





THE MISSION

of Maine Coast Waldorf School is to awaken the highest potential in every student by fostering clarity of thought, warmth of heart, and strength of resolve to make a difference in the world.









Building a Foundation from Early Childhood

A LETTER FROM CHLOE DOWLEY, EARLY CHILDHOOD LEAD TEACHER



ur Early Childhood Branch enjoyed an amazing year thanks in large part to your support. In Waldorf early childhood education, we believe that the classroom is an integral part of the educational experience, and we are blessed at our school to have beautiful, well-maintained spaces for work and play.

Our uniquely designed straw bale building (affectionately known as the "Pink Palace") was created to meet the needs of our Waldorf Early Childhood program. Although the building is over two decades old, your generosity along with the hard work and careful stewardship of our faculty and staff allows this space to be as warm and welcoming as it was to its first inhabitants. Thoughtfully planned investments in building and grounds help us keep up with maintenance needs and necessary updates to this special space.

Outdoor classrooms have become an essential part of our daily work with the children, allowing us to be outside in all sorts of weather and to build the resiliency and connection to nature that is so important for our students.







Our outdoor campus has seen extra use in the years during and since the pandemic. We continue to rely upon the gorgeous canopies that were erected with the generous and thoughtful support of the MCWS community. Outdoor classrooms have become an essential part of our daily work with the children, allowing us to be outside in all sorts of weather and to build the resiliency and connection to nature that is so important for our students.

As part of our commitment to be responsible stewards of the planet and to supporting the well-being of the whole child, we have worked to strengthen our relationships with local farmers. We are proud to announce that we were able to eat mostly locally-grown, seasonal produce for the entire school year! When you make a gift to our school, please know that we are using those resources thoughtfully and with great care to further sustain local businesses and farms, with a focus on our responsibility to the health of the planet.

We are blessed to be doing this meaningful work and incredibly grateful for all you do to make it possible. At Maine Coast Waldorf School we are truly working to build a brighter future as we nurture the children in our care, growing a new generation.



The Many Hats We Wear that Unite Us

A LETTER FROM **JOSH LYTLE**, CHAIR, COLLEGE OF TEACHERS

s a school, we exist to educate our students so that they can lead healthy and successful lives. As a Waldorf School, we are part of a larger social and educational movement that seeks to empower and bring truth and freedom not just for ourselves, but ultimately, for the betterment of our world. Towards that goal, each of us plays not just one role, but many. After more than 23 years teaching in Waldorf Schools, I'm blessed to have experienced the many hats we can wear in this educational community.

As Chair for the College of Teachers, I work with my colleagues within this group to try and hold the larger spirit of the school, and to provide leadership that is imbued with the wisdom of our own experience perceived through the teaching of Rudolf Steiner. As a member of the Leadership Council, the work becomes more pragmatic, and decisions must be made in light of the work of the College of Teachers to keep our school healthy and vibrant over the course of the year. As a high school humanities teacher and colleague, I focus upon the students in my care, those teenagers who are struggling to make sense of themselves and the world around them. As models for our students, my colleagues and I in the high



school strive to work in dialogue-based collaboration on virtually all matters of the high school. And, as a parent of one of those high school seniors, I get to experience firsthand how the educational philosophy and pedagogy that permeates Waldorf Schools can transform a young woman physically, emotionally, and intellectually; I see her on the cusp now of stepping with her strong voice and actions beyond these doors to create her own destiny within this world, whatever it may bring.

After more than 23 years teaching in Waldorf Schools, I'm blessed to have experienced the many hats we can wear in this educational community.



It is a heady time, a heady place, and I am filled with overwhelming gratitude for all of those around me in this community, for all of the actions and deeds that every one of us is involved in, with whatever hat we wear each and every day. For, while each and every one of us wears many hats within this school, we are ultimately united in the common bond of the robust and living community of Maine Coast Waldorf School. Thank you all, and here's to many more amazing years ahead!



COLLEGE OF TEACHERS 2022/23

Josh Lytle, Chair Chloe Dowley Michael Fenderson Johanna Flath IIII Fox Hanna Graham Dr. Helen-Ann Ireland Lauren Kerr Cerridwen McQueen Suzie Peirson **Caitlin Pow** Marta Rackmales Ezra Smith Lynn Thurrell Gwen Wahlquist Lynn Wetterhorn Melissa Watson David Eichler, *ex-officio* non-polling member



Forging a Path for the Future

A LETTER FROM **JOHN MANGANELLO**, PRESIDENT, BOARD OF DIRECTORS



he 2022/23 school year reminded us that MCWS is both an inspired and inspiring place. Achieving this takes incredible diligence and joy from our students, deep care and steadfastness from our faculty and administration, and also the loving dedication brought by the innumerable parent and caregiver volunteers. As we welcome this new school year, I encourage us all to consider how we are inspired by this education, and inspiring others for what is to come.

If you haven't heard, we turn 40 this school year! 40th birthdays are a big deal. Whether celebrated quietly or loudly, it is a significant milestone. Such momentous birthdays can often lead to asking some big questions like, "where do I go from here?" and "what do I want to do better or change?" and perhaps, "why do my knees hurt, I just woke up?" No matter the question, healthy doses of self-reflection paired with collaborative conversations help in articulating our answers, so that action can be taken. To that end, and to help us have a clear roadmap for our next chapter here at MCWS, the Board of Directors will lead a collaborative process to update our school's strategic plan. As the work gets underway, we will share more information, including ways to engage and provide input.

Our school community continues to rebuild muscle that had atrophied over the course of the pandemic. We are also recognizing and seizing opportunities for improvement both pedagogically and administratively. From a new school lunch program to an additional bus route, and from our new school app with up-to-date information at our fingertips to incredible new hires, the campus is bustling with spirit and activity. With a newly established rhythm, we are able to meet the needs of today and look ahead to the future all while holding onto the best parts of the school's culture and values that have stood the test of time over these forty years.







At the heart of this is the awareness that social struggles happen throughout life, and the best way to prepare a child to be able to meet and overcome these struggles during their lifetime is to provide them with a solid foundation of social health.

My hope for this year is that we all engage in ways that continue to build our shared school community and our common sense of belonging. This is indeed our fuel for the next 40 years. As a private school that brings together families from many towns, in some ways we have to work twice as hard to keep our tanks full. On behalf of the Board of Directors, and as a parent, I encourage you to say, "yes" to opportunities to volunteer, attend or contribute however you can. Speaking from experience, it has been those late night and early morning volunteer moments or meetings that so authentically sparked friendships and opened new ways of understanding,

and appreciating a Waldorf education.

I had the opportunity to help welcome families who have joined MCWS this year during the new family orientation. One of my messages to them was that of gratitude for the gift they are giving their kids. Some parents talk about an education as an investment in their children's future. But equally, it is an investment in their childhood. So, to everyone in our Waldorf community, thank you. This education is truly a gift.

So please, dive in. Say yes. Fill the community tank until it is overflowing. And, forge the bonds; they will last a lifetime. Here's to the next forty years!

BOARD OF DIRECTORS 2022/23

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John Manganello
Alice Gauvin
Mary Bloch
Jeannie Mattson
Karl Schatz

Faculty Members:
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Dr. Helen-Ann Ireland
Chloe Dowley
Caitlin Pow

Non-Voting Staff
David Eichler
Melissa Watson
André van de Putte
Erin Elizabeth
Laura Bonarrigo



Financial Summary

2022 / 23 Fiscal School Year: July 1, 2022 - June 30, 2023

Annual Income	Amount	% Of
Tuition & Fees	\$ 4,652,940	89%
Fundraising	\$ 522,012	10%
Additional Program & Misc Income	\$ 62,267	1%
Total Income	\$ 5,237,219	100%
Annual Expenses		
Salaries & Benefits	\$ 3,707,283	72%
Tiered Tuition	\$ 736,344	14%
Programs	\$ 80,475	2%
Buildings & Grounds	\$ 204,084	4%
Administration	\$ 263,472	5%
Debt Service	\$ 164,965	3%
Total Expenses	\$ 5,156,623	100%
Net Operating Income (before depreciation)	\$ 80,596	

Summary of Fundraising

Annual Appeal	\$ 267,099
Spring for Waldorf Annual (Net)	\$ 66,771
Tiered Tuition Fund	\$ 76,575
Endowment	\$ 100,000
Giving Tree	\$ 11,567
Total Giving 2022/23	\$ 522,012



	Allitual IllCollie
Tuition & Fees	\$ 4,652,940
Fundraising	\$ 522,012
Additional Program	
& Misc Income	\$ 62,267
Total	\$ 5,237,219



Annual Expenses

Total	\$ 5,156,62
Debt Service	\$ 164,96
Administration	\$ 263,47
Buildings & Grounds	\$ 204,08
Programs	\$ 80,47
Tuition Assistance	\$ 736,34
Salaries & Benefits	\$ 3,707,28

Long-term Financial Stability and Strategic Planning for the Next 40 Years

JUSTIN COFFIN, BOARD TREASURER

The efforts made in the spaces of enrollment and competitive tuition along with recruitment and retention of our faculty are key components of our long term fiscal plan.



here is an inherent tension in the financial side of any educational institution, though it is perhaps uniquely felt at a Waldorf school where the holistic pedagogy and community are at the core of everything. That tension often presents itself where the financial reality of budgeting, allocating, raising and spending dollars meets the utopian dream of a school where every seat is filled, every pedagogical desire can be met, where every teacher and staff person is compensated as all educators should be (and maybe AC in every building on campus for good measure!). Though we lack the magic wand to relieve that tension wholesale, we are ever fortunate to have everyone in our community—faculty, staff, volunteers and families—working together to build a fiscally sustainable organization to see us through the next 40 years.

Coming out of the COVID-19 pandemic has presented a somewhat different financial world for Maine Coast Waldorf. The strong foundation laid by past community members has allowed us to navigate the economic reality of a tighter labor market and rising inflation. The efforts made in the spaces of enrollment and competitive tuition along with recruitment and retention of our faculty are key components of our long term fiscal plan. A few key highlights from the 2022/23 budget:

 Tiered tuition continues to be a point of pride and financial focus at the school. Our goal is always to minimize cost as a barrier to any family that wishes to be a part of our school community. Funding and plan-

- ning for a robust tiered tuition program is a significant part of our annual budgeting and planning process.
- Over the past two years, as part of a larger multi year plan creating a pay structure for faculty and staff commensurate with the broader educational marketplace, adjustments have been realized in our budgeting and payment of salaries and wages. That effort continues this year as we assess the final points of the original plan and consider how best to move forward over the coming years. Our faculty are truly invaluable; not just to the educational process, but to this community. Just as we do not want financial barriers to keep a family from joining our school, nor do we want lack of financial compensation to make it difficult for our wonderful faculty to remain with us or to hinder bringing many of their amazing colleagues to our school.
- While the introduction of the Northern Bus Route will hopefully create opportunities for new students from Wiscasset to Brunswick, we also hosted new summer programming this year as we explore new ways to open campus to more area families and to produce additional avenues of fiscal support for the school.

As we celebrate 40 years at Maine Coast and prepare for the next 40, we are mindful of the need to create a responsible and sustainable financial plan that keeps at its core the ultimate goal of this endeavor: providing a Waldorf education to our students in a community that values and respects all of its members and their contributions.

With Deep Gratitude

EXPANDING THE REACH OF PHILANTHROPY IN 2022/23

Every donor to our School is essential and every gift is significant. Donors listed in the following categories made unrestricted and/or restricted gifts to Maine Coast Waldorf School during the 2022/23 year. We extend our warmest gratitude to all our generous contributors.

Maine Coast Waldorf Circle (\$15,000 - \$24,999+)

Anonymous (4)

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Carleigh & Josh Lowe Donna & Larry Lukis Lisa & Kevin Lukis Frederick & Heather Veitch Sally Veitch

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in memory of Margaret K. Anderson

Peachy's Smoothie Cafe Ben & Sandy Pearson Suzie Peirson & Paul Ritger Pinetree Family Chiropractic

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Clark Insurance Clayton's Cafe Curtis Lawn & Yard Care Desert of Maine

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Island Treasure Toys Lake & Co. Love Lab Studio

Kimberly Taylor Lytle, LMT Maggie Mae's

Maine Beer Company Maine Coast Midwives & Medicine

Maine Solar Solutions Mast Landing Brewing Company

MOMS Topsham Nighthawk's Kitchen Palmer & Company Peachy's Smoothie Cafe Pinetree Family Chiropractic Print: A Bookstore Portland Volvo Cars Royal River Books

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Wolfe's Neck Center **Foundations**

Anonymous (2)

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Harold W. and Mary Louise Shaw Foundation

We have made every effort to be as accurate as possible while compiling our lists of donors. If your name has been listed incorrectly or has been omitted, please reach out to the Development Office at (207) 865-3900 ext. 116.

MCWS is grateful for the everyday, life-changing opportunities that are made possible by our supporters.

Spring for Waldorf





e are proud to announce that the Commission on Independent Schools voted to grant Continued Accreditation by the New England Association of Schools and Colleges (NEASC) to Maine Coast Waldorf School. This also includes accreditation from the Association of Waldorf Schools of North America (AWSNA). A heartfelt thank you to everyone involved that gave their time and energy to this immense effort.

The Commission, in its final report to MCWS, particularly commends the entire school community for its commitment to Waldorf principles and for the skillful and intentional instruction throughout programs and classrooms. Students at all levels are deeply engaged in learning with a developmentally appropriate curriculum. Without a doubt, they are benefiting from their Waldorf education.

In addition, the Commission commends the school for delivering its mission in a beautiful setting, with indoor and outdoor spaces generating a warm and open environment that engages creative learning and enhances a sense of community.

These are proud achievements and milestones in the life of the school that should be celebrated. At the same time, our school community is now positioned to take full advantage of accreditation by responding to the several recommendations from the Self-Study, the Visiting





Team, and the Commission. These standard-specific and Major Recommendations include a focus on enrollment, continued long-term financial forecasting, implementing a more robust process for faculty and staff evaluations, and revisiting our governance structures and decision-making processes to improve relationships and culture within and across the branches.

All of these recommendations will be incorporated into our 5-year strategic plan led by our Board with progress reports due to the NEASC commission compiled by a committee of faculty, administration, and board members responsible for monitoring and reporting on our progress. MCWS is proud of what we have accomplished and eager to continue the work necessary to improve our school community.



Living the Mission of Maine Coast Waldorf School

LETTER FROM **DR HELEN-ANN IRELAND**, HIGH SCHOOL BRANCH CHAIR



The mission of Maine Coast Waldorf School is to awaken the highest potential in every student by fostering clarity of thought, warmth of heart, and strength of resolve to make a difference in the world.

am reflecting on the mission of MCWS today as I write this letter and I think about the trajectory of our students as they enter the last phase of their time at our school. Many of them have been here since early childhood, the grades, or some have joined us at the high school level. Nevertheless, our goal is to educate them in the same manner no matter when they came to us.

As I think about our high school population, it occurs to me that we may be small in numbers but we are a mighty group. We have a wonderfully talented faculty (and I include our fabulous Office Manager in that count) but more importantly we have a strong student body. Our students represent us at numerous events around the state and in the nation displaying clarity of thought and resolve to make a difference.

This year we had 14 volunteers choose the science fair elective and attend the Maine State Science Fair, take top honors and receive scholarships. Both our French and German students participated in national world language exams and won awards for high achievement. Our students regularly attend Model UN along with other students from Maine. One of our students continued to attend Model UN in Boston because they enjoyed the opportunity to represent a country and an issue that could bring about change in the world.







Our students represent us at numerous events around the state and in the nation displaying clarity of thought and resolve to make a difference.

Two of our juniors represented us at the Youth Policy Leadership Forum where they attended as student members on Maine State policy issues. We have students who have excelled in the 'Poetry Out Loud' contest, art, athletics, music and more. Our seniors were accepted in a class total of more than 20 schools and colleges—not bad for six scholars! I am incredibly proud of all that our students have accomplished this year and with the entire faculty for guiding them through these events with generosity and warmth of heart.

To educate these young people so that they will be able to navigate all that comes toward them in the world and to acknowledge that we cannot become stagnant and must adjust to meet the demands of modern times, we faculty continue to examine our program. Because high schoolers

have different needs from the grades students, we changed our daily schedule to try to meet the needs of people who have an interest in sports or other activities they wish to pursue and we cannot offer. We have worked closely with North Yarmouth Academy and with Maine Coast Rowing Association, and our public schools to ensure that any student who wishes to participate in a sport outside of MCWS may do so. We now have study halls and electives from 2p-3p each afternoon. It gives students and families agency to pursue their passions, meet other students and have a wider social network.

Because these high school students do what they do, they live up to the mission of MCWS. It is certainly heartening to see these young people emerge from the early days of kindergarten and the grades into the blossoming young adults they are becoming—living each day to their highest potential with "clarity of thought, warmth of heart and strength of resolve to make a difference in the world." I feel honored to be a small part of their journey.







Helping the World to Grow, One Child at a Time

LETTER FROM **DAVID EICHLER**, PEDAGOGICAL DIRECTOR



t is mid-August on campus at Maine Coast Waldorf School where the buzz and anticipation of a new school year can be felt. It is a time to imagine what new stories will be told, what new drawings will be drawn, what new science and music will be learned and what new crafts and creations will come home at the end of the season. It is a privilege to imagine at Maine Coast Waldorf School because our teachers are afforded the supplies and funding that make this education come alive through their lessons. In an effort to express my sincerest gratitude for the countless ways the children benefit from your support, I would like to reference our mission statement which Dr. Ireland wrote about.

Our mission statement is something we, as a community, speak at the beginning of our faculty meetings, our board meetings, as well as meetings of our Parent Association. It is this mission that helps calibrate our compass as we strive to bring our best to meet the children each day, to truly be models worthy of imitation.

It is with this mission in mind that I can undeniably state that without you and the support you have provided to our school over these four decades, we would not be here. It is through your generosity that we have the honor to enrich the lives of the children and their families through our integrated curriculum that goes far beyond indoor classroom learning.







As we celebrate stepping into our 40th year, we are grateful for the pioneers and strength of the community's broad shoulders on which the school was founded.

The ways our community has stood behind Maine Coast Waldorf School are varied, but each is expressed through an enduring love and support for the work we do, on behalf of the children we serve. For some, the support comes through sending your child(ren) for part, or all of their educational journey, or making it possible for others to do so. From our wider community, support is conveyed through the many different talents and skills to help bring forth the mission of the school. And for others, it is through giving what they can to make it possible for Maine

Coast Waldorf School to educate the child through "head, hearts and hands", helping the world to grow, one child at a time, a generation of critical thinkers, confident leaders and creative innovators.

As we celebrate stepping into our 40th year, we are grateful for the pioneers and strength of the community's broad shoulders on which the school was founded. And as the school matured, to those who stepped in along the way to carry us forth realizing our bold vision; a fully integrated campus with early childhood through 12th grade together. Thank you for being a part of this journey.







A Journey of Three Generations

A LETTER FROM **HANNA GRAHAM**, EARLY CHILDHOOD LEAD TEACHER



hen I was five years old, no I won't tell you how long ago that was, my mother dropped me off at a big yellow house with the most wonderful of play yards. Inside I hung my backpack and jacket up and switched my outdoor shoes for soft indoor shoes. The story goes that in my backpack was a notepad and pencil that, to my mother's and teacher's deep chagrin, somehow made it into my backpack every day despite careful searching before we left home. I must have been taking notes so that one day I could aspire to be just as caring and loving a Waldorf Kindergarten teacher as my teacher was. For two wonderful years I joined my friends and beloved teacher to bake bread, sing, skip, knit and build cheesecloth forts.

I have been with this school nearly from its beginning and sometimes cannot quite believe my good fortune.

We played endlessly in a house carved out of a copse of lilac bushes and ate yum-yums to our heart's content (wood sorrel for those in the know). A stone wall built by my teacher was the scene of many adventures and escapades. If only life were always so idyllic!

This foray into Waldorf education led my mother to train as a grades teacher and







to become my younger sibling's class teacher thus cementing for my family the school becoming our second home. Over the years I wove in and out helping my mother in her classroom, assisting with plays and taking care of many different families' children. When I returned from some years abroad I took a job as an assistant to a most wonderful teacher who had been there in my kindergarten years. I felt I had found my place. After four years there I left to have my own children, always feeling school calling my name. And indeed, when my children had grown to school age I dropped them off at a big pink house with the most wonderful of play yards and went back to work. I spent two years teaching the Family Programs, then once again worked as a Kindergarten Assistant during COVID while pursuing my own Waldorf Early Childhood certification. As the Sunflower Class' Kindergarten teacher, the children in my care bake bread, sing, skip, knit and build cheesecloth forts. The children play endlessly in forsythia houses and in the woods. Life is quite idyllic.

I have been with this school nearly from its beginning and sometimes cannot quite believe my good fortune. Not only do I get to walk through these beautiful doors every morning to a job I love but I have the greatest honor and pleasure of watching my two beloved children attend school here. Each and every day I am filled with gratitude for this place and this education and for my mother who had the incredibly good sense to drop me off here all those many years ago.



Moving On...

WE GREATLY ACKNOWLEDGE THOSE WHO HAVE WORKED AT MCWS



JESS MOORE

(12+ years), Early Childhood Lead Teacher and more!

Jess Moore has worked at Maine Coast Waldorf School for more than 12 years and in doing so has worn many hats. Jess has served as an Early Childhood Lead Teacher, grades support teacher,

a Marketing Committee member, EC Chair, College of Teachers chair, Board Member and most recently Jess served as Accreditation Coordinator helping MCWS navigate the self-study and reaccreditation for the Association of Waldorf Schools of North America (AWSNA) and the New England Association of Schools & Colleges (NEASC). Though she has retired from full-time teaching, we are fortunate to have Jess serve as an EC mentor, long term substitute, EC lead faculty member and Adult Ed Instructor. We are grateful to Jess for her many years of leadership and continued service to our school.



JEFF O'BRIEN

(15 years), High School Math and Science Teacher

Jeff came on board as one of the co-founders of the high school, representing the critically important "math/science pillar" at its inception and beyond, bringing his years of experience

as a teacher and also sharing his love of the outdoors, evidenced in his stellar organization of countless high school camping, hiking and canoeing trips. Jeff's legacy lives on in "This Week at the High School," the weekly high school newsletter he began during his service as High School Chair, as well as in his scheduling wizardry, to which others can only aspire. Above all, Jeff's positive attitude and willingness to jump in and help with, well, everything remains a model for both faculty and students.

Saying Goodbye to Teaching Colleagues

t the end of this year, we said goodbye to a number of colleagues who have brought their gifts to Maine Coast Waldorf School for as many as 15 years. During their time at MCWS they have helped to shape the pedagogical programs of the school, as well as stepping into various capacities of school leadership. We owe a tremendous debt of gratitude to them for their time with us. The faculty (and their years teaching at MCWS) include:

FRANK BURNS (one year), High School Math

ANJOLIE GIRAUD (one year), Early Childhood Assistant Teacher

CLAIRE KIRBY (one year), Early Childhood Assistant Teacher

LUNA SOLEY (one year), Early Childhood Assistant Teacher

MICHELLE KELEHER (two years), Early Childhood Lead Teacher

ROXANNE MURPHY (two years), Early Childhood After School Program Lead Teacher

KELLY WELCH (five years), High School Math and Science Teacher



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