

MISSION:

Linden Waldorf School's mission is to provide education that honors the developmental stages of childhood, cultivates a love of learning and addresses the whole child through the head, hands, and heart.

VISION STATEMENT:

We envision a thriving inter-generational and diverse community of lifelong learners dedicated to fostering the ideals of Waldorf education with the intention of cultivating the intellectual curiosity, moral consciousness, and physical well-being of our students, families and the greater community.

WE VALUE:

- Waldorf education and participating in its evolution; building on the foundation of Rudolf Steiner's insights into child development and actively working to keep the education relevant to our time and place.
- Education that is developmentally appropriate, addresses the whole child, is academically challenging and fosters a lifelong love of learning.
- A thriving community built on the ideals of peace, joy, cooperation, collegiality, financial responsibility, diversity, integrity and respect.
- A deep connection with nature that nurtures wonder and reverence for the world around us. We value biodynamic agriculture and other forms of environmental stewardship that create a sustainable path into the future.
- A welcoming learning environment where faculty and staff strive to bring students to an understanding and experience of the common humanity of all the world's people - transcending stereotypes, prejudices, and divisive barriers.

**Critical Needs
addressed in this plan:**

ENRICHED PROGRAMMING

LWS will develop our programming to further cultivate the intellectual curiosity, moral consciousness, and physical well-being of our students, families, and the greater community to meet our vision of a thriving intergenerational and diverse community of lifelong learners.

SITE

LWS will secure facilities that meet our stated Ideal Learning Environment Standards so that we can best serve the whole child.

GOVERNANCE

LWS will define and implement a governance structures that is both firm and flexible, such that it provides clarity about policy, roles, responsibilities, and accountability school-wide and can adapt as needed.

ACCREDITATION

LWS will achieve AWSNA and SAIS accreditation and will renew its existing WECAN accreditation.

ENRICHED PROGRAMMING

LWS will develop our programming to further cultivate the intellectual curiosity, moral consciousness, and physical well-being of our students, families, and the greater community to meet our vision of a thriving intergenerational and diverse community of lifelong learners.

5 Year Goals:

- P1:** Expand our early childhood program to address the needs of families with younger children.
- P2:** Better address the developmental needs of our upper grades students and their families.
- P3:** Expand our after school program to provide a wider variety of developmentally appropriate activities.

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P1: Expand our early childhood program to address the needs of families with younger children.

	Initiative/Goal/Objective	Leader	Measure of Success	Timeline/Status
P1a:	Survey the early childhood community to determine the extent of the needs of families with infants and young children.	Early Childhood Faculty point person	Analysis of survey results with prioritized needs	Fall 2014
P1b:	Design expanded program with a timeline for staged implementation based on analysis	Admin Chair and EC point person	Plan for Early Childhood expansion adopted by FLC	See Site Objectives 2015
P1c:	Determine needs for physical location to house expanded program.	Early Childhood Faculty point person	TBD in January 2015	See Site Objectives 2015
P1d:	Determine financial needs for expanded program.	EC point person with Admin Chair	TBD	See Site Objectives 2015
P1e:	Create implementation plan with timeline for expanded program.	EC point person with Admin Chair	TBD	See Site Objectives 2015

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P2: Better address the developmental needs of our upper grades students and their families.

	Initiative/Goal/Objective	Leader	Measure of Success	Timeline/Status
P2a	Research Nashville area non-Waldorf and other Waldorf upper grades programming.	UG Committee chair	Research completed	Spring 2015
P2b	Establish policies and procedures that clarify LWS upper grades programming based on results of P2a.	UG Committee chair/FLC	Policies and Procedures for UG Programming written	Fall 2015
P2c	Establish programming that will enhance LWS upper grades experience.	UG Committee	Programming implemented	Fall 2016
P2d	Restructure LWS upper grades annual schedule based on programming changes from P2c to provide a timeline for healthy breathing in the day and week.	Scheduling Committee point person	Restructured upper grades annual schedule adopted	Fall 2016
P2e	Create an implementation timeline for a student and parent educational plan to help LWS families prepare to navigate the upper grades.	UG Committee	Educational plan and timeline communicated to UG Faculty	Fall 2017
P2f	Fully implement plan from P2e	UG Committee and Faculty	Plan implemented	Fall 2018

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P3: Expand our after school program to provide a wider variety of developmentally appropriate activities.

	Initiative/Goal/Objective	Leader	Measure of Success	Timeline/Status
P3a	Develop policies and procedures around the current LWS aftercare program.	Admin Chair and Aftercare team	Policies and Procedures adopted	Spring 2015
P3b	Survey current aftercare participants and parents to help identify needed additions to aftercare programming	Aftercare Team w/ UG Committee point person	Survey complete	Spring 2015
P3c	Define appropriate additions to aftercare program that meet the needs of upper grades students	Aftercare team w/ UG Committee point person	Ideal program defined	2016
P3d	Determine funding needs of aftercare program expansion.	Admin and Business Manger	Budget line items adopted	Fall 2016 for 2017-2018 school year
P3e	Create a timeline for implementation of additional aftercare programming for upper grades as necessary.	Aftercare team and UG Committee	Timeline created	Fall 2017
P3f	Fully implement plan from P3e	Aftercare team and UG Committee	Plan implemented	Fall 2018

SITE

LWS will secure facilities that meet our stated Ideal Learning Environment Standards so that we can best serve the whole child.

5 Year Goals:

- S1: LWS will acquire real property
- S2: LWS will establish a Site Development Master Plan
- S3: LWS will undertake Site improvement

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S1: LWS will acquire real property

	Initiative/Goal/Objective	Leader	Measure of Success	Timeline/Status
S1a	Site Working Group will conduct discussions w/ TPC regarding the possibility of purchasing land from TPC.	Site Working group	Significant Progress Made by April 2015 (as determined by the LWS Board of Directors)	December 2014—April 2015
S1b	The Site Committee will search for and explore outside opportunities for Real Property.	Site Committee	Identification of specific Real Property for acquisition	September 2014—Summer 2015
S1c	The site committee shall coordinate funding with the Development Committee to execute a LOI (letter of intent) on property approved by the board.	Site Committee	Executed Letter of Intent	September 2014—Summer 2015
S1d	LWS Board will close on/acquire property for Site.	Board of Directors	Deed or note in hand	March 31 2016

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S2: LWS will establish a Site Development Master Plan

	Initiative/Goal/Objective	Leader	Measure of Success	Timeline/Status
S2a	Site committee will recommend a design team that will assist in feasibility and planning for new LWS Site.	Site Committee and Board of Directors	Letter of Intent to hire Design Team	Summer 2015
S2b	Site committee will work in coordination with the Development Committee to designate funds for cost to hire Design Team	Site Committee	Line item(s) in 2016 Budget for hiring Design Team	November 2015 (approval of 2016 budget)
S2c	Site committee will hire a design team to create a Site Development Master Plan, oversee design process and make recommendations to the Board as needed.	Site Committee and Board	Contract with Design Team	June 30 2016
S2d	Site committee will work in coordination with the Development Committee to determine funding for projected cost of design process.	Site Committee	Contract with Design Team	June 30 2016
S2e	Board, Site Committee and Building Committee will finalize Site Development Master Plan.	Board of Directors	Completed Site Development Master Plan adopted by Board of Directors	March 31 2017

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S3: LWS will undertake site improvement

	Initiative/Goal/Objective	Leader	Measure of Success	Timeline/Status
S3a	Site committee will recommend to Board of Directors a Building Committee to oversee execution of the Site Development Master Plan.	Site Committee and Board of Directors	Building Committee structure, membership, and charter determined.	December 2016
S3b	Building Committee shall explore, review, determine and hire the required construction firms to build project.	Building Committee	Executed Contracts with Construction Firms	March 2016
S3c	Building Committee will establish a process to oversee the construction and keep board updated.	Building Committee	Oversight plan adopted by Board of Directors	April—June 2016
S3d	Building Committee will recommend a date for construction to begin during second quarter of 2016	Board of Directors	Groundbreaking Ceremony approved.	June 2016
S3e	Completion of Site construction.	Building Committee and Board of Directors	Final inspections successfully completed and Site dedicated	May 2019

GOVERNANCE

LWS will define and implement a governance structures that is both firm and flexible, such that it provides clarity about policy, roles, responsibilities, and accountability school-wide and can adapt as needed.

5 Year Goals:

- G1:** LWS will establish uniformity in process and documentation for all policies, and best practice method for communication of policy changes.
- G2:** Have in place a rolling calendar timeline of policy review that will be used by the Governance Committee each year to communicate to all policy-making groups which policies need to be reviewed and either reaffirmed and revised.
- G3:** Full accountability and responsibility measures in place and in use within governance structure.
- G4:** Determine community need, feasibility, and if determined, process for moving to a “next phase” governance structure.

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G1: LWS will establish uniformity in process and documentation for all policies, and best practice method for communication of policy changes.

	Initiative/Goal/Objective	Leader	Measure of Success	Timeline/Status
G1a	Formally adopt policy template and policy creation process and policy review and revision process.	Governance Chair with Admin Chair	Common knowledge and common use of policy template and process	To Be Determined by Governance Committee
G1b	Develop timeline and communication plan for inter-group process for policy creation and review/revision.	Communication Subcommittee (of Governance)	Policy about policies formally adopted	To Be Determined by Governance Committee

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G2: Have in place a rolling calendar timeline of policy review that will be used by the Governance Committee each year to communicate to all policy-making groups which policies need to be reviewed and either reaffirmed and revised.

	Initiative/Goal/Objective	Leader	Measure of Success	Timeline/Status
G2a	Determine which policies need to be reviewed annually or other sequence.	Governance Committee	Annual review plan adopted by BoD	To Be Determined by Governance Committee
G2b	Create master list of policies and review periods.	Governance Chair	Master list in use	To Be Determined by Governance Committee

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G3: Full accountability and responsibility measures in place and in use within governance structure.

	Initiative/Goal/Objective	Leader	Measure of Success	Timeline/Status
G3a	Research best practices in other accredited Waldorf schools to determine appropriate accountability actions.	Admin Chair	Reporting within GC and Board	To Be Determined by Governance Committee
G3b	Provide support, training, and structure for leadership to initiate and uphold accountability measures.	Executive Committee	Leader training, mentoring Actionable occurrences documented	To Be Determined by Governance Committee

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G4: Determine community need, feasibility, and if determined, process for moving to a “next phase” governance structure.

	Initiative/Goal/Objective	Leader	Measure of Success	Timeline/Status
G4a	Revisit “strawman” proposal for revised governance structure with full community to determine need for three-person leadership structure.	Governance Chair	Community wide visioning meeting and survey	
G4b	Develop strategic plan for governance shift	Governance Committee	Governance Strategic Plan adopted by BoD	

ACCREDITATION

LWS will achieve AWSNA and SAIS accreditation and will renew its existing WECAN accreditation.

5 Year Goals:

A1: LWS will renew its existing WECAN full membership.

A2: LWS will achieve AWSNA/SAIS joint accreditation.

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A1: LWS will renew its existing WECAN full membership.

	Initiative/Goal/Objective	Leader	Measure of Success	Timeline/Status
A1a	LWS EC program will arrange for a site visit to happen before February 1, 2015	Early Childhood, FLC rep. Faculty Chair	Site Visit planned	August 2014
A1b	LWS EC faculty and Admin will complete the Self-study update, Sections I and II and send electronically to WECAN Regional Rep. and Membership Coordinator	Early Childhood, FLC rep. Faculty Chair	Membership Coordinator and WECAN Regional Rep. receive self study	Sept. 2014
A1c	LWS EC faculty will forward self-study update, previous self-study and site visit report form, Orientation for the Site Visitor, and Site Visit Report Form to the site visitor	Early Childhood, FLC rep. Faculty Chair	Site visitor receives self-study, etc.	Oct. 2014
A1d	Complete the site visit and remind the site visitor to submit the completed report within 30 days of the visit	EC faculty	WECAN Full Membership renewed	Feb. 1, 2015

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A2 (Continued next page): LWS will achieve Association of Waldorf Schools of North America (AWSNA)/Southern Association of Independent Schools (SAIS) joint accreditation.

	Initiative/Goal/Objective	Leader	Measure of Success	Timeline/Status
A2a	Appoint in-house Accreditation Coordinator and Accreditation Steering Committee (ASC) for AWSNA/SAIS joint accreditation	FLC	Accreditation Coordinator appointed; ASC structure and membership defined	Fall 2014
A2b	Determine and provide funding for accreditation process	Admin Chair/ Business manager	Necessary line items added to 2015-2016 and 2016-2017 budgets	Fall 2014
A2c	Establish SAIS membership.	Admin Chair	SAIS membership established	Fall 2014
A2d	Submit application for accreditation to AWSNA	Accreditation Coordinator with Admin and Faculty Chair	Application submitted	May 1, 2015
A2e	Review SAIS Accreditation Guidebook and/or attend an accreditation workshop	Accreditation Coordinator or Admin or Faculty Chair	Sufficient preparation complete to host Introductory Evaluation (Orientation) Visit	Spring/Summer 2015
A2f	Plan and host an Introductory Evaluation (Orientation) Visit	Accreditation Coordinator	Orientation Visit findings assessed to prepare for Team Visit	Fall 2015

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A2 CONTINUED: LWS will achieve Association of Waldorf Schools of North America (AWSNA)/Southern Association of Independent Schools (SAIS) joint accreditation.

	Initiative/Goal/Objective	Leader	Measure of Success	Timeline/Status
A2g	Schedule AWSNA/SAIS Team Visit	Accreditation Coordinator	Team Visit acknowledged by AWSNA/SAIS	Fall 2015
A2h	Submit Request for Participation to SAIS with on-line form	Accreditation Coordinator	SAIS Participation request submitted	Jan/Feb. 2016
A2i	Prepare and submit Self-Study	Accreditation Coordinator	Self-Study receipt confirmed by AWSNA/SAIS	Fall 2015-Jan 2017
A2j	Schedule Pre-Visit by Team Leader	Accreditation Coordinator	Pre-Visit acknowledged by AWSNA/SAIS	Fall 2016
A2k	Team Visit	Accreditation Coordinator and LWS Leadership	Team Visit findings assessed to prepare response	Spring 2017