



Strategic Plan

2011 – 2014

DRAFT

Presented by the 2011/12 LWS Strategic Planning Committee:
Co-chairs Newel Anderson & Jarrod Kersey

Approved by the LWS Board of Directors, December 5, 2011 (Revised January 16, 2012)

Introduction

Our school embodies the hard work and dreams of parents, faculty and board for their children and future generations. In 1990, the Waldorf Association of Nashville was established as a group of educators, Steiner study group participants, and parents met informally to explore the possibility of establishing Waldorf Education in Nashville. Our Early Childhood Program grew out of this and was established in 1993.

The school's first, fully trained grades teacher was hired in 1998, to teach a budding crown kindergarten class. This class would eventually graduate in May 2007 to become our first 8th grade graduates. In the summer of 2002, the expanding grades program relocated to our current space at Trinity Presbyterian Church where we eventually reunited our early childhood program with our grades program.

Thanks to the hard work of dedicated staff, parents and community members our school continues to grow. In October 2009, our community met for a Community Visioning workshop led by AWSNA's Patrice Maynard, Leader of Association Outreach and Development. It was during this workshop that we identified many of the short and long-term goals set forth in this Strategic Plan. Over the last two years, our school worked diligently to carve out our shared vision for the next phase in our school's growth and captured this work in the following Strategic Plan

The Plan focuses on 4 critical issues:

- Program and Curricular Development
- Obtaining Accreditation
- Facilities Improvement
- New Revenue Streams

Supporting this Plan are our newly crafted Vision Statement, and redefined Mission Statement and Core Values:

Vision Statement

We envision a thriving inter-generational community of life-long 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.

Mission Statement

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

Core Values

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.

We value a **lifelong love of learning**.

We value education that is **developmentally appropriate and addresses the whole child**.

We value a thriving **community** built on the ideals of cooperation, collegiality, financial responsibility, environmental stewardship, diversity, reverence, integrity and respect.

Programming and Curricular Development for LWS; A Three-Year Strategic Plan

Critical Need Addressed:

Our school community has a need to enrich educational programming, both in depth and in breadth, in a manner consistent with Waldorf pedagogy, to meet the needs of the modern child.

GOAL: Linden Waldorf School will deepen its existing curriculum by further defining scopes and sequences for all subject areas, and will broaden its curriculum by developing new programs that meet the needs of the modern child.

Objective 1: Enrich and broaden programming for grades by expanding programs which support healthy development and classroom learning.

- 1.1.1: The Programming Enhancement Committee will define the pedagogical needs for adding eight weeks to the current Eurythmy Program—by Fall 2011.
- 1.1.2: The Administration will define operational needs to implement Objective 1.1.1—March 2012.
- 1.1.3: The Finance Committee will define the impact of Objectives 1.1.1 and 1.1.2 on the school's operating budget—April 2012.
- 1.2: The Board of Directors will evaluate Objectives 1.1.1-1.1.3 and approve implementation of at the May 2012 BoD meeting.
- 1.3: The Programming Enhancement Committee will define the pedagogical needs for adding full-time Educational Support Program—by Fall 2012.
- 1.4.1: The Programming Enhancement Committee will define the pedagogical needs for adding an additional twelve weeks to the Eurythmy Program—by Fall 2012.
- 1.4.2: The Administration will define operational needs to implement Objectives 1.3 and 1.4.1—March 2013.
- 1.4.3: The Finance Committee will define the impact of Objectives 1.3, 1.4.1, and 1.4.2 on the school's operating budget by April 2013.
- 1.5: The Board of Directors will evaluate Objectives 1.3-1.4.3 and approve implementation of above by May 2013 BoD meeting.
- 1.6: LWS will add eight weeks to the current Eurythmy Program during AY 2012-2013.
- 1.7: LWS will add an additional twelve weeks to the Eurythmy Program during AY 2013-2014.
- 1.8: LWS will add a full-time Educational Support program during AY 2013-2014.

Objective 2: LWS will further define the scopes and sequences for grades 1-8 in Spanish, Handwork, Math, Language Arts, Movement, and Music subject areas.

- 2.1: The Programming Accreditation Committee will define the structure and membership of Subject Working Groups assigned to each subject area—by Fall 2011.
- 2.2: FLC will provide the working framework (goals) to each Subject Working Group—by Fall 2011.
- 2.3: Subject Working Groups define objectives to reach its goals (submitted to FLC)—by Spring 2012.
- 2.4: Spanish and Handwork Working Groups submit scopes and sequences to FLC—by Summer 2012.
- 2.5: Math, Language Arts, Movement, and Music Working Groups submit scopes and sequences to FLC—by Spring 2013.

Objective 3: Develop a Faculty Chair position that will provide pedagogical leadership within the school.

- 3.1.1: The Pedagogical Accreditation Committee will describe how the Faculty Chair position will enhance Waldorf pedagogy at the school—March 30, 2012.
- 3.1.2: The Faculty and Administrator will define the job description of the Faculty Chair by March 30, 2012.
- 3.1.3: The Faculty and Administration will define the criteria that qualify an individual to occupy the Faculty Chair position by March 30, 2012.
- 3.2: The Board of Directors will evaluate Objectives 3.1.1-3.1.3 and approve at April 2012 BoD meeting.
- 3.3.1: The Governance Committee will define the Faculty Chair position in the governance structure of the school by May 31, 2012.
- 3.3.2: The Compensation Committee will define the compensation model for the Faculty Chair by May 31, 2012.
- 3.4: The Board of Directors will evaluate Objectives 3.3.1 and 3.3.2 and approve at June 2012 BoD meeting.
- 3.5: The Finance Committee will define the financial impact of a new Faculty Chair on the school's operating budget by—July 31, 2012.
- 3.6: FLC and Board of Directors will conduct a search for qualified candidates to fill the Faculty Chair position during Fall 2012.
- 3.7: The Board of Directors will hire a qualified individual to fill the Faculty Chair positions effective Spring 2013.

Objective 4: Define educational opportunities for the Linden Waldorf School community and maintain a consistent level of educational engagement with the greater Nashville Community.

- 4.1: The Outreach Committee will identify educational events in the greater community that serve the needs of modern child and submit a list to FLC annually—by July 31.
- 4.2: The Finance Committee will define the budget for proposed community education offerings on the school's operating budget annually—by July 31.
- 4.3: The Administration with FLC input will determine a schedule of approved educational events annually by August 1.
- 4.4: LWS will host educational events open to the greater community that address the needs of the modern child on the schedule defined in Objective 4.3.
- 4.5: FLC and the Administration will reflect and summarize the implementation of Objectives 4.1-4.4 to be presented at the May Board of Directors meeting for consideration of following AY outreach plan.

Fall 2011 Objectives:

- 1.1.1: The Programming Enhancement Committee will define the pedagogical needs for adding eight weeks to the current Eurythmy Program—by Fall 2011.

Spring 2012 Objectives:

- 1.1.2: The Administration will define operational needs to implement Objective 1.1.1—March 2012.
- 1.1.3: The Finance Committee will define the impact of Objectives 1.1.1 and 1.1.2 on the school's operating budget—April 2012.

1.2: The Board of Directors will evaluate Objectives 1.1.1-1.1.3 and approve implementation of at the May 2012 BoD meeting.

2.1: The Programming Accreditation Committee will define the structure and membership of Subject Working Groups assigned to each subject area—by Spring 2012.

2.2: FLC will provide the working framework (goals) to each Subject Working Group—by Spring 2012.

2.3: Subject Working Groups define objectives to reach its goals (submitted to FLC)—by Spring 2012.

3.1.1: The Pedagogical Accreditation Committee will describe how the Faculty Chair position will enhance Waldorf pedagogy at the school—March 30, 2012.

3.1.2: The Faculty and Administrator will define the job description of the Faculty Chair by March 30, 2012.

3.1.3: The Faculty and Administration will define the criteria that qualify an individual to occupy the Faculty Chair position by March 30, 2012.

3.2: The Board of Directors will evaluate Objectives 3.1.1-3.1.3 and approve at April 2012 BoD meeting.

3.3.1: The Governance Committee will define the Faculty Chair position in the governance structure of the school by May 31, 2012.

3.3.2: The Compensation Committee will define the compensation model for the Faculty Chair by May 31 2012.

Summer 2012 Objectives:

2.4: Spanish and Handwork Working Groups submit scopes and sequences to FLC—by Summer 2012.

3.4: The Board of Directors will evaluate Objectives 3.3.1 and 3.3.2 and approve at June 2012 BoD meeting.

3.5: The Finance Committee will define the financial impact of a new Faculty Chair on the school's operating budget by—July 31, 2012.

4.1: The Outreach Committee will identify educational events in the greater community that serve the needs of modern child and submit a list to FLC annually—by July 31.

4.2: The Finance Committee will define the budget for proposed community education offerings on the school's operating budget annually—by July 31.

4.3: The Administration with FLC input will determine a schedule of approved educational events annually by August 1.

Fall 2012 Objectives:

1.3: The Programming Enhancement Committee will define the pedagogical needs for adding full-time Educational Support Program—by Fall 2012.

1.4.1: The Programming Enhancement Committee will define the pedagogical needs for adding an additional twelve weeks to the Eurythmy Program—by Fall 2012.

1.6: LWS will add eight weeks to the current Eurythmy Program during AY 2012-2013.

3.6: FLC and Board of Directors will conduct a search for qualified candidates to fill the Faculty Chair position during Fall 2012.

4.4: LWS will host educational events open to the greater community that address the needs of the

modern child on the schedule defined in Objective 4.3.

Spring 2013 Objectives:

1.4.2: The Administration will define operational needs to implement Objectives 1.3 and 1.4.1—March 2013

1.4.3: The Finance Committee will define the impact of Objectives 1.3, 1.4.1, and 1.4.2 on the school's operating budget by April 2013.

1.5: The Board of Directors will evaluate Objectives 1.3-1.4.3 and approve implementation of above by May 2013 BoD meeting.

2.5: Math, Language Arts, Movement, and Music Working Groups submit scopes and sequences to FLC—by Spring 2013.

3.7: The Board of Directors will hire a qualified individual to fill the Faculty Chair positions effective Spring 2013.

4.5: FLC and the Administration will reflect and summarize the implementation of Objectives 4.1-4.4 to be presented at the May Board of Directors meeting for consideration of following AY outreach plan.

Summer 2013 Objectives:

4.1: The Outreach Committee will identify educational events in the greater community that serve the needs of modern child and submit a list to FLC annually—by July 31.

4.2: The Finance Committee will define the budget for proposed community education offerings on the school's operating budget annually—by July 31.

4.3: The Administration with FLC input will determine a schedule of approved educational events annually by August 1.

Fall 2013 Objectives:

1.7: LWS will add an additional twelve weeks to the Eurythmy Program during AY 2013-2014.

1.8: LWS will add a full-time Educational Support program during AY 2013-2014.

4.4: LWS will host educational events open to the greater community that address the needs of the modern child on the schedule defined in Objective 4.3.

Spring 2014 Objectives:

4.5: FLC and the Administration will reflect and summarize the implementation of Objectives 4.1-4.4 to be presented at the May Board of Directors meeting for consideration of following AY outreach plan.

Summer 2014 Objectives:

4.1: The Outreach Committee will identify educational events in the greater community that serve the needs of modern child and submit a list to FLC annually—by July 31.

4.2: The Finance Committee will define the budget for proposed community education offerings on the school's operating budget annually—by July 31.

4.3: The Administration with FLC input will determine a schedule of approved educational events annually by August 1.

Fall 2014 Objectives

4.4: LWS will host educational events open to the greater community that address the needs of the modern child on the schedule defined in Objective 4.3.

Nationally-Recognized Accreditation for LWS; A Three-Year Strategic Plan

Critical Need Addressed:

Our school community has a need to transition to a fully recognized, independent, and formalized Waldorf school.

GOAL: Linden Waldorf School will be fully accredited by AWSNA and SAIS by the end of Academic Year 2013-2014.

Objective 1: Achieve Association of Waldorf Schools of North America (AWSNA) Accreditation.

- 1.1: The Strategic Planning Committee will submit a 3-year plan to the Board of Directors by December 5, 2011.
- 1.2: The Board of Directors will submit a plan to AWSNA by December 15, 2011.
- 1.3: The Board of Directors will define a position and identify funding for an Accreditation Coordinator by Spring 2012.
- 1.4: LWS will become recommended for candidacy for AWSNA accreditation by Spring 2013.
- 1.5: The Accreditation Coordinator will prepare and submit a Self Study to AWSNA within one year of recommendation for candidacy.
- 1.6: LWS will undergo an AWSNA site visit during Spring 2014.
- 1.7: LWS anticipates AWSNA accreditation will be granted by Spring 2014 (within 12 mos. of recommendation for candidacy).

Objective 2: Achieve Southern Association of Independent Schools (SAIS) Accreditation.

- 2.1: The Administrator and the Accreditation Coordinator will attend SAIS/SACS workshop on October 6, 2011 to become more informed about the accreditation process.
- 2.2: The Board of Directors will determine if LWS will seek SACS (AvancED) accreditation before November 2012.
- 2.3: The Accreditation Coordinator will submit a Request for Participation (RFP) to SAIS by November 2012 to initiate the accreditation process.
- 2.4: LWS will undergo pre-visit by SAIS during Spring 2013.
- 2.5: The Finance Committee will initiate an audit of FY 2012-13 during Fall 2013.
- 2.6: The Accreditation Coordinator will oversee, prepare and submit a Self Study to SAIS by Fall 2013.
- 2.7: LWS will undergo a site visit by SAIS during the Spring of 2014.
- 2.8: LWS anticipates SAIS accreditation will be granted by April 2014 (within 12-18 mos. of submission of RFP).

Fall 2011 Objectives:

- 1.1: The Strategic Planning Committee will submit a 3-year plan to the Board of Directors by December 5, 2011.

<p>1.2: The Board of Directors will submit a plan to AWSNA by December 15, 2011.</p> <p>2.1: The Administrator and the Accreditation Coordinator will attend SAIS/SACS workshop on October 6, 2011 to become more informed about the accreditation process.</p>
Spring 2012 Objectives:
1.3: The Board of Directors will identify funding for an Accreditation Coordinator position by Spring 2012.
Summer 2012 Objectives:
Fall 2012 Objectives:
<p>2.2: The Board of Directors will determine if LWS will seek SACS (AvancED) accreditation before November 2012.</p> <p>2.3: The Accreditation Coordinator will submit a Request for Participation (RFP) to SAIS by November 2012 to initiate the accreditation process.</p>
Spring 2013 Objectives:
<p>1.4: LWS will become recommended for candidacy for AWSNA accreditation by Spring 2013.</p> <p>2.4: LWS will undergo pre-visit by SAIS during Spring 2013.</p>
Summer 2013 Objectives:
Fall 2013 Objectives:
<p>2.5: The Finance Committee will initiate an audit of FY 2012-13 during Fall 2013.</p> <p>2.6: The Accreditation Coordinator will oversee, prepare and submit a Self Study to SAIS by Fall 2013.</p>
Spring 2014 Objectives:
<p>1.5: The Accreditation Coordinator will prepare and submit a Self Study to AWSNA within one year of recommendation for candidacy.</p> <p>1.6: LWS will undergo an AWSNA site visit during Spring 2014.</p> <p>1.7: LWS anticipates AWSNA accreditation will be granted by Spring 2014.</p> <p>2.7: LWS will undergo a site visit by SAIS during the Spring of 2014.</p> <p>2.8: LWS anticipates SAIS accreditation will be granted by April 2014.</p>
Summer 2014 Objectives:
Fall 2014 Objectives

Facilities Improvement for LWS; A Three-Year Strategic Plan

Critical Need Addressed:

Our school has a need to expand facilities to allow for continued growth in student enrollment, enable the capacity for community impact, and strengthen and enrich our programming.

GOAL: Linden Waldorf School will define the school's facility needs for the next three to five years.

Objective 1: LWS will identify the impact of current programming on facility needs.

1.1: FLC will define a current master curriculum for LWS programming—Fall 2011.

1.2: The school Administration, in consultation with FLC, will use the master curriculum to define a master plan for current facility utilization—April 2012.

1.3: FLC will identify and define LWS Ideal Learning Environment Standards (ILES) to meet pedagogical and instructional needs of LWS programming—May 2012.

1.4: Board of Directors will identify and define state and local facility standards as applied to current LWS program—June 2012.

1.5: The school Administration will identify and define facility standards for current school administration—Summer 2012.

1.6: The school Administration will identify and define facility standards for current support services—Summer 2012.

1.7: The school Administration will identify and define facility standards defined by outside agencies—Summer 2012.

1.8: FLC and Administrator will define facility standards to accommodate current maximum enrollment (defined by ILES) in each class (EC, Grades, and Subjects)—Summer 2012.

Objective 2: LWS will define a recurring process to identify modifications necessary to existing facility based on current and proposed programming.

2.1: FLC and Administration will submit facility modification requests to the Administrator annually—by December 15.

2.2: The school Administration will identify and define modifications necessary to demonstrate compliance with state and local standards and update on annually—by January 30.

2.3: The school Administration will identify and define modifications necessary to meet the facility needs of the school's current programming and new programming annually—by January 30.

2.4: The school Administration will identify and define modifications necessary to meet the facility needs of the school's administration and support services annually—by January 30.

2.5: The school Administration will identify and define modifications necessary to accommodate demands of outside agencies annually—by January 30.

2.6: The Board of Directors and Administrator will review proposed modifications from Objectives 2.1-2.4 and prioritize them for funding consideration from the Shared Capital Replacement Fund annually—by February 28.

2.7: The Administrator will identify modifications to be funded from the school's budget annually—by February 28.

2.8: The Administrator will present facility modifications identified in Objective 2.5 to Trinity Presbyterian Church for approval of funding from Shared Capital Replacement Fund annually—by March 30.

Objective 3: The Strategic Planning Committee will recommend the creation of an Environmental Stewardship group to plan and execute facility modifications that will improve energy utilization.

3.1: The Strategic Planning Committee will identify existing energy audit services appropriate to evaluating the existing LWS and TPC facility—March 2012.

3.2: The Strategic Planning Committee will recommend structure, membership (consisting of Parents, Faculty and TPC members), budget and mission for an Environmental Stewardship Group to the Board of Directors for approval—March 2012.

3.3: The Board of Directors will approve and fund Environmental Stewardship Group for implementation by the end of April 2012.

3.4: The Environmental Stewardship Group will present a proposal to the Board of Directors to make desired modifications to the LWS/TPC facility—August 2012.

3.5: The Administrator will present approved proposal to TPC for approval to execute—August 2012.

3.6: The Environmental Stewardship Group will execute approved plan from the Board of Directors resulting from action on Objective 3.4—Spring 2013.

3.7: Approved modifications will be completed—Fall 2013.

3.8: Environmental Stewardship Group will evaluate results of modifications (energy savings) and report to Board of Directors—Spring 2014.

3.9: Board of Directors and Administrator will report evaluation results (from 3.8) to Trinity Presbyterian Church—Spring 2014.

Objective 4: The Strategic Planning Committee will explore the school's long-term facility needs for its Vision of the future.

4.1: The Strategic Planning Committee will define a working group to define the long-term facility needs for the Early Childhood program at LWS—by March 2012.

4.1.2: The Strategic Planning Committee will define a working group to define the long-term facility needs for The Grades program at LWS—by March 2012.

4.1.3: The Strategic Planning Committee will define a working group to define the long-term facility needs for a High School program at LWS—by March 2012.

4.2: The Strategic Planning Committee will solicit input from the Faculty and from the Board of Directors to define goals and objectives for the Working Groups—by March 2012.

4.3: The Strategic Planning Committee will task the Working Groups with goals and objectives and with a timeline for completion: reports due Sept 2012—by April 2012.

4.4: The Working Groups will submit a plan of action with timeline to the Strategic Planning Committee—by June 2012.

4.5: The Working Groups will submit reports to Strategic Planning Committee—by September 2012.

4.6: The Strategic Planning Committee will incorporate findings from Working Groups with ILES (from Objective 1.3) to define projected facility needs—by October 2012.

4.7: The Strategic Planning Committee will report on projected facility needs to Board of Directors at January 2013 Board of Directors meeting.

4.8: The Board of Directors will define a Facility Development committee including members of Strategic Planning Committee, Finance Committee, and Faculty Leadership Council to translate projected facility needs into a tangible form—March 2013.

4.9: Facility Development Committee will report progress to Board of Directors monthly and complete its work by March 2014.

Fall 2011 Objectives:

1.1: FLC will define a current master curriculum for LWS programming—Fall 2011.

Spring 2012 Objectives:

1.2: The school Administration, in consultation with FLC, will use the master curriculum to define a master plan for current facility utilization—April 2012.

1.3: FLC will identify and define LWS Ideal Learning Environment Standards (ILES) to meet pedagogical and instructional needs of LWS programming—May 2012.

3.1: The Strategic Planning Committee will identify existing energy audit services appropriate to evaluating the existing LWS and TPC facility—March 2012.

3.2: The Strategic Planning Committee will recommend structure, membership (consisting of Parents, Faculty and TPC members), budget and mission for an Environmental Stewardship Group to the Board of Directors for approval—March 2012.

3.3: The Board of Directors will approve and fund Environmental Stewardship Group for implementation by the end of April 2012.

4.1: The Strategic Planning Committee will define a working group to define the long-term facility needs for the Early Childhood program at LWS—by March 2012.

4.1.2: The Strategic Planning Committee will define a working group to define the long-term facility needs for The Grades program at LWS—by March 2012.

4.1.3: The Strategic Planning Committee will define a working group to define the long-term facility needs for a High School program at LWS—by March 2012.

4.2: The Strategic Planning Committee will solicit input from the Faculty and from the Board of Directors to define goals and objectives for the Working Groups—by March 2012.

4.3: The Strategic Planning Committee will task the Working Groups with goals and objectives and with a timeline for completion: reports due Sept 2012—by April 2012.

Summer 2012 Objectives:

1.4: Board of Directors will identify and define state and local facility standards as applied to current LWS program—June 2012.

1.5: The school Administration will identify and define facility standards for current school administration—Summer 2012.

1.6: The school Administration will identify and define facility standards for current support services—Summer 2012.

1.7: The school Administration will identify and define facility standards defined by outside agencies—

Summer 2012.

1.8: FLC and Administrator will define facility standards to accommodate current maximum enrollment (defined by ILES) in each class (EC, Grades, and Subjects)—Summer 2012.

4.4: The Working Groups will submit a plan of action with timeline to the Strategic Planning Committee—by June 2012.

Fall 2012 Objectives:

2.1: FLC and Administration will submit facility modification requests to the Administrator annually—by December 15.

3.4: The Environmental Stewardship Group will present a proposal to the Board of Directors to make desired modifications to the LWS/TPC facility—August 2012.

3.5: The Administrator will present approved proposal to TPC for approval to execute—August 2012.

4.5: The Working Groups will submit reports to Strategic Planning Committee—by September 2012.

4.6: The Strategic Planning Committee will incorporate findings from Working Groups with ILES (from Objective 1.3) to define projected facility needs—by October 2012.

4.7: The Strategic Planning Committee will report on projected facility needs to Board of Directors at January 2013 Board of Directors meeting.

Spring 2013 Objectives:

2.2: The school Administration will identify and define modifications necessary to demonstrate compliance with state and local standards and update on annually—by January 30.

2.3: The school Administration will identify and define modifications necessary to meet the facility needs of the school's current programming and new programming annually—by January 30.

2.4: The school Administration will identify and define modifications necessary to meet the facility needs of the school's administration and support services annually—by January 30.

2.5: The school Administration will identify and define modifications necessary to accommodate demands of outside agencies annually—by January 30.

2.6: The Board of Directors and Administrator will review proposed modifications from Objectives 2.1-2.4 and prioritize them for funding consideration from the Shared Capital Replacement Fund annually—by February 28.

2.7: The Administrator will identify modifications to be funded from the school's budget annually—by February 28.

2.8: The Administrator will present facility modifications identified in Objective 2.5 to Trinity Presbyterian Church for approval of funding from Shared Capital Replacement Fund annually—by March 30.

3.6: The Environmental Stewardship Group will execute approved plan from the Board of Directors resulting from action on Objective 3.4—Spring 2013.

4.8: The Board of Directors will define a Facility Development committee including members of Strategic Planning Committee, Finance Committee, and Faculty Leadership Council to translate projected facility needs into a tangible form—March 2013.

Summer 2013 Objectives:

Fall 2013 Objectives:

2.1: FLC and Administration will submit facility modification requests to the Administrator annually—by December 15.

3.7: Approved modifications will be completed—Fall 2013.

Spring 2014 Objectives:

2.2: The school Administration will identify and define modifications necessary to demonstrate compliance with state and local standards and update on annually—by January 30.

2.3: The school Administration will identify and define modifications necessary to meet the facility needs of the school's current programming and new programming annually—by January 30.

2.4: The school Administration will identify and define modifications necessary to meet the facility needs of the school's administration and support services annually—by January 30.

2.5: The school Administration will identify and define modifications necessary to accommodate demands of outside agencies annually—by January 30.

2.6: The Board of Directors and Administrator will review proposed modifications from Objectives 2.1-2.4 and prioritize them for funding consideration from the Shared Capital Replacement Fund annually—by February 28.

2.7: The Administrator will identify modifications to be funded from the school's budget annually—by February 28.

2.8: The Administrator will present facility modifications identified in Objective 2.5 to Trinity Presbyterian Church for approval of funding from Shared Capital Replacement Fund annually—by March 30.

3.8: Environmental Stewardship Group will evaluate results of modifications (energy savings) and report to Board of Directors—Spring 2014.

3.9: Board of Directors and Administrator will report evaluation results (from 3.8) to Trinity Presbyterian Church—Spring 2014.

4.9: Facility Development Committee will report progress to Board of Directors monthly and complete its work by March 2014.

Summer 2014 Objectives:

Fall 2014 Objectives

New Revenue Streams for LWS; A Three-Year Strategic Plan

Critical Need Addressed:

Our school community has a need to create new streams of income and maintain a level of financial stability that ensures support for continued growth.

GOAL: LWS will structure a development plan that maximizes fundraising abilities, creates a cap reserve and increases operating reserves.

Objective 1: LWS will identify untapped funding opportunities within the community and match them with the school's funding needs.

1.1: Board of Directors will seek proposals from three consultants to explore capital campaign and annual fund options—Fall 2011.

1.2: Board of Directors will evaluate all proposals submitted—by January 2012.

1.3: Board of Directors will determine if school will pursue any of the submitted proposals—by Spring 2012.

1.4 Development Committee will consult Faculty and PA to revise the approval process for all fundraising proposals—by April 2012.

1.5 Development Committee will develop a protocol and schedule for identifying grant opportunities appropriate to the school—by April 2012.

1.6 Development Committee will evaluate the school's ability to pursue newly identified sources of funding—by May 2012.

1.7 Development Committee will work with Finance Committee to define steps necessary to pursue newly identified sources of funding—by June 2012.

Objective 2: LWS will create and maintain capital funding adequate to support growth of the school.

2.1: Finance Committee will define the school's three greatest funding needs for the next five years—by March 2012.

2.2: Finance Committee will define the process (steps) necessary to meet each of the needs identified in 2.1—by April 2012.

2.3: Finance Committee will create a five-year budget for each need defined—by October 2012.

2.4: Board of Directors will use capital need defined by Finance Committee's five-year budgets to set necessary capital funding goals—by November 2012.

2.5: Board of Directors will incorporate funding goals into the school's development plan—by December 2012.

Objective 3: LWS will help insure the school's financial stability by defining a recurring process to increase and maintain adequate annual budget reserves.

3.1: Finance Committee will define adequate annual budget reserve level for coming year based on historic spending needs and anticipated future spending levels annually—by November 31.

3.2: Finance Committee will define the process necessary to reach adequate budget reserve level annually—by March 30.

3.3: Finance Committee will use defined process (from 3.2) to determine how much capital is to be set aside from future annual budgets to reach defined reserve level annually—by April 30.

3.4: Finance Committee will submit—to Board of Directors—a plan, based on actualization, to reach defined annual budget reserve for current year—by October 31.

Objective 4: LWS will structure a five-year development plan that meets defined funding goals based on identified capital campaign, annual fund, and grant opportunities.

4.1: Board of Directors will determine which identified sources of funding it will pursue within its development plan—March 2012.

4.2: Board of Directors will determine which identified capital funding goals it will pursue and a timeframe in which to do so—March 2012.

4.3: Finance Committee will determine necessary funding to reach its annual budget reserve and timeframe in which to do so—April 2012.

4.4: Development Committee will evaluate the school's capital funding goals and match them with appropriate sources of funding in the community—June 2013.

4.5: Development Committee will draft a development plan that incorporates the above goals and timeframes—June 2013.

4.6: Board of Directors will approve the development plan—August 2013.

4.7: Development Committee will implement the approved development plan—by December 2013.

4.8: Development Committee will evaluate the yearly results of the development plan and report results to the Board of Directors—December Board Meeting each year in plan.

Fall 2011 Objectives:

1.1: Board of Directors will seek proposals from three consultants to explore capital campaign and annual fund options—Fall 2011.

Spring 2012 Objectives:

1.2: Board of Directors will evaluate all proposals submitted—by January 2012.

1.3: Board of Directors will determine if school will pursue any of the submitted proposals—by Spring 2012.

1.4 Development Committee will consult Faculty and PA to revise the approval process for all fundraising projects—by April 2012.

1.5 Development Committee will develop a protocol and schedule for identifying grant opportunities appropriate to the school—by April 2012.

1.6 Development Committee will evaluate the school's ability to pursue newly identified sources of funding—by May 2012.

2.1: Finance Committee will define the school's three greatest funding needs for the next five years—

March 2012.

2.2: Finance Committee will define the process (steps) necessary to meet each of the needs identified in 2.1—by April 2012.

4.1: Board of Directors will determine which identified sources of funding it will pursue within its development plan—March 2012.

4.2: Board of Directors will determine which identified capital funding goals it will pursue and a timeframe in which to do so—March 2012.

4.3: Finance Committee will determine necessary funding to reach its annual budget reserve and timeframe in which to do so—April 2012.

Summer 2012 Objectives:

1.7 Development Committee will work with Finance Committee to define steps necessary to pursue newly identified sources of funding—by June 2012.

Fall 2012 Objectives:

2.3: Finance Committee will create a five-year budget for each need defined—by October 2012.

2.4: Board of Directors will use capital need defined by Finance Committee's five-year budgets to set necessary capital funding goals—by November 2012.

2.5: Board of Directors will incorporate funding goals into the school's development plan—by December 2012.

3.1: Finance Committee will define adequate annual budget reserve level for coming year (2013-2014) based on historic spending needs and anticipated future spending levels annually—by November 31.

3.4: Finance Committee will submit—to Board of Directors—a plan to reach defined annual budget reserve for current (2012-2013) year—by October 31.

Spring 2013 Objectives:

Summer 2013 Objectives:

4.4: Development Committee will evaluate the school's capital funding goals and match them with appropriate sources of funding in the community—June 2013.

4.5: Development Committee will draft a development plan that incorporates the above goals and timeframes—June 2013.

Fall 2013 Objectives:

3.1: Finance Committee will define adequate annual budget reserve level for coming year (2014-2015) based on historic spending needs and anticipated future spending levels annually—by November 31.

3.4: Finance Committee will submit—to Board of Directors—a plan, based on actualization, to reach defined annual budget reserve for current year (2013-2014)—by October 31.

4.6: Board of Directors will approve the development plan—August 2013.

4.7: Development Committee will implement the approved development plan—by December 2013.

Spring 2014 Objectives:

Summer 2014 Objectives:

Fall 2014 Objectives

3.1: Finance Committee will define adequate annual budget reserve level for coming year (2015-2016) based on historic spending needs and anticipated future spending levels annually—by November 31.

3.4: Finance Committee will submit—to Board of Directors—a plan, based on actualization, to reach defined annual budget reserve for current year (2014-2015)—by October 31.

4.8: Development Committee will evaluate the yearly results of the development plan and report results to the Board of Directors—December Board Meeting each year in plan (report on year one due at December 2014 Board Meeting).