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# ANNUAL REPORT 2022-2023





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# A NOTE FROM EXECUTIVE DIRECTORS TOM & MAGGIE

As we start our 67th school year, we are proud to be part of an educational institution that has garnered innovation, programmatic excellence, and continues to serve Greater Portland and beyond.

Breakwater's community is thriving! Our students are excelling and we continue to have a committed faculty dedicated to creating challenging and engaging curricula for our students in all areas of the organization. While the future holds much promise with new leadership, it is vital to recognize the many accomplishments of former Executive Director David Sullivan and his efforts over 16 years to ensure that Breakwater positioned itself to move into the future with strength, stability, and energy. We believe he did just that. Breakwater is proud to celebrate these successes:

- Creating a school and teaching model that utilizes cohesive curriculum charts that focus on skills and concepts rather than content, and always an eye on the developmental age and stage of the child;
- Growing of our auxiliary programming - AfterCare, Enrichment, and Summer - to support the financial health of the organization and support the needs in the Greater Maine community;
- Changing our 501(c)3 status from an independent school to a learning center to reflect the broader population we serve;
- Planning, funding, and launching of the John W. Knight Curiosity Lab;
- Implementing an organizational commitment to Diversity, Equity, Inclusion and Belonging in all of our work;
- Strengthening our commitment to "living well on the planet" through the creation of the Net Zero Fund and implementation of solar energy on our campus.




Looking back at the past 15 years solidified the need for Breakwater to move into the future with new ideas, strong enrollment, and a present and engaged community. Breakwater's commitment to continually grow, learn, change, and become better versions of ourselves creates a notable reputation of an organization that aspires to model our students who live well on the planet, embrace their whole selves, and live to their full potential. Ideally, we will never be done, and Breakwater adheres to being dynamic in a changing world.

Breakwater will continue to prioritize the creation of a viable and sustainable business model that can increase compensation for employees. With a solid fiscal foundation, we can look toward capital improvements and innovative new initiatives. Most importantly, all these efforts will support our mission to provide an optimal learning experience for our students, the furtherance of "the Breakwater Way," and a place we can all be proud to call our community.

With gratitude,  
Maggie Lyon and Tom Fisher

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# OUR MISSION

A photograph of two young girls in blue shirts sitting on the floor, raising their hands. The background is a blurred green field. The text is overlaid on a semi-transparent blue box.

We engage our students in an optimal learning experience that inspires them to live well on the planet, embrace their whole being, and realize their full potential. We accomplish this by continually reviewing and applying best educational practice while remaining true to our community's values and spirit.

# THE BREAKWATER WAY

## What

- **Curiosity:** Teaching strategies that establish and sustain a sense of wonder, desire for knowledge, and scaffold the inquiry process inspiring capable, confident, curiosity-driven learning.
- **Character:** Active focus on strengths, like gratitude, self-governance, initiative, resilience, compassion, courage, optimism and grit, which together enable successful learners, who contribute to their communities, and 'live well' as ethical citizens.
- **Community:** Intentional cultivation of meaningful and continuous connections. A strong academic and social program is made possible within a system of genuine and reciprocal relationships between students across grade level, their teachers, and families.



## How

- **Integrated:** Learning is better synthesized and internalized when concepts and themes are reinforced within an interdisciplinary framework.
- **Challenging:** Students are challenged in a nurturing environment to move beyond their comfort zones to take risks, try new things, and do their best work.
- **Authentic:** Students learn by doing and make meaning from their own experiences. Information is presented in a meaningful context, is relevant to students' interests, and has useful, real-world applications.
- **Inclusive:** Optimal learning takes place in an environment that honors each individual for who they are, meets students where they are, and values multiple perspectives, diversity, and social justice.



## GOALS FOR 2023-2024

In planning for Breakwater's future, areas of potential growth identified include:

- Better communicating who we are and who we are not;
- Effectively showing each other, the Breakwater community, and prospective families what it looks like when we are at our best;
- Optimizing the educational experience in all aspects of Breakwater Learning;
- Increasing enrollment in our day school;
- Building a development plan that includes increased alumni family support;
- Constantly striving for a more diverse, equitable, inclusive, and just community.



We believe that this plan will directly impact our ability to tackle strategic priorities, which include constantly improving an educational environment that we deeply believe in, and better supporting the faculty and staff whose dedication and professionalism create this learning environment that we value so much.

*"I value the space Breakwater creates for kids to develop intrinsic motivation and the joy of learning."*



# ADMISSIONS UPDATE

## *Introducing our new Director of Enrollment*

Molly Tucker joins the administrative team this year with a passion for Breakwater and an enthusiasm to share The Breakwater Way with prospective families. Molly was a member of our teaching faculty for six years. She taught Preschool for one year followed by five years in Kindergarten. Molly has first-hand experience and knowledge of the magic that takes place in our classrooms and beyond. She continues to incorporate new ideas in internal and external admissions, examining accessibility within financial aid, and creative ways to share the story of Breakwater. Most of our admissions inquiries come through word of mouth. The best thing you can do to support our growth and enrollment is to spread word of the curiosity, character, and community of Breakwater.

### Demographics

- 48% of students receive Financial Aid
- 11% of students receive a Sibling Discount
- 18.6% of student body identifies as BIPOC
- 144 students
- 14 towns and cities represented

### Ethnic Diversity

Breakwater	Population of Greater Portland
• 18.6% BIPOC	• 18.4% BIPOC
• 81.4% white	• 81.6% white

For more information about Enrollment, please contact Molly Tucker at [mtucker@breakwaterschool.org](mailto:mtucker@breakwaterschool.org)

With the creation of the Community Fund, a resource to help Breakwater research, develop, and launch innovative community-building initiatives based on our core belief that providing a diverse, equitable and inclusive education and workplace for all our members is an integral part of fulfilling our mission, Breakwater will continue to make diversity, equity, and inclusion a priority for the future.

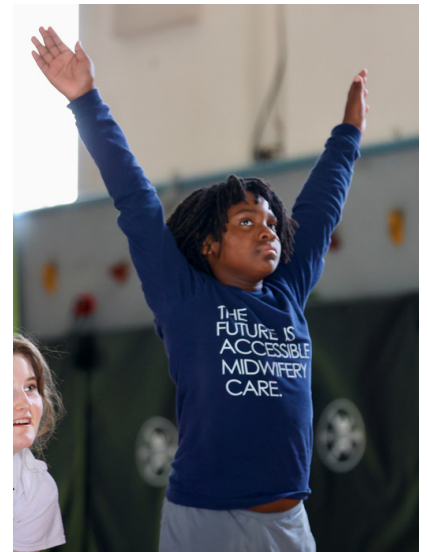


Left: Molly Tucker, Director of Enrollment  
 Right: Madeline Meador, Director of Development

# ENRICHMENT CENTER UPDATE



What was once a small after-school program with a few enrichment classes taught by parent volunteers and a small 5-week performing arts summer program has blossomed into the largest school-related Enrichment program in Maine. Currently, we offer five sessions of after-school enrichment (averaging 36 courses per session) and four 2-week Summer at Breakwater sessions serving 280 individual campers (grades 1-9) representing 550 camp registrations.



Additionally, we have the distinction of being one of the few independent schools in the country that integrate public school students into after-school programs. Currently, more than 50% of the students after school come from the public schools! We discovered that we could leverage resources better between programs. For example, Breakwater funded buses by picking students up at public schools, which then supplied buses for the day program to enhance field trips and adventure learning. The success of our enrichment program has gained national notoriety. We are in the 1st percentile for comparable schools regarding the size of our program.

With questions regarding Enrichment and AfterCare please contact Director Amy Pichette at [apichette@breakwaterlearning.org](mailto:apichette@breakwaterlearning.org). For Summer at Breakwater contact Director Jennifer Emrich at [jemrich@breakwaterlearning.org](mailto:jemrich@breakwaterlearning.org).



# FINANCIAL OVERVIEW

## *Revenue and Expenditures FY 2023*

### REVENUE:

Programs (Enrichment & Summer)	\$948,038
Tuition	\$3,516,142
Tuition Revenue Offsets	(\$1,000,663)
Contributions and Fundraising	\$203,148
Endowment Value Change	\$52,805
Other Income	\$470,642
<b>Total Revenue:</b>	<b>\$4,190,112</b>

### EXPENDITURE:

Facilities	\$189,477
Financial	\$125,414
Labor Costs	\$3,151,027
Operating	\$309,678
Other Expenses	\$253,515
<b>Total Expenditures:</b>	<b>\$4,029,111</b>

### NET:

<b>Net Operating Income:</b>	<b>\$161,001</b>
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# BREAKWATER SUPPORTERS

With gratitude for the incredible generosity of our community, we recognize financial contributions in 2022-2023. Breakwater is sustained and energized by the shared vision of parents and guardians, grandparents, teachers, alumni, and friends working together to provide an optimal learning experience for every child.

Pete Fitz and Jane Affleck  
Alicia Amy  
Anonymous Donors  
H. Franklin Anthony and Pamela Anthony  
Miriam Antich  
Kate Rutherford and Rich Baker  
The Associated: Jewish Federation of Baltimore  
Frank Beveridge  
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Liz and Chard deNiord  
Allison and Kathryn Dewey  
Aga and Michael Dixon  
Elizabeth Greason and Joshua Edwards  
Fidelity Charitable  
Tom and Kathy Fisher

Christopher Fitz  
Julie and Patrick Fitzgibbons  
Flatbread Company  
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Widgeon Point Charitable Foundation  
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The Thompson Dersch Family Charitable Fund  
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Libby and Peter Gordon  
Ellen and Oliver Griswold  
Robyn and Adam Gropman  
Joseph W. and Pamela J. Hanson. Jr.  
Barbara Hare  
Cheryl Hart  
Joan Hosket  
Susan Howe  
Maggie Lyon and Ryan Jaret



# BREAKWATER SUPPORTERS

Jim and Kimberly Kingsley  
Gayley and Paul Knight  
Kye Lee  
Noah Love  
Anneliese Gerland and Nathan Lundblad  
John and Nina McDonough  
Wendy McGaffey  
Keith and Katie Meador  
Madeline and John Meador  
Marcia Melcher  
Thomas Melcher  
Julie E. and Edgar H. Melton  
Marialys and Bill Meskill  
Kent W. and Ann H. Mohnkern  
Becky and Douglas K. Morse  
Molly Thompson and John Naylor  
Kendra Cornwall and Geoff Noonan  
PayPal  
Maryann Welsch and Derek Pelletier  
Moriah Perry  
Amanda Peterson  
Amy and Jason Pichette  
Kathleen and Josiah Pierce  
David and Margaret Pinchbeck  
Alexis Cavic and Ben Polito  
Phebe and Gaetano M. Quattrucci

Hilary Schaffner  
Frederick L. and Peri Schuyler  
Jennifer Huggins and Carter Scott  
Diana Simonds  
Constance M. and Thomas W. Smith  
Donna Snow  
Michael and Jennifer L. Snyder  
Fae and Jonathan Spath  
Marian L. Dalton and Robert M. Spivey  
Diane and Lee Stewart  
David Sullivan  
Dennis and Clare Sullivan  
Elizabeth L. and James Z. Taylor  
Rebecca Fraser-Thill and Brian Thill  
Tom Thill  
Valerie and Matthew Todd  
Chelsea Verria  
Linda and Bruce Webb  
Rob and Robin Whitten  
Robert Willis  
Sally Willis  
Dalit Gulak and Bradley Wolfe  
Jess Celentano and David Wurzburg  
Megan and Jonathan York  
Legacy Properties Sotheby's International Realty



*"We love how  
Breakwater sees  
our daughter  
and helps  
develop what  
makes her  
uniquely her!"*



To learn more about making a gift to Breakwater, please contact Madeline Meador, Director of Development, at [mmeador@breakwaterlearning.org](mailto:mmeador@breakwaterlearning.org)



## FAREWELL & CELEBRATION: DAVID SULLIVAN & MORIAH PERRY

After nearly two decades of service to Breakwater, Executive Director, David Sullivan, and Director of Enrollment, Moriah Perry, moved “beyond the Breakwater” at the end of the 2022-2023 school year. Throughout their tenure, David and Moriah were a true team working together to build the organization we know and love today.

### ***In their words...***

David says, “It has been a great privilege serving as the Executive Director of Breakwater Learning for the past sixteen years and it is with both excitement and a heavy heart that I announce that this will be my last year. My new role will be helping independent schools accelerate their growth and innovation. Breakwater has increasingly attracted national attention for the work we have been doing in these areas and I am looking forward to contributing to the broader education community and sharing what I learned and what we have done here at Breakwater.

I am so proud of all that we have accomplished together over the past sixteen years: defining the Breakwater Way, building a fantastic administration and faculty, bolstering the Breakwater brand, expanding enrichment programming, building partnerships in the community, making improvements to facilities, and innovating a new way to think about independent schools as nonprofit learning centers. The finances are sturdier than they have been for decades and Breakwater finally has healthy reserves. I am leaving at a good time and I look forward to seeing Breakwater’s continued evolution and supporting new leadership.

Breakwater is a very special place for me. It embodies many of my ideals regarding education and child development. When I left the public schools as a principal in 2007 I knew I had to find a place where I did not have to leave my values and beliefs about education and human growth outside the door. I found Breakwater.

When I started sixteen years ago I asked everyone I encountered what the essence of Breakwater was. As an incoming leader I knew I had a lot of work to do, changes to make, budgets to balance, and new initiatives to launch, but I did not want to destroy the specialness of what made Breakwater, well, Breakwater. El Costa answered my question about the essence of Breakwater simply, “Love...” She said it with such matter of factness and certainty. Over the years I have come to appreciate and understand what she meant and know she was right.”





## FAREWELL & CELEBRATION: DAVID SULLIVAN & MORIAH PERRY


Moriah says, "It is bittersweet for me to let you all know that after 17 years it is time for me to explore other opportunities and I will be moving on from Breakwater. I have the utmost confidence in Maggie and Tom to bring Breakwater to the next level and will miss being a part of that team. I know that they have what it takes to bring Breakwater further in its evolution and through the next phase.

I wanted to thank everyone for all that you do for this school and the students. Your dedication, love, time, and energy are evident and I'm always so proud to show Breakwater to families. You have been the larger part of my family for the past 17 years and even helped me raise my child. I will be joining a new industry with a steep learning curve but I'm excited about my opportunities and will always hold Breakwater close to my heart."



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# 2022-2023 BOARD OF TRUSTEES

A photograph of two children from behind, hugging each other in a grassy field. The child on the left has dark hair and is wearing a grey t-shirt and dark pants. The child on the right has blonde hair and is wearing a bright teal fuzzy jacket and red pants. The background is a soft-focus green field.

Our Board of Trustees are the fiduciaries who steer Breakwater towards a sustainable future by adopting sound, ethical, and legal governance and financial management policies that support adequate resources to advance our Mission. We are ever grateful for their commitment to and leadership of this beloved organization.

Erik Calhoun  
Meredith Coolidge  
Josh Edwards  
Whit Ford  
Bill Melcher  
Dan Nogar  
Chad Snow  
Dr. Miyabi Yamamoto



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