raised critical funds for the purchase of a much-needed tractor for Facilities Manager, Aaron Suski. Lastly, a new benefit concert

2018–2019 BOARD OF TRUSTEES

Nate Byerley *President*
Shefali Milczarek-Desai *Vice President*
Jeff Yockey/Billy Hayes *Treasurer*
Sarah Evans *Secretary*
John Keeney *Grades Faculty Representative*
Nicole Williams *Early Childhood Faculty Representative*
Hilary Moses *Parent Council Representative*
Olivia Hansen *Alumni Chair*
Kira Dixon-Weinstein *Development Chair*
Robyn Kool *Ex Officio*

at the Mercado Annex had an impressive inaugural year featuring talented musicians from our community. So many of you reading this letter either served on these committees, gave to the annual fund, or attended *fresh!*. The Board extends heartfelt gratitude to each of you, and we invite you to help build on our momentum as we prepare for additional fundraising and campus improvements in the years to come.

Finally, the Board would like to recognize the achievements of Robyn Kool, Administrative Director, now entering her second year in that role. Robyn has demonstrated a broad range of talents as she has prioritized improving communication with parents, successfully recruited Chris Miller as our Director of Finance and supported the efforts of CPC and Development mentioned above. Robyn, along with Parent Council Board Representative Hilary Moses, have worked diligently to create better communication and shared vision between faculty, administration, and board members – a benefit to our community in countless unseen ways. Robyn's leadership has allowed our school to flourish, and the Board is both grateful and optimistic about the future.

The Board is looking for new members! We invite you to attend a Board Meeting, check out a committee, or share your thoughts with us. We value the feedback from the Parent Survey and the Board will strive to be in better communication with you, the TWS community, throughout the year.



Message from Development Director, Melissa Campbell

What a year 2018-2019 was for development at TWS! This outstanding community came together in countless ways showing their commitment and support, and what a difference it's made! Previously set goals were met and surpassed. New goals were approached and exceeded. Capital improvements were planned and executed. The list goes on. Thank you to every member of this community who helped shape yet another successful year at TWS. Let us continue to build upon all that has been contributed in the past and make way for future generations to flourish!

Waldorf Fund

We kicked off our annual giving campaign in the Gratitude Garden honoring a very special TWS grandparent for his exceptional contributions to our community. A beautiful, handmade metal sculpture and plaque were designed and unveiled in memory of his gift. Thank you to the Deleage family! In addition, significant improvements were made to the garden with funds raised from the previous year. An ocotillo fence was harvested and planted, decomposed granite was placed to create distinct pathways, and flowering vines were seeded along the fence – to name a few. As the school year continued our community successfully fundraised and met our goal of \$60k. These gifts were instrumental in supporting much-needed campus improvements and renovations which allowed for larger classrooms and increased enrollment – I truly couldn't be prouder of this community!

fresh!

TWS' annual spring fundraiser has become a most beloved event for the TWS community, and this year did not disappoint. Thanks to the unwavering commitment of volunteers and the stellar leadership of Sariya Jarasviroj Brown, Amira Van Winkle, and Andy Rouse this year's event was an abounding success. With an unprecedented amount of tickets sold, new and returning sponsors, and a robust silent and live auction, *fresh!* raised a net total of \$29,383 surpassing our goal by almost \$10k! Incredible.

The Campus Planning Committee

The Campus Planning Committee (CPC) is committed to the mission and vision of TWS. This past year, each member brought their individual talents and expertise to fulfill the daunting but worthy task of elevating spaces within our campus to function for our growing needs. The level of teamwork and camaraderie between the members of this group is significant and gives full credit to the accomplishments achieved.



The 2018-2019 school year began with evaluations of competing architects for the opportunity to perform the master planning of the TWS campus. Paul Weiner and DUST were selected after mindful deliberating. As the design process initiated with the selected architects for the master plan, CPC continued to analyze the immediate needs of our campus. A great deal of time and consideration were invested to determine spatial solutions for our expanding community. Grades 1-4 and Quail's Nest were reconfigured for improvements. The renovation of five classroom spaces were divided among separate contractors, performed, and completed during the summer break. There were many who supported CPC in meeting and exceeding the renovation goals this past year, and we are grateful to those who contributed.

Look What Donors Have Accomplished!

In addition to the funds raised at *fresh!*, the Development Committee had their first ever 'paddle raise' to support the work of our beloved Facilities Manager, Mr. Aaron Suski. With almost 10 acres of rural property, the Development Committee proposed the purchase of a tractor to assist Mr. Aaron in the maintenance and upkeep of our beautiful campus. With an initial goal of \$6k, of which \$3k was 'seeded' – no pun intended – by a small group of parents, our total raised was an unbelievable \$13,965! I must say, I was blown away by the outpouring of support received from our community and it's especially rewarding to see what a difference the tractor has made so far. Looking back now, it's a wonder Mr. Aaron ever got by without it!

Aaron states:

What has been accomplished with the tractor so far? Here's just a short list of what I have used it for to date:

- Moved gravel in the fall zone
- Moved 17 tons of play sand and spread it out on the volleyball court (that alone would be an entire Saturday work party, but I did it myself in a couple of hours!)
- Transported a row of 300-500 pound logs with ease
- Carried large trash and trash receptacles to bin daily, can even lift lid with tractor forks (this would normally require a series of events, including borrowing a truck and hooking up a trailer)
- Mowed the lawn in 40 minutes instead of 3 hours
- Moved a dozen cinder blocks from one side of campus to another and stored
- And so much more.

In sum, I have already spent 45 hours on it, which is the rough equivalent of 200 hours with 3 volunteers! It is already paying itself off in a big way. Also, the tractor looks cool and can leap tall buildings in a single bound!

Seriously though, I give the biggest thank you to all the donors who supported the purchase of this tractor for TWS. I don't know how I got by without it before, and this tractor will continue to be an asset to the school for countless years to come.



"When we give cheerfully and accept gratefully, everyone is blessed."

— Maya Angelou



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



PARTICIPATION RATES: 100% ADMIN • 100% BOARD • 100% FACULTY & STAFF • 65% FAMILIES

Message from PARENT COUNCIL PRESIDENT, LINDA BIEDERMAN; PARENT COUNCIL BOARD REPRESENTATIVE, HILARY MOSES

Every year, the Parent Council (PC) organizes school events such as the Harvest Festival, provides support for our amazing team of Room Parents, and offers a space to build and nurture community. Another goal of the PC is to provide opportunities to learn more about Waldorf Education.

The Parent Council theme for the 2018-2019 school year was "subject learning." The goal was to foster a deeper understanding of the TWS subjects (handwork, movement education, woodworking, world languages, orchestra, gardening, and language arts) and how they support learning the core subjects while meeting the students at each developmental stage.

During a 15-20 minute portion of each meeting, we were guided by subject teachers both didactically and experientially to illustrate how children are taught at TWS and the "why" behind the Waldorf way. Attendees did everything from making sauerkraut to practicing basic woodworking, and even played a game of "spaceball" with the movement teacher. Each subject teacher carved out time for this engagement in order to support the foundation of the community through connection and understanding. The feedback throughout the year was that participants generally developed better relationships with the subject faculty, were glad to have open dialogue to address questions, and walked away with clarity about how deeply tied the curriculum is to whole-child development.

Another Parent Education opportunity supported by the Parent Council is Parent Book Study group. Last year, we read and discussed the book "The Five Principles of Waldorf Education." This year, we will take up "The Kingdom of Childhood: Introductory Talks on Waldorf Education," a series of lectures from 1924 by the founder of Waldorf Education, Rudolf Steiner.

The Parent Council is made up of all TWS parents and guardians with the Room Parents forming the core, and meetings are held monthly. We are dedicated to supporting the school and strengthening the community, and we hope that you will join us for one or more of our gatherings!



ROOM PARENTS

Devin Smith *Sunflower Garden*
Marcy Salazar *Sunflower Garden*
Ileana Swanson *Marigold Garden*
Becky Belanger *Marigold Garden*
Amelia Jones *Rosemary Garden*
Lisa Swanson *Rosemary Garden*
Rochelle Marsh *Red Rose Garden*
Larissa Gronenberg *Red Rose Garden*
Jim Holmes *Star Garden*
Amy Reed *Star Garden*
Naomi Wetzel McCoy *Grade 1*
Ashley Wallace *Grade 1*
Marla Domino *Grade 2*
Christina Weiboldt *Grade 3*
Dorian Stonebraker *Grade 3*
Michael Wiley *Grade 4*
Gavin Milczarek-Desai *Grade 4*
Norma Fregoso *Grade 5*
Anne Ranek *Grade 5*
Mireille Nashimoto *Grade 6*
Lisa Smith *Grade 6*
Jen Sorenson *Grade 7*
Julia Rowe *Grade 7*
Amy Frost *Grade 8*
Laurel Lacher *Grade 8*

