Eric Silber, Business Administrator

The 2016-17 year can be characterized as one of transition, as we continue to position the school to meet the needs of the future. We are entering a time where the environment around us is changing; locally, nationally, and globally, on many levels. Such changes can foster uncertainty and trepidation, yet also opportunity. The world our children will face and have to navigate will be very different from the one we have known and now know. Many of the jobs and careers that our children will have don’t exist today. Tomorrow’s challenges will be different from today’s. We are preparing our children for life, as human beings, to bring not only the academic or technical skills needed for the future, but also the human and moral qualities that will be needed, even more so than today. I believe that this cultivation of capacities lies at the core of Waldorf Education.

The administration worked very closely this year with the Advisory Board and the Collegium to look at the future. The results of our 10-year accreditation team visit validated the areas of strength that we will build upon, and also affirmed the areas we recognize we need to strengthen to meet and prepare our students of today and tomorrow. We made significant progress on formulating the strategic plan for the next five years. The plan includes strengthening key areas identified through the self-study and had affirmed by the visiting accreditation team, a team consisting of highly experienced faculty and administration from regional independent and Waldorf schools. We included input from faculty and parent focus groups, parent input sessions, and the results of a third-party study by Smith Geiger, who surveyed both our current and former families as well as over 300 prospective families. The plan will address key areas in our educational and academic programs, accountability, governance and decision-making transparency, community development (internal and external), and effective communication.

In assessing trends in enrollment and the impact on the school's economic well-being, the administration, with the Advisory Board and Collegium, acknowledged the need to thoughtfully right-size the level of staffing and spending. While such decisions are not easy, the school must balance our commitment to fiscal realities and to the delivery of a high-quality Waldorf educational program, including upholding support for those who stand before our children—our teachers. Together we took a critical look to make staffing and spending adjustments with little to no impact on programming.

While such measures support the school in the short term, our focus on longer-term sustainability resulted in achieving a milestone accomplishment with the start of the Green Meadow endowment fund. Thanks to our Development Committee, our Finance Committee, and our entire community of parents, students, faculty, staff, alumni, and friends; we have taken this significant step to help safeguard future resources dedicated to the support of our mission.

I would like to acknowledge my colleague Bill Pernice for his service over the last four years as the Pedagogical Administrator. Bill’s commitment to Waldorf Education has been a part of the foundation for our school over the course of the last 24 years. We are grateful he will continue in the Music Department in the coming year.

As I move into my new role with the Threefold Educational Foundation, I am grateful and humbled to have worked with an incredible group of committed faculty and staff who exemplify the school’s mission every day. I have no doubt that the school can provide for our children not only what they will need, but what the world will need.
Green Meadow Waldorf School initiates its first general endowment fund.

Established in 1950, Green Meadow Waldorf School has grown substantially and brings Waldorf Education to hundreds of students each year. Green Meadow offers a haven for our community to share a set of values and deliver a holistic education. As times continue to change, we want to ensure there will always be a place where families know their children will develop as free human beings and can have the same genuine, joyful education and experience that is important not only for our time, but also for the future. Our endowment will support academic initiatives, strengthen our programs and faculty support, and provide needed scholarship funding. A healthy endowment will provide strength, sustainability, creativity, and flexibility for Green Meadow Waldorf School, ensuring steady income to support investment in new ideas and key programs in perpetuity. We are grateful to all who attended the March 25, 2017 benefit to establish Green Meadow’s general endowment fund and for the many gifts we received. Please contact Lynne Wu, Director of Development, at 845.356.2514 x304 or lwu@gmws.org with any questions or if you would like to discuss a gift toward the endowment.

Our highest endeavor must be to develop free human beings who are able of themselves to impart purpose and direction in their lives.

The need for imagination, a sense of truth, and a feeling of responsibility—these three forces are the very nerve of education.

—RUDOLF STEINER

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Illustration by Deborah Grieder, Class of 2017

Image courtesy of Winnie Jamieson, GMWS Faculty
Andrea Gambardella, Collegium Chair

A gardener’s work is never done. There is always more soil enrichment needed, as there are weeds to pull, plants to give attention to, fruit to harvest, seeds to tend. Here at Green Meadow Waldorf School, from our garden for our youngest children to the tilling of new ground towards High School graduation, there is constant effort to improve the programs for the children’s experience and to improve as adults worthy of being their teachers.

As head gardener at Green Meadow, the Collegium is responsible for the pedagogy of the school, and to be fiscally sensitive for the delivery of all programs. We fine-tune our teaching schedules to accommodate financial and other needs while maintaining our quality teaching faculty and all academic and arts programs.

Achieving excellence

Green Meadow successfully achieved its re-accreditation as a K-12 school from NYSAIS (the NY State Association of Independent Schools) and AWSNA (the Association of Waldorf Schools of North America) in October 2016. This accomplishment demonstrates our attention to program development and student progress. The final report always includes recommendations that highlight next steps already identified by the school in its self-study. We are looking forward to bringing additional attention to our Middle School programs. We had a very successful first year with grades 6, 7, and 8 together in their wing of the school, and our Middle School science club had an eventful first year.

There will also be faculty work increasing comprehensive scope and sequence in our curriculum guide, and furthering other initiatives, like our Media Literacy curriculum. In 2016-17, we began a Cyber Civics block, and tackled the development of a service learning curriculum and revitalized gardening program. With gratitude to the community for the financial contributions over the past two years for educational support services, we have increased staff and activity in both the Lower School and the High School.

At the end of the first year of a three-year effort to have all full-time employees attend the Undoing Racism training, we have achieved over 50% having taken it. This promotes a common vocabulary and sensitivity for working with an increasingly diverse student body. We had a professional development day on the gender spectrum in the spring with Benjamin Davis from the Ackerman Institute for the Family in NYC, to continue to improve the learning environment for all students as they each grow into their full human expression.

Strength in Community

Our entire faculty meets weekly to share in study, professional development, program development, and aspects of our peer governance. The Collegium work is inspired by the needs of our students and by the enthusiasm of our faculty’s response to those needs and recognition of the times we live in. We are deeply grateful to the parents, alumni and alumni parents, faculty and staff who work with Lynne Wu, our energetic Development Director, and the Development Committee. Our volunteers on the Parent Council and new alumni connections are also circles of activity and commitment that contribute many-fold through events and projects. Most of all, they bring people together who collectively become the
sun and rain that nourish the garden we grow here. The Collegium is indebted to our donors who fund special efforts to increase program offerings through campus additions of equipment and, now, the 2016-17 launch of our first endowment fund.

The three recent parent surveys from the school and AWSNA provided the Collegium with good feedback on communications and governance practices, along with other aspects of the school. The faculty is taking up work on direct communications in order to improve our life together as colleagues and as a whole community.

**Leadership with vision**

A gardener is always looking towards the next season: what beds need nourishment and rest, where shall we rotate a crop to new ground to enhance what will grown there next? What seeds shall we plant that will bear fruit, not in the first season, but beyond?

We are welcoming a new administrator in the 2017-18 school year. TreeAnne McEnery comes from outside of the Green Meadow faculty; a first for this school. She is steeped in Waldorf Education and, through her work in Educational Leadership, understands best practices for schools.

June 2017 marked the end of my service as Collegium Chair. It has been a privilege to serve this dedicated group of teachers and staff and represent their work with the greater faculty and staff, the parents, and the Board. I once had a conversation with an assistant who decided to take up the full Waldorf teacher training. She is a deeply thoughtful individual, humble and reverent: a lovely person to have working with the children. When I asked her why she chose to take up the training, she replied to this effect, “I see now that what makes the difference in a Waldorf teacher is her understanding and commitment to the picture of the human being as indicated by Rudolf Steiner, in addition to the commitment one makes to one’s own personal development.” The Collegium are the gardeners here at Green Meadow who tend to the soil and the roots, and we are ever interested in and strengthening the foundations of healthy growth. The Collegium is taking bigger steps into this new century to serve the children. In fact, we have rearranged some of our personnel oversight responsibilities in order to free up more time for attending to pedagogical development and the needs of the students.

In September 2019, we will celebrate 100 years of Waldorf Education worldwide. Just nine years later, we will celebrate 100 years of Waldorf Education in the United States. We are very proud of the contributions that Waldorf schools make to life on every continent (except Antarctica, for now). Green Meadow does its part in this growing community of people making a special impact through their lives on the lives of others.
Rudolf Steiner’s guidance for Waldorf Schools indicates that teachers should oversee and manage the school. Because school administration today requires more specialized skills, experience, and effort than teachers generally have or have time to commit, GMWS has a Collegium comprising a subset of faculty which makes pedagogical decisions, an Advisory Board which oversees legal, fiscal, and strategic matters, and an Administration which manages day to day operations. These three bodies work in concert to implement the mission of the school, and enliven it with our shared values and goals. All three groups support each other and coordinate joint decision-making when topics impact multiple areas, such as human resources.

The Advisory Board put much of its effort during the 2016-2017 school year toward evaluating and, where appropriate, adapting school governance structures, policies, and processes. This effort focused on making best use of resources and talent, organizing our leadership for effectiveness and efficiency, and strengthening the school’s foundations for growth and development in the coming years.

In support of the AWSNA/NYSAIS 10-year accreditation self-study and evaluation, the Board took up questions of governance and decision-making throughout school operations. As part of this process, the Board developed an even tighter level of collaboration with the Collegium this year. Together, the Board and Collegium have jointly defined a new administrative structure and hired a new Administrator for the next school year. The new structure incorporates joint oversight and delegation of authority to role- or department-specific task groups for HR matters that will streamline processes, ensure confidentiality, and free up Collegium time for more focus on pedagogical work.

The Board also looked at questions of parent/community engagement and volunteerism. As part of the Strategic Planning process, the Board worked with diverse parent representatives to articulate the challenges and opportunities facing the school, the values and priorities for long-term planning, and investment. The committee will continue to evolve and refine the Strategic Plan, and looks to share plans in the Fall of 2017 to get community feedback before finalizing the plan. The Board also continues to look at Board membership, seeking to increase community representation and diversity of skills and perspectives.

At the end of the 2016-2017 school year, questions arose about how budget and staffing decisions get made, implemented, and communicated. In 2017-2018, the Board, Collegium, and Administration will explore ways to ensure greater clarity and transparency and provide for earlier awareness of decisions facing the school so that community members’ voices can help inform school decision-making processes.

Green Meadow continues to adapt, grow, and thrive through these times of economic, social, and demographic challenges and changes. GMWS offers an educational experience tailored to the needs of children and young adults growing into and shaping human society for future generations. Our ability to “lean into change” and find ways to strengthen the school’s ability to serve, educate, and inspire students and families makes this a vibrant community of lifelong learners committed to the improvement of human lives—individually, and at the local, national, and global levels. Thank you to everyone in and around GMWS who continues to make this possible through your work and support.
Another year has passed and 2016-2017 has been a good year at Green Meadow. As Jake Lynn mentioned, the synergies amongst our governing bodies, the Collegium, the Advisory Board and our Administration, are stronger now than they’ve ever been. This provides a strong organizational foundation upon which our excellent staff and faculty can flourish and deliver an exceptional experience for our student body.

With respect to school fiscal matters, Green Meadow has recently established an endowment that we hope to grow over time and we’ve also established a Scholarship Fund at the Rockland Community Foundation. Thank you for your continued support in helping to grow these funds so that students today as well as students well into the future can be better served at Green Meadow. As the colored pie charts indicate, the lion’s share of our revenues come from tuition while the majority of our expenses goes toward compensating our devoted faculty and staff. The relative proportions of revenues to expenses have been reasonably consistent over time. We’re fortunate to have a very strong Finance Committee who will be addressing our new budget with an eye towards bringing costs in line with changes in enrollment. We anticipate that the budget can be balanced without affecting programs or our ability to attract and retain the best-in-class teachers while providing the best possible educational experience for our dear students.

So, thank you for your participation in our school’s committees, thank you for you help in rewriting our strategic plan, thank you for your development efforts, your participation in fundraising and class events, for recommending Green Meadow to a friend, and for lending a hand at the Fall Fair. Thank you for all that you do for Green Meadow, our students and community. And, we thank you all for every and any way that you help to contribute to the financial health of our beloved school and our community.
Lynne Wu, Director of Development

Each year, I am given the honor of reporting on the collective striving of our community through your generous gifts of your time, many talents, and financial contributions. And each year, we grow our commitment to our school community with the physical manifestations initiated by our philanthropic gifts.

Through a coordinated series of campaigns and special events, the many talents and contributions of our extended Green Meadow community converge to provide us with the resources and flexibility to make strategic investments in our programs and capital improvements, helping ensure the long-term health and sustainability of GMWS for future generations.

Our 2016 Fall Fair began with rain and then we were graced with sun and warmth as hundreds of visitors enjoyed the creative offerings of our community. First and foremost, our 40+ year Fall Fair tradition is an opportunity for our far-flung Green Meadow community to return to campus to enjoy our unique version of celebrating the season. Our current families, faculty, staff, and alumni committees collaborated in creating this special day with festive seasonal, activities, food, music, and curated vendor offerings which reflect our school values. We welcomed our community, old and new friends; and for the first time held our All-Alumni Reunion during the day, next to the Grill. We had over 200 alumni and their families return! We had our most successful financial outcome in years due to additional sponsorships and the Hungry Hollow Co-op stepping forward with more in-kind donations. The funds raised through this event support enhancing our faculty professional development and tuition-assistance programs.

The newly renamed Annual Growth & Renewal Fund no longer is part of our general operating budget. This annual campaign raises a much needed infusion of funds for short-term, smaller-scale yet high-impact enhancements for each section of GMWS through outright, charitable gifts. This was the first year our faculty chose specific projects directed to the needs of the sections outside of our operating budget. The 2016-2017 projects were: enhancements and renovations to the main Kindergarten play yard, new custom desks and updated bathrooms in the High School, playground equipment for the Lower School that supports vestibular and proprioceptive functioning including a gaga ball pit, and Parkour playground equipment being installed Spring 2018 when the ground is thawed.

Our decades-themed Benefit and Auction: It’s About Time event was a great success, raising over $280,000 in gifts and pledges toward Green Meadow’s first endowment fund. The groovy tunes, the delectable food and drinks, retro decor, and costumes stirred those feelings of nostalgia within us, as we looked toward the future of our beloved school. Our appreciation for the past and the efforts of those who came before us here at Green Meadow inspired many gifts, both financial and of time and talents, toward the endowment. Our endowment fund has planted perennial seeds and established a foundation to grow upon, and is a step toward long-term financial sustainability for Green Meadow. Thank you everyone for your hard work and support!

Our Shop to Give program, which enables individuals to support GMWS through their purchases at local and community-oriented businesses with no additional cost to the shopper, grew in strength with our supporters becoming Community Shares members of the Hungry Hollow Co-op, Meadowlark Toys & Sunbridge Books, and sales through the Green Meadow online store (at www.zazzle.com), developed by parent volunteer, Avner Ronen. Other participating organizations include Just Energy and Nova Natural Toys & Crafts. We continue to welcome more participation!

Thank you to our devoted Development volunteers who have stood for Green Meadow and shared our goals and vision within their classes and dedicated themselves to ensuring Green Meadow is a vibrant and engaged school community. A special thank you to our leadership team: Development Committee Chairs these past 2 years, Amy O’Brien and Andrew Miller; our Annual Growth & Renewal Fund Chair Anne-Marie Kavulla; our 2017 Benefit & Auction leaders Tamara Freuman, Maureen Dinan Leventis, and Anne Earle; the All-Alumni Reunion leaders Alex Freuman ’93, Andrew Eisen ’80, and Matteo Scher ’15. We are fortunate each year to welcome new and returning volunteers willing to step up in the myriad ways needed to mobilize our community toward a greater good for Green Meadow and our children.
Thank you to our donors!

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Rachael Klein
Paul & Toni Kreusch
Larry Lauer
Emmy Laybourne & Greg Podunovich
Vanessa Lee
Andrew & Martine Littlewood
Karen Lohss
Lopez Kiil Photography
Kemal Lowenthal ’07
Mark & Ruth Mankoff
Edward & Reggie Manning
Christine & Thomas Marlow
Wendy Matus, L. Ac.
Meadowlark Toys & Sunbridge Books
Melissa McDonagh
Christine McGuade
Moxie Salon
Joe Joseph & Rosalyn Nazzaro
Neal’s Yard Remedies, Heather Kite
Nui Organics
Joseph & Amy O’Brien
Michael Partis
Pocono Springs Camp
Polarn O. Pyret
Jennifer & Gordon Plotkin
PS Photography
Rosemarie Pannella-Gratz
New custom High School desks. Image courtesy of Lynne Wu.
College Matriculation, Class of 2017

Alexander Allen-Walden  
Kayla Buckley  
Hancong (Billy) Chen  
Taylor Cooperman  
Simone Graham  
Esme Graziani  
Deborah Grieder  
Dasha Kuznetsov  
Emily Lauer  
Francesca Lede  
Sebrina Leventis  
Junkang (John) Lu  
Dylan Manning  
James Miccio  
Matthew Olson  
Olivia Oswald  
Clara Pysh  
Alison Rini  
Tiffany Salguero  
Grayson Sussman-Squires  
Utchaa Williams  
Kaoruko Yanagi  
SUNY Buffalo State College  
McDaniel College  
University of Vermont  
Bryn Mawr  
SUNY Brockport  
Univ. of British Columbia, Vancouver, Canada  
Muhlenberg College  
Gap year  
Columbia College Chicago  
Manhattanville College Honors Program  
Cooper Union  
The New School  
Kenyon College  
Buffalo State University  
Queens College, Kingston, Ontario, Canada  
Mount Holyoke  
Skidmore College  
Fordham University  
Rockland Community College Honors Program  
Wesleyan University  
City College of New York  
Eckerd College

Class of 2017. Image courtesy of Fernando Lopez.