



VALUES

Love

Curiosity

Courage

Reverence

Community-Mindedness

PURPOSE

We are a community dedicated to educating children to lead and serve the world in truth, beauty and goodness.

PROMISE

Shining Mountain Waldorf School promises to families who join our community and become stewards of our school, that their children, through their education, will grow up to lead meaningful lives, serving the world in truth, beauty and goodness.

What is true education?

True education is much more than simply imparting information.

Love. Awe. Devotion. Compassion. Trust. The ability to recognize beauty; to discriminate between right and wrong; to carry out a chosen course of action. These are the qualities consciously cultivated at Shining Mountain Waldorf School from early childhood through adolescence.

Shining Mountain's well-rounded academic curriculum, enlivened by the arts, music, movement, and world languages, provides a learning environment that fosters creativity and healthy social interactions. As you explore the many facets of this rich curriculum, you will see that the experiences at Shining Mountain are about transformation – the gradual unfolding of faculties and capacities which take the individual beyond tradition and the conventions of our time.

Today's students will become tomorrow's initiators of cultural progress. We believe that a lifelong love of learning and a curiosity to ask deep questions are vital to this process. Our graduates leave school with clear, independent thinking; feelings of empathy and creative activity; and ultimately a strength of will that propels them toward moral courage and social responsibility.



Dear SMWS Community,

I am delighted to present to you our Annual Report for the year ending June 30, 2018. The 2017-2018 school year was another positive one for us, as the Board of Trustees, Governance Council, and Senior Leadership Team worked harmoniously together to implement our strategic priorities.

Financially, we continued to strengthen the school's financial position, as evidenced in a third straight year of positive net income and cash flow, managing below our budget, and growing our enrollment over the course of the school year from a start of 292 to an ending year enrollment of 297 students in kindergarten-12th grade. We exceeded our overall fundraising goal of \$250,000 through a successful Annual Fund and Gala/Auction, and are indebted to the generosity of our school community for not only supporting our operational fundraising goals but numerous projects and programs philanthropically. Thank you so much!

Over the course of the past 12 months, the Board led our major stakeholders through an updated Strategic Plan, which will chart our future through the construction of our new campus. In anticipation of this major transformational project, we grew our Board to 18 strong, diverse, vibrant, and skilled individuals to fulfill our strategic plan. Our Board was led this past year by Brian Buckley, who brought humor, warmth, and a deep appreciation for our teachers and staff to this role.

We also successfully completed an Interim 5 year accreditation visit with both of our accrediting bodies, AWSNA (Association of Waldorf Schools of North America) and ACIS (Association of Colorado Independent Schools). Our visiting team not only reported no concerns, but announced that we met all accrediting standards for both organizations. We continue to see the value of holding a dual accreditation, and are only one of two Waldorf schools in the state of Colorado (Denver Waldorf School being the other one), who has this distinction.

We are most excited about what our future holds; the creation of new school buildings on a smaller footprint next to the City of Boulder's Open Space. We submitted our Concept Plan Review to the City of Boulder in February of 2018, and anticipate we will have our site review completed in 2019. We have begun a feasibility study for our upcoming Capital Campaign, and plan to begin our quiet phase in 2019.

Our vision is to re-build our school to last the next 100 years. In addition, we intend to reduce or eliminate our outstanding debt, build a school that more fully reflects Rudolf Steiner's architectural principles of teaching, and to update our campus to protect against future floods and adjust to a more urban neighborhood environment. We look forward to sharing this journey with you in the coming months and years as it will take the love of our entire community to realize this vision.

As Rudolf Steiner stated so eloquently almost 100 years ago:

To resolve our past, requires knowledge:

To forge our future, we need courage;

To experience the present, we must develop dedication.

Our thinking needs riddles to wake up;
Our feeling needs pain to mature;
Our willing needs resistance to grow strong.

Thank you to everyone in this community for your gifts of time, talent, and resources. We are eternally blessed to have the opportunity to educate our students to lead and serve the world in truth, beauty, and goodness, as the need is greater than ever to educate children through this curriculum.

Janott. Geender

Jane M. Zeender School Director







Board of Trustees -Letter from Brian Buckley, Board President

Dear Beloved Shining Mountain Community,

The Shining Mountain Waldorf School Board of Trustees continued working on securing a solid foundation for the school's future and campus development during the 2017-18 school year. The Board devoted more time and focus to bringing the reality of the new school campus closer to being approved by the Boulder City Council. Principal Architect Adrian Sopher of SopherSparn Architects has guided us marvelously through these early stages. These are truly exciting times as this Board of 18 Trustees strives to ensure the school's future for the next 75 to 100 years.

The financial stability of the school makes every step of this process possible. SMWS School Director Jane Zeender, Business Director Sarah Engle and Board Treasurer Andy Wyckoff-Judson have dedicated themselves to this necessity. At the end of the school year SMWS was once again at positive net income and positive cash flow – for the third straight year. Simultaneously, the Board researched and approved raises for SMWS employees, a critical piece for rewarding the school's dedicated staff and faculty.

Looking forward the Board interviewed and selected Front Range Source to serve as the school's capital campaign consultants. This fall the firm will work with SMWS to establish fundraising goals and best practices for our fundraising within our community and outside our community. I mention this here as an early announcement of the Board's intentions to fundraise wholeheartedly for not only the school we envision, but to also leave SMWS with zero to minimal debt.

A commitment to our current School Director Jane Zeender was finalized in the fall of 2017. The Board and the School Director reached an agreement on a four-year contract extension beginning July 1, 2018. The Board applauds the work and commitment of our current School Director and expressed support of her vision and the stability she has brought to SMWS.

The Board currently includes founders, alumni, alumni parents, faculty, current parents, and neighbors – a wonderful mosaic with which to collaborate for the future. For those of us serving on the Board of Trustees, we feel an enormous sense of gratitude for the inspiration we receive from those who work, care, guide, and love every single day at the school. We strive to reflect that ambient light into our conversations and decisions for the future. We are honored to stand with the families of SMWS in search of a meaningful, artistic and soulful education. As the 100th Anniversary of Waldorf education inches closer in 2019, The Board of Trustees thanks all the hearts and hands that have made SMWS what it is today.

Blessings,

Brian J. Buckley

President of the Shining Mountain Waldorf School Board of Trustees.

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Pam Lambert

John Mahoney

Linda Newlin Kittelsen

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Ann Raisch





Governance Council and the College of Teachers

The Governance Council (GC) serves as the Program Manager, and has the authority for establishing, monitoring, and overseeing pedagogical programs and policies; setting operational policy and overseeing the activity of all other GC committees. The role of the GC is to provide oversight and annual review of mandated committees, to ratify such items as are brought forward by committees as recommendations, to coordinate among various groups, to establish policy as needed, and to handle issues that arise from time to time that do not fall within the purview of any existing faculty committee.

GC members are drawn from the membership of the College of Teachers, this includes the School Director, the Pedagogical Director and the High School Administrator.

The GC sets and reports out annual goals, benchmarks and metrics for achieving its goals. GC achievements for 2017-18 included:

- Supporting the strategic work of the Board of Trustees and the School Director with their work on faculty compensation, campus development and responsible budget development.
- Conducting an audit of program costs across all sections of the school.
- Working with the Pedagogical Director to support February Conference Planning for both 2018 and 2019. The 2018 conference was in-house. In 2019 SMWS will host an AWSNA regional conference.
- Continuing benchmarking work with ACIS accreditation.
- Reviewing and supporting sustainable job expectations for faculty.
- Fostering a culture of appreciation and gratitude for our faculty, staff, parents and students through weekly review and acknowledgement of contributions.

This year's GC members were: Theresa Baker, Chair, Marilyn Fox, Pedagogical Director, Jane M. Zeender, School Director, Leigh Hill, High School Administrator, Josh Lytle, HS Humanities Teacher, Cherie Flandrick, Red Rose Kindergarten Lead Teacher, and Dorothea Altgelt, 4th Grade Class Teacher.

The College of Teachers (COT) helps to foster the mission and impulse of Waldorf education on behalf of the school. The COT contributes in a practical way by assisting other leadership groups in the governance of the school through the work of chartered groups and committees, conducting research, ongoing anthroposophically-informed study and by advising the GC and the School Director. This year's Chair of the College of Teachers was Nick Hilliard.

College of Teachers (COT)

Anne Nadelson Matthew Messner Lawrence Mathews Carma Feigal Carole Hanlein Nick Hilliard Craig Rubens Cristina Geck Dorothea Altgelt Kim Wennesland Joan Bremner Mary Fairfield Jane Zeender Cherié Flandrick Kathleen Starr Marilyn Fox Meg Gardner Michael Janzen Mary Beth Fifer Leigh Hill Paula Blum Sandra Kirschner Theresa Baker Thyria Ogletree





Alumni Relations

This past school year brought continued deepening and strengthening of relationships with alumni and alumni parents. A dedicated Alumni Committee was established and quarterly alumni gatherings were set into rhythm. Each graduating class, from the year of 1996 through 2018, has delegated a class representative as their point person for future alumni events and communications. The monthly Shining Alumni Newsletter publication continued, with interviews transitioning from print to podcast with WE Talk, a podcast about Waldorf Education featuring SMWS alumni, teachers, parents and community members. Thirtythree alumni interviews have now been shared with the community and world, with additional interviews coming on a weekly basis. As the centennial for Waldorf education approaches in 2019, we have begun to look to the past in celebration and honor as we soar into the future.

Nita Davanzo Alumni Relations Coordinator





From left to right: Willow Schram class of 2012, Jamie Clark 8th grade 2008 and Jonathan Raahe class of 1996

Senior Class of 2018

Looking around at the assembled individuals at our recent high school Convocation Trip in Hermit Park, I was truly heartened and inspired by the diverse set of strengths that have come together to form our current student body. I was reminded that our current state of being is informed directly by what (and who) has come before. In this reflection is the remembrance of our recently graduated Class of 2018. If one wants to look for themes it could be said that there was a potent mix of competition and collaboration within the group. Their swan song was as a tight ensemble in their senior play, but along the way this was truly a group of individuals, each shining in their own, unique manner. Sports, writing, art, singing and performing, debating (more than a few shone in this category!), martial arts, and public speaking represent some of their passions and strengths. There was an incredible amount of not just talents, but true gifts in such a small circle of people. A collective sense of justice wove its way through their social fabric, and as a group they strove to help lead our student body from past traditions into the future of the school. They were fierce advocates for what they and their peers believed in, and I am impressed by the mettle they demonstrated in meeting the many challenges and transformations experienced by the high school in the last four years. In the end, the class of 2018 weathered many storms and changes, yet our graduates stuck together and proved what was possible by developing their own voices, by sticking together and by seeing things through to the end. From our present point, when the high school feels stronger than ever, looking into a bright future as one of the leading Waldorf high schools in the movement today, we think back with pride and fondness to the Class of 2018.

Josh Lytle High School Faculty Chair



Back row, left to right: Ana Lerner Borges, Marina Flandrick, Sophie Fairmont. Middle row, left to right Leo Mason, Maximilian Robson, Nathan Fairmont. Front row, left to right: Ava Jahari, Emma Schaefer, Sydney Kless.





Embracing the Future

A New Campus for the Next 100 Years

Excitement is building at Shining Mountain Waldorf School as plans unfold for a new campus. Together, we have a rare chance to take this treasured place that has been home to generations of children and families and breathe into it new life. There are many practical reasons why a new campus is necessary – safety, sustainability, functionality – but at its core, it is an opportunity to express Waldorf Education in an entirely new way. The impact this will have on our students and, through them, the world will be extraordinary

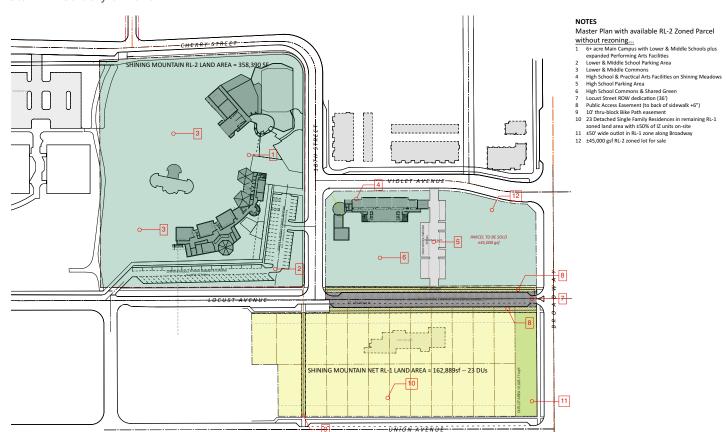
The past year has been a busy one for the Campus Development Committee as we continue to move forward with our plans to build a brand new campus at our school, moving to a smaller footprint through the sale of some of our land holdings as well as capital fundraising. Working closely with our architect, Adrian Sopher, we submitted our plans in a Pre-Application to the City of Boulder in November of 2017. Based on the feedback we received from the City, our community, and our neighbors, we submitted a Concept Plan Review to the City of Boulder Staff in February of 2018.

We met with the City of Boulder Planning Board in May of 2018, as well as the Boulder City Council in July of 2018. We were granted a Concept Plan Continuance in August of 2018 and will be sharing updated plans with the City Council with our hope of gaining Site Review Approval in 2019 to entitle our entire 11.8 acre campus for sale and redevelopment.

In late summer of 2018, we hired a local fundraising consultant, Front Range Source, to conduct a feasibility study for our upcoming capital campaign. We are grateful to everyone in our school community, past, present, and future, who have contributed thus far to this process as we continue to plan and build out our vision for the next 100 years of Shining Mountain Waldorf School's history.

Annie Haselfeld

Project Coordinator, Campus Development Committee





Finance Committee

The Finance Committee oversees the finances of the school, including making financial recommendations to the Board of Trustees which has the responsibility for legal and financial decisions for Shining Mountain Waldorf School.

2017-18 has been a busy and productive year. During the fall we said a fond farewell to Tim Daulter, our Business Director since the summer of 2015 and welcomed Sarah Engle who brings strong professional skills to guide the school through the exciting growth ahead. Shining Mountain is blessed to have such skilled and compassionate professionals in the Business Office.

The Finance Committee spent time at each of its monthly meetings with members of the Campus Development Committee to review financial projections, cash flow timing and estimated construction costs of the project. It provided recommendations to the BOT to ensure adequate funding for the initial planning and approval process with the City. It worked to develop a plan for interim funding which will enable Shining Mountain to retire its current financing in January, 2019, freeing property from collateral restrictions.

The Finance Committee added an additional meeting to its schedule devoted solely to the budget for the upcoming school year. The budget incorporates expenditures outlined in the strategic plan including increased compensation for faculty and staff, increased funding for employee training and development, increases in strategic marketing and integrated administrative software for increased efficiency.

BALANCE SHEET

	June 30, 2018	June 30, 2017
ASSETS		
Unrestricted Assets		
Cash and cash equivalents	1,354,834	1,020,323
Investments	761,808	681,402
Accounts receivable, net	8,090	43,752
Inventories	34,694	46,257
Prepaid expenses	225,858	228,733
Property & equipment, net	10,358,472	10,403,484
Restricted Assets		
Restricted cash and cash equivalents		183,315
Restricted endowment investments	301,836	301,836
TOTAL ASSETS	13,045,592	12,909,102
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable	56,563	35,546
Accrued compensation and benefits	32,859	47,872
Deferred revenue	877,568	658,788
Other current liabilities		
Bonds payable	4,124,365	4,277,266
Interest-rate liability		127,359
TOTAL LIABILITIES	5,091,355	5,146,831
Net Assets		
Unrestricted	7,141,376	7,011,630
Temporarily restricted	511,025	448,805
Permanently restricted	301,836	301,836
Total Net Assets	7,954,237	7,762,271
TOTAL LIABILITIES AND NET ASSETS	13,045,592	12,909,102

The financial audit for the year ended June 30, 2018 reported an increase in net assets of \$191,966 and a positive operating cash flow for the year. The Board designated operating reserve was increased by \$100,000. The audit opinion is unmodified, meaning the financial information reported accurately reflects the financial position of the school.

The Finance Committee would like to extend its gratitude to all the parents, grandparents, students, faculty, staff, the Waldorf and ACIS communities and all those in Boulder and beyond that have contributed to the financial strength of the school.

Andy Wyckoff Judson *Treasurer*







STATEMENT OF ACTIVITIES

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Revenue, Support, and Gains				
Revenue			_	
Tuition and fees, net	4,230,094			4,230,094
Program and other income	130,091			130,091
Merchandise sales, net	7,930			7,930
Total revenue	4,368,115			4,368,115
Support				
Contributions	208,320	196,421		404,741
Special event income, net	55,325	•		55,325
Total support	263,645	196,421		460,066
Gains		•		•
Change in value of interest rate swap	127,359			127,359
Net realized gains on invest- ments	22,012			22,012
Interest and dividend income	11,624			11,624
Total gains	160,995			160,995
Net assets released from restriction	134,201	(134,201)		
Total revenue, support and gains	4,926,956	62,220		4,989,176
Functional Expenses and Losses				
Functional Expenses				
Program services	3,404,834			3,404,834
Supporting services				
General and administrative	1,278,748			1,278,748
Fundraising	111,837			111,837
Total functional expenses	4,795,419			4,795,419
Losses				
Loss on disposal of equipment	1,791			1,791
Total functional expenses and losses	4,797,210			4,797,210
	129,746	62,220		191,966
Change in Net Assets				
Net Assets, Beginning of Year	7,011,630	448,805	301,836	7,762,271









Development

It is with deep gratitude that I reflect upon the support of the Development Office last year. Together we reached our Annual Fund Goal by January 1st, 2018. We hosted a wildly successful and FUN Annual Spring Gala and we welcomed the addition of our Alumni Podcast WE-Talk hosted by Alumni Relations Coordinator Nita Davanzo.

Collectively as a community, we reached nearly 100% participation for the Annual Fund Campaign indicating that as a community we are all invested in the vitality and growth of our incredible school. The efforts of the Development Office enhance educational programs for our students, support our exceptional faculty members and successfully support daily operations of our school. The success of the Annual Fund is dependent upon the participation of the entire community.

We are connected as a community through a stream of giving. Whether you gave a gift of time, talent or financial resources - thank you! We simply can't make the magic happen without you.

In Gratitude, Kim Rector

Development Director

2017-2018 Donors

Abel, Margell Abelkis, Linda & Kai Alexander, Heidi & Joe Allen, Tonya & Shawn Altgelt, Dorothea & Tom Altgelt, Sarah & Atilio Jobson Andreas, Tamara & Kevin Wood Begemann, AnnaMaria Apostol, Jane & Kevin Rose Astor, Elizabeth & Brett Austin, Kate Bacher, Ingrid & Carlos Barros Baker, Theresa & Dave Chappelle Baldrige, Molly Barnett, Chris & Mark Barrios, Arturo & Allison McLeaish Bates, Edward & Jessica Beal, Tim & Jeanie Manchester Bedirian, Jesse Berman, Josh & Sutay

Birkeland, Gigi Blair, Will & Kim Blew, Kristian & Krista Blum, Paula & Christopher Boak - Heather Marinaccio Bodlak, Steven Boeder, Ellen & Jayson Gaddis Booth, Phil & Kylie **Boulder Family Donor Fund** Boulder Philharmonic Brandli, Nicole Bremner, Joan & David Brockman-Hicks, Tara & Jason Hicks Buckley, Brian & Kate Hunter Buffaloe, Jenna Cannistraro, Bob & Valerie Cantwell, Richard & Pat Carruthers, Bryan Chamberlayne, Matt & Laurel Mulholland Chambers, Patricia & Bill

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Granger, Johanna





Greacen, Amelia (Molly) Gromicko, Ben & Alicia Gruening, William & Megan Davidson Hannah, Lindsey Haughness, Tyler & Abby Herman, Todd Hill, J & Latane Hill, Leigh Hilliard, Landon & Susan Hindes, Stephanie Hollaman, Ian & Karen Horan, Karli Horan, Sean Horn, Barbara Horning, Andy & Genny Houghton, Aaron & Sarah Ingalls, Finn & Verita Perry Ingalls, David & Dara McKinley Irwin, Julie & Aren Jacober, Tova & Aaron Claman Jacobsen, Jordan & Cecilia Johnson, Ashley & Parker Jordan, Janice (Trish) Kahn-Robson, Wendy Kamark, Benjamin & Ellie Goldberg Kane, Christina Karbassi, Mohammad & Dana Katz, Noah Kellogg, Kate & Rico Kelly, Emily & Rob Kelly, John Kiefer, Lisa Kirschner, Sandra Kless, Jeffrey & Tra-Ling Tu Knowlton, Ginger Kochevar, LoriGrace Koenia, Mike Koller, Joe & Cherie Flandrick

Kramer, Bill

Kumar, Tom & Karen

Lambert, Pam & Mike Mickley

Lambo-Barnes, Renee & Scott

Lattimer, Rachael Laws, Rachel Lawyer, Eric & Kelly Moore-Lawyer Lee, Rachel & Jason Fee Leetz, Amy & Blake Baily Leetz, Bruce & Judy Leuchten, Beth & Bill Lewis-Ramirez, Sherry & Benjamin Li, Anita Li, Ping & Pan Sun Lightenburger, Kerry Love, Jennifer & Eric Lovenduski, Jared & Indea Leo MacDougald, Jim & Suzanne MacKinnon, Melanie & Michael Mahoney, John & Joan Miller Manning, Rachel & Morgan Manz, Rex & Judy Marie, Kim Marks, Alanna & Martin Sosinski Mathews, Lawrence & Robin Mayo, Marc & Laura McCabe, Karin and Tom McNamara, John & Emily McNeil, Kim & John Melnyk, Alex & Michael Shaun Conaway Messner, Matthew Michael, Russell & Cristina Geck Millar, Janet Miller, Greg & Lynn Cunningham Miller, Nicolette Moffitt, John & Stephanie Molnar, Emese & Laszlo Myriam Depauw, Michael Matarrese Nadelson, Anne Neff, Mary Newlin-Kittelsen, Linda & Kevin Kittelsen Nicholson, Kathy & Aran Rice Novotny-Shandas, Sarah & Robin Shandas

Oczkowski, Michael

Olah, Judit & Ole Axvig Ossorio, Alfonso & Saskia Palazarri, Kari & Adam Palermo, Lydia & Scott Panian, Asher & Martina Paradise, Annika & Will Parker, Travis & Jennifer Pineda, Joshua Pinilla, Elma Pratt. Johnathan Quinn, Peggy Raisch, Ann Ralls, Kate & Rawleigh Ray, Shannon & Eric Reamer, Megan Rector, Kim & Julian Remmert, Sarah & Steve Reshetnik, Michael Rich, Bradley Rizello, Malini & Justin Robinson, Josh Rodgers, Cook Rose, Bob & Linda Schaefer, Dan & Stacie Schnepp, Joan Schulz, Caela & Eric Segal, Michelle & Todd Saliman Shapiro, Marshall Skovranek, Marek & Jessica Emich Slivinskaya, Katya Smith, Stephen & Vassi Solano, Lindsey & Brian Steele, Mark & Leyla Stein, Charles Stephens, Kristan & Taylor Stephenson, Caleb & Anna Suchocki, Tracey & John Sudhalter, Katie Taylor, Dave Tenenbaum, Thea Thalberg, Deborah The Denver Foundation

Theodoredis, Fiona & Roger

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Shining Mountain Waldorf School of Boulder does not discriminate on the basis of race, religion, sex or national origin in its admission policies or in the conduct of educational, recreational, athletic or scholarship programs.

Zeender, Jane and Ryan

All information and financial records included in this Annual Report are for the fiscal year July 1, 2017 through June 30, 2018. Donations received after June 30 will be acknowledged in the 2018-2019. Annual Report. Our deepest thanks to all who gave so generously of their time and resources. If you made a donation that is incorrectly reported or missing, or if we have misspelled your name, please accept our apologies. Contact Kimberly Rector, Development Director, so we may include your gift and correct our records: kimberlyr@smwaldorf.org.

Shining Mountain Waldorf School is a non-profit organization under Section 501(c)(3) of the Internal Revenue Code. Contributions may be deducted as stated in Section 170 of IRS Code. The School's federal tax identification number is 74-2249366.





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