

2016-2018 Strategic Plan – 3/12/16

VISION

Mountain Song Community School is an educational community committed to the healthy growth and development of the whole child, healthy includes the physical, emotional, and social realms. Through a curriculum inspired by Waldorf-methods our teachers nurture the imagination in the early years, building a foundation for abstract thinking, gradually and appropriately challenging the intellect throughout the grades. This philosophy places equal emphasis on a solid academic program, artistic expression, social development and attention to the inner life and natural rhythms of the child.

MISSION

Mountain Song Community School (MSCS) is a community of families and educators dedicated to the conscious evolution of the whole child utilizing developmentally appropriate holistic education that nurtures body, mind and heart. Our aim is to bring forth healthy, confident, free-thinking, self-directed children who are passionately engaged with their education and empowered to contribute positively to the world.

Priority Goals

- Governance:** To develop a well governed organization
- Academics:** To have students progressing towards the highest levels of achievement using Waldorf Educational methods
- Faculty and Staff Development:** To recruit, develop, and retain exceptional faculty and staff
- Community:** To establish a powerful and positive climate culture
- Fundraising and Resource Development:** To create a financially viable institution through diversified sources of income

Three Year Objectives

- 1. Recruit and retain skilled board members
2. Strengthen support and evaluation process for CEO
3. Train and orient board members effectively
4. Set goals earlier in the year
- 1. Continuous improvement in ELA proficiency to meet the 60% standard
2. Continuous improvement in mathematics proficiency to meet the 60% standard
- 1. To have 50% of faculty enrolled in the Waldorf certification program
2. 90% retention rate of proficient and distinguished staff members
3. 80% satisfaction rating by staff annually
- 1. Increase parent participation
2. Have a 95% average attendance rate
3. Develop parent education in Waldorf methods and Anthroposophy
- 1. Increase income by 5%
2. Establish a reserves fund of 20% of budget
3. Create a cohesive development plan with an active Development Committee
4. Create new avenues of income outside of fundraising and PPR

Initiatives for 2016-17

- 1. Develop an orientation process for new board members
2. Create a succession plan for leadership positions
3. Create an org chart
4. Develop a consistent timeline and structure for CEO evaluation
5. Quarterly training for board
6. Recruit 3 new qualified board mem
- 1. Achieve an overall 60% proficiency in ELA for state exams
2. Achieve an overall 47% proficiency in Math for state exams
3. Additional instruction time in Math
4. Add mathematics interventionist
5. 95% participation rate for testing
- 1. Develop a plan to get staff enrolled in the Waldorf Cert Program
2. Establish a process for evaluation of all faculty and staff
3. Carve out time in the week for staff to receive more training from Ped Director
- 1. Clarify avenues for volunteerism by parents
2. Implement process for addressing chronic absenteeism
3. Add more group artistic and educational opportunities for parents
- 1. Increase reserves to 15% of budget by end of FY 16-17
2. Create a Development Committee
3. Develop a campaign to increase external giving to the institution
4. Carve out money to help with staff and faculty development

In formulating the Strategic Plan for Mountain Song Community School, the Board of Directors and Leadership Team seek to translate our Vision and Mission statements into actionable and measurable goals, strategies, initiatives, and programs. This plan will provide direction for both short and long-term decision-making as we continue to advance the education program of our children using the philosophy of Waldorf Education.

We have established five priority goals in the areas of Governance, Academics, Faculty and Staff Development, Community, and Fundraising and Resource Development.

In order to develop a well governed organization, our three year objectives are to recruit and retain skilled board members, strengthen the support and evaluation process for our Executive Director, and effectively train and orient our board members. Our specific initiatives for 2016-17 therefore include developing an orientation process for new board members, creating a succession plan for leadership positions, updating the organizational chart, utilizing a consistent timeline and structure for Executive Director evaluation, and increasing faculty advisory input in the governance process.

Our priority Academics goal is designed to have students progressing towards the highest levels of achievement using Waldorf Educational methods while the three year objectives focus on continuous improvement in ELA and mathematics in order to meet the standard level of 60% proficiency in both areas. The initiatives for the 2016-17 school year will be designed to achieve an overall 60% proficiency in ELA for state exams and achieve at least an overall 47% proficiency in Math for state exams by providing additional instruction time in Math, hiring a mathematics interventionist, and establishing a 95% participation rate for testing.

In the area of Faculty and Staff Development, our goal is to recruit, develop, and retain exceptional faculty and staff by having 50% of faculty enrolled in the Waldorf certification program, and by maintaining a 90% retention rate of proficient and highly effective staff members and an 80% satisfaction rating by staff annually.

Just as community is a part of our name, establishing a powerful and positive climate/culture in our Community is an important part of our Strategic Plan. In order to achieve this goal, we will strive to increase parent participation, have a 95% average attendance rate, and develop parent education in Waldorf methods and Anthroposophy (the philosophical foundation of Waldorf Education) by clarifying avenues for volunteerism by parents, implementing a process for addressing chronic absenteeism, and adding more group artistic and educational opportunities for parents.

Finally, to increase our financial viability, we have established a Fundraising and Resource Development goal with the three year objectives of increasing income by 5%, establishing a reserve fund of 20% of the budget, creating a cohesive development plan with an active Development Committee, and creating new avenues of income from outside of fundraising and PPR. Our initiatives in this area are designed to increase reserves to 15% of budget by the end of Fiscal Year 2016-17, create a Development Committee, develop a campaign to increase external giving to the institution, and carve out money to help with staff and faculty development.

Our Board of Directors and the Leadership Team will continuously monitor changes in the critical assumptions underpinning the Strategic Plan as well as our actual performance in achieving these strategic goals. A material change in critical assumptions or actual performance may prompt a recalibration or revision of the strategic plan if necessary. But with these goals and critical initiatives in place, we can insure that our decision-making process maintains its focus on the success of Mountain Song.