

KEEN MINDS + COMPASSIONATE HEARTS + GLOBAL ACTION

Mackintosh Academy nurtures the keen minds and compassionate hearts of the gifted child in a responsive and caring community of learners. Our students mature into confident, healthy human beings inspired to contribute to a world that needs them.

INSIDE THE 2016-17 SCHOOL YEAR







PURPOSE //

Our goal is to maximize learning potential and promote development of the whole child. We want our students to mature into whole, healthy human beings who are confident about their unique gifts and their place in the world as worthwhile contributors, who have keen minds and compassionate hearts and who contribute their special gifts to a world that needs them.

We are committed to an academic program that emphasizes a passion for life-long learning. In pursuing this goal, we strive to ensure that each child develops socially, emotionally, creatively, physically and cognitively in a nurturing and supportive environment.

Both campuses utilize the International Baccalaureate Curriculum: a program that provides students with discipline, creativity, flexibility, skills and a personal value system by which they can guide their own lives and become thoughtful and involved members of local communities and our global world. Mackintosh Academy is honored to be an accredited IB World School.



LETTER FROM THE BOARD OF TRUSTEES //

Mackintosh Academy, with two campuses, is flourishing in its fortieth year with a record enrollment of 260 students. The Board of Trustees has been busy supporting the Heads of School with expanding enrollment, personnel, programs and all the associated recent campus enhancements. The collective growth has provided many opportunities for collaboration; as well as some growing operational challenges.

Our Board is proud to report that both campuses are thriving in increasingly unique fashions with cultures and programming tailored to best serve each local community. This freedom to be unique to the core is manifested with independent Heads of School, calendars, budgets, fundraising, curriculum, and parent councils and allows each campus to remain vibrant and innovative.

The campuses remain bound, however, in two significant ways: sharing one business office (and all relevant operations within), and one Board of Trustees. Almost a year ago, we were charged by the Heads to launch a process for investigating potential solutions for new models to support the challenges that this tethered structure was creating. Our Board has worked to design solutions to adapt governance structures and operating procedures for both campuses with these major goals in mind:

- provide a solid internal foundation for the future;
- improve the fiscal operating structure;
- provide the Heads of School with a more supportive governance format; and
- lay the groundwork for continued collaboration between the campuses.
- create two wholly-owned subsidiaries of Mackintosh Academy that will own the separate physical and financial assets of each campus.
- establish an independent Board for each campus.

We are confident that these organizational changes will provide a stronger platform from which our campuses can continue to develop strength and stability in unique and independent ways, while simultaneously launching a new era of collaboration. We look forward to sharing updates as this process continues to unfold.

CURRENT BOARD MEMBERS

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Jason Widegrin



FINANCIAL RESULTS



ASSETS //

Cash and cash equivalents	\$1,601,215
Operating investments	751,325
Tuition and other accounts receivable, net	28,147
Prepaid expenses, funds held for debt, and other	249,733
Property and equipment, net	4,293,384
Endowment investments (incl. CFF assets)	405,754

TOTAL ASSETS

\$7,329,558 **-**







LIABILITIES & NET ASSETS //

Liabilities:

Accounts payable and accrued expenses \$87,912

Tuition and fees paid in advance 1,904,767

Notes payable, net 2,823,525

LIABILITIES

\$4,816,204



Net Assets:

Unrestricted \$2,065,889

Temporarily restricted 46,166

Permanently restricted

NET ASSETS

\$2,513,354



401,299

REVENUE, CONTRIBUTIONS & OPERATING EXPENSES //

Revenue & Contributions:

Interest and other income

Tuition, net

300,522	\$4.334.836
	300,522

Non-operating contributions, net 723,465

\$4,334,836

\$3,211,895

98,954

Less Operating Expenses:

Educational programs	\$3,192,031	
Administrative support	820,102	
Interest expense	154,127	\$4,166,260
	\$4,166,260	

CHANGE IN NET ASSETS





BOULDER & LITTLETON CAMPUSES







BOULDER CAMPUS NEWS //

Our 2016-2017 school year was successful in all areas of programming and operations for our Boulder Campus. We welcomed a capacity of 132 students - the maximum enrollment allowed given Hillside School's continued use of our campus space. Our admissions growth was aided by innovative parent education events, our second marketing video, continued blogging, and increased social media marketing. Our program and positions expanded to welcome: new Associate Head of School role focused primarily on supporting IB; a full time Design and Innovation Specialist; a new K-3rd Science Specialist; four additional assistant positions in homerooms; and an Outreach Coordinator to support experiential education and service learning initiatives.

Faculty and staff worked tirelessly to revamp and deliver 36 *new* Units of Inquiry in PYP, and 12 *new* units in MYP. We also created an aligned K-8th science curriculum, and started work on the creation of a K-8 Design sequence. Thanks to robust professional development support, several teams of teachers went to Nancie Atwell's Center for Teaching and Learning (CTL) to learn how to integrate reading and writing methodologies from 4-8th grades. We also completed our work in Orton-Gillingham training for our K-4 teachers. Performing arts also got a major boost with the addition of new boys' and girls' singing groups, a Middle School choir program, and our inaugural Middle School musical. We also strengthened our service learning programming through the successful completion of three service learning days.

Many campus learning spaces underwent major renovations – key among them was the complete renovation of the former Hillside space that created three new homerooms, two new bathrooms, the HUB lounge, and a new north side parking lot with improved drainage systems. Other spaces and projects to receive improvements included: Arts Cottage plumbing, second renovation to the Design Lab, completion of the Great Hall project, many sidewalk repairs, completion of bathroom renovations, an expanded MY lunch area, a low ropes course, and our Gaga Pit.

Our culture of philanthropy and fundraising continued to strengthen, highlighted by our Mack Scholars program and the launch of Le CiEL Professional Development Grant. We were again proud to attain 100% parent, teacher, and board participation during our *Velocity Annual Fund Campaign* which raised \$215,000. Our spring auction, *Macknifique!*, surpassed all expectations in attendance, over \$215,000 in proceeds, and our *Vivré l'Expérience* live appeal that raised enough funding to support: purchasing two new busses, Outreach Coordinator position, two new laptop and tablet carts/equipment, Technology Coordinator position, visiting authors and speakers, and the creation our new Mobile Maker carts. The 2016-2017 school year was a solid and prosperous year for Mack-Boulder thanks to the support and partnerships with Littleton, our Board, parent leadership, grandparents and friends, and tireless dedication from our faculty and staff. We ended the year feeling grateful, energized, and prepared to welcome the 150 students in the Fall.

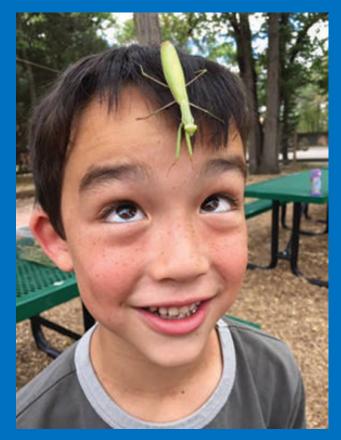
BOULDER ADMISSIONS NEWS //

The 2016-2017 school year demonstrated continued growth for our Boulder Campus. Building off of the momentum from our 2015-2016 school year, we added 38 additional new students (not including the 17 mid-year) to start the 2016-17 school year with a record 132 students. This was our maximum target enrollment given that Hillside School continued to lease space from us. Looking ahead to the 2017-2018 school year, we pushed up our re-enrollment timing to align with peer independent schools and the open enrollment season. This process was highly successful and left us in a better strategic position to climb towards our new capacity of 155 for the 2017-2018 school year.

After filling our kindergarten and the majority of lower grades quickly, we worked to manage a steady influx of inquiries throughout the spring. March and April were by far our biggest months for inquiries – and they were oftentimes for classes that were already full. Our rate of inquiries to tours dropped due to this limited availability in classes. There were many students/families interested in our campus that we never even had a chance to meet – which is a good problem to have. Our rate of parent tours to student visits remained strong at 72% and our rate of student visits to enrollment also held strong at 40%. After a busy spring and summer season in admissions we were able to open our doors at 150 strong for the 2017-2018 school year.

Our sense of community continued to strengthen with the addition of amazing new families and through our unique school events organized and led by our Mack Parent Council. Our Parent Education programming again flourished beginning with our successful "Inside Out" event focused on Social Emotional Learning, continuing with our "Creating Innovators" series, and wrapping up with our "I am a Scientist" workshop. The partnership of our new Outreach Coordinator and Mack Parent Council's Chair of Service Learning also helped expand our network of service organizations.

Mack's commitment to an economically diverse school community continued to flourish in 2016-2017 thanks in large part to our Mack Scholars grant that provides ten students with full financial support to attend Mack from entry grades through 8th. In addition, our generous and robust tuition assistance program supported over 35% of our families making it possible to benefit from a Mack education. Thank you to our many Mack Families for continuing to support and spread the good word about our school and for referring great-fit families to our growing family!





BOULDER CURRICULUM UPDATE //

The 2016-2017 school year was one of growth and strengthening in almost every area of programming in our K-8 homeroom and specials classrooms. We kicked it off with a revamped Program of Inquiry (POI - Lower School) that was more aligned with campus-wide curricular goals. Throughout the year we worked hard to focus on improving our POI and Subject Overview (Middle School). We devoted a significant amount of professional development time to updating and reflecting on units using the Rubicon Atlas curriculum mapping platform. In order to align with the IB Self- Study timeline, we worked together to review our policies for Academic Honesty, Assessment, Language, and Inclusion – and we shared the IB document Standards and Practices with faculty in preparation for the self-study.

Homeroom teams also met weekly to delve into best practice, in particular with math and literacy . We formed Literacy, Math, and Science Committees that developed comprehensive scope and sequences and assessments that were developmentally appropriate and aligned with national standards. We ended the school year with the creation our first independent POI in June. Teachers worked collaboratively to create and align 36 Lower School and 12 Middle School units – a huge undertaking!

Specialist classes were ablaze with activities and improvements including the creation of a Middle School Choir, our first Middle School musical (Theseus and the Minotaur), grade level workshares, new Design programming for K-5, expanding Science to include K-3, and many unique Friday Explorations offerings. Our library program sponsored three notable authors who spoke about craft and ran writing workshops for K-8 homerooms. Our new Outreach Coordinator also facilitated an extensive array of field trips, speakers, and service learning opportunities. The 4-8th grade outdoor education program expanded with new experiences for our 5th grade at Camp Shady Brook and 6th grade at Crow Canyon.

Lastly, 2016-2017 was a notable year for our investment in professional development. We were fortunate to be able to send eleven faculty to IB trainings, eight to Orton Gillingham, five to CAGT, five to Center for Teaching and Learning (CTL), and individuals to national conferences including NAIS, NAGC, and NAEA. Inside and outside of our campus, 2016-2017 was a huge year for exciting growth, strengthening, and forward momentum!

MARY DROSTE // CURRICULUM COORDINATOR











LITTLETON CAMPUS NEWS //

In November 2016, 5280 Magazine recognized Mackintosh Academy Littleton as a *School of Thought* in the Denver Metro area. Enumerating our *Smart Village* environmental initiatives—solar panels, active greenhouse, glass recycling, "messh" kits and more--it praised us as a school that educates responsible citizens aware of their duties and their fellow man.

Global action and environmental sustainability galvanized our entire campus with an increased emphasis on service, both on and off our campus, empowering students, faculty and parents to collaborate, innovate and implement creative solutions. When our recycling company no longer accepted popular drink pouches, a student, his parents and, ultimately, our Mack Littleton Parent Council, joined forces to transform them into wonderfully unique name tag/cell phone holders for our annual auction. And when our middle school science teacher wanted to expand operations in our greenhouse, she engaged her students in a design thinking activity that eventually resulted in a sophisticated hydroponic system, funded through a grant from the Colorado Garden Foundation, that allowed us to raise greens, tomatoes and herbs, almost year round. As a result of all of this energy and innovative effort, Mack Littleton was invited to join the State of Colorado's Environmental Leadership Program as a bronze level member.

This dedication and sense of empowerment strengthened our sustainability as a school through increased community visibility and imbued further our IB curriculum with a purpose and joy that daily inspired our work on and beyond our campus. Our teachers taught other educators at the Colorado Association of Gifted and Talented annual conference and at the Morgridge Foundation's Share Fair Nation teacher training. One of our teachers was invited to be a ThinkSpace fellow. Our first ever Girls in Science and Design event welcomed 50 girls from around the Denver Metro Area to meet with an impressive array of women scientists from Colorado and beyond. And, our entire school and Board of Trustees collaborated in a successful application to earn admittance to the Association of Colorado Independent Schools (ACIS).

While reaching out was a hallmark of the 16/17 school year, reconnecting and building deeper roots also engaged our energies. We celebrated International Day of Peace by unfurling a beautiful panel of the Tapestry for Peace, inspired by school founder, Eve Mackintosh. For the first time, we achieved 100% community participation in our annual giving campaign, continued to grow our enrollment, and raised funds to support four Solar Scholars for the 17/18 school year. The office trailer that "graced" our parking lot for many months, during the school year, gave way to the beautiful and inviting community hearth reception area, collaboration, meeting and office spaces, the first major capital improvement on our campus since the year 2000.

The school year, 2016-2017, was an excellent one, empowering us to reach higher levels of achievement and preparing the way for our 40th anniversary celebration the following year.

LITTLETON ADMISSIONS NEWS //

During 2016-2017 the admissions office observed a number of growth indicators setting us on a strong upward path for the coming years. The 2016-2017 school year maintained a steady enrollment with a net increase of 3%. We reduced attrition rates for the second year in a row and reached capacity in our 1st/2nd and 3rd/4th grade classrooms. We experienced a significant shift in inquiry volume with a higher number received in the fall, rather than later in the school year. We also saw a 20% increase in receipt of timely re-enrollment contracts and new student contracts, allowing us to close certain grade's enrollment early and to plan more effectively for the 2017-2018 school year.

We continued our outreach efforts with the professional community of therapists, counselors and educators by sponsoring a professional's breakfast and offering tours to new and current professionals in the community. Mackintosh participated in the Colorado Association of Gifted and Talented Conference (CAGT) in Loveland as well as the 5280 School Fair. We hosted our first ever "Girls in Science" event with over 50 young girls in attendance and a panel of inspiring scientists from across the country. We expanded our now award-winning Taste of the Apple Event to two dates in the fall and the spring. Prospective families attending these events all continued the applications process.

Our positive reputation continued to grow through receipt of awards and grants and was further supported with a Colorado Public Radio advertising campaign in January. We expanded our reach in the larger gifted community by strengthening relationships with the Douglas County (DCAGT) and Jefferson County (JAGC) chapters of CAGT and began gathering support for a South Metro affiliate. More and more families in the South Metro Denver area are becoming aware of Mackintosh Academy as both a home and resource for gifted families, as evidenced by increased inquiries and enrollment. These trends continued into the 2017-18 school year with record enrollment increases of 18%.

Thank you for your support and willingness to make positive referrals for our school!

BETH STEKLAC // DIRECTOR OF ADMISSIONS





LITTLETON CURRICULUM UPDATE //

Our newly constructed space new space sparked more creative, organized, and intentional thinking in our programming. We reviewed learning outcomes and identified the specific evidence needed to assess student progress. We re-evaluated our math program and recalibrated our alignment with national standards. This led to an analysis of current elementary and secondary math programs, gifted mathematic recommendations, and international programs. During this study, we carefully tracked student growth and collected evidence based on national Common Core standards. Throughout the year, we piloted efforts to ensure the methods and programs worked for our students' needs.

Teachers worked throughout the 16-17 year to enhance authentic inquiry in our classrooms. Staff attended the Harvard Zero/International Baccalaureate professional development on *Making Thinking Visible*, which highlighted classroom strategies to engage all students and to see and assess thinking and learning in action. Four staff members presented to other Colorado educators on how inquiry methods and explorative play give students the time, space, and opportunities to grapple with complex, significant concepts.

Pre-K continues to be a class of firsts and wide-eyed enthusiasm. They explored how adult animals look after their young, the life cycles of animals (butterflies specifically), different styles of music including making their own musical instruments, how cities are organized, and the day-to-day basics of how to be a student. Play, joy, emerging independence, self-management, and beginning literacy and mathematics are the hallmarks of the Pre-Kindergarten.

Our Kindergarten, 1st, and 2nd grade classes studied maps, food sources, rainforests, recycling, tales from around the world, and the human body. The Kindergarten class focused on research and sharing knowledge; what does that look, feel, and sound like for a student's first research opportunities? Our 1st-2nd graders studied the human body; the hands-on labs and models generated much enthusiasm. Students also used the playground to study math concepts in measuring, outlining the perimeters and determining the footprint of traditional Native American homes.

Our 3^{rd} - 4^{th} grade classes studied invertebrates, geology, and Colorado history with many field trips, including a visit to the Tommyknocker mine and a 4th grade overnight to Keystone

Science School. They explored ancient Greece with a play featuring classical myths, an inquiry into art and architecture that included a gallery show of their own works, and a study of the economics of personal and business finance. Their student-designed businesses kicked off with their proposal presentations in front of a "guppy tank" (the kinder, gentler version of "Shark Tank") of parent professionals. They developed marketed, and sold their goods with proceeds (over \$300) going to selected non-profit organizations.

Our 5th-6th grade classes studied a wide range of topics. They examined the workings of the human brain, complete with brain dissection. They investigated geologic timelines and epochs in Earth's history, the Revolutionary War, and the government of the early United States. Their studies culminated in a trip to Washington D.C. They explored classic tales, journeying with Tom and Huck in *Tom Sawyer*, and reading as well as performing in *Treasure Island*. Other highlights included studying media (what is fake news?) and the exploration of robots that included playing with robots, touring a robot factory (robots making robots), and participating in the Raft-Denver Broncos Cardboard Quarterback Arm Challenge. One of our groups won the challenge and was invited to tour the Broncos' training facilities. The biannual Washington D.C. trip featured a real-world curriculum in civics, including an opportunity to ask Colorado Senator Bennett thoughtful questions related to their Unit of Inquiry.

Our Middle School bubbled with enthusiasm and excitement for service to each other, the Mackintosh community, and the greater community. They worked hard to get the greenhouse fully green, profitable, and sustainable. Their IB Community Projects highlighted service to animals, creating an updated flag for the city of Littleton, supporting farmers in the Philippines, working in community urban gardens, and developing a vegetarian cookbook for kids. Their play, Shakespeare's *Twelfth Night*, was a huge success. Students also enjoyed studying the blues and creating "harmonic" melodies heard across campus. Their year ended with a transformative experience of cultural immersion and service at the Pine Ridge Lakota reservation in South Dakota.

SHARON MUENCH // CURRICULUM COORDINATOR



CONTRIBUTIONS



BOULDER CONTRIBUTIONS //

Donations/Grants \$75,000 Annual Fund 215,000 Auction, net 215,000 Scholarships 180,000 Total \$685,000

\$685,000

Kammerer, Rudy



280Blue

Allen, Tonya and Shawn
Allred, Elizabeth
Alred, Susan
Ambraziunas, Adrienne and Bryce
Ambraziunas, Ray
Anderson, Katrina
Angles, Albert and Melanie
Armstrong, Meghan and Rich
Athey, Lizzy
Banjo Family

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Barto, Allison and Todd Barto, Mary

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Bodorff Schreier, Natasha & Steffan

Bolch, Jenny Boulder Cork

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Campos, Kristina
Carreon, Tracey and Benny
Caruso-Thompson, Gina and Tom
Chilton, Julie
Coobb, John
Cole, Lindsey and Garret
Cole, Nancy
Cook, Holly
Cook, Windy and Chris
Cordova, Roxana

Cordova, Roxana
Crawford, Bart
Crowley, Eileen
d.global
Davis, Jill and Glen

Deiley, Jen and Brent

Dermatology Specialists

Dodd, Steve Douglas, Trey Draves, Brian Droste, Mary

DSB Sounds

Edgar, Cindy and Bryan Etemadi, Yana and Ali Eyen, Kelly Faddick, Mary Lou Fronckiewicz, Laura and Kirk Furth, Sandy

Galloway, Angie and John

Garianova, Tatiana Gibbs. Adrienne and Justin Gill-Kelly, Stephanie Gill, Missy and Rick Girard, Lisa and Tom Goldsmith, Del Rene Goldsmith/Kern, Amy and John Graff, Joan and Julie Graff, Shira and Jonathan Granger, Kim and Garv **Grant Family** Grav. Barbara Groem, Svein and Sara Gurung, Donna and Shankar Gyambayantha, Vinita and Raghu Hamilton, Michael Harson, Kristin and Neville Hefty, Noel and Terry Hickernell, Barbara Hickory, Stan Higgins, Sarah and Mark Himes, Emily and Chris

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Jaeckel, Heidi

John, Christine

Hoskins, Becky and Alan

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Hume, Tara and Chris

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Littlefield, Lucy and Scott

Lowry, Jill

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Lvon, Jessica and David

 Moxie Bread
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 Murray-Swank, Nicole and Aaron
 Rusconi, Sandi and Andre

 Nauth-Bolanos, Lizi and Roger
 Russell, Susanne and Jeff

 Nelson, Shelley and Brian
 Rutherford Hill

 O'Brien/Ross Family
 Scala, Tina

 Odbayar Family
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 Scheitlin, Cathy and Mark

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 Schmidt, Kaitlin

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 Parker, Melody
 Schuler, Prudence

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Wilson, Kirsten

Wolf, Kristen

Wilson, Lauren and Ben



LITTLETON CONTRIBUTIONS //

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John and Sherry Claypool

Joe and Karen Collison

Larry and Maureen Farmer

First Bank - Littleton

\$41,000 **Donations/Grants Annual Fund** 59.000 **Scholarships** 42,000 Auction, net 25.000 **TOTAL** \$167,000

\$167,000

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Roger and Megan Knight

Jamie and Karinn Koback

Land Rover of Denver

Adam and Tori Larson

Andreas and Laura Lee

Jeff and Kate Lormand

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Don and Elaine Stathi



THANK YOU!

