

ANNUAL REPORT



2019 - 20

SUSQUEHANNA WALDORF SCHOOL



SUSQUEHANNA WALDORF SCHOOL



STAFF

Kerry Clements, Kindergarten Teacher
Sara Miller, Kindergarten Teacher
Jessie Whitaker, Kindergarten Teacher
Tabea Fitz, Parent Child & Stepping Stone Teacher
Melissa McIntyre, Class One Teacher
Victoria Hughes, Class Two Teacher
Michele Calebretta, Class Three Teacher
Cary Miller (acting), Class Four Teacher
Lisa Sweeney (acting), Class Five Teacher
Salvatore Martino, Class Six Teacher
Daniel Helms, Class Seven Teacher
Leilani Richardson, Class Eight Teacher
Nina Radanovic, Music Teacher
Hui-Ling Singer, Mandarin Teacher
Michael Cameron, Orchestra Teacher
Katie O'Brien, Eurythmy Teacher
Lisa Sweeney, Latin Teacher
Barbara Freiberg, Fiber Arts Teacher
Krista Bieniek, Educational Support
Erin Darby, Receptionist
Deborah Duke, Business Manager
Michelle Wann, Admissions and Marketing Director
Courtney Kokus, Communications Coordinator
Diane Richards, Development Coordinator

BOARD MEMBERS

President | Chris Potter
Vice President | Jen Shivery
Secretary | Kyle Grimes
Treasurer | Maria Dickson
Administration Representative | Michelle Wann
Faculty Representative | Nina Radanovic
Business Manager | Deborah Duke
Pedagogical Representative | Barbara Freiberg
Member At Large | Ernie Schaefer

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MISSION STATEMENT

The Susquehanna Waldorf School is an independent school community rooted in the international movement and philosophy of Waldorf education. We provide a rich and challenging environment that inspires our students to reach the highest levels of intellectual, spiritual, artistic, and physical achievement. Through the integration of these pursuits, we nurture the potential within each child to fully develop his/her unique capacities. Our students acquire a lifelong love of learning and a sense of compassion that benefits them, their community, and the world at large.

LETTER FROM THE BOARD



The Board of Trustees presents this annual report with respect and gratitude—respect for the considerable investment you all are making in educating your children and gratitude that we ourselves are part of this unique community. As the legal and financial stewards of the school we happily report our institution is solvent and sound. As you almost certainly must know, unexpected resignations presented certain challenges this year. We have navigated these challenges as a community thanks to the talent and grit of our stalwart faculty and staff to the talent and grit of our talented and stalwart faculty and staff. The whole faculty (but especially Mrs. Richardson, Mr. Martino and Mrs. Sweeney) so nimbly covered the seventh grade until we could welcome Mr. Helms aboard, and our administrative team (especially Michelle Wann, Deborah Duke and Erin Darby) continues to serve, indeed enable, all our operations as we search for a new school administrator.

Challenges notwithstanding, the school has



happily made real progress on other fronts. The communications and development work we began in earnest last year continues apace. We're especially fortunate to welcome Courtney Kokus and Diane Richards to help in those efforts. Finally, and perhaps most crucially, the school was able to raise the base, full-time faculty salary, an augmentation which makes us a more attractive employer and better cares for the sine qua non of our commonweal: our children's teachers. Right now our sleeves are rolled taking on final projects to secure full accreditation with both Pennsylvania Association of Independent Schools and Associated Waldorf Schools of North America. These are big, multi-factor tasks, but our hearts are full and our confidence high that with everyone's shoulder at the wheel we will be a duly accredited institution perhaps by the time you read another annual report.

Please know that the board is not an elite group of machinating behind closed doors. Quite the opposite, we're mainly committed parents and relatives, just like you, doing

our level best to ensure the possibility of Waldorf education for all of our children and generations of children and families to come. Our meetings are open to all in our community. We welcome your participation, opinion and feedback. It's a simple but scary truth that we live in a time when childhood faces many threats; you understand that, that's why we're here together. We're doing something different, something special which requires commitment, cooperation, patience and effort. This is not always easy, but it is always worth it for our children. We know you join us in wishing

Blessings on our school.

The Susquehanna Waldorf School Board





TREASURER'S REPORT

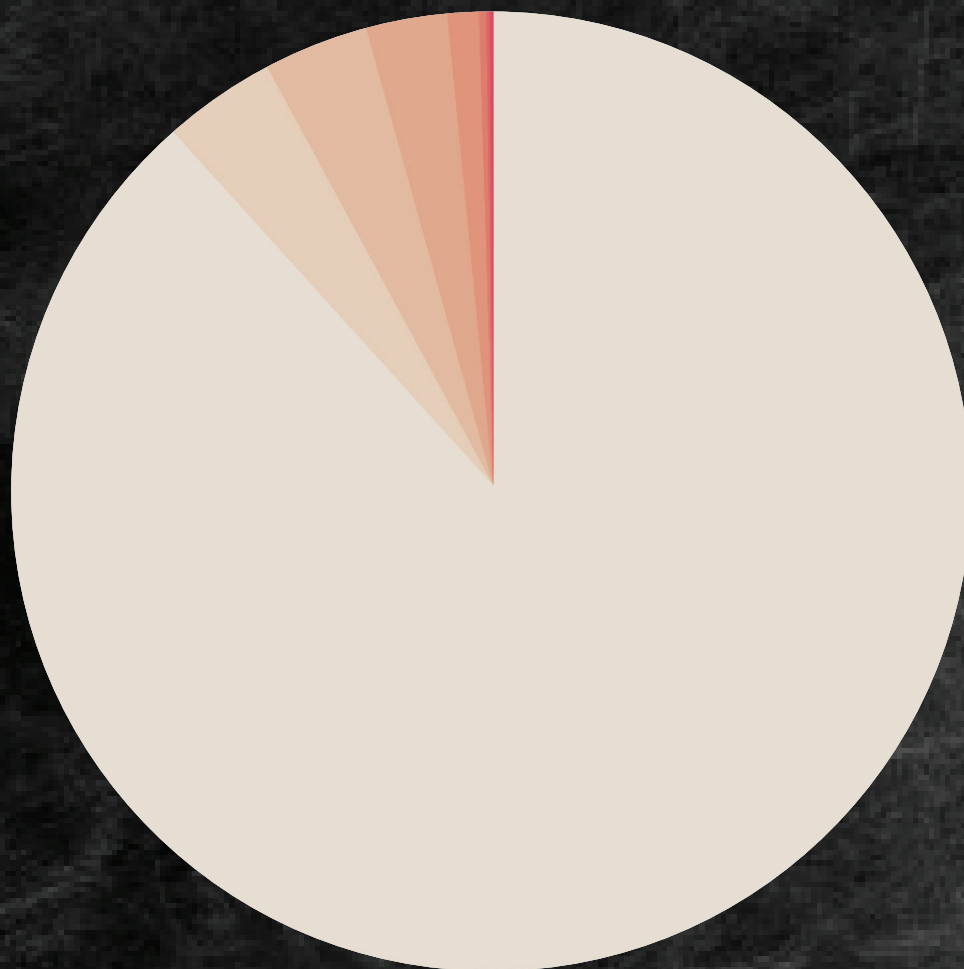
BY MARIA DICKSON

Board Treasurer



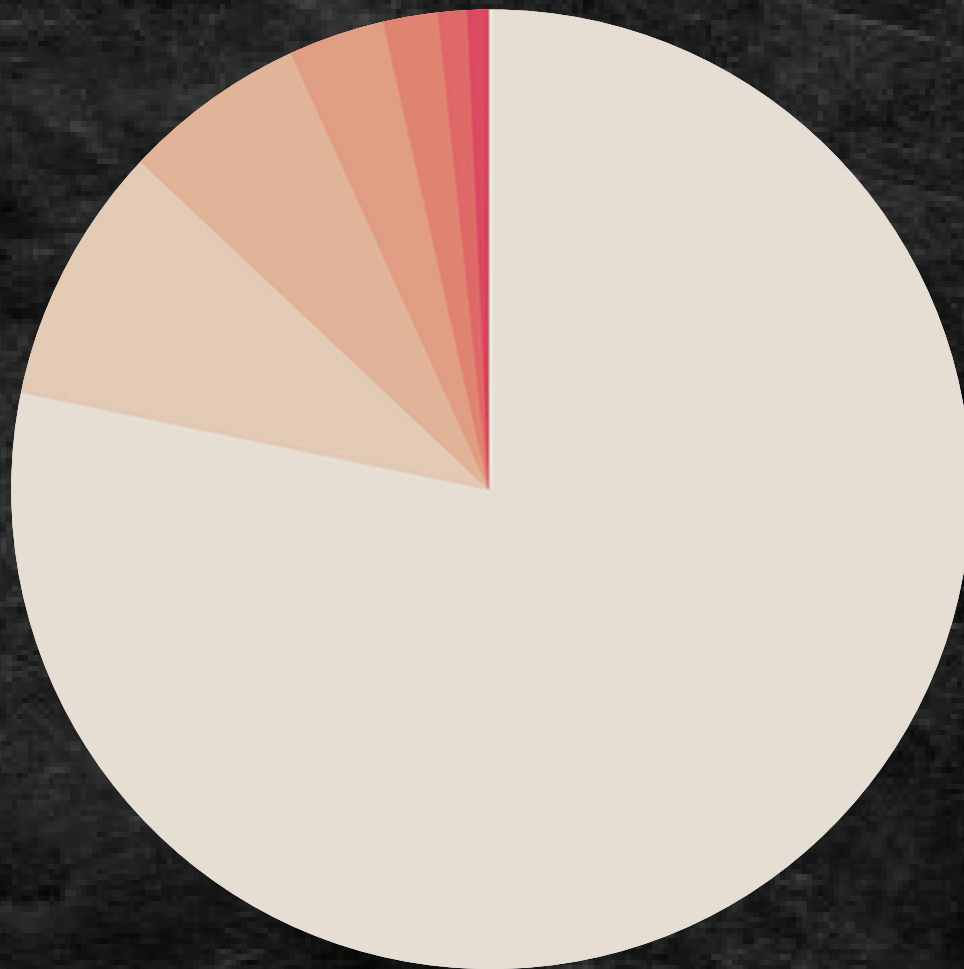
It's hard to report on deficit and break-even budgets every year and keep it fresh. What you see (above/to the left/to the right/below) is a product of careful management and inspiring work. It's the same story as told by many non-profits who try to do the most amount of good for the least amount of money. I think that we do a better job than most because the result is our children: happy, healthy, creative and inspired, ready to meet the world with a firm foundation in critical thinking and purposeful engagement. Our striving is to tell our story in our community and encourage those who have the financial capacity to support our mission. While the numbers you see represent last year's audits, what you don't see is the way our development-focus has yielded great dividends with a large increase in EITC funding from companies this school year. Our investment in our teachers and in Advancement Office staff has demonstrated that we are on the right track to continued success.





INCOME

Enrollment and Program Revenue	1,071,643	88.7
Fundraising - Auction	45,458	2.6
Fundraising - EITC	41,500	3.8
Fundraising - Annual Giving	31,938	3.4
Fundraising - Winter Fair	12,254	0.1
Fundraising - Grants, %, Scrip	2,806	0.2
Fundraising - Endowment (plus inv. Income)	1,401	1
Miscellaneous Income	1,393	0.1
Total	\$1,208,393	100%



EXPENSE

Admissions and Marketing	22,281	78.3
AWSNA - Membership expenses	11,884	8.8
Employees - payroll and benefits	950,258	6.2
Facility, Utilities and operations	106,339	3.2
Financial Services and Insurances	75,316	1.8
Fund-Raising Expenses	8,728	1
Classroom Supplies	39,325	0.7
Total	\$1,214,132	100%

EXTRAORDINARY GRATITUDE

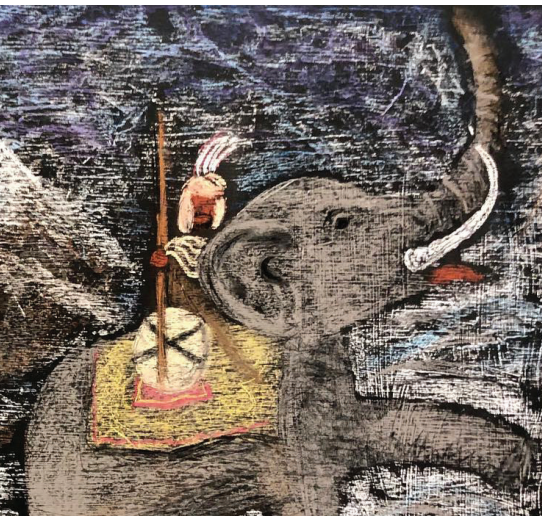
We are so grateful to our community for their dedication to our school. Through the hard work of every parent, grandparent, teacher, staff, and friend SWS was able to have our most successful Extra Give ever. And for that, we thank you! Extra Give is far more than a fundraiser for SWS. It's a chance to engage our community and promote the mission of SWS, benefiting children and families through Lancaster County and beyond. Because of YOUR commitment, we are able to continue the good work we do preparing our students to enrich their communities with creative critical thinking, compassion, and purpose. Thank you again and we look forward to growing even more in 2021.

Special Thanks To:

Kyle and Corrine Grimes
Chris Potter, Jen Shivery, Kyle Grimes, Maria Dickson, Michelle Wann, Nina Radanovic, Deborah Duke, Barbara Freiberg, Ernie Schaefer

Additional Thanks to:

Peer to Peer Fundraising Champions - SWS
Board Members
Allen Clements for the incredible SWS video



Scott Albert
Tim Altieri
Cynthia Anderson
Adriana Andreae
Sara Baker
Randy & Sue Baum
Ana L. Bhagavan
Krista Bieniek
Jason Bittle
Kristine Bittle
Rebecca Bittle
Beverly Botchlet
Brad and Heather Botchlet
Michele Bote
Spike and Jenny Brant
Alicia Brommer
Joana Alcantara

Rochelle Dietz
Miss Wendy Dougherty
Deborah Duke
Doug Wallace
Ethel Estep
Dietz Family
Darlene & Michael Farbo
Jennifer Fischer
Mark Fischer
James Fisher
Luis Ortiz
Michael Fletcher
Chris Fitz
Vielka Flored
Deidre Folkers
Larry Newcomer
Forney Family

Katherine Harman
Michael Heider
Vince Herron
Ventina Hershey
Ruth Hessong
Donna Heysek
Gina Heysek
William Heysek
Mike & Erin Higgins
Jeff Hildreth
Patricia Hindes
Liz Hollcraft
Christy Hoover
Steve Houser
Joshua Huber
Chandler Hughes
Ed and Cindi Hughes

K. Loudermilk
Kate, Tyler, and Emma Loudermilk
Lauren Lutz
Jasmine Maloney
Mann's
Heather & Steven Marchessault
Salvatore Martino
Judith Maurice
Deborah Mauro
Colin McIntyre
Jim McIntyre
Max McIntyre
Melissa McIntyre
Thomas McIntyre
Janina McNeil
Linda McNeil
Sam Meckley
Jessica Meyer
Meyer family
Lori Michener
Roger & Lindsey Miles
Melanie Miller
Sara Miller
Linda Morgovnik
Luke Kline
Erin Moss
Richard Moss
Rita W. Moss
Anyia Mullen
Jim and Kris Mullen
Kevin, Diana, Victoria, Mitchell and
Alexa Mullen
Alicia A. Mumma
Kimberly Nelson
Boel Neville
David Nice
LILIA NICE
Jackie & Jeff Pargament
Liz & Rob Pargament
Jackie & Jeff Pargament
Nancy Pearce
Asia Lili Pecora
Joseph M. Pecora
Kristie Peters
Jana Phillips
Carroll and Diana Pitman
Pollock Family
Ron and Gina Pollock
Douglas Potter
Heather Girvin and CJ Potter
Nina Radanovic
Brian Rank
William Rank
Victoria Read
Alene Reich
Leilani Richardson
Fausto Rivera
David Rock and Mandy Sadosky-
Rock
Linda Mylin Ross
Becky and Tim rudowsky
Judith Runne
Lydia Sadauskas
Sean and Rachel Sammon
Terry Sammon

Karen Sattler & David McMahan
Lori Savitch
Ana Savitch
Ernst Schaefer
Jan Shaefer
Jennifer Schaefer
George Schwartz
Nicole Schwartz
Schwartz Family
Waylon Gembe
Carolyn Shaffer
Jennifer Shivery
Lennon Shivery
Susan Sidler
Sue & Bret Sidler
Laura Sizemore
Greg Skirboll
Janine Snyder
Mike Snyder
Robert & Nancy Snyder
Snyder Family
Patsy Snyder
Denny Sirota
Mike Sokolow
Glenn Stauffer
Heidi Stauffer
Melinda Stauffer
Melinda Stauffer
Nancy Becker
Tabea Steinbeisser-Fitz
Brooke Stemmler
Maureen Sullivan
Melissa Swarr
Lisa Sweeney
Leonard Szpara
Michelle Szpara
Yvonne Szpara
John Thompson
Kathy Thompson
Mamaw & Pap John Thompson
Trostle Family
Susan Tushingham
Allyson Valentine
Cassady Velasco
Anne Vogt
Sharon Walker
Connie Waltz
Constance Waltz
Michelle Wann and Bill Laudien
Ms Simmons - Abhiyan Budhathoki
Phyllis Wann
Shanks Tavern
William and Sandra Cooley
The Warmans
Timothy Warman
Phil Watts
Karl and Erin Weaver
Weferling/Coffman
Doug and Maria Wherley
Jessie Whitaker
Paul, Margaret & William Traub
Jan Wolgamuth
Jodi Wolgamuth
Nancy and Jan Wolgamuth
Lisa Zieleniewski

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*THE NEED FOR IMAGINATION, A SENSE OF
TRUTH, AND A FEELING OF RESPONSIBILITY;
THESE ARE THE VERY NERVE OF EDUCATION.
~ RUDOLF STEINER*

Nancy bull
Kate Burger
Michele Calabretta/Nicarry
Michael Cameron
James P and Laima K Carlisle
John Castoldi
John, Laurin, Lucy & Gus Castoldi
Laurin Castoldi
Nicholas and Wendy Cekovich
Emily Claus
Allen Clements
Andrew Clements
Kerry Clements
Jen Collins
Karen Collins
Lori Corradino
Mike Corradino
Sharon Corradino
Jane Cray
Crognale Family Dentistry
Pat & Steve Crognale
Gina Dâe™Ambrosio
Darby Family
Mandela Davis
James DeNisco
Kenneth DeNisco
Alice Meckley
Kate & Jim Dickson
Maria Dickson
David Dietz

Linda Forney
Sean Frailey
Laura Franklin
Barbara Freiberg
Becky & Bob Friedrich
Heidi Fuerest
Holly Galves
Mia Takahashi
Michelle and Connor Gherardi
Sandra Gibson
KT and Arielle Gieg
Jeff Gipe
Arlene Girvin
Brian Gish
Rachel Good
Esther Goropoulos
Phil, Amy, Elena and Maya Goropoulos
Roy Gothie
GPJ and Rebecca Graham
Corinne & Kyle Grimes
Gary Grimes
Lori Grimes
Trevor Grimes
Dave Gruno
Laura Gruno
David Hammond
The Hamulack Family
Jamie and Chris Hanlon
Laura Harouz

Victoria Hughes
Mandi Hurley
Leslie & Jill Jones
Lew and Shannon Jordan
Andrew & Joanne Kachonik
Matthew & Lauren Kachonik
William & Rose Marie Lezette
Class One Parents
Bruce Katz
Megan Kelly
Kim/Minniham family
Tom and Kathy Kingston
Kim Klein
Luke Kline
Jennifer & Dave Knapp
Courtney & Jon Kokus
Kyle Kopko
Linda Koppenhaver
Justin Kramer
Sara Miller
Phil Kreider
Eileen Kruhm
Jackson Geiger
Karen Larson
Najin Lee and Ernesto Gutierrez
Ted Leigh
jaime lynn and Jeff Lewis
Jean lloyd
Deb and Jim Long
Tom Getz & Deb Lord



DEVELOPMENT

DIANE RICHARDS

In the 2018-2019 school year, Susquehanna Waldorf School leadership made a commitment to instate a development component within the organization. As a result, I joined the Administration Team this January and I am thrilled to be serving SWS in the role of Development Coordinator. The first time I walked through the doors of the Susquehanna Waldorf School my heart and mind were captured! This is the feeling I want to convey to potential donors through the power of emotional intelligence, which plays such an important role in messaging. I see SWS preserving the wonders of childhood, giving rise to young people with grit and problem solving skills, and empowering us all to be stewards for important social issues like protecting our environment and embracing diversity.

I see relationship-building happening in a deeply inspiring and organic way in the Waldorf environment. I have humbly witnessed so many levels of meaningful connection and communication, radiating out into the communities we are surrounded by: I see teachers helping teachers, students leading students, parents serving on committees, board members actively envisioning the bright future of this school...a whole network of human capital helping to make SWS a collaborative community that is bursting with hope and potential.

I am committed to uphold this Waldorf principle through the lens of Development: by sharing the SWS story with other thought-leaders and organizations which resonate with our mission, we can Consciously Develop Human Relationships to Foster the Growth of our network and our resources.

Here are our primary initiatives:

- Communicating the Impact of EITC (Educational Improvement Tax Credit Program). The majority of this tuition assistance fund comes from the EITC program. SWS provides over \$100,000 annually in tuition assistance to over 35% of our student body. In 2018-2019, five donors contributed \$41,500 and in 2019-2020, seven donors contributed \$114,000, making this level of assistance possible! We hope that even in the face of a challenging economic landscape in the wake of Covid-19, we will continue to see support through this program.

- Alumni Relations SWS is working alongside AWSNA to cultivate relationships with alums. SWS will make the most of our database to build bridges to the terrific people who are carrying on the Susquehanna Waldorf School legacy.

- Grants and Scholarships We are keeping our eyes peeled for fundable programs to match up with grants and scholarships that are available.

- Cultivating Community Partnerships. We will continue to build relationships beyond our walls!

Thank you all for helping to weave the story of the Susquehanna Waldorf School, making this work - and this growth- possible. I am truly in awe of the creativity and resilience demonstrated by SWS teachers, students, parents, staff and the Board of Directors as they embarked on the new journey to incorporate SWS Connected Learning into this year's curriculum. This energy and this commitment to education, even in the face of a global crisis, is a testament to what SWS provides and I am honored to share this aspect of our story as we continue efforts in Community Development and School Stewardship.

ACCREDITATION

ROCHELLE DIETZ

Accreditation Liaison

The Susquehanna Waldorf School is continuing the process of dual accreditation from the Association of Waldorf Schools of North America (AWSNA) and the Pennsylvania Association of Independent Schools (PAIS). To earn this distinction, representatives of each of our constituent groups are participating in a rigorous self-study to measure how well we operate in accordance with our own policies, procedures, mission and vision. We are determining which operational and philosophical areas conform to the AWSNA's principles and practices for Waldorf schools, and the 25 PAIS standards for accredited independent schools. In order to meet the expectations of both certifying organizations, we are collaboratively deciding how to update and improve the ways we serve our students, families, employees and the local Waldorf community. Although this is a rigorous process, we are off to a healthy start. The faculty and staff have had two full in-service days focusing on the academic portions of the self-study, and the Early Childhood, Grades and Subject teachers are working on an updated curriculum guide. Recently, the Board and Leadership Council had a retreat to work on the strategic plan and the Accreditation Steering Committee is currently developing a community survey that will come in the Spring. The first site visit from the Association of Waldorf Schools of North America (AWSNA) and the Pennsylvania Association of independent Schools (PAIS) will be in the Spring of 2021.

*"Waldorf education is not a pedagogical system
but an art - the art of awakening what is actu-
ally there within the human being."*

- Rudolf Steiner



CONNECTED LEARNING

WHAT OUR TEACHERS WERE ABLE TO DO SO QUICKLY IS NOTHING SHORT OF EXTRAORDINARY. TAKING A SCHOOL THAT DOESN'T USE ANY TECHNOLOGY IN THE CLASSROOM- NO WHITEBOARDS, TABLETS OR COMPUTERS- AND TRANSFORMING THAT IN TWO WEEKS TIME IN A WAY THAT UPHOLDS THE BEAUTY AND RICHNESS OF A WALDORF CURRICULUM AT HOME WAS NO SMALL FEAT. OUR PARENTS FEEL WELL-SUPPORTED AND GET A BEHIND THE SCENES PEEK INTO THEIR CHILDREN'S DAILY SCHOOLWORK.

SWS
CONNECTED
LEARNING

COVID-19 IMPACT



On March 13, 2020, school as we've known it took a pause due to the Coronavirus.

What has not paused is the tireless work of the SWS faculty via Connected Learning: In two short weeks, student supplies were picked up, packets were sent home

and a whole new way of learning emerged. Connected Learning continues to evolve as SWS evaluates the needs of our students, our parents and our teachers alongside the dynamic nature of the pandemic and its impact on our world.

Additionally, the SWS Task Force and



COVID-19 IMPACT



- Board of Trustees continues their strategic work: To measure the school's ongoing operating expenses- to retain employees and parents; to monitor state and federal guidelines on safely re-opening schools; to creatively imagine all possibilities for the Fall of 2020.

Although the circumstances of operating our school have changed, each and every staff member remains committed to providing a rich Waldorf education.

Annual Reports reflect the financial position and strategic operations of an organization's previous fiscal year. Changes to the end of our 2020 school year due to the Coronavirus will be reflected in next year's report. We felt it important to publish this report for our constituents as we traditionally do each spring.

The need for imagination, a sense of truth, and a feeling of responsibility—these three forces are the very nerve of education."

~ Rudolf Steiner





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*OUR WORLD COULD ONLY BENEFIT FROM AN INSTITUTION THAT HOSTS AND ‘BIRTHS’
SUCH WELL-ROUNDED, COMMUNITY-MINDED AND REVERENT ‘NEW LEADERS’.*
~ SWS PARENT

