RESTRICTED GIFTS & DONATIONS

It is with deep gratitude that we acknowledge the following donors for their contributions of gifts and funds.

ANNUAL FUND

• The Juul Family Foundation
• Robert and Susan Hall
• Albert and Mary Kishnani
• Harold and Joan Krook
• Craftsman Tools

WFF DONORS

• Anonymous (3)
• in honor of Owen V. Anderson

DONATIONS

• DONORS FOR THEIR CONTRIBUTIONS,
WE ACKNOWLEDGE THE FOLLOWING

• Other Contributions,
We acknowledge the following

• The Lutheran Community Foundation
• Stanley S. and Lania Ullman Foundation

• Reggie Kincaid

• To Think, Feel and Act with Depth,
Imagination and Purpose.
Last school year was very productive for the Waldorf School of Baltimore. On behalf of the Board of Trustees, I am pleased to share with you the highlights of this past academic year.

The vision of the Waldorf School of Baltimore is to build a foundation for success and integrity. We seek to send into the world young people who will lead a life of purpose and direction. We are guided in our work by the pioneering insights of philosopher and educator Rudolf Steiner.

We accomplish this by:

- Fostering intellectual, artistic and spiritual growth;
- Providing a quality comprehensive Waldorf education within a fully developed campus;
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VISION STATEMENT

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STATEMENT OF FINANCIAL POSITION

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>June 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$1,436,416</td>
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<tr>
<td>Receivables</td>
<td>$20,081</td>
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<tr>
<td>Capital Campaign pledges receivable</td>
<td>$33,112</td>
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<tr>
<td>Inventory</td>
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</tr>
<tr>
<td>Investments</td>
<td>$1,000,314</td>
</tr>
<tr>
<td>Property, buildings and equipment, net</td>
<td>$8,546,967</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$10,925,048</strong></td>
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LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th>LIABILITIES</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
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<tr>
<td>Earmarked deposits and tuition received in advance</td>
<td>$557,063</td>
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<tr>
<td><strong>NET LIABILITIES</strong></td>
<td><strong>$256,764</strong></td>
</tr>
</tbody>
</table>

| TOTAL NET ASSETS | $6,350,150 |
| **TOTAL LIABILITIES AND NET ASSETS** | **$6,925,048** |

Audited financial statements are available for review upon request.

REVENUE AND EXPENSES 2012-2013

**REVENUE FY2013**

- **Tuition**: $2,214,835
- **Programs**: $275,765
- **Gifts, Grants, Fundraising Activities**: $1,507,776
- **Other**: $18,350
- **Total**: $3,133,746

**EXPENSES FY2013**

- **Instruction**: $1,760,233
- **Financial Aid**: $396,850
- **Wages, Salaries, Benefits**: $527,294
- **Charitable Giving**: $489,852
- **General and Administrative**: $18,350
- **Fundraising**: $27,900
- **Total**: $3,041,055

**FINANCIAL HIGHLIGHTS**

- **Total Revenue**: $3,133,746
- **Total Expenses**: $3,041,055
- **Net Revenue**: $92,691

**FINANCIAL RATIOS**

- **Revenue as percentage of expenses**: 101%
- **Operating margin**: 3%
- **Net margin**: 3%

**Tuition and Fees**

- **Average Tuition**: $11,700
- **Average Tuition Increase**: 3%

**Tuition Revenue**

- **Total Tuition Revenue**: $2,214,835
- **Total Tuition Revenue as percentage of total revenue**: 71%

**Tuition Growth**

- **Tuition Revenue Growth**: 3%

**Tuition Enrolment**

- **Total Enrolment**: 393
- **Tuition Enrolment**: 368

**Tuition Payments**

- **Tuition Payments**: $1,848,195
- **Tuition Payments as percentage of total revenue**: 59%

**Tuition Delinquencies**

- **Tuition Delinquencies**: $325,600
- **Tuition Delinquencies as percentage of total revenue**: 10%

**Tuition Delinquencies Collection**

- **Tuition Delinquencies Collection**: $274,798
- **Tuition Delinquencies Collection as percentage of total revenue**: 9%

**Tuition Delinquencies Delinquencies**

- **Tuition Delinquencies Delinquencies**: $50,802
- **Tuition Delinquencies Delinquencies as percentage of total revenue**: 2%

**Tuition Delinquencies Delinquencies Collection**

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- **Tuition Delinquencies Delinquencies Delinquencies Collection Collection Collection Collection as percentage of total revenue**: 2%
Under the guidance of Board Member Fredye Gross, the current programming and fulfill the school's mission to educate Baltimore. On behalf of the Board of Trustees I am pleased to share Last school year was very productive for the Waldorf School of Baltimore Annual Report.

It has been a great privilege to have served the Board for the last two years. I truly appreciate the opportunity to lead the Board for the Waldorf Community.

As the school year progressed, the critical goals established by the Board were achieved. Academically, students’ learning improved across all grades. Additionally, the campus underwent a significant change, with the completion of the new Performing Arts Center and the renovation of the upper school. Financially, the school received restricted gifts supporting scholarships, professional development, and capital projects, resulting in a balanced budget. The Annual Waldorf Fall Celebration commemorated the school's academic year, and the school hosted Sensible Science, an environmental block that helped students understand the human body's relationship to water, plants, and transportation.

In the Spring, the school hosted Sensible Science, a teacher development program that engaged students in hands-on learning experiences. The Waldorf Community was celebrated through the Annual Waldorf Fall Celebration, which marked the end of the academic year. The school’s success in meeting its goals is a testament to the hard work and dedication of the faculty, staff, and students. I look forward to the future of the Waldorf School of Baltimore and its continued growth and success.

Sincerely,

James Denzler
President, Board of Trustees

VISON STATEMENT

The vision of the Waldorf School of Baltimore is to build a foundation for success and integrity. We seek to send into the world confident, creative, curious young people who will lead a life of purpose and direction. We are guided in our work by the pioneering insights of philosopher and educator Rudolf Steiner.

We accomplish this by:

- Fostering intellectual, artistic and spiritual growth.
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BOARD OF TRUSTEES

President: James Denzler
Vice-President: Dana DiCicco
Secretary: Lawrence Snyder
Treasurer: Lisa Bechmann

Collegium:

Lisa Bechmann, Edna Emmet, Lisa Bechmann, Cecilia Lisi, Noris Friedman, Annie Arnold, Larry Carver, Kelly Emerson, Peter Garver, Rebecca Hanssen, Chaddie Hughes, Yan Jiung, Julia Kirkland, John McGarvey, Ed Meade, Mary Ann Nicoll, Glen Lynn Peck, Paul Paul, Tristen Dixon

Cecilia Lisi, Noris Friedman, Annie Arnold, Larry Carver, Kelly Emerson, Peter Garver, Rebecca Hanssen, Chaddie Hughes, Yan Jiung, Julia Kirkland, John McGarvey, Ed Meade, Mary Ann Nicoll, Glen Lynn Peck, Paul Paul, Tristen Dixon

LIABILITIES AND NET ASSETS

- Unrestricted:
  - Operating: $31,000
  - Net investment in plant: $495,445
  - Restricted: $40,034

- Total NET INVESTMENTS: $506,488
- Total LIABILITIES AND NET ASSETS: $6,925,048

- Audited financial statements are available for review upon request.

REVENUE AND EXPENSES 2012-2013

STATEMENT OF FINANCIAL POSITION

ASSETS

- Cash and cash equivalents: $1,493,816
- Receivables: $135,420
- Capital Campaign pledges receivable: $325,852
- Prepaid expenses: $138,648

- Property, buildings and equipment, net: $4,348,567
- TOTAL ASSETS: $6,925,048

LIABILITIES

- Unrestricted:
  - Operating: $31,000
  - Net investment in plant: $495,445
  - Restricted: $40,034

- Total NET INVESTMENTS: $506,488
- Total LIABILITIES AND NET ASSETS: $6,925,048

- Audited financial statements are available for review upon request.

REVENUE

- FY2013:
  - Tuition: $2,314,835
  - Programs: $277,665
  - Gifts, Grants, Fundraising Activities: $153,350
  - Other: $71,350
  - Total: $2,731,210

EXPENSES

- FY2013:
  - Instruction: $1,740,390
  - Financial Aid: $396,850
  - Physical Education: $127,044
  - Music: $272,924
  - Eurythmy: $213,037
  - Drama: $192,350
  - TOTAL EXPENSES: $2,741,285

FINANCIAL STATEMENT

- FY2013:
  - Net revenue: $1,732,475
  - Total expenses: $2,741,285
  - Net loss: $1,008,810

- Net revenue as a percentage of enrollment: 1%
Last school year was very productive for the Waldorf School of Baltimore. On behalf of the Board of Trustees, I am pleased to share the results of our hard work.

Under the guidance of Board Member Friedy Gross, the Development Office introduced “Windows into Waldorf.” These visual tools planned the four-year plan that gave us the opportunity to see firsthand how a Waldorf education instills a lifelong thirst for learning. To keep abreast of trends in the academic world, an annual workshop was organized in our work by the pioneering insights of philosopher and educator Rudolf Steiner.

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The Annual Waldorf Fall Celebration commemorated the school’s 46th year, recognized longtime staff members, and gave a toast to a bright, productive future. Linda Zandler, Carol Stel, Charlotte Laport, Norris Friedman, and Edith Emmet were honored for their years of hard work and service.

2012/2013 saw the introduction of new programs and professional development training as a way to support and encourage the faculty in their roles. The school’s academic stature was developed and implemented to increase student understanding of the human body’s relationship to water plants and transportation. In the Spring, the school hosted Sensible Science, a teacher training designed to improve STEM (Science, Technology, Engineering, and Math) education and bolster the school’s academic stature. A middle school environmental block was developed in concert with the academic world.

The Directors of Academics, Advancement, and Enrollment provided support for fund raising, enrollment, and academic excellence. The Annual Fund saw continued growth and strong participation from the Board of Trustees, Collegium, faculty, staff, and students.

The school received restricted gifts supporting scholarships, faculty and staff, and development office. Class participation was high as well. In addition, the school saw 100% participation by the Board of Trustees, Collegium, and Development department.

We accomplish this by:
- Maintaining a financially secure school with a faculty and staff committed to professional development and excellence.
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We would like to thank the following individuals for their service and dedication to the school:

- Linda Zandler, Carol Stel, Charlotte Laport, Norris Friedman, and Edith Emmet were honored for their years of hard work and service.
- The Annual Waldorf Fall Celebration recognized longevity and contributed to the school’s academic stature.

The school enjoyed success in reaccreditation in 2012. The Directors of Academics, Advancement, and Enrollment provided support for fund raising, enrollment, and academic excellence. The Annual Fund saw continued growth and strong participation from the Board of Trustees, Collegium, faculty, staff, and students.

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Last school year was very productive for the Waldorf School of Baltimore. On behalf of the Board of Trustees, I am pleased to share some new initiatives created to enhance the curriculum, expand current programming and fulfill the school’s mission to educate Baltimore. On behalf of the Board of Trustees I am pleased to share with you the 2012/2013 Waldorf Annual Report.

Sincerely,
James Denzler
President, Board of Trustees

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James Denzler
President
Dana DiCarlo
Vice-President
Fredye Gross
Vice-President
Laura Freitag
Treasurer
Lawrence Snyder
Secretary

PARENTS’ ASSOCIATION
Dana John, President
Jo-Keller
Julia Kirklant
Gail Ann Kuderko
Gretchann Maxwell
Ed Mocato
Cate Mulvihill
Larry Snyder
Pat Whitehead
Linda Zandler

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<tr>
<td>Tuition</td>
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<td>Programs</td>
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<td>Charlotte Espinosa</td>
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<tr>
<th>FACULTY AND STAFF</th>
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<tbody>
<tr>
<td>ELEMENTARY</td>
</tr>
<tr>
<td>Children’s Garden</td>
</tr>
<tr>
<td>Lisa Beckman</td>
</tr>
<tr>
<td>Buttery Room Teacher</td>
</tr>
<tr>
<td>Sharon Elder</td>
</tr>
<tr>
<td>Assistant</td>
</tr>
<tr>
<td>Charlotte Landgraf</td>
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<tr>
<td>Willow Room Teacher</td>
</tr>
<tr>
<td>Rose Cohrs</td>
</tr>
<tr>
<td>Assistant</td>
</tr>
<tr>
<td>Brooke Roddrige</td>
</tr>
<tr>
<td>Violin Room and</td>
</tr>
<tr>
<td>Parent &amp; Child Teacher</td>
</tr>
<tr>
<td>Megan Steinbeck</td>
</tr>
<tr>
<td>Assistant</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>ADMINISTRATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dana Landgraf</td>
</tr>
<tr>
<td>Director of Advancement</td>
</tr>
<tr>
<td>Ed Meade</td>
</tr>
<tr>
<td>Director of Academics</td>
</tr>
<tr>
<td>Larry Wolter</td>
</tr>
<tr>
<td>Director of Administration</td>
</tr>
<tr>
<td>Linda Zandler</td>
</tr>
<tr>
<td>Finance Director</td>
</tr>
<tr>
<td>Pat Whitehead</td>
</tr>
<tr>
<td>Accounting Manager</td>
</tr>
<tr>
<td>Jimmy Vallas</td>
</tr>
<tr>
<td>Facilities Manager</td>
</tr>
<tr>
<td>John McCauley</td>
</tr>
<tr>
<td>Development Manager</td>
</tr>
<tr>
<td>Tony Williams</td>
</tr>
<tr>
<td>Facilities Manager</td>
</tr>
<tr>
<td>Alfie Byrnes</td>
</tr>
<tr>
<td>Facility Assistant</td>
</tr>
<tr>
<td>Linda Zandler</td>
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<tr>
<td>Facilities Assistant</td>
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<tr>
<td>Jean Engelke</td>
</tr>
<tr>
<td>Development Assistant</td>
</tr>
<tr>
<td>Tiffany Ebert</td>
</tr>
<tr>
<td>Development Assistant</td>
</tr>
<tr>
<td>Ed Meade</td>
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<tr>
<td>Accounting Assistant</td>
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</table>

<table>
<thead>
<tr>
<th>SUBJECT TEACHERS</th>
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</thead>
<tbody>
<tr>
<td>Michael Anderson</td>
</tr>
<tr>
<td>Theater Coordinator</td>
</tr>
<tr>
<td>Kathleen Beyer</td>
</tr>
<tr>
<td>Middle School Math</td>
</tr>
<tr>
<td>Lawrence Cohn</td>
</tr>
<tr>
<td>Eurythmy Apprentices</td>
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