

A young man with dark, curly hair and a green t-shirt is holding a wooden stool in a workshop. The stool is made of light-colored wood and has a flat top. The background is a bright, out-of-focus workshop with various tools and materials. A blue circular graphic is overlaid on the top left of the image.

**MAINE COAST** WALDORF SCHOOL

## 2023/24 Annual Report



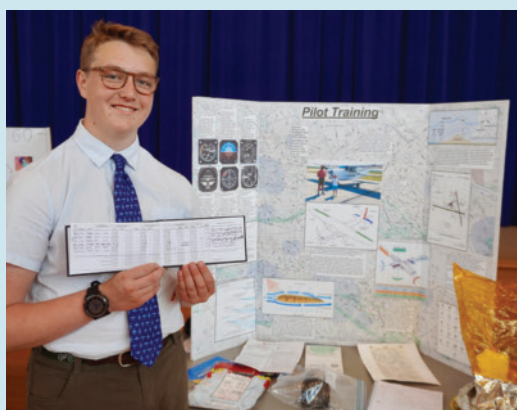
# Checking our Compass, Charting our Course

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



Last spring we celebrated Maine Coast Waldorf School's 40th anniversary, a major milestone in our history. The longevity and success of the school comes from the many thoughtful heads, caring hearts and capable hands who have guided the school over the years. It is a privilege to be a part of a leadership team entrusted to carry forward our mission as a K-12 Waldorf School at a time of such possibility. The group of teachers, staff, parents, students, alumni families and students, and extended family mem-

bers are at the heart of this special place. Each of us finds a way to support the school's mission to awaken the highest potential within every student and guide them to be their best selves. Our community gives and contributes to the school in many ways, including volunteer time, talent, goods, food, ideas and financial contributions. Each of these collective inputs, no matter the size, make a difference in building community, sustainability and resiliency so we can thrive for the next forty years.



In addition to marking our four decades of bringing Waldorf education to Southern Maine, last Spring was also, fittingly, a time of renewal as we embarked upon the revision of our School's 5-year Strategic Plan. With over 170 survey respondents, 32 individual and/or small group interviews, and two in-person community input sessions, we are thrilled to be at a point in the process that has defined three strategic pillars of focus: (1) Governance, (2) Waldorf as True North and (3) Capacity. Each of these pillars is being guided by a cross-section of engaged and dedicated faculty members, administrative staff, board members, and parent volunteers. I am excited for further details to be shared with the wider community over the course of this school year related to each pillar once the plan is finalized. The work that will flow from the strategic plan is critical in guiding us to continue to build a vibrant and sustainable Waldorf school community.

There will undoubtedly be efforts that require resource investment that go beyond our current capacity. In fact, every year there is a gap between the full cost of operating the school and the revenue from tuition. The costs that make up this gap generally include tuition adjustment, general operations, and campus stewardship. Philanthropic gifts to the school are critical in closing this gap. Currently, gifts are directed to the following priorities: (1) provide competitive wages, benefits and robust professional development to attract and retain teachers and staff, (2) increase enrollment and tuition adjustment, (3) grow the endowment for long-term sustainability of the school and, (4) steward the campus and facilities. I know the Finance Committee wants to



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say an enthusiastic "yes!" to doing more along each of these priorities. From hiring needed positions, making more meaningful wage adjustments, expanding our campus resources and building our endowment for long-term success; with your help, we can do more sooner.

I again had the opportunity to help welcome new families who joined MCWS this year during the new family orientation. My message to them, as it was last year, was that of gratitude for the gift they are giving their kids. So, I will end this letter with a similar statement from last year, because it resonates so deeply for me as a parent of three children at Maine Coast. We often hear or talk about education as an investment in a child's future. A Waldorf education is indeed that. But equally, this education is an investment in their childhood, too. Thank you for being a part of this community and I'll see you around campus!





# MCWS Finances

2023 / 24 FISCAL SCHOOL YEAR

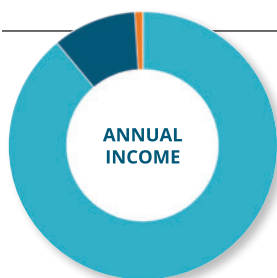
## Financial Summary

2023 / 24 Fiscal School Year

Annual Income	Amount	% Of
Tuition and Fees	\$ 5,013,213	85%
Fundraising	\$ 738,741	13%
Additional Program and Misc	\$ 122,623	2%
<b>Total Income</b>	<b>\$ 5,874,577</b>	<b>100%</b>
<b>Annual Expenses</b>		
Salaries and Benefits	\$ 4,183,428	70%
Tuition Adjustment	\$ 976,508	16%
Programs	\$ 130,396	2%
Buildings and Grounds	\$ 207,539	3%
Administration	\$ 340,482	6%
Debt Service	\$ 164,965	3%
<b>Total Expenses</b>	<b>\$ 6,003,318</b>	<b>100%</b>
Net Operating Income <i>(before depreciation)</i>	\$ (128,741)	

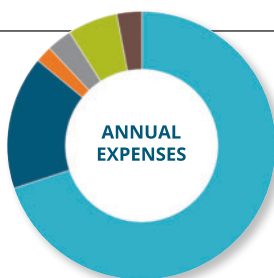
### Summary of Fundraising

Annual Appeal	\$ 497,423
Spring for Waldorf (Net)	\$ 65,686
Tuition Adjustment Fund	\$ 75,632
Endowment	\$ 100,000
Giving Tree	
<b>Total Giving 2023/24</b>	<b>\$ 738,741</b>



Annual Income

● Tuition & Fees	\$ 5,013,213
● Fundraising	\$ 738,741
● Additional Program & Misc Income	\$ 122,623
<b>Total</b>	<b>\$ 5,874,577</b>



Annual Expenses

● Salaries & Benefits	\$ 4,183,428
● Tuition Adjustment	\$ 976,508
● Programs	\$ 130,396
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● Administration	\$ 340,482
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<b>Total</b>	<b>\$ 6,003,318</b>



# Inside the Numbers

A LETTER FROM **JUSTIN COFFIN**, BOARD TREASURER



**A**s we enjoy another beautiful Fall season and a return to our bustling campus, the finance team here at MCWS is excited for the coming year and continuing our work to strengthen the fiscal health of our school. One of the team's biggest goals for this year is continuing to dive into forecasting financial opportunities and goals for the next 5 years. This work is being done in conjunction with the intensive work being conducted as part of the strategic plan and I believe will be incredibly impactful as the school plots its course for the coming years.

***One of the team's biggest goals for this year is continuing to dive into forecasting financial opportunities and goals for the next 5 years.***

On the practical, "numbers" side of things, we once again provided over \$1 million of tuition adjustments for families to be able to share in this experience. This is a number that, while I wish were even higher, is still remarkable and I hope is a point of pride for everyone in this community. We continued efforts to provide salary increases and cost of living adjustments reflecting the incalculable value the people at MCWS provide while striving to make this education affordable and tackling the ever-evolving day to day projects and needs of the children and the campus.

The last few years have brought many challenges in the broader financial world as inflation and cost of living changes impact everyone, from our dedicated teachers and administrators to our families, friends and neighbors. One of the

jobs of the financial team is to construct a realistic (and generally conservative) budget each year that strives to appropriately balance the needs of the school and the education—especially ensuring that the people entrusted with the care and teaching of our children are being compensated for their tireless and dedicated work and the richness they bring to our community—with the ever-present desire to ensure that regardless of financial situation, any family that wants to share in this Waldorf educational experience can join us.

This is not always an easy balancing act. After a few years engaged on the finance side of the school, one lesson that is abundantly clear is that we could not do this without the generosity of everyone involved with and committed to this education. We have teachers and staff who go above and beyond every day, with their time, their energy, their thoughtfulness and devotion to this institution and to our children. We have families who volunteer their time, their skills and their emotional support. We have also been fortunate to have a community that has been willing to share their financial resources. This past year, an incredibly generous \$250K gift was made by an anonymous donor that made a significant impact on our work to maintain and increase the fiscal stability and health of MCWS and highlights in one way the support by and for our school community. I wish to shout the heartiest of thanks and gratitude from the rooftops to all these people—none of this could work without each and every one of you sharing your joy, sharing sacrifices and sharing your commitment. Thank you all!

# Recalibrating the Keel

A LETTER FROM **LYNN THURRELL**, CHAIR, COLLEGE OF TEACHERS



From within the circle of our faculty and staff, a smaller number has volunteered to hold the viability of Waldorf education, its pedagogical and spiritual inspiration as we seek to ever review and renew that impulse to meet the children we find in our midst at this moment. Numbering seventeen, it is up to this circle, that we call the College of Teachers, to consider the questions and issues that arise having to do with how we teach and how we know what to teach. Anthroposophy is the philosophy that informs our developmental picture of the human being. Waldorf principles guide us constantly to encourage curiosity and open-hearted thinking. We are reminded frequently that what lies in the future for the children before us may not yet have even been invented. Therefore, a goal of all faculty is to teach our students to be avid learners with open minds.

And ever again, we are reminded to return to our roots to ensure that we are meeting our own goals. Towards that end we have taken up a study of this place, this land that we learn, play, and build upon to house our endeavors towards our mis-

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sion. Going back in geological history to the end of the last glacial age, we began with the first people to live here, while asking what this earth and everything growing on it has to offer our community and our education. While realigning ourselves with our initial intention and that of our founders, using the seven core principles of the Waldorf Pedagogical Council and our study, we are further encouraged to reinvigorate our commitment as Waldorf educators to sow the seeds and tend the gardens of the heads, hearts and hands of our students, our community and of ourselves. The College of Teachers is currently engaged in an exploration of the systems we have in place to govern the pedagogical arm of the school. Every teacher can attest to the fact that their realm of responsibilities has only increased as we have grown in size and scope. How can we best help ourselves to meet the needs of the children and families before us while ever renewing the content and presentation of a curriculum that speaks to child development? This ever-present question that asks us to continually improve and evolve is challenging, meaningful work; work made joyful by the presence of the children we meet each day. For them, we extend our gratitude to the parents, grandparents, and friends who entrust these children into our care. Thank you.





# With Deep Gratitude

## EXPANDING THE REACH OF PHILANTHROPY IN 2023/24

**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 2023/24 year. We extend our warmest gratitude to all our generous contributors.

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