

*We educate our students to fulfill their highest potential – think clearly,
feel deeply, impart meaningful purpose to their lives, and actively
contribute to the positive development of society.*



THREE CEDARS
WALDORF
SCHOOL

Progress Report 2012–2013



**THREE CEDARS
WALDORF
SCHOOL**

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threecedarswaldorf.org

Board of Trustees 2012–2013

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Three Cedars Waldorf School admits students of any race, color, national and ethnic origin, to all rights, privileges, programs, and activities generally accorded or made available to students at the school. TCWS does not discriminate on the basis of race, color, sexual orientation, national and ethnic origin in administration of their educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs.

Three Cedars Waldorf School is a candidate member of the Association of Waldorf Schools of North America (AWSNA) and a subscriber member of the Pacific Northwest Association of Independent Schools (PNAIS). TCWS is scheduled to complete its accreditation self-study in the 2012-13 school year, leading to a joint AWSNA-PNAIS accreditation team visit in the spring of 2014.



2011–2012: Looking Back

The 2011-2012 school year was one of transition. TCWS began the year with a new Executive Director – following a transition process – and with the knowledge that we had an opportunity to take the school to another level.

Redefining the Board-Community Relationship

Based on community feedback, members of the board – reflecting on our commitment for the success of the school and to honor the responsibility that has been entrusted to us – resolved to:

Be accessible to all members of the community who wished to provide feedback, share concerns, or discuss important issues that relate to the global success of the school. In addition, we agreed to maintain a link between the Board and its operation through on-going dialogue.

Beyond the obvious presence of the board in the school parking lot at drop-off each day, we engaged in more than 50 one-on-one conversations with members of the community throughout the year.

We also resolved to maintain an in-depth knowledge of the school's key issues, risks, and success factors, based on input from the entire school community and in close collaboration with the Executive Director.

Throughout the school year, the Board and Executive Director discussed the status of the school and its initiatives, and worked closely to address any concerns. Several times during the year, the board received presentations from nominated faculty members, developing a deeper knowledge and appreciation for the Waldorf pedagogy.

In addition, we saw a need for a strategic plan that would unite our community around an articulated shared mission, vision, values, and goals. Following a number of excellent meetings with the community, we gathered and consolidated input from a broad range of faculty, administration, and parents. As a result, we emerged with a redefined mission, vision, and values, and identified the following key priorities and needs: financial stability, increased student enrollment and quality of programs, site improvements, and increased community engagement.

As this report outlines, we believe the school – under the careful guidance of our Executive Director, faculty, and staff – has made monumental progress towards our shared goals in the last year. We have begun a journey that will take our school to a new level of quality, sustainability, and alignment with Waldorf values and principles.

Looking Forward to 2012–2013

As we move into the 2012-2013 school year, the board and Executive Director are focused on achieving our strategic plan's "must achieve" elements, outlined in the *Strategic Goals* section of this report.

We look forward to working with you and the entire school community to achieve these goals.

Sincerely,
The Board of Trustees

Fulfill Our Mission by Growing Enrollment

Enrollment Projections:

2012-13	2013-14	2014-15	2015-16
144	160	166	173

Secure the Long-Term Sustainable Financial Operation of the School

Our school was born and has thrived, thanks to the amazing generosity of founding members and donors.

Operating Budget Deficits funded by generous gifts, including auctions, annual fund, and other contributions:

2008-09	2009-10	2010-11	2011-12
\$527,664	\$747,568	\$850,473	\$561,141

Fundraising Goals:

2012-13	2013-14	2014-15	2015-16
\$105,000	\$107,000	\$112,000	\$116,000

Operating Budget:

2012-13	2013-14	2014-15	2015-16
(\$593,693)*	(\$9,487)*	\$256,827	\$333,563
		<i>All loans paid off</i>	

*Deficit covered through a combination of a loan and cash-flow management.

20th Anniversary Celebration

In 2015, our school will celebrate its 20th Anniversary – the perfect time to make our supporters proud and honor their trust and investment, by reaching financial stability and sustainability.

Create Adequate Space

For our programs, our personnel, and our students.

Budgeted Facilities Enhancements:

2012-13	\$180,000
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Correct electro-magnetic field in classroom
Renovate Trillium Hall balcony into offices
Regular maintenance

2013-14	\$112,000
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Regular maintenance
Renovate Trillium Hall: Floor & sound insulation

2014-15	\$107,000
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Regular maintenance
Update electrical for future buildings

2015-16	\$372,000
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Regular maintenance
Phase 2 of site development plan:
Double classroom capacity of Building C

Further Develop Curriculum and Programs

To prepare students to embody our school's mission.

- Review of all programs in the context of the joint AWSNA and PNAIS Accreditation Self-Study
 - What was originally intended with the Waldorf curriculum?
 - What are the best practices in Waldorf schools worldwide?
 - What is our school currently doing?
 - What do we want to offer from this point on?
- Attract, support and retain trained, capable, and inspired teaching faculty and administrative personnel who approach their work with insight, imagination and enthusiasm.
- Attract, support and retain enthusiastic and dedicated parents to create and hold a vibrant Parent Association in service of the school's mission.



Grade 8 Mentoring Projects

Over the course of the school year, Grade Eight students encounter a new level of work in the area of research, skills and knowledge.

The Eighth Grade Mentor Project is designed to give students an opportunity to deepen their work in these areas, independently.

To this end, the school expects each Eighth Grade student to engage in his or her Mentoring Project so as to generate a project out of their own work only, entirely conducted outside of school hours.

Dear Parents and Friends,

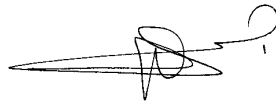
Since 1995, our board, founding families, donors, and faculty have held a courageous vision – a world and a future built on participation, collaboration, and commitment. Each day our teachers imbue their classrooms with imagination, creativity, and passion, guiding their students through the joyful and at times challenging journey of growing up. Each day they fulfill our school's mission – to educate our students to fulfill their highest potential – think clearly, feel deeply, impart meaningful purpose to their lives, and actively contribute to the positive development of society.

This report outlines our progress towards our school's mission in the last year, as well as the strategic goals we will be focusing on in the 2012-13 school year.

Since it opened its doors, our school has grown from a small kindergarten to 144 students, welcomed families into our Parent-Tot program and will complete its Accreditation Self-Study this coming year, a milestone in reaching and sharing our maturity. Our campus will in the next few years reach its full capacity, and visions for the future are bubbling in the minds and hearts of faculty and parents alike, a celebration of progress, enthusiasm, and courage for the future.

Please join us in celebrating the accomplishments of Three Cedars Waldorf School.

Your lasting trust, interest, and support are the leading thread upon which we weave the fabric of our vibrant school community. We thank you sincerely for your dedication to our mission, and eagerly look to growing toward completing twenty years of Waldorf education in Bellevue!



Geraldine Kline
Executive Director





Growing Our School

Growing Through Accreditation

The Accreditation process begins with a very careful self-examination of what we do in our school. Since we are pursuing a dual accreditation with PNAIS and AWSNA, this process involved looking at ourselves from many different angles. Faculty and staff, Board members, parents, and students will be involved in this year-long process, resulting in a document that will be used as a reference and road map for the school's future.

Close to 300 questions will be answered by individuals and work groups, and many of those will require us all to think anew and articulate values that we had taken for granted, leading us to develop new approaches.

The Accreditation Team, comprised of experienced teachers and administrators, will visit us in the Spring of 2014 for an intense three-day visit. Having read all 150-plus pages of the Self-Study, and paying particular attention to their own areas of specialty, their task will be to carefully observe and examine all aspects of our school life, and reflect to us how well we do what we say we do. We look forward to this wonderful process.

On Our Way to Healthy Growth!

From a single Kindergarten class in 1995, Three Cedars Waldorf School has blossomed into a full Preschool through Grade Eight program. As we head towards our first 20 years of Waldorf education in Bellevue, we celebrate our collective accomplishments with pride and enthusiasm for the future.

2012-13 Enrollment	Enrolled	Maximum Capacity*
Kindergarten	40	40
Elementary School	104	144

**Capacity is determined by the social composition of each class, within the limitations of our physical space.*

*Imbue thyself with the power of imagination,
Have courage for the truth,
Sharpen thy feeling for responsibility of soul.*

RUDOLF STEINER

2012-13 Faculty and Staff

Twenty-five faculty members and nine office staff members (full-time and part-time) guide students and work toward the fulfillment of the school's mission:

Early Childhood

Laura Mason
Maggie Reilly
Amy Hoff
Tabatha Jeantette

Elementary Teachers

Monica Lander
Bernd Zabel
Stacy Evans-Agnew
Kim Holscher
Annette Campana
Britt Urquiza
Michael Preston
Jason Canard
Gretchen Whitlach
Cris Smith
Emiko Lin
Grace Smith
Jackie Ralston
Johannes Steegmans
Judy Beatie
Jung Sook Kim
Lauren Root
Mary Spurgin
Pat Polley
Stephanie Packer

Office Staff

Seraphina Orzel
Robyn Hartman
Kay Jaz
Tabatha Jeantette
Geri Snyder
Jim Jack
Julie Dean
Leslye Coe

2012–2013 Estimated Income & Expenses

Income

Development	\$ 105,000	7%
Tuition	1,433,403	89%
Other Programs	66,420	4%
Income	\$1,604,823	100%

Contributions/ Difference

(593,693)

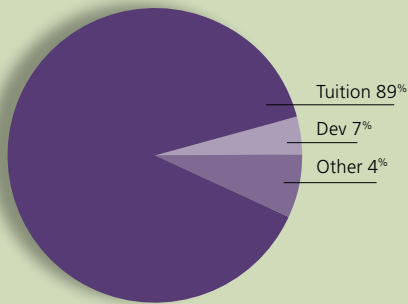
Expenses

Program Support	\$ 93,703	4%
Administrative	52,843	2%
Facilities	180,234	8%
Salaries & Wages	1,256,800	58%
Professional Dev	21,700	1%
Benefits	230,232	10%
Other	363,005	17%
Total Expenses	\$2,198,516	100%

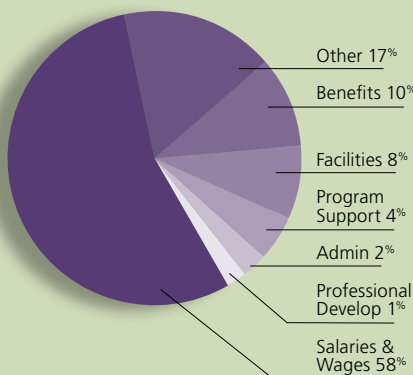
Net Loss

Before Contributions (593,693)

Income



Expenses



Many people generously gave of their time and treasure to support the life of Three Cedars Waldorf School. All gifts strengthen our program, our community, and thus, our ability to accomplish our mission – to educate students who change the world.

Through Donations that Paid for:

- Program support in the grade school
- Educational support teacher
- Professional development for all faculty members
- Playground expansion and improvements
- Office technology upgrade
- Improvements to the middle school science program
- Fine and practical arts equipment and supplies

Through Sharing Time and Energy

Volunteers make things happen – Board, Parent Association, Class Coordinators, drivers and bakers. Volunteers help organize and run our community gatherings – May Faire and Auction. These events are central to our community life and are a gift of joyful activities and celebration for our children, families, and friends.

Volunteers Make It All Possible

Volunteers make possible the many class outings, activities, and special occasions. They gather and construct elaborate costumes for our many plays, help with our garden, stuff hundreds of envelopes, maintain our website, and much more!





Three Ways You Can Help in 2012–2013!



Grow Our School

- Talk to your friends about our school – our brochures will guide you
- Bring your friends to a school event
- Share your friends' contact information with us so we can invite them to an Open House or school event

Donate

- Contribute generously to the Annual Fund!
- Use your scrip cards!
- Join us for our fundraising event in the fall: volunteer and enjoy the evening!

Tell Us What You Think

- Schedule a conversation with one of our Conversation Teams
- Invite a school friend to schedule a conversation with a Conversation Team
- Become a Conversation Team Member
- See our *Three Ways You Can Help* folder for detailed information



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