

### Three Cedars Waldorf School Executive Director – Action plan 2012-13

The 2012-13 action plan outlined below follows the 2011-13 ED Action Plan, essentially completed in March of 2012.

ED Action Plans are derived from the Strategic Plan as defined by the TCWS Board of Trustees.

For the 2012-13 school year, the ED's plan focuses on the short and long-term resolution of finances and enrollment, to address the school's immediate needs and long-term sustainability.

This plan focuses on six fundamental areas:

**A. Finance**

**B. Advancement**

**D. Community Engagement**

**E. Programs**


**F. Accreditation**

**G- Site Development**

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.

Completed tasks appear in **bold blue** text.

Tasks in progress appear in **green bold** text.



Geraldine Kline, Executive Director  
Three Cedars Waldorf School

## A - Finances

### Background and Rationale

The Three Cedars Waldorf School believes its mission to be relevant for a long-time to come. Therefore, the school strives to deliver its mission within thoughtful strategic choices that ensure sufficient financial resources. To achieve its long-term sustainability the school anchors its financial position in a long-term financial plan that includes prudent management of its resources, reasonable, predictable, and manageable income streams, and adequate reserves.

To sustain adequate operating income, the school builds and maintains adequate enrollment and tuition levels that reflect the true value and costs of its programs. To attract qualified staff the school offers competitive compensation packages.

### FOCUS

**Secure the long-term sustainable financial operation of the school.**

#### Task I

Maintain a revolving long-term financial plan derived from the intentions and commitments outlined in the ED work-plan

1. Maintain a multi-year financial plan including current year's budget plus four years.
2. Revolve annually and revise to accommodate plan updates, enrollment, updated income and expenses.

#### Task II

Strengthen the school's financial position by maximizing its current assets base and revenue sources.

1. Build **tuition income revenue to phase out dependence on soft** income and balance operating budget by 2013-14.
2. Build **fundraising revenue based on donation history** outside of major donation stream.

## B – Advancement

### Background and Rationale

Three Cedars Waldorf School is committed to fulfilling its mission by serving students in Preschool through Grade Eight educational needs in the Bellevue region and beyond to its full capacity, and by engaging the school community in a culture of generous support.

## FOCUS I – Reach full enrollment

### Task I

- a) Develop an **Enrollment Strategy** to reach the goal of 90% plus of full enrollment in September 2015

ENROLLMENT GOALS	2010-2011	2011-2012	PROJECTED 2012-2013	PROJECTED 2013-2014	PROJECTED 2014-2015	PROJECTED 2015-2016
grade 8	9	9	11	14	9	16
grade 7	9	11	14	9	16	11
grade 6	12	14	10	16	11	13
grade 5	15	10	14	11	13	17
grade 4	11	16	11	14	17	17
grade 3	14	10	14	17	17	18
grade 2	12	14	15	16	18	18
grade 1	13	17	15	18	18	18
<b>Elementary Enrollment net Withdrawals</b>	<b>95</b>	<b>101</b>	<b>104</b>	<b>115</b>	<b>119</b>	<b>128</b>
<b>Kindergarten Enrollment net Withdrawals</b>	<b>39</b>	<b>30</b>	<b>36</b>	<b>4</b>	<b>44</b>	<b>44</b>
<b>Total enrollment</b>		<b>131</b>	<b>140</b>	<b>159</b>	<b>163</b>	<b>172</b>
<b>Total capacity 188 students – in %</b>		<b>69.68%</b>	<b>74.46%</b>	<b>84.57%</b>	<b>86.70%</b>	<b>91.48%</b>

### Task II

- a) Create Enrollment Team including parents and staff members to implement the enrollment strategy and design:
- Open Houses – November and January
  - Outreach – preschools, kindergarten, grades 1-5 schools within 30 miles of TCWS
  - Advertising Campaign – promotional video, paper and web-based advertising, KOMO news Bellevue

## **FOCUS 2 – Develop a culture of generous support**

### **Task I**

- a. Create a Fundraising team to design and hold fundraising activities
  - Scrip Program – monthly sales booth in plaza - \$11,000 net
  - Fundraising Event – October mission-based community event - \$52,000 net
  - Annual Fund – Year-long - \$60,500 net

## **FOCUS 3 – Develop Capital Campaign 2013-14**

### **Task I**

- Create a Capital Campaign plan to include building extension on Building C in 2015-16
- Prepare Capital Campaign structure and sequence
  - Launch Capital Campaign in October 2014

## **D – Community Engagement**

### **Background and Rationale**

The school's success depends on the enthusiastic and informed support of its parent body. Involving parents in the development of the school through defined methods conducive to a rich and harmonious social engagement is an essential element of a Waldorf community. Individually and as a group, parents are at the forefront of the school's interactions with the extended community. Engaging parents in building the social life of the school community is indispensable to the current well-being and future sustainability of a Waldorf School community.

## **FOCUS - Attract, support and retain enthusiastic and dedicated parents to create and hold a vibrant Parent Association in service of the school's mission.**

### **Task I**

- a) Retain the engagement of the Class Coordinators in the Parent Association
- b) Guide the activities of a Parent Association within the parameters defined by the school's organizational structure .
- c) Engage parents in a culture of initiative and support
- d) Sustain a comprehensive Adult Education program to strengthen the community's understanding and participation in the mission of the school and its founding philosophy.

## **E. Programs**

### **Background and Rationale**

The Three Cedars Waldorf School operates programs for students in preschool through grade 8. Three Cedars Waldorf School is founded on the pedagogical work of Rudolf Steiner and the ongoing research of the Waldorf Movement in which it is an active participant. Working from the ideals of Waldorf Education, TCWS highly values beauty, integrity, the uniqueness of each individual and their contribution to the responsible development of society.

We recognize the necessity of educating and developing our community of students to its fullest potential - spiritually, ethically, intellectually, socially, and physically - in a caring and nurturing environment. While we honor parents as the primary educators, we value and contribute to a close and meaningful partnership between home and school.

In the tradition of global awareness characteristic of Waldorf education, we prepare each student for a world-wide perspective, guiding them to recognize and accept responsible and creative participation in their family, school community, society, and in the world.

### **FOCUS – Further develop the school’s curriculum and programs to prepare students to embody the school’s mission.**

#### **Task I**

Determine the needs and outline the considerations necessary to offer the highest quality Waldorf education from preschool through grade 8 in Bellevue.

- a) **Review all programs** vertically (by grades) and horizontally (by subjects) according to protocol below.
  - a. What was originally intended with the Waldorf curriculum?
  - b. What are the best practices in Waldorf school worldwide?
  - c. What is our school currently doing?
  - d. What do we want to offer from this point on?

#### **Task II**

Continue enhancing our curriculum and programs to address the needs of our students in our rapidly changing world.

- 1. Subjects programs – purpose, goals, achievements, performance
- 2. Strengthen curricular relations and formulate our preschool through grade 8 curriculum across subjects and across divisions.
  - a. Define learning goals by grades preschool through grade 8 – Accreditation self-study
  - b. Define learning goals by subject – Accreditation self-study
  - c. Articulate Grade Eight preparedness for high school benchmark

## **F. Accreditation**

### **Background and Rationale**

Three Cedars Waldorf School is committed to a joint accreditation with the Pacific Northwest Association of Independent Schools (PNAIS) and the Association of Waldorf Schools of North America (AWSNA). Understanding that the value of an accreditation essentially resides in the authentic conduct of a self-study, the school engages in the accreditation process with eager anticipation of the support provided by the self-study.

### **FOCUS**

**Conduct joint PNAIS-AWSNA self-study so as to optimize the benefits of the accreditation self-study for the organization.**

### **Task I**

Engage the school community in holding the accreditation self-study as the leading process towards the school's sustainable future.

- a) Complete **accreditation self-study** by October 10, 2013
- b) Host an Accreditation Visit in the spring of 2014.
- c) Address recommendations of the Accreditation team in a six months period following receipt of accreditation report.

## **G – Site Development**

### **Background and Rationale**

Three Cedars Waldorf School is committed to improving its site to ensure the proper delivery of its curriculum and programs and honor the long-range site development plan approved by the City of Bellevue.

### **FOCUS**

**Manage site improvements within the Master Plan approved by the City of Bellevue.**

### **Task I**

Build an outdoor staircase as mandated by the City of Bellevue.

Install underground cable.

Remedy EMF.

Remodel Trillium Hall to create administrative offices.

Conduct budgeting study for major renovation of Trillium Hall in 2013-14 and raising of building C for 2015-16.