This issue of the 2005-2006 Annual Report is dedicated to Dr. Nancy Price and William Price, The Bear Creek School Founders. We are eternally grateful for their dedication to service, their God-given vision, and the many talents they shared during their tenure.

“To look backward for awhile is to refresh the eye, to restore it, and to render it more fit for its prime function of looking forward.”
— Margaret Fairless Barber

Great leaders capture vision, inspire passion, nurture growth, affirm core values, and build excitement for the future. Since our inception as a classical, Christian school in 1988, the leadership of Dr. Nancy Price as Head of School from 1988-2006, has endowed us with a rich educational and spiritual legacy. Her unyielding commitment to intellectual excellence, personal accountability and a Christ-centered world view will remain a hallmark for generations of TBCS students and families to come. We have all been deeply inspired by her courage, transformed by her vision, and blessed by her years of service to our community.

From the beginning, William Price, co-founder of The Bear Creek School, has been a backbone of support during the growth and development of the school. From his leadership as a founding member of the Board of Trustees, to his service in business development and management, faculty training, parent education, and so much more - William provided a steady hand, mind and heart and touched the lives of all who have walked through our doors.

As we reflect on our past, present, and future, we celebrate the Price’s accomplishments and the accomplishments of so many others who have dedicated heart, soul, and mind to The Bear Creek School.
Dear TBCS Community,

Each year the Annual Report provides us with an invaluable opportunity to reflect on what is truly extraordinary—what sets us apart—as The Bear Creek School community. This year more than any other, I am reminded of how God uses EVERY circumstance, accomplishment, opportunity, or challenge to show us more of His character and to demonstrate how deeply He is involved in refining the lives of His people.

At the heart and core of our TBCS mission are people—students, faculty, trustees, staff, parents, grandparents, volunteers, alumni, and friends—who share a common passion. We are committed to living out our mission by developing minds and hearts shaped through the lens of faith and readied for lives of leadership and service.

Thank you to each and every one of you for your critical role in living out what God has intended for The Bear Creek School. We celebrate the many significant accomplishments of the past year!

- We celebrated with thanksgiving the opening of our new Valley Campus in the beginning of 2006.
- We have continued to experience enrollment growth in the Middle and Upper School and near or at-capacity enrollment in the Lower School.
- Lower School students read a total of 163,610,280 words and passed 9,264 Accelerated Reader quizzes.
- The Associated Student Body ratified their new constitution and the ASB Student Leadership Council was able to take part in national student leadership training and development.
- We were thrilled to see such a high rate of alumni participation in campus homecoming events.
- We celebrated the graduation of 28 seniors who selected “best-fit” colleges, many receiving merit scholarships. Six members of that class were awarded National Merit recognition.
- We were blessed to retain an exceptionally high number of our faculty and staff who are attentive to the diverse needs of our student population.
- We now have preliminary designs for a possible future campus expansion.
- Our students enjoyed 36 middle and upper school chapels featuring 20 special guests.
- Over 26 different organizations were served during a one-day TBCS Community Service day.
- In response to the severe hurricane devastation of the Bahamas region, 30 TBCS students and faculty worked with Island Encounter to assist local churches by sharing the gospel and rebuilding damaged or destroyed structures on Grand Bahamas Island.

As you read through this report, my hope is that you are inspired and humbled by the many, many good works and significant achievements of the past year.

With great thanksgiving for all that you have done and continue to do in the lives of our TBCS community!

Karen Beman
Interim Head of School
Dear TBCS Community,

As you will read in the enclosed pages, it is exciting to see the ways in which TBCS is strong and growing. Our enrollment continues to increase, our programs improve and expand, we’re adding and improving facilities, and our faculty is maturing and gaining invaluable experience to bring to the classroom. There is much to celebrate at TBCS starting with the amazing support of our parents through the giving of their time, talent and treasure to help advance the mission of our school. These pages are a celebration of what has been accomplished by our whole educational community.

Improved Facilities
The 2005-2006 school year marked the transition of the Woodinville Campus from the Bear Creek Community Church to its new home, the Valley Campus. We opened the renovated Valley Campus in January, 2006, housing individual classes of grades K-6. This great facility, comprising approximately 11,300 square feet, provides much improved spaces for classroom, playground, computer, library, cafeteria, specialty programs, parking and administration.

Financial Stability
This past year was a significant year in the financial arena. Under the guidance of David Smith, Treasurer, the Board completed a restructuring of our debt to tax-exempt bonds. Borrowing increased by $5.2M in order to fund bonds. In moving to bonds we have significantly decreased the cost of borrowing and provided additional positive impact through:
- Lower operating costs
- Bonds provided funding for purchase of Valley Campus
- Bonds provided funding for opportunistic purchase of nearby land for future development
- Conversion of debt to fixed rate payments assures predictability of debt service costs
- Increasing unrestricted cash reserves achieves higher level of financial safety

We are continuing to build our cash reserves towards a healthy model for organizational reserves. Our current unrestricted cash reserves are $2.6M, which is approximately 3-4 month of operating costs. The Board goal for cash reserves is 4-6 months. Another positive step in the financial arena was in December 2005 when the finance committee initiated a laddered investing approach with quarterly maturities beginning in 3 months out to 3 years. The financial long term stability of our school will continue to be a top priority for the Board.

Leadership transition
During the 2005-2006 school year we entered into a critical transitional phase in the development of our school with the retirement of our founding Head, Nancy Price. As we navigated the transition process, the Board focused on expanding its knowledge of independent school management and engaged the services of several noted national experts to assist us in this process. We’ve asked these experts to assist us in defining issues of board governance, strategic branding and messaging, strategic organization and structure, strategic planning, and executive recruiting. All of these efforts are designed to enable us to professionally and efficiently lead and manage TBCS through this period, and to emerge as a stronger and more vibrant institution. There have already been changes in our leadership structure, including assigning the new Interim Head of School and the addition of the Assistant Head of School for Curriculum and Instruction. Based on key findings, the foundation has been laid for an updated graphic look and core brand messaging, including plans for a much more user friendly web site. In addition, the opportunity profile for our next Head of School has been completed.
Our recruiting efforts for Head of School are, at the time this report went to press, in full swing lead by a special board, staff and faculty committee. We’re very enthusiastic about our processes, the advice and counsel we’ve received and what we will accomplish during the 2006-2007 year.

**Strategic direction**

Part of the work we accomplished during the past school year has formed the basis for important work we will do during the 2006-2007 school year. At the top of the list, in addition to our Head of School search process, will be a strategic planning process that we will conduct late in the fall. This process, facilitated by experts in independent school management, will help us to craft a research-based vision for the next five years, and develop key strategic initiatives that live out this vision.

Many of these activities will help to lay important groundwork for a critical project on our horizon—a potential capital campaign to finance a new lower school facility. We have a unique opportunity in the coming years and we have a school that continues to grow. With the land we now own (over 38 acres), a growth management agreement with the surrounding community, and pending approvals from King County; our goal is a new lower school facility and reconfigured middle/upper school on our property. The work we begin in 2006-2007 will form the basis for critical decisions we will make in the next two school years with regards to future property utilization.

**The strength of TBCS mission**

The beauty of all of these key strategic processes is that they are all based on a simple and unchanging premise: our founding mission. The mission statement is central to everything we do here at TBCS. Through leadership and organizational changes, our mission, like the constitution of our nation, remains solid and unchanging and provides guidance, focus, and direction to the Board of Trustees, Administration and Faculty. Our mission remains unchanged and is the cornerstone of every process, project, and decision. The entire TBCS community—including students, parents, faculty, administration, board, and alumni—can rest assured that while we may continue to refine and improve how we articulate or deliver on our mission, the mission itself remains alive and vibrant and powerful.

Thank you for your continued and faithful support of the Bear Creek School.

Warm regards,

Kurt C. Maass
President
HIGHLIGHTS FROM
2005-06

Athletics

Individually and collectively, our players and teams enjoyed a victorious season. The girls cross country, boys tennis and girls golf teams were also honored as Academic State Champions.

- The volleyball team made it to League playoffs.
- The boys soccer team progressed to Tri-District playoffs.
- The girls soccer team was League Champs and also entered Tri-District playoffs.
- The boys cross country team was League Champs, placed first in Tri-District playoffs, and earned 6th place in State playoffs.
- The girls cross country team was League Champs, placed 6th in Tri-District playoffs and 12th in State.
- This year, the boys basketball team enjoyed their first ever winning season and made it to League playoffs.
- The girls basketball team made it to League playoffs.

Music

One only need look at our long list of musical achievements to determine that we have some extremely talented students. This past year, the 6th grade choir, Middle School band, and Middle School choir all attended the ACSI Musicale and received Superior ratings from the adjudicator. The Upper School girls’ ensemble received a superior rating at the regional solo/ensemble festival and went on to sing at the state ensemble competition. One of the highest honors for young musicians is selection to perform at the All-State level, and we sent six students to the Jr. High or High School All-State orchestra, All-State choir, or All-State band.

- In track, the girls won the State Championship in the 4x200 and Kimi Pohlman was the State Champion in the 100M.
- Three TBCS golfers qualified for the State tournament and one finished 4th in the State.

Booster Club

It started with a dream to “finish the gym” and a vision of a packed house full of noisy fans cheering for the Grizzly teams. The Booster Club’s “Bucks For Bleachers” campaign kicked off last November 22 at the first annual Green & Gold Night. The goal was to raise $37,000 for a full set of bleachers on the west side of the gym. Supporters were offered the opportunity to “name a seat” in the new bleachers for a donation of $250. By the end of the school year, with the support of Booster Club, PTF and many families, the goal was met! Almost 100 seats were named and the bleachers and gym modifications were installed and completed in August, 2006.
Valley Campus

After years of praying for a dedicated campus, in January, 2006, TBCS Woodinville families finally had a place to call their own. The new Valley Campus is equipped with an art room with 17 drafting boards, a science lab, a computer lab with 17 shining new laptop computers, a large library, covered walkways, a student lunchroom, a faculty/staff lounge, specialist classrooms, a multipurpose room, a PTF room, extra office space for play, a conference room, and many more features. A fully fenced playground provides ample space and a large field is also available for PE and recess. The pastoral setting of the Valley Campus creates a relaxed and peaceful environment that is welcoming and enjoyable to students, parents and teachers, and conducive to a nurturing educational environment. Close proximity to the Redmond Campus is convenient for dual campus families and increases opportunities for extra curricular activities. Owning our own facility has improved our freedom to use the space in a way that is best suited to the needs of our students and has enabled our community to work together even more cohesively as we grow our students into the individuals God intends. As we celebrate this new campus, we would also like to thank the Bear Creek Community Church for their long partnership and faithful support as we grew and developed our program.

Class of 2006

The students who leave our hallways to pursue their collegiate dreams create a legacy for those who will eventually follow in their footsteps. The class of 2006 excelled in academics, athletics, service, and leadership. The class of 2006 graduated 63% with honors; eight students graduated Cum Laude (3.5-3.79), and seven students graduated Summa Cum Laude (3.9-4.0). Fifteen graduates were awarded with Washington State Honors, a recognition given to the top 10% of graduating seniors across the state. National Merit recognition was given to six graduates who placed in the top 5% or above nationally on their PSATs. We are proud of the achievements of this and know they will continue to do great things with their lives.
Volunteer Hours

Through their generous outpouring of time and talent, families ensure that their children have the attention and support that is so integral to their learning experience. This past year, family members volunteered 34,000 hours of their time to TBCS. They organized and volunteered at various events including the Walk-a-thon, the Sports-a-thon, socials, dramas, the Fall Party, book fairs, class parties, the auction, and field trips. They provided students with individual attention in reading and math groups, tested students on bible verses, corrected papers, gave class presentations, volunteered in the library, and prepared classroom materials. They served on steering committees, search committees, and focus groups. Our talented and willing parents sew, bake, advise, present, paint, judge, drive, create, and nurture—all for the benefit of our students. What we achieve as a school would be impossible without the dedication and service of so many.

Missions

Over their Spring Break, 25 Upper School students returned to Grand Bahama Island for the fourth annual TBCS Mission Trip. Hurricanes Katrina and Wilma hit the islands of The Bahamas hard last year, and the small nation was still recovering from their devastation. The group worked to stucco a house, paint, fix roofs, repair doors and windows, repair a mission center, and distribute hygiene kits that were assembled at TBCS. After returning home, the students continued their affinity and prayers for the people of Grand Bahama and raised enough money to purchase a used pickup truck for the island missionaries to continue with their ministry. Our students made an impact with their acts of service, but they left their mark upon the island with their willing hearts and caring spirits.

PTF

Parent Teacher Fellowship (PTF) serves the school community by funding various programs for faculty, staff, facilities, and families. Last year, Lower School Walk-a-thons raised $39,659 and the Middle and Upper School Sports-a-thon raised $4,528. These events funded the Art Docent program, author visits, babysitting classes, classroom enhancements, classroom Visa cards for teachers, the Fall Party, playground equipment (including the climbing walls at both campuses), scholarships, faculty and staff gifts, Ice Cream Socials for new families, teacher appreciation, ParentNet programs, hospitality, a luncheon for new faculty members, drafting tables for Art, AED and CPR sets, strength training equipment, microwaves and smoothie blenders for the lunchrooms, enhancements to the new Valley campus, spirit t-shirts, and Wellness Week.
Community Service

Upper School students turned in a total of 9,604 hours of service throughout 2005-2006. During Community Service day, students served organizations like Hopelink, Parks and Rec, World Vision, Eagle’s Nest, Camp Gilead, Camp Sambica, Girl Scout Council, Union Gospel Mission, Boys and Girls Club, Salvation Army Food Bank, and First Baptist Church of Redmond. Our Middle School students also participated in their first Community Service day and served organizations like the Water Department, Parks and Rec, Duvall Christian Church, and TBCS.

Travel

Academics at TBSC have been enhanced by the opportunity to hit the road and travel! In the fall, 8th graders visited the State Capital in Olympia, the mouth of the Columbia River to see where Lewis and Clark first reached the Pacific, the Columbia Maritime Museum, and Fort Vancouver. In June they visited apple orchards in Wenatchee, Whitman Mission, a museum in Ephrata, Dry Falls State Park, and Grand Coulee Dam. Over mid-winter break, 19 Upper School students and 4 faculty members went to Italy to explore Rome and Florence. They saw the Vatican, the Renaissance art museums, and the Roman forum. It was a fantastic way to experience history up close and personal and left an impression on all those who were able to attend.
## FINANCIAL HIGHLIGHTS

2005/2006 fiscal year ending June 30, 2006
The deficit from operations was $979,557 or $1,547 per student, based on 633 students.

### Operating Revenues

<table>
<thead>
<tr>
<th>Service</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>$ 7,049,449</td>
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<tr>
<td>Registration Fees</td>
<td>232,648</td>
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<tr>
<td>Building Fees</td>
<td>312,055</td>
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<tr>
<td>Cafeteria</td>
<td>201,517</td>
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<tr>
<td>School Programs (Athletics, Summer School, Tutoring, etc.)</td>
<td>205,849</td>
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<tr>
<td>Total Operating Revenues</td>
<td>$ 8,001,518</td>
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### Operating Expenses

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<thead>
<tr>
<th>Expense</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Program Expenses</td>
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<tr>
<td>Program Salaries and Benefits</td>
<td>4,415,041</td>
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<tr>
<td>Program Expenses</td>
<td>2,727,040</td>
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<tr>
<td>Financial Aid</td>
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<tr>
<td>Cafeteria</td>
<td>243,560</td>
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<tr>
<td>Administrative Salaries, Benefits and General Expenses</td>
<td>1,195,989</td>
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<tr>
<td>Total Operating Expenses</td>
<td>$ 8,981,075</td>
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<tr>
<td>Deficit from Operations</td>
<td>$ (979,557)</td>
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### Fundraising and Other Revenues

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<thead>
<tr>
<th>Revenues</th>
<th>Amount</th>
</tr>
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<tbody>
<tr>
<td>Contributions and Gifts</td>
<td>$ 704,577</td>
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<td>Annual Fund</td>
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<tr>
<td>Auction</td>
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<td>Endowment Contributions</td>
<td>25,650</td>
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<tr>
<td>Other Giving</td>
<td>42,731</td>
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<tr>
<td>Revenues - Non Operating</td>
<td>228,926</td>
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<tr>
<td>Interest Income</td>
<td>190,120</td>
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<tr>
<td>Scrip</td>
<td>38,806</td>
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<tr>
<td>Other Fundraising Income</td>
<td>193,875</td>
</tr>
<tr>
<td>Sportsathon</td>
<td>4,528</td>
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<tr>
<td>Walkathon</td>
<td>39,659</td>
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<tr>
<td>ASB/PTF/Booster Club</td>
<td>149,688</td>
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<tr>
<td>Total Fundraising and Other Revenues</td>
<td>$ 1,127,378</td>
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<tr>
<td>Change in Net Assets from Operating</td>
<td>$ 147,821</td>
</tr>
<tr>
<td>Nonoperating Activities</td>
<td>$ 600,759</td>
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<tr>
<td>Change in Unrestricted Net Assets</td>
<td>$ 633,625</td>
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<tr>
<td>Change in Restricted Net Assets</td>
<td>$ 114,955</td>
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* Primarily due to an unrealized gain as of 6-30-06 on an interest rate SWAP agreement in conjunction with the issuance of tax-exempt bonds.
**Cafeteria 3%**

**Financial Aid 4%**

**Administrative Salaries, Benefits and General Expenses 13%**

**Program Expenses 30%**

**Program Salaries and Benefits 50%**

**Other Fundraising Income 2%**

**School Programs 2%**

**Revenues - Non Operating 3%**

**Registration Fees 3%**

**Building Fees 3%**

**Contributions and Gifts 8%**

**Tuition 77%**

---

**ASSETS**

$27,044,197

**LIABILITIES**

$19,918,113

---

**INCREASED CASH RESERVES**

Total Unrestricted Cash Reserves are now $2.6M, which is approximately 3-4 months of operating costs. Our goal is 4-6 months.

**DECREASED COST OF BORROWING**

Annual savings from issuance of tax-exempt bonds = $250K

Annual savings from negotiating new letter of credit = $98K

---

**TOTAL GIFTS IN FISCAL YEAR 2005/2006**

<table>
<thead>
<tr>
<th>Category</th>
<th># of Donors</th>
<th>% of Donations</th>
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<td>$10000+</td>
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<tr>
<td>$5000-$9999</td>
<td>18</td>
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<td>$2500-$4999</td>
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<tr>
<td>$500-$2499</td>
<td>134</td>
<td>30.80%</td>
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<tr>
<td>$1-$499</td>
<td>259</td>
<td>59.54%</td>
</tr>
</tbody>
</table>

**Total Number of Donors**

435

100.00%
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John and Sheila Ackland
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Chris and Laurel Archey
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