

A close-up, slightly off-center portrait of a young girl with long, dark hair. She is wearing a white collared shirt under a dark blue vest. She is looking back over her right shoulder towards the camera with a calm, steady gaze. The background is softly blurred, showing hints of an indoor setting with warm lighting.

WATERSIDE SCHOOL

15 Years of Opportunity

“Work hard, be kind, respect learning”

MISSION

Waterside School is a co-educational PK-5th Grade independent school serving children and families regardless of limitations in income or circumstance. The School attracts and inspires students of academic promise and families deeply invested in their children's success.

The School works to instill in its students a belief in their own worth, to cultivate in each a commitment to academic excellence and to ensure the fullest development of every child's character. Through a rigorous program of study and experience, the School empowers its students with the knowledge, skills and virtues required to enable them to excel as students, to gain access to superior academic opportunities and to go forward to become the leaders of tomorrow.

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FROM THE FOUNDER

Fifteen years ago, on September 10th, 2001, the notion that all children, regardless of circumstances, deserve a first rate education found form in the opening of Waterside School's doors. Initially, a school serving two grades and 25 students, Waterside has grown into a center of high quality learning serving 155 children from pre-kindergarten through fifth grade.

The journey was far from easy. The beginning was decidedly uneven; the struggles of the early years were real and those struggles threatened the School's very survival; the headwinds of an economy upside down tested the School's courage, resiliency and resolve; and, to be expected, the challenges implicit in trying to build something truly excellent made the work ridiculously hard. Thankfully, that journey has made the School's ultimate success that much sweeter.

Now housed in a state-of-the-art building, the School is testament to what can happen when an idea catches fire through the efforts of dedicated people, coupled with the talents of deserving children motivated by the ideas of opportunity and hope. That fire is real – you can feel it when you walk the halls of the School; you can see it in the children of Waterside; and it is a fire that is fed, fueled and kept alive only through the efforts of hundreds of donors committed to the importance of providing mobility through education for all who seek it.

Today, people argue about how best to solve the problems of education in the United States, about how to provide quality education to all, not just the privileged. While many talk about the issues and spend time debating the merits of the various alternatives, few find ways to actually make a difference. Every day the people at Waterside do - you see it in the classrooms, in the test results and, ultimately, in the new trajectories, and the new and better lives for all those who have passed through Waterside's doors.

I will be forever grateful that I have been afforded the privilege of participating in such an incredible endeavor, to be witness to all that can be accomplished when you have willing and cared-for students, in the hands of consummate and dedicated professionals and supported by a committed parent body, and by people like you. Thank you for all you have done to give form to this dream; thank you for making such a significant difference in so many lives.

FROM THE EXECUTIVE DIRECTOR

With pride, we present the School's nearly annual report detailing some of the accomplishments of the past two years, recognizing all those responsible for the most generous success and, in small way, celebrating the fifteen year journey of the School. Though the School works hard to avoid the danger inherent in self-congratulation, difficult at this point to not reflect, retrace and to acknowledge how blessed the School has been – by the very promise of these children; by the partnership with these families; by the nobility of the work itself; and, mostly, by the persons listed on the following pages who have steadfastly supported and believed. The success framed in the pages that follow is “ours” in the fullest sense of the word; it is deeply human; and, given the current state of the world, it is a success so sorely needed.

From a financial perspective, 2015-16 mirrored fiscal 2014-15 and left the School in its strongest financial position to date. In highlight, the Annual Fund topped \$4MM for the second consecutive year – a remarkable accomplishment for any school, a miracle for ours. Within that miracle, 100% participation from faculty and staff; nearly that from a parent body that gives more than we have right to expect; a Board and Junior Board giving definition to “all-in”; and, crowning it all, a year-end donation from the Waterside Parent Council of \$40K in their tireless efforts to do their part and more. It was a year as telling about the school community as it was positive for it.

On the endowment front, despite modest performance in 2015 (+1.31%) and like returns YTD for 2016, the School's endowment was able to grow from \$12.4MM at the end of fiscal 2013-14 to close to \$19MM as of this writing. The School's immediate goal of \$25MM, once seemingly more unfounded hope than attainable objective, is now eminently achievable, with the School's long term strength and security to be the result and reward.

On close look at it all, the numbers are certainly impressive; the lists are lengthy; the names are familiar; but, in this simplest of reports, it is the faces of the children, their eyes in particular, that tell the fuller story; that provide glimpse to all they have within; that give answer to any wonder as to the “why” on all of this; and that provide, beyond the sheer beauty, the greatest hope as we work together and take stock of all that they now have the opportunity to become.

Looking ahead, the need will remain great, the work fiercely hard and the demands relentless but, with this report, we take rare pause and find the greatest pride in all we have been able to build and in the purpose there is to be found in serving a cause far greater than one's own. On behalf of all a part of the School, I thank you for your investment, for your full belief, for your understanding and, not overstated, for your most determined efforts to make ours a better world.





FROM THE HEAD OF SCHOOL

At this milestone of fifteen years, it seems important to reflect on how incredibly blessed we have been and to say the most profound thank you to all of you who have made it possible. While none of us ever anticipated how hard it would be to build this school, neither did we ever anticipate how much love and support would be given to us along the way.

Purely because of the generosity of the people on the pages to follow, the cornerstones of our school are firmly in place – a strong, highly differentiated and constantly evolving program for academic, moral, and emotional development; ongoing professional development for teachers to continually build their effectiveness; and a rich and intensive program of parent education and support.

In addition, your generosity has made available to Waterside's children a range of experiences that have opened new worlds. Thanks to you, our students have been able to study piano, saxophone, trumpet, and flute; to participate in musical theater; to hear world-class musicians; to engage with real artists; to attend outstanding museum programs; to dance on the stage of the Metropolitan Opera House; to play and compete.

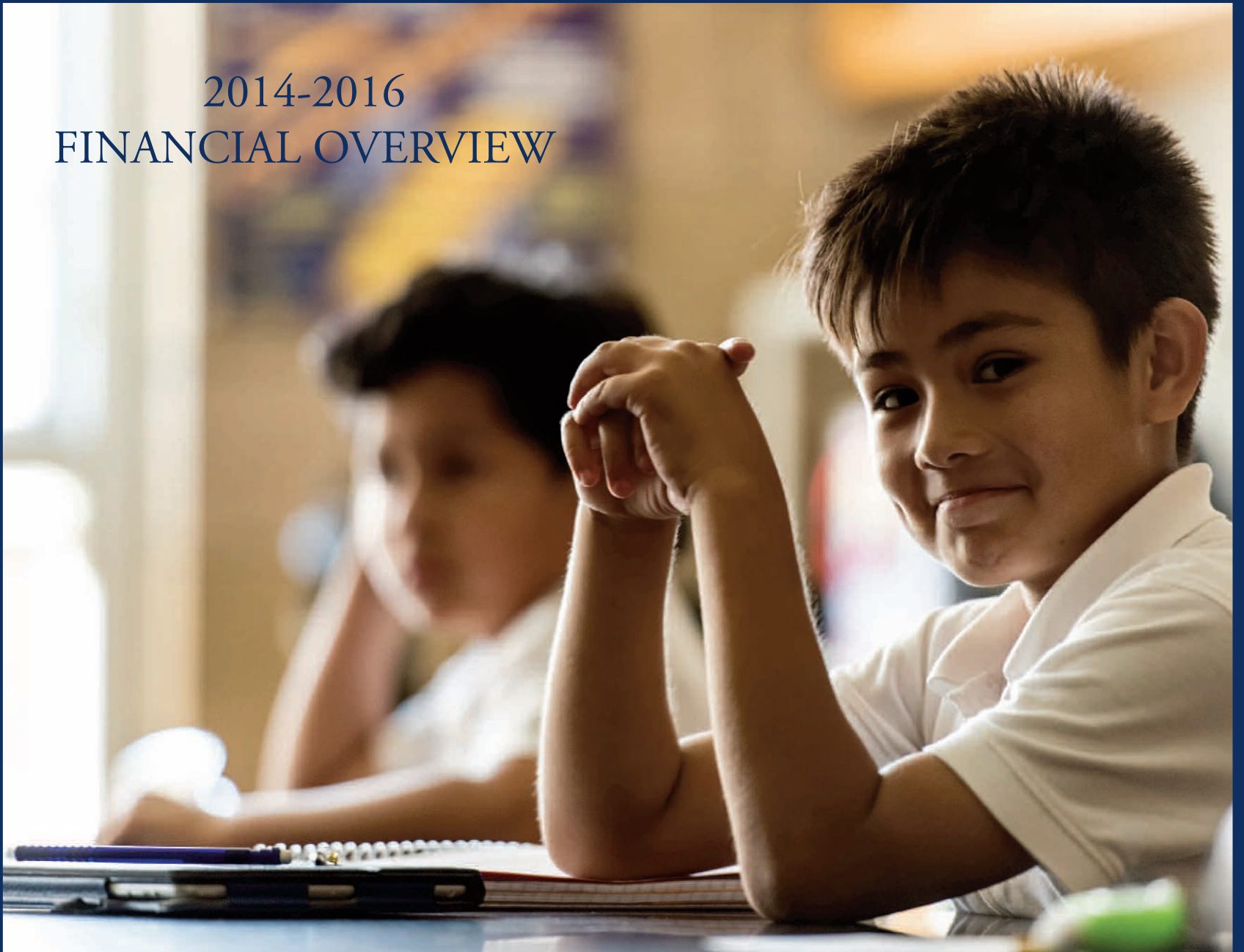
There have also been special moments – a Yankee game from a skybox; a graduation dinner in a beautiful setting; an overnight trip to Boston; swimming instruction for every child; access to the best technology; visits to college campuses; “field trips” to businesses, trading floors, board rooms, learning about the world of work, and how they might someday be part of it.

Your support also helped to meet the unexpected, sometimes routine, sometimes heartbreaking needs that arise in a family's life – making it possible to get a car repaired so that one of ours could get to work and not lose her job; assisting a parent to travel to their home country for their grandparent's funeral; helping to prevent a young family from being evicted; assisting with a heating bill; replacing a pair of broken eyeglasses; providing a pair of cleats so a student could participate (and star) on a team; a Thanksgiving meal or a Christmas present - so many small and not so small kindnesses that over time, strengthened and inspired.

All of you have provided the opportunity of Waterside and that word, opportunity, is not a cliché for us – it is at the heart of why our school exists. Though the work is never finished and new challenges seem to always await us, today we rejoice in all we have been given. We thank you with all our hearts for joining us, and hope that you will always be a part of the Waterside family.

Jody Visage

2014-2016
FINANCIAL OVERVIEW



STATEMENT OF REVENUES AND EXPENSES UNRESTRICTED FUNDS FOR THE YEAR ENDED JUNE 30, 2016 (UNAUDITED)

Revenues

Tuition	\$ 332,042
Contributions	3,213,131
Interest/Endowment Income/Other	15,397
Total Revenue	\$3,560,570

Expenses

Instructional

Salaries & Benefits	\$2,343,783
Program Expense	182,427
Other Instructional	124,083
Total Instructional	\$2,650,293

Administrative

Development	\$ 214,516
Food Service	149,775
Maintenance	84,631
General Administration	214,620
Total Administrative	\$ 663,542

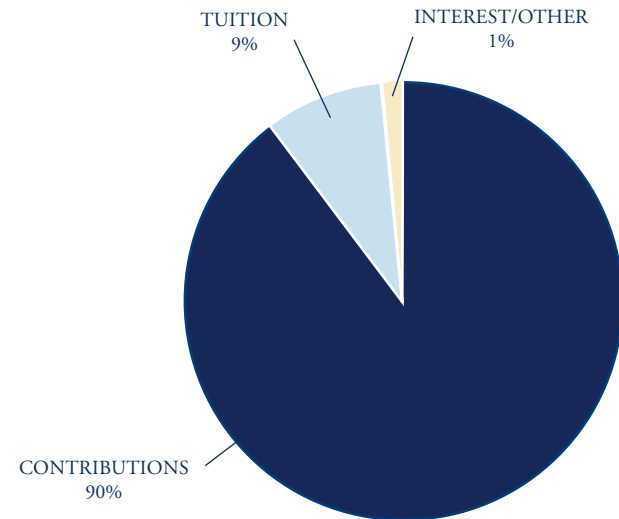
Plant & General Operating \$ 148,193

Total Expenses \$3,462,028

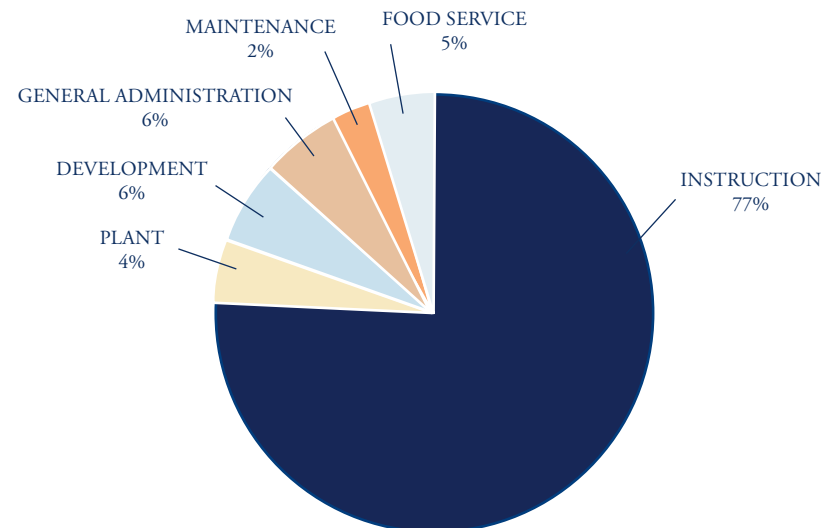
Total Revenues \$3,560,570

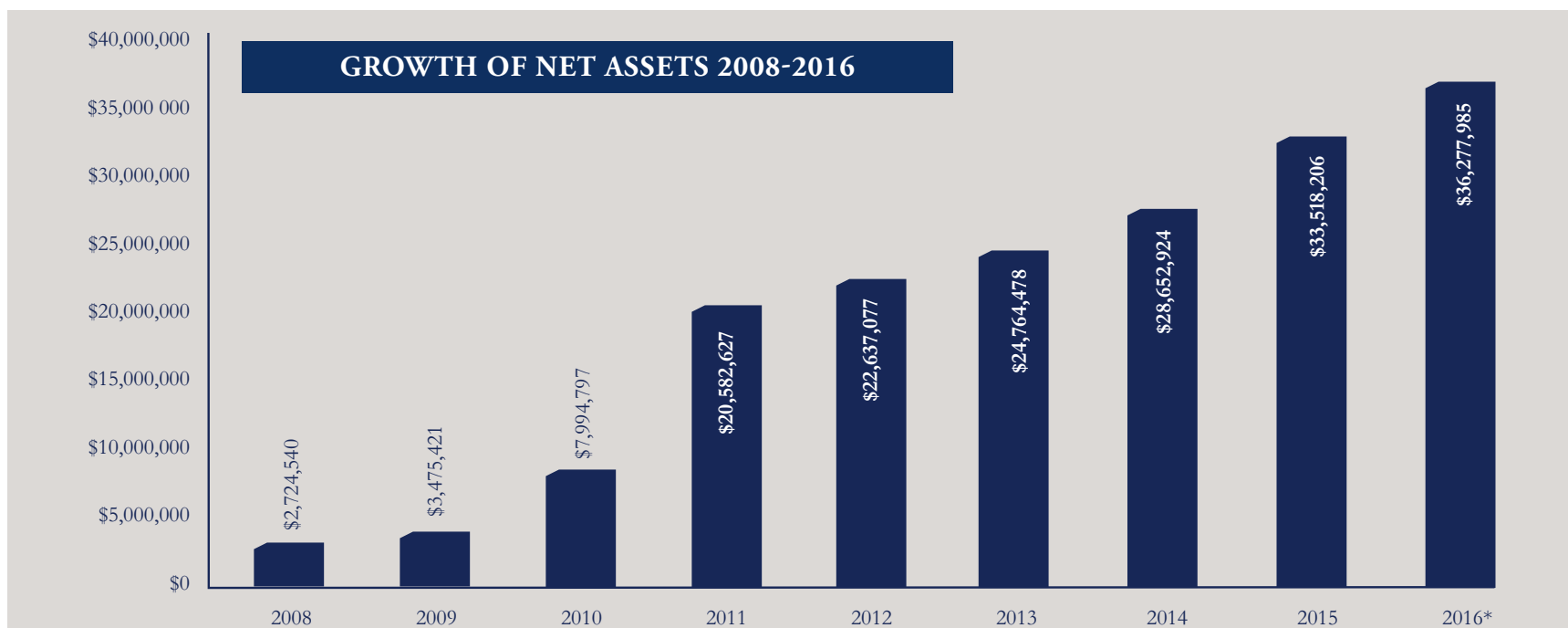
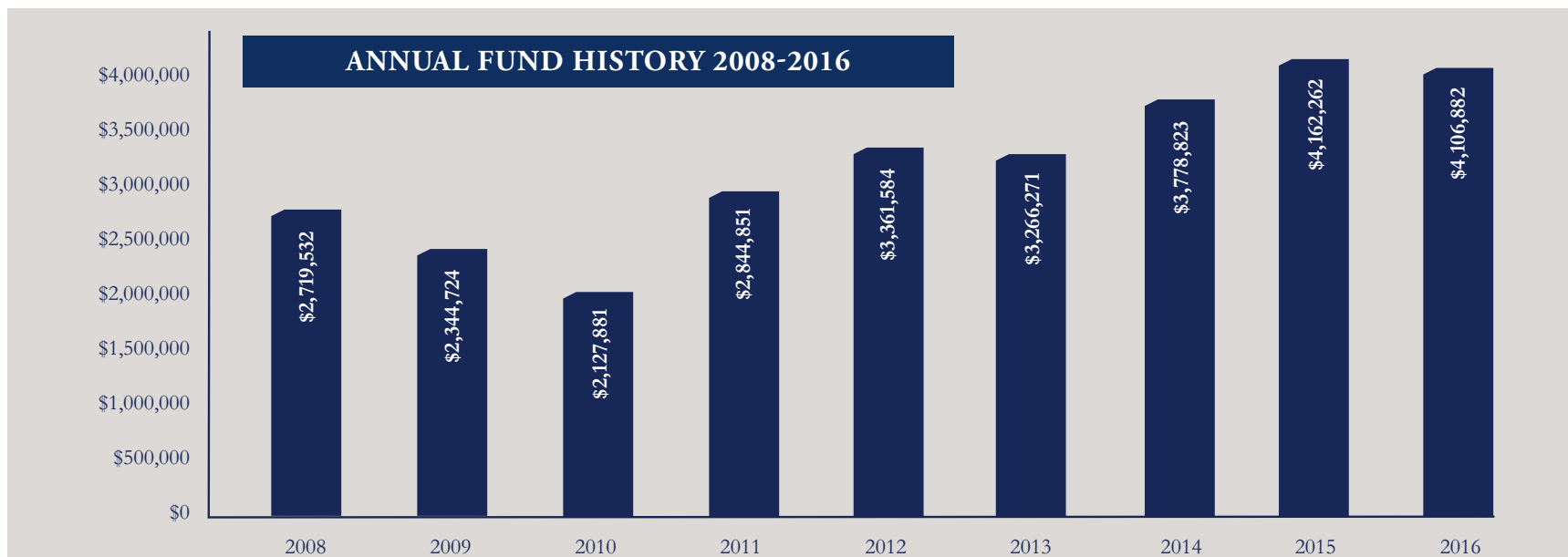
Operational Surplus/(Deficit) \$ 98,542

REVENUES 2015-2016



EXPENSES 2015-2016





* Unaudited

DIRECT FINANCIAL SUPPORT 2014-2016

2014-2015

Annual Fund

Gifts for operating support	\$ 3,247,016
Gifts directed to endowment/reserves	\$ 915,246

Total Annual Fund **\$4,162,262**

Endowment Contributions **\$ 2,123,419**

Total Support **\$ 6,285,681**

2015-2016

Annual Fund

Gifts for operating support	\$ 3,213,131
Gifts directed to endowment/reserves	\$ 893,751

Total Annual Fund **\$4,106,882**

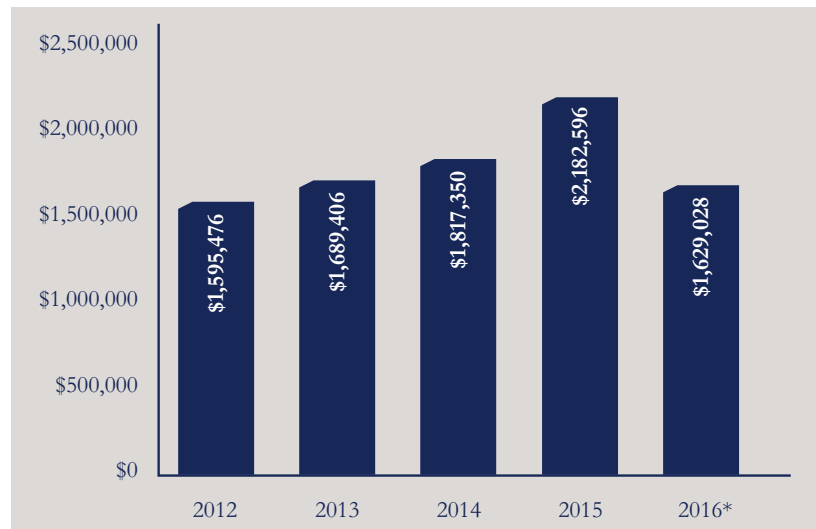
Endowment Contributions **\$ 1,121,299**

Gifts Yet To Be Directed **\$ 847,750**

Total Support **\$6,075,931**

OPERATING RESERVE

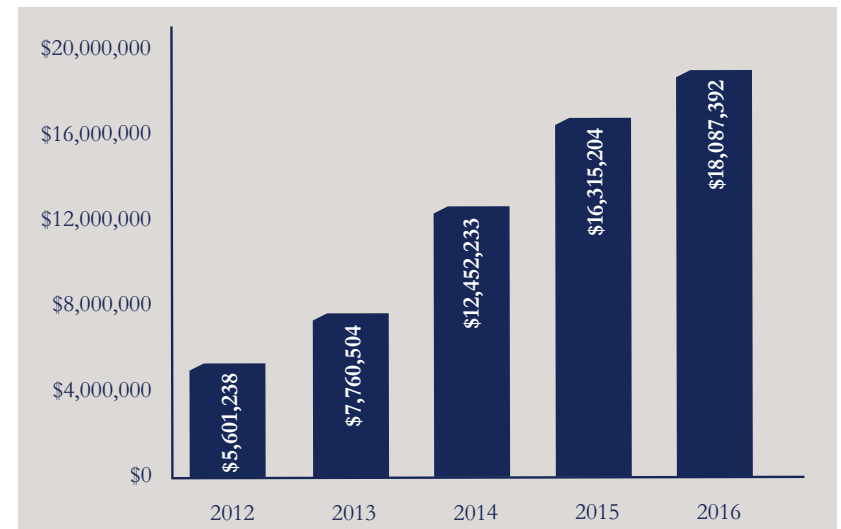
Given the challenges of its financial model and the relative uncertainty of its stream of revenues, the School has worked to build an operating reserve to ensure its ability to offset any shortfall in contributions. The Board has targeted the reserve at a level of approximately 50% of the following year's budgeted expenses. To date, that target has proven manageable and the School has yet to have drawn from the reserve in support of operations.



* During fiscal 2015-16, transfers from operations and the School's operating reserve were made to endowment.

ENDOWMENT

Endowment is the singular construct that will ensure and protect the School's future. Far more than a point of pride or a means of comparison, the School's endowment allows it to operate with certainty and to plan with confidence. A concept five years ago, the School's endowment has grown to a level far beyond that now. The immediate goal for the Endowment is \$25MM with the ultimate ambition a multiple of that.



GIVING 2014-2015



WE WOULD LIKE TO THANK THE DONORS LISTED ON THE FOLLOWING PAGES WHO MADE SIGNIFICANT CONTRIBUTIONS TO WATERSIDE SCHOOL DURING THE FISCAL YEARS 2014-2015 AND 2015-2016. WITHOUT THEIR SUPPORT, THE SCHOOL'S SUCCESS WOULD NOT HAVE BEEN POSSIBLE.

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GRADUATION SPEECH 2016 – ANDRES SOTO, WATERSIDE '06; COLUMBIA '17

On June 10th, 2016, the School celebrated the conclusion of its fifteenth year with its annual graduation ceremony. Highlighting the proceedings were the remarks of Andres Soto (Waterside '06). After welcoming the assembled in English, Spanish and flawless Mandarin, Andres spoke from the heart, inspired all in attendance and, in doing so, reminded of the very why for Waterside. Excerpts from Andres' speech follow – an amazing young man and a beautiful morning in celebration of many now destined for similar path.

I imagine that to many of you, I look old and unfamiliar but please believe me when I tell you that, although I am older, I was just like you when I was a child. Just like all of you here today, I also was Waterside. I was a part of Waterside's first class. In fact, whenever I look back into the ocean of my thoughts recalling beautifully warm memories of my childhood, my Waterside memories stand tall amongst the rest. While my memories may differ in content from yours, the essence of my time in Waterside is absolutely the same as it will be with all of your future memories of your years at Waterside.

I will be honest with you guys. You are spoiled. There aren't many other schools like Waterside – the warm community, the caliber of education, the excellent faculty and staff – they all contribute to the uniqueness of this school. But Waterside's special nature stems from its underlying dream.

Through this ambitious dream, Waterside changed my life. I would not be here standing here talking to you, or taking a train ride back into the city to work on Wall Street, if it were not for this place. I would not be earning a salary, as a 21-year-old, that is greater than both my parents combined. But it's much, much more than money or material or the fruits of my labor, but rather it's about the fruition of the seed Waterside planted in my heart and nurtured.

I study math in college and for many of you, math is probably just plain boring. At this point in your math careers, you may think math is about manipulating numbers when really the subject of mathematics is about the study of patterns. The math you are learning is, in essence, a pattern. The relationship between velocity, speed and distance is a pattern. Abstract this even more and you realize that mathematics can describe relationships amongst all sorts of things. These patterns appear everywhere and math can be used to understand phenomena across our world, whether it is to describe traffic, social interactions, space, engineering, computer science, even video games and sports.

My mind lives in this world of patterns. I can't stop thinking and can't stop wondering about potential rhythms embedded in life, society and the universe. I constantly try to spot trends or patterns, whether mathematical or social.

During my time in college, I've come to understand a simple pattern – the relationship between socio-economic status and opportunity. The wealthier you are, the more opportunity you'll have for success. There are bigger dreams, bigger aspirations, bigger words and ideas. Studies show that coming from the upper echelons leads to a greater probability of feeling confident and capable. The world becomes smaller and easier to conquer. If you want to be a Wall Street banker, a Google engineer, a lawyer, a doctor, an educator or any profession for that matter, they are all dreams connected to reality and not fantasies in the air. Fair or unfair, it's a pretty simple concept that pervades all of our communities.

But another pattern I discovered in college was my understanding of the critical role of education within this relationship of class and success. Education quite literally is a liberator. It liberates one from one's socio-economic status; it liberates our minds by leading us to truth, knowledge and wisdom; and ultimately education pushes us beyond the narrow confines of our individualistic concerns to the broader concerns of our community. Education pushes us to become better democratic citizens and pushes our families, friends, communities and country towards progress.

I come from a hardworking and humble family. My mom cleans homes and my dad does construction. My dad didn't finish high school in Colombia, while

my mom did in Guatemala. I came to Waterside because my parents understood the importance of education, because my parents recognized it was the one path to success and opportunity.

I stand before you today attending Columbia University's Engineering School studying Applied Math, Computer Science and Mandarin with a 4.01 GPA. I find myself having just finished interning at AOL analyzing Facebook data to understand the types of articles users read. I find myself among the 3% of students accepted to work in one of the most important financial institutions in the world, among the 6% of applicants accepted to Columbia, but most importantly, I find myself with endless career opportunities. If I want to be an engineer working on planes, or for NASA, or for Google – I can set out and work to do just that; if I want to work in helping emerging markets develop, I can do that; if I want to become a programmer, I can do that. I stand before you, thinking about going to get a PhD in math, while also thinking about applying to the Churchill, Marshall, and Schwarzman Fellowships. And to think my parents immigrated to this country with absolutely nothing.

I am only at the beginning of my journey and I have absolutely no idea where the future is going to take me but I come here to not only congratulate you on your academic success but to also communicate two messages.

Remember that seed I mentioned earlier – well, all of you have it furrowed in your hearts. A seed itself is humble in its absolute form and absolutely hopeless. Only with the right resources can this seed become strong, resilient and independent. Waterside gave me

the resources I needed for success and now Waterside is giving all of you the appropriate blend of water, sunshine and the requisite nutrients to become better friends, better students, better brothers and sisters, better sons and daughters, but also to become whatever you want to be.

Many of you graduates probably don't fully understand how fortunate you are but I can confidently say that your first day entering the doors of Waterside was an inflection point in your life. You will understand this truth more and more with each passing year, as I do now. This brings me to my first point.

Dream. And Dream big – I mean have some huge dreams. Dreams so big that when you tell people, they think there's no way you are going to do that. Many of you come from all sorts of backgrounds. Remember always that your socio-economic status or race or whatever is simply a part of your identity. It does not define you. Your dreams, your actions toward them and your courage in facing adversity are what define you. Period.

Waterside from the beginning never ever let me think that I couldn't do something. Waterside taught me that the world was and is mine for the taking. And you want to know something – the world is *yours* – for the taking.

Many of you will go on to other private schools around the area. The majority of your classmates may seem smarter, more athletic, or whatever. You may find yourself being one of the few of your ethnicity in your grade, like I found myself being one of only two Latinos in my grade. Remember always that your

differences are not barriers to your motivation or dreams; rather they should be the fuel that ignites the engine of your ambitions.

This leads me to my second message.

I can't put it any better than a line I heard in the movie "The Pursuit of Happyness" – "don't ever let someone tell you, you can't do something. You got a dream, you got to protect it. People can't do something themselves, they want to tell you, you can't do it. You want something, go get it. Period."

And in this end I say to you, the Class of 2016, congratulations. Now go out and get it, as we will all be watching you, cheering you on, and supporting you as you become the leaders of tomorrow.



Lord, we are so thankful for this day. Today I pray for the men and the families who had the vision and great kindness to give our children such a great gift – a lifetime of opportunities and dreams. We pray that you will forever keep and bless their families.

Lord, thank you for the amazing teachers and staff that give so much to serve our children. Bless them beyond measure for their willingness to pour their hearts and souls into the next generation.

I pray for all the students who have met the challenge and kept the faith to the commitment to their studies. I offer thanks in advance for the success of their journey. I thank you for granting them the strength and endurance.

Today, I also pray for tomorrow. This graduation opens another door to another life. Give our children clarity, focus and a calling from you to understand their purpose in this life and the courage to respond and step into that purpose.

Let them be forever grateful for the opportunity of a Waterside education. May they continue to Work Hard, Be Kind and Respect Learning as they depart from here. We ask these things in your precious holy name. Amen.

*Evette Bremmer (mother of Malik Samms, Waterside '16; Brunswick '23)
Graduation Invocation, June 10th 2016*

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IN LOVING MEMORY OF SAWYER SMITH



In the pages preceding and the few to follow, detailed are two years of generous accomplishment. Sadly, in the life of a school, as with a family or a community, inevitably there are moments of great pain, hurt and loss in company. For Waterside, this community and a family dearly close to the School, the loss of one far too young provided the harshest of tests and was the epitome of one such moment. The passing of Sawyer Smith, a young man of great joy and promise, left a family in pain, a school community without the words to ease it and all caring for both family and child with reminder of the fragility of life itself. In the smallest comfort, created in Sawyer's honor was the Sawyer Smith Scholarship Fund – a construct to remember his spirit, to honor his family's enduring love and to link forever his life with those the School lovingly and faithfully serves. Family and school are indebted to those good souls and generous hearts listed below whose kindness and compassion amidst the unimaginable sadness allowed a most fitting and heart-felt tribute.

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*May God bless and keep you always, may your wishes all come true,
May you always do for others and let others do for you,
May you build a ladder to the stars and climb on every rung,
May you stay forever young*

Bob Dylan, *Forever Young*

RUN FOR WATERSIDE 2015



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THE GIFT OF PLAY



On June 24, 2015, the School received the most generous of gifts, a new playground courtesy of the Viking Global Foundation. Beyond underwriting the entire expense of the structure, the firm contributed its “day of service” as scores of “Vikings” teamed with members of the Waterside School community to build the playground and to leave in place a much needed and long wished for place of play for the children of Waterside and for those of the neighborhood the School shares. The result – a kindness that has brought and will bring joy to many; a gift that will continue to give for years to come; and, most of all, further evidence that the truest and finest gift given may well be the gift of self. The School and its children are indebted to Viking – proudly and humbly so.

SCHOOL PLACEMENT

In ambition, the School seeks to open wide the doors of opportunity and possibility for its students and its families. An immediate step in what is hoped to be a lifelong journey of growth, personal fulfillment and generous success is creating path for the School's graduates to the finest traditional independent schools in the immediate area. Though there is no one designated route to success, the School's working history and all evidence in company reveal the significant difference in life outcome when children, particularly those the School serves, find their way to schools and, in time, colleges and universities that are of the highest quality, properly selective and well resourced. The School's recent success, outlined below in broad strokes for the past five years and in detail for the Classes of 2015 and 2016, speaks to the promise of the children of Waterside, is testament to the efforts of all involved and evidences the deep and genuine commitment of the various listed destination schools.

- ◆ 100% of the Class of 2012 earned admission and scholarships to leading independent and parochial schools
- ◆ 94% of the Class of 2013 earned admission and scholarships to leading independent and parochial schools
- ◆ 94% of the Class of 2014 earned admission and scholarships to leading independent and parochial schools
- ◆ 100% of the Class of 2015 earned admission and scholarships to leading independent and parochial schools
- ◆ 100% of the Class of 2016 earned admission and scholarships to leading independent and parochial schools

WATERSIDE SCHOOL CLASS OF 2015

Daniel Acosta.....King School
 Carl CoridonNew Canaan Country School
 Sophia DuPree.....Whitby School
 Darrell GreeneThe Harvey School
 Natalie HenryRye Country Day School
 Keeilah Jewell.....The Brearley School
 NaShawn LivingstonThe Mead School
 Johanna MichelThe Ursuline School
 Krista MonfriesRye Country Day School

Nina MukhametzyanovRippowam Cisqua School
 Zion Profit.....St. Luke's School
 Caitlyn RiveraConvent of the Sacred Heart
 Justin RoldanGreenwich Country Day School
 Kylie RosarioEagle Hill School
 Myles Sead**St. Luke's School
 Ashley Tate.....The Mead School
 Alexys Williams**Convent of the Sacred Heart

** Class of 2016 Early Acceptance

WATERSIDE SCHOOL CLASS OF 2016

Bryant AgulayRye Country Day School
 Jaeon AnglinNew Canaan Country School
 Dreden BaldeoRiverdale Country School
 Marvin Britt.....Greenwich Country Day School
 Tyler Felix**Eagle Hill School
 Kayla FerjusteGreenwich Academy
 Anna Franzino**Rye Country Day School
 Charles GordonRippowam Cisca School
 Conrad Hyde.....Fairfield Country Day School

Valeria LujanGreenwich Catholic School
 Sarah PrevotGreenwich Academy
 Sebastian RosarioSt. Luke's School
 Jamilah RoselinGreenwich Academy
 Malik Samms.....Brunswick School
 Dylan SchmitkeKing School
 Isabella TurekStanwich School

** Class of 2017 Early Acceptance



2016-2017 FACULTY & STAFF

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SUSAN ARMERO	LASHON GITTENS	INGRID MOORE
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WAYS TO GIVE

Since Waterside families pay only as they can afford, tuition revenue accounts for only 9% of the School's operating revenue. All other funding comes from generous individuals, foundations and corporations. If you are interested in supporting the students of Waterside and the mission of the School, there are a number of ways to give.

GIFTS OF CASH

Please make your checks payable to **Waterside School** and use the enclosed donation envelope or send directly to Waterside School, 770 Pacific Street, Stamford, CT 06902. You may also make your gift online at www.watersideschool.org

SECURITIES

Gifts of appreciated securities may offer significant advantage to the donor and are simple to arrange. Credit is given and a tax deduction is allowable for the value of the mean of the high and low of the stock on the day of transfer of the securities. For more information on how to arrange a transfer, please contact the Development Office at 203 975 8910 x301. Stock transfer information can and will be mailed, emailed or faxed directly to the donor.

MATCHING GIFTS

Many companies will match contributions made by an employee (and those of their spouse). Please inquire whether your employer has such a program and, if so, obtain the proper forms and forward to the School. The donor receives credit for both the original gift and the amount of the match. For more information, feel free to contact the Development Office.

PLANNED GIFTS

Planned gifts can provide significant gift and estate tax savings, increase the donor's annual income and increase the possibilities for the effective distribution of assets. For more information on Planned Giving, please contact the Development Office.

WE ARE GRATEFUL FOR THE PHOTOGRAPHIC TALENTS OF JAMEL TOPPIN, STEPHANIE HAIG AND SUE ARMERO.

EVERY EFFORT HAS BEEN MADE TO ENSURE THAT ALL NAMES ARE LISTED CORRECTLY. IF YOUR NAME HAS BEEN OMITTED, MISPELLED OR LISTED INCORRECTLY, PLEASE ACCEPT OUR SINCERE APOLOGIES AND BRING THE ERROR TO THE ATTENTION OF THE DEVELOPMENT OFFICE.

WATERSIDE SCHOOL



www.watersideschool.org