

SUSQUEHANNA WALDORF SCHOOL



ANNUAL REPORT

2022 - 2023 SCHOOL YEAR



STAFF & BOARD OF TRUSTEES

Becky Rudowsky, Parent & Child Teacher
Tabea Steinbeisser-Fitz, Stepping Stone Teacher
Melissa Thomas-Brumme, Stepping Stone Assistant
Jessie Whitaker, Buttercup Kindergarten Teacher
Nikisha Hill, Dandelion Kindergarten Teacher
Kerry Clements, Bluebell Kindergarten Teacher
Holly Galvez, Kindergarten Assistant
Abby Tennis, Kindergarten Assistant
Linda Mosher, Kindergarten Assistant
Jennifer Larson, Class One Teacher
Michele Calabretta, Class Two Teacher
Mandela Davis, Class Three Teacher
Melissa McIntyre, Class Four Teacher
Brooke Corridoni, Class Five/Six Teacher
Rochelle Dietz, Class Seven Teacher
Summer Tucker, Class Eight Teacher
Fernanda Brito-Muñoz, Spanish Teacher
Hui-Ling Singer, Mandarin Teacher
Lisa Sweeney, Latin Teacher & Co-Pedagogical Chair
Michael Cameron, Orchestra Teacher
Nina Radanovic, Music Teacher
Tina Quintana, Handwork & Practical Arts Teacher
Katie O'Brien, Eurythmy Teacher
Krista Bieniek, Educational Support & Co-Pedagogical Chair
Mari Saterlee, Math & Reading Support
Deborah Duke, Business Manager
Liz Reid Pargament, Admissions Coordinator
Linny Snyder, Administrative Coordinator
Erin Sweeney, Marketing & Communications Coordinator

Dave Knapp, Board President
Kathy Clark, Board Co-Vice President
Lilia Nice, Board Co-Vice President
Erin Darby, Board Secretary
Ernie Schaefer, Board Treasurer
Nina Radanovic, Faculty Representative
Melissa McIntyre, Leadership Council Representative
Deborah Duke, Administrative Representative
Joe Pecora, Parent Guild Representative
Marina McGrew, Member at Large
Marty Thomas-Brumme, Member at Large



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MISSION

The Susquehanna Waldorf School inspires resilience and compassion in our students, awakens their capacities for innovative learning, and prepares them to engage with purpose in the world.



VISION

The Susquehanna Waldorf School educates children out of a strong anthroposophical understanding of the developing child, so that they may go forth with resilience, compassion, purpose and capacities for innovative thinking.



LETTER FROM THE BOARD

This has certainly been an exciting year! 2022 began with just four Board members (all from the faculty and staff) and today we stand at eleven members. I have worked with many boards and this is the most diversely talented and ambitious group I have had the privilege to work with.

The Board of Trustees, with the assistance of our entire community, has created a three-year Strategic Plan. This plan is our road map for success. Accompanying this plan is a one-year focus. Both plans are on our website for your perusal.

Our focus this past year has been on recovering from the enrollment losses during the pandemic (we lost 56 students in that first year). Much discussion has gone into our organizational structure and governance model and their associated staffing requirements. Our primary focus is on ENROLLMENT. We have set an enrollment target for next year that will be the next step on the path to financial abundance. As we welcome this new abundance, we expect to add a staff member in Development as well as Pedagogical support.

Our Faculty remains exceptional and, as always, we look for ways to support them spiritually and financially. We were able to provide 401K benefits to our faculty and staff for the first time this year, which is truly a cause for celebration.

Our Parent Guild has re-organized following our pandemic separation years. This is another cause for celebration. This is a remarkable group of people who have revitalized many of our fundraisers. We are actively looking at a Parent Guild model that is less work and more play. We will provide more opportunities for this group to celebrate in the coming year.

Much has been done and much remains to be done. We feel optimistic about our future and look forward to continuing to serve this beautiful community.

With sincere thanks from the entire Board of Trustees,

DAVE KNAPP

Board President



TREASURER'S REPORT

ERNIE SCHAEFER

Board Treasurer

Our 2021-22 academic year was a celebration of being together again as the challenges of the pandemic were receding and we felt the relief of normalcy returning. Our enrollment grew as we welcomed new families and several families who had taken time out for safety's sake. Our community of parents began to come together in person again. We gathered (carefully) for assemblies and concerts. We were so very happy to be together again (and warm) back in the building in our beautiful classrooms!

Covid times took their toll but in Fiscal 22 we continued our recovery, judiciously using the reserves from the funding sources of the Paycheck Protection and the Employee Retention Credit program. We continued with our full staffing, our programming, and our curriculum true to authentic Waldorf standards. We were able to make an incremental lift to our employee pay scale, moving forward with our goal of offering competitive wages to our talented teachers. The outdoor Winter Fair was another big success and has established new roots in that annual tradition. Persevering efforts on the part of everyone (parents, teachers, staff, board members, and friends of the community) continued to carry us steadily onward and upward from the challenging pandemic conditions.

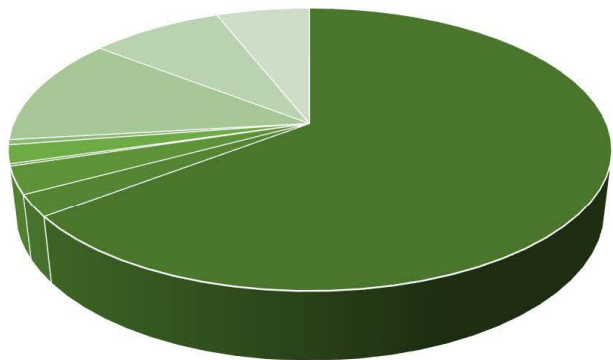
In this report, we illustrate the fundamentals of our income and expenses for the 2021-22 school year. It is a snapshot of our financial status that illustrates how tuition and fundraising are so very critical to our stable footing. We again finished in the black and have continued in 2022-23 with the same determined spirit to serve our mission of Waldorf education and to continue the indelible legacy of our beloved school community.



FINANCIAL REPORT



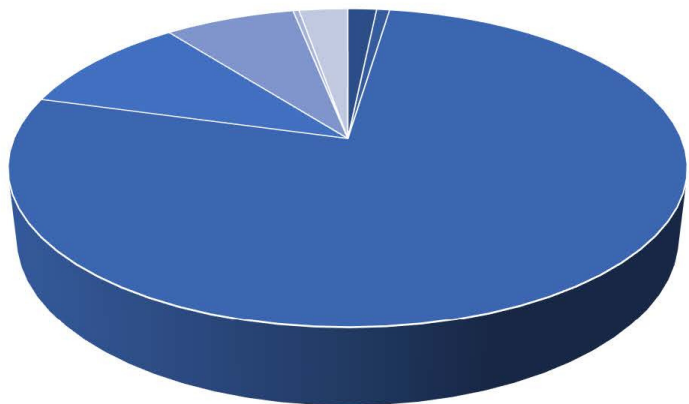
Income



- Enrollment
- Fundraising - Annual Giving
- Fundraising - EITC
- Fundraising - Endowment
- Fundraising - Grants, %, Scrip
- Fundraising - Winter Fair
- Paycheck Protection Loan
- Employee Retention Credit
- Other Government Grants

Enrollment	65%	Fundraising - Winter Fair	1%
Fundraising - Annual Giving	3%	Paycheck Protection Loan	130%
Fundraising - EITC	3%	Employee Retention Credit	124%
Fundraising - Endowment	16%	Other Government Grants	1894%
Fundraising - Grants, %, Scrip	306%		

Expense



- Admissions and Marketing
- AWSNA PAIS Associations
- Wages and Benefits
- Facility, Utilities and Operations
- Financial Services and Insurances
- Fund-Raising
- Classroom Supplies

Admissions and Marketing	2%	Financial Services and Insurances	7%
AWSNA PAIS Associations	1%	Fund-Raising	0%
Wages and Benefits	77%	Classroom Supplies	3%
Facility, Utilities and Operations	10%		

EXTRA GIVE!

ERIN SWEENEY

Marketing & Communications Coordinator

ExtraGive is one of our biggest fundraising events of the year and we are grateful for the continued steadfast support we receive from our community. 2022 was no exception! **THANK YOU** to every single person who made 2022's Extra Give so successful. We are grateful to our families, grandparents, alums, alum parents, faculty, staff, board members, and more who contributed their time and money to the fundraiser. We had **149 donors** raise just over **\$32,000** for our school by the river! Each and every donation ensures that we can continue supporting our students to build meaningful lives full of purpose, joy, and creativity. Our school may be small but the love and community that embraces it go well beyond our walls.

Special thanks to matching donors: SWS Board of Trustees, SWS Family Fund, and Anonymous SWS Families.

Additional thanks to SWS parent, Lizeth Camorlinga, for being the top Fundraising Champion and to all who donated prizes: Marina McGrew, Molly's Courtyard Cafe, Gina D'Ambrosio, Ernie Schaefer, and Marty Thomas-Brumme.



Justin & Amanda Meyers
 Diana Pitman
 The Heyseks
 Warman Family
 Tara Yount
 Lisa Sweeney
 Michele Calabretta
 Cristina Lopez
 Teresa & John Frailey
 Deborah Mauro
 Brian Rank
 Jonathan Arn
 The McIntyres
 Amy Grey
 Jaime Lynn Lewis
 Kesorn Imsin
 John Hartzell
 Linda Koppenhaver
 Rochelle Dietz
 Nancy Pearce
 Dave Knapp
 Mike Fake
 Jessie Whitaker
 Tennis Family
 Boel Neville
 Alicia Mumma
 Mark & Sandy Gibson
 Marina McGrew
 Ken Slaysman
 Mandela Davis
 Courtney Kokus
 Lynda & Joe Ulrich
 Krista Bieniek
 Alissa Miller
 Jason Bittle
 Eileen Kruhm
 Letitia Smith
 Jocylyn Coffman
 Bret & Sue Sidler
 Leilani Richardson
 Rebecca Rudowsky
 Kerri Strom
 Quintana Family
 Mary & John Miller
 Joe Altmann
 Christian Contreras
 Lopez
 Kathleen Clark

Joshua Nice
 Karen Sattler
 Jan Schaefer
 Gary Fusselman
 The Satterlees
 Kristine Bittle
 Christopher Fitz
 Ann Mahler
 The Rocks
 Wilder & Maverick
 Clayton
 Jeff & Jan Sassman
 Asia Pecora
 Jim & Peg Zimmerman
 Sophia & Phil Kreider
 Tom Getz
 Deb Lord
 Chandler Hughes
 Kathleen A Stanley
 Sandra Cts
 The Krotzers
 Amy Biondo
 Allen Anderson
 Justin Meyers
 Najin Lee
 April Hennessey
 Rebecca Keller
 Tucker/Frailey Family
 Ann Mahler
 Ernst Schaefer
 Kathryn Pearce
 Nikisha Hill
 Alene Wilmoth
 Erin Sweeney
 Michelle Contreras
 Sharon Walker
 Jane Cray
 Linda De Maria
 Bryan Bieniek
 Deirdre Folkers
 Alex Nice
 Annie Beegle
 Thomas McIntyre
 Sara Baker
 David Yount
 Nicole Fritz
 Colin McIntyre
 Jonathan Darby
 Joseph Aldinger

Tim Knapp
 Rhonda Rhoads
 Doreen & Michael Heider
 Mary Kate Kruhm
 Marty Thomas-Brumme
 Kate Loudermilk
 Shannon Unger
 Charity Freiberg
 Laura Gruno
 Tabea Steinbeisser-Fitz
 Kenneth Unger
 DeShong Family
 Kristen Manka-White
 Judith Maurice
 Darcy Taylor
 Sam Meckley
 Jacqlyn Mori
 Mike Corradino
 Al Beltran
 Gilbert Flores
 Sam Yeo
 The Ranks
 Raul Contreras
 Megan Pattison
 Shirley Axe
 Liam Vasquez
 Suzel Navarrete
 Doug Freiberg
 Christy Hoover
 Erica Ruggley
 Wakiya LC
 Sharon Trostle
 La Clinica Natural
 Christy Contreras
 Jessica Knaub
 Becky & Bob Friedrich
 Philip Watts
 Alice Meckley
 Katherine Cook
 Heather Kreider
 Maria Dickson
 Carnice Family
 David Nice
 Dori Sikes
 Lilia Nice
 Lori Corradino
 Ronal Freiberg

THANK YOU!!!



STRATEGIC PLAN



Anticipating the AWSNA visit in March 2023, the Board created an ad-hoc committee to revise the 2020 - 2025 Strategic Plan. The vision and mission of Susquehanna Waldorf School have not changed. The Strategic Planning Committee was committed to transparency and soliciting all voices from within the SWS Community. Special sessions were held for parents, teachers, and staff to give their input on the future of SWS.



The 2023 - 2025 Strategic Plan was adopted by the Board of Trustees at the January 2023 Board meeting. The plan calls for five strategic priorities:

1. Accredited Waldorf Education
2. Renewal of the SWS Community Spirit
3. Community Outreach
4. Resources
5. Diversity, Equity, Inclusion, and Belonging

The SP Committee met for a final time in February 2023 and selected a one-year focus on increasing enrollment to 148 students. This will enrich the community with new families and increase revenue. The other strategic priorities will require specific and timely goal setting to guide action in order to fully realize the strategic plan by the end of 2025.



Strategies for increasing enrollment and the Strategic Plan can be found on the [SWS website](#). The ad-hoc Strategic Planning Committee has disbanded and the Board of Trustees' new responsibility will be to monitor and manage the strategic priority goals and their achievement. The success of the Strategic Plan depends on the work and support of the entire community.

I am grateful to the members of the Board of Trustees, teachers, staff, and parents for their willingness to offer their vision of SWS, and our plan is the richer for it.

KATHY CLARK

Board Co-Vice President

Chair, Strategic Planning Committee

ACCREDITATION

MELISSA MCINTYRE

Accreditation Liaison

On February 26, 2023, SWS welcomed site visitors from the Association of Waldorf Schools of North America (AWSNA) and the Pennsylvania Association of Independent Schools (PAIS) as part of the final steps of our bifurcated accreditation process. Over the past year, the Accreditation Steering Committee led groups through assessments and clarifications of the policies and practices of our organization and focussed on a thorough evaluation of AWSNA's Seven Principles for Waldorf Schools. Through this work, the SWS Faculty, Staff, and Board deepened their understanding of the Waldorf principles and found them to be true guide points to both our current and future planning. We look forward to receiving the follow-up site visit reports from AWSNA and PAIS and implementing their recommendations to better ensure that we are continuing to provide the nurturing and insightful curriculum of Waldorf Education to the students of the Susquehanna Waldorf School.

AWSNA's Seven Principles for Waldorf Schools

1. The image of the human being as a spiritual being informs every aspect of the school.
2. Waldorf schools foster social renewal by cultivating human capacities in service to the individual and society.
3. Anthroposophical understanding of child development guides the educational program.
4. Waldorf schools support freedom in teaching within the context of the school's shared agreements.
5. The conscious development of human relationships fosters individual and community health.
6. Spiritual development in support of professional growth is an ongoing activity for the faculty, staff, and board.
7. Collaboration and shared responsibilities provide the foundations of school leadership and governance.



MARKETING & ADMISSIONS

What a year it's been for the marketing and admissions team! Our focus this year has been on boosting enrollment and enriching our community. Erin, our Marketing and Communications Coordinator, started in a full-time capacity this school year and Liz, our Admissions Coordinator, started in February, continuing and building on the work of former Enrollment Director, Jessica Knaub.

This school year was approached with two questions: How do we best communicate what makes our school special with the broader community? How do we bring our community together after years of separation due to COVID? We approached the first question by increasing our online presence, creating social media and email campaigns to promote open houses and other events, attending community events, and continuing the blog and interview series that was created in the spring of 2022. We approached the second question by coordinating community events such as our Friday Night Hangs and Community Workshop Series. A marketing committee was formed with the support of a few very talented parents and we've focused on boosting our SEO presence (thank you for writing reviews!) and refining our school messaging.

As we increase visibility in the community, we are seeing a strong response with a new interest in our school. Open Houses have been robust, tours are frequent, and applications and student visits are in full swing. As we focus on strengthening enrollment, we have implemented a new Admissions Committee that reviews all applications to ensure that our community can serve each student fully. We are carefully balancing selectivity with growth as we work toward a robust and vibrant community.

As we look ahead, we plan to continue to build on this foundation with specific goals of expanding our outreach, online marketing, and community workshops. We are re-envisioning new ways to engage prospective families beyond the traditional Open House model and offer more avenues for our families to gather joyfully, providing them with more tools to spread the word about our school by the river.

ERIN SWEENEY
Marketing & Communications
Coordinator

LIZ PARGAMENT
Admissions Coordinator

EITC

EITC, Education Improvement Tax Credit, is an extraordinary opportunity for our school. For those unfamiliar with EITC, individuals, and businesses can give the school a \$3,500 (or more) gift, and receive 90% back on their tax return. In other words, instead of paying \$3,500 in state tax, donors pay only \$350! These donations go toward our school to help with tuition assistance for our students & their families. Importantly, this also frees up funds to be used toward moving our school forward in other ways (i.e. competitive pay for our teachers) to better prepare and enrich our children.

A committee of one last year has turned into a dedicated group of six. Awareness and familiarity in our community have been our first task at hand, and frankly, it began with our awareness and familiarity. The program arguably sells itself so this is our greatest task. This year we held regular meetings which resulted in our first webinar on EITC for our community and the production of a 2-page "EITC Guide for Individuals."

The webinar was a great success! The committee members "hit the streets" with business-card-sized invitations to the event, using this opportunity to inform and invite while interacting with other community members. Tami Clark, with the Central Pennsylvania Scholarship Fund, presented the webinar to an interactive SWS audience where much was learned by the 18 in attendance.

The "EITC Guide for Individuals" was carefully refined with the intention (and hopefully result) of translating the mysterious and uncertain process into simple & easy-to-understand explanation and instruction. The committee enlisted the help of two accountants who have agreed to work pro bono with our community in answering questions about EITC. A similar guide is being developed for businesses along with the creation of some comarketing opportunities for these businesses to be celebrated for their donations. If aligned with our mission and community, what thriving business wouldn't want to give \$350 and be heralded as a generous donor of \$3500?

Looking forward, our committee will work to identify opportunities with businesses as well as with members of our community. Thank you to those already willing to give, and to those willing to learn about the program and to connect us with their employers or others willing to give. We are excited to be a part of this extraordinary opportunity for our school and our kids, and we look forward to affecting great change in our community.

NATHAN KROTZER

EITC Committee



DIVERSITY, EQUITY, INCLUSION & BELONGING

MICHELE CALABRETTA

DEIB Committee

The Diversity, Equity, Inclusion, and Belonging (DEIB) work continued to deepen and expand at the Susquehanna Waldorf School throughout the 2022-2023 school year. Teachers and staff began with an introspective workshop requiring us to look at our curriculum, unconscious and conscious biases, and personal history through an intensive, multipart study conducted by Alma Partners. This led to a deeper look at our curriculum, admissions processes, and community outreach.

Our intention is to be authentic in our efforts to be more inclusive and we have learned that this work begins at home: who are we as a school? How can we ensure that our school is a safe and inclusive place for all? How do we prepare our students for the diverse world in which we all live?

With the support of our community, we celebrated Hispanic and Latinx Heritage Month, Native American Heritage Month, Chinese New Year, and Black History Month. We look forward to celebrating and honoring Asian American and Pacific Islander Month and Pride Month as the school year comes to a close.

We plan to continue celebrating cultural heritage months, bring more DEIB training opportunities for faculty and staff, support our teachers to diversify our curriculum and bring a DEIB lens to policy implementation. Our collective efforts are fully supported by the Board of Trustees, faculty, staff, and parent body and we are thankful for it as we continue to work together toward a more equitable and inclusive experience for our SWS community and beyond.



BLESSINGS ON OUR SCHOOL AND COMMUNITY!



SUSQUEHANNA
WALDORF
SCHOOL