

**Three Cedars Waldorf School  
Executive Director – Action plan 2014-15**

The 2014-15 action plan outlined below is derived from the Strategic Plan defined by the TCWS Board of Trustees. For the 2014-15 school year, on the foundation of the significant improvements in the school's financial position, successful recruiting of qualified faculty, and ongoing implementation of updated administrative practices, the ED's plan focuses on the development of the following essential areas:

**A. Grow towards Full Enrollment – 165 students in 2017-18**

**B. Campus Renewal – A Campus Reflecting Who We Are**

The ED's 2014-15 goal is to engage all members of the school community – students, parents, faculty and staff members, extended community – in designing, actively participating in, and implementing the school vision for a vibrant and collaborative Waldorf School community.

The ED intends this action plan as an evolving working document, updated regularly to reflect stages of evolution and completion of each focus and task. Progress and updates are communicated on an ongoing basis via monthly Incidental Reports to TCWS Board, and as-needed regular communication to the public via the school's bi-weekly newsletter.

A handwritten signature in black ink, appearing to be 'Geraldine Kline', with a stylized flourish at the end.

Geraldine Kline, Executive Director  
Three Cedars Waldorf School

## A. Enrollment

### Background and Rationale

Three Cedars Waldorf School is committed to fulfilling its mission by serving Preschool through Grade Eight students' educational needs in the Bellevue region and beyond to its full capacity.

### FOCUS I – Reach full enrollment

#### Task I

- a) Maintain **Enrollment Strategy to reach 100% enrollment capacity in 2017-18**

<b>Enrollment 08/10/2014</b>	<b>2014-2015</b>	<b>PROJECTED 2015-2016</b>	<b>PROJECTED 2016-2017</b>	<b>PROJECTED 2017-18</b>
grade 8	8	10	7	13
grade 7	10	7	13	18
grade 6	7	13	18	16
grade 5	13	18	16	15
grade 4	18	16	15	15
grade 3	16	15	15	16
grade 2	15	15	16	16
grade 1	12	16	16	16
<b>Elementary Enrollment</b>	<b>99</b>	<b>110</b>	<b>116</b>	<b>125</b>
<b>Early Childhood Enrollment (FTE)</b>	<b>33</b>	<b>40</b>	<b>40</b>	<b>40</b>
<b>TOTAL ENROLLMENT</b>	<b>132</b>	<b>150</b>	<b>156</b>	<b>165</b>
<b>Total enrollment capacity (FTE)</b>	<b>165</b>	<b>165</b>	<b>165</b>	<b>165</b>
<b>Total capacity – 165 students – in %</b>	<b>80%</b>	<b>90.9%</b>	<b>94.54%</b>	<b>100</b>

## **Task II**

- a) Engage Enrollment Team including parents and staff members in implementing the enrollment strategy and design:
- Open Houses
  - Outreach – preschools, kindergarten, grades 1-5 schools within 30 miles of TCWS
  - Advertising Campaign – Implement Marketing Team strategy.
    - Promotional video
    - Paper and web-based advertising

## **B – Campus Renewal**

### **Background and Rationale**

Three Cedars Waldorf School is committed to improving its site to:

- Ensure the optimum delivery of its programs.
- Honor the students' need for spaces conducive to the full development of all their capacities.
- Imbue indoor and outdoor spaces with beauty.
- Ensure the safety of students, parents, and employees at all times.

## **FOCUS**

**Engage the school community in designing and building our campus as a reflection of who we are.**

### **Task I**

Envisioning campus development with the support of the Pomegranate Center – 'Shaping Resilient, Collaborative Communities'.

### **Task 2**

Manifesting our shared vision for campus development through active and practical participation.