



LONG RANGE PLAN REVIEW: 2012-2013

BOARD OF TRUSTEES

- * The Feasibility Study for the new school never got off the ground due to the exorbitant costs of the project and the unique features of our school. Our AWSNA representatives suggest that we drop this objective in favor of web-based surveys and interviews with a few important donors.
- * The Board continues to check into different building sites but has not found one that is both suitable and on the market. The board continues to pursue this objective though it is not scheduled to be purchased until 2015.
- * The Board of Trustees has made no progress on generating a preliminary school design, a task which was scheduled to begin in January of 2013. This seems like the first step in any move toward a new facility.
- * The Board has not begun working with parents on strategies to more effectively include parents in the evolution of the school and their students' education. Implementation of these measures is due in the fall of 2014.
- * The Board effectively added a Founding Documents review into its annual calendar and has made appropriate alterations to these documents for the 2013 Spring All School Meeting.
- * The Board has made no progress in defining effective and powerful mandates to school committees.
- * The Board successfully published an annual report in the Fall issue of the Kaleidoscope
- * The Board has not decided whether to seek full membership in AWSNA through the accreditation process or through self-study and peer review, and has not submitted a letter of request to AWSNA for full membership.
- * Though the Board did not actually meet with the Driftless Folk School Board it did consider this prospect in depth and it continues to rely on the personnel overlap between the institutions as a means to future collaboration.

ADMINISTRATIVE GROUP

- ✿ Administrative Group has begun work on requiring a portfolio from student applicants but the process needs more formalization and follow through.
- ✿ Administrative Group has promoted a May application deadline but has not attached any consequences to late application.
- ✿ Though the deadline is not until fall of 2013 Administrative Group has not begun work on the creation and implementation of a custom meeting and facilitation training.
- ✿ Administrative Group has not initiated a mapping of the current communication networks at YIHS, identifying gaps and unused or obsolete tools.
- ✿ A 3-year plan has been successfully submitted to AWSNA in order to maintain our developing status in AWSNA.

DEVELOPMENT COMMITTEE

- ✿ Development Committee has reached out to PRWS in a number of ways including meeting with the PRWS Enrollment Coordinator, Development Director, and Administrator.
- ✿ Development Office continues to pursue joint marketing and recruitment efforts with PRWS, with substantial progress this year.
- ✿ Development Committee has successfully organized and executed many different enrollment events, and made a very strong effort to welcome and inform 7th and 8th grade parents. Despite this it looks unlikely that we will capture 60% of the PRWS graduates, as stated in the objective.
- ✿ Development Committee has fully completed phase one (home stays) of the Boarding Program Objective. There has also been some concrete exploration into a dormitory.
- ✿ The Development Committee quickly moved to appoint a Marketing task force and give it a set of deadlines and directives. However, these deadlines have not been consistently met and this aspect of the Long Range Plan needs re-invigoration.
- ✿ The Development Committee stocked the calendar with events meant to display excellence in the arts including music concerts, plays, art shows, etc. The Development

Committee respectfully suggests that the number of events suggested annually within the plan is unrealistic and probably actually counterproductive.

- ✿ Development Committee has not procured instructional supplies or the funds to purchase them for the Automotive Mechanics or Computers classes.
- ✿ The Development Committee has promoted the school's strengths very effectively with a revamped web page and more robust facebook presence. There has been very little revision of our print media, and we are moving away from print media more and more, choosing to focus on only a few key pieces.
- ✿ The Development Committee has successfully convened this year's panel discussion on Post-Secondary education.

THE FACULTY

- ✿ The Faculty has successfully drafted and approved a set of policy guidelines for the dismissal of students.
- ✿ The Faculty has increased greatly increased apprenticeship and internship numbers ahead of schedule.
- ✿ The Faculty Chair continues to successfully orientate teachers both logistically and pedagogically. This system has improved with more faculty feedback, oversight, and a summer foundations course.
- ✿ The Faculty is on schedule to host a collaborative, intensive course in Anthroposophic fundamentals and mindful teaching practices.
- ✿ The Faculty has not enrolled a teacher in a month-long Waldorf Certification course. The Faculty requests, with the support of our AWSNA representatives that this objective be amended as it is deemed too expensive and too specific. The Foundations course will do much, if not all, of the work of grounding our teachers in a common pedagogical paradigm.
- ✿ Faculty has not devised a system to maintain instructional supplies for the manual skills curriculum.
- ✿ Faculty has made a long term commitment to installing a carpentry and fiber arts curriculum and is one year ahead of schedule on this objective.

- ✿ Faculty has installed a comprehensive outdoor education curriculum and is two years ahead of schedule on this objective.

PERSONNEL COMMITTEE

- ✿ Personnel Committee has not sought or hired a consultant to develop and lead a custom meeting facilitation program.
- ✿ Personnel Committee has created a rubric of qualification preferences for the hiring of faculty and staff.
- ✿ Personnel Committee has not begun work on creating five ideal job descriptions without regard to current personnel.
- ✿ Personnel Committee has identified long term teachers for the carpentry, auto mechanics, fiber arts, and outdoor curriculum classes – ahead of schedule in each of these areas.
- ✿ Personnel Committee begun to advertise for an instructor for the computers classes, but has not yet received any applicants.



LONG RANGE PLAN TASKS: 2013-2014

BOARD OF TRUSTEES

- * Work with Administration to form a Capital Campaign Steering Committee
- * Hire a Project Manager to lead the design and construction of a new facility
- * Create a process through which parents, students, and faculty can collaborate to generate a preliminary design for a new facility.
- * In collaboration with the Parent Committee, develop a strategy for educating and empowering parents in the ways that they can participate in the evolution of the school and in the quality of their students' education.
- * Review the Vision and Purpose and Mission Statements of the school and propose any necessary alterations.
- * Publish an Annual Report.
- * Review all mandates given to Board subcommittees and make amendments as needed.
- * In collaboration with Faculty, come to a decision regarding whether to seek full membership in AWSNA via accreditation or via the self-study review process.
- * Submit a formal letter of request for full membership candidacy.
- * In collaboration with Faculty and Administrative Group, create a team to lead the AWSNA accreditation or self-study process.
- * Pursue collaboration with the Driftless Folk School in areas of manual arts and outdoor education, possibly including joint marketing and shared tuition.
- * Continue work on securing a building site.

SPORTS COMMITTEE

- * Seek and achieve a clear agreement with VAS regarding sports coops.

FACILITIES

- * Search for a suitable building to serve as a dormitory for boarding students.

ADMINISTRATOR

- * Work with Board of Trustees to form a Capital Campaign Steering Committee
- * Work with Sports Committee to seek and establish a clear agreement with VAS regarding sports coops.
- * Work with Faculty Chair to seek and establish a clear agreement with the VAS Superintendent and any relevant bodies about the transfer of YIHS academic credits.
- * Work with Development Committee to research the legal and insurance intricacies of establishing a dormitory.

ADMINISTRATIVE GROUP

- * Implement the review of student work during the new student application process.
- * Establish and promote a firm May deadline for student applications.
- * Establish a process by which 75% of the school community will have participated in a meeting and facilitation training program by the end of the 2013-2014 school year.
- * Thoroughly map the current communications network at YIHS and identify gaps and unused or obsolete tools.
- * On the basis of the communications map, assess what types of school communication platforms work or do not work and add, augment, or discard communication systems as necessary.
- * In collaboration with Faculty and Board, create a team to lead the AWSNA accreditation or self-study process.

DEVELOPMENT COMMITTEE

- ✿ Work with Administrative Group to promote a firm May deadline for student applications.
- ✿ Work with Administrator to research the legal and insurance intricacies of establishing a dormitory.
- ✿ Develop a marketing campaign to promote the YIHS boarding program in schools in Chicago, Milwaukee, Minneapolis, Madison, and LaCrosse areas.
- ✿ Update or create new promotional materials applying the comprehensive branding strategy.
- ✿ Continue work of Marketing Task force to finalize a comprehensive branding strategy for YIHS.
- ✿ Continue to reach out to PRWS and work to identify and pursue shared marketing opportunities.
- ✿ Continue to reach out to Grade 6, 7, and 8 PRWS families, including parent teas, presentations to parent meetings, open houses, and invitations to relevant YIHS events.
- ✿ Continue to collaborate with Faculty to organize at least 2 public visual or performance arts shows per semester.
- ✿ Continue to promote YIHS strengths, such as college prep, humanities, fine arts, etc. via internet and print media.

FACULTY

- ✿ Work with Development Committee to continue to reach out to and collaborate with PRWS.
- ✿ In collaboration with Curriculum, develop a YIHS “Governance 101” course and implement for all students by the Fall of 2014.
- ✿ Review all mandates given to Faculty subcommittees and make amendments as needed.
- ✿ In collaboration with Board, come to a decision regarding whether to seek full membership in AWSNA via accreditation or via the self-study review process.
- ✿ In collaboration with Board and Administrative Group, create a team to lead the AWSNA accreditation or self-study process.

- ✿ Identify one Faculty member to pursue full Waldorf high school teacher training, or establish a clear alternative process by which to deepen the Waldorf/anthroposophical foundations of the YIHS pedagogical approach.
- ✿ Organize and execute YIHS Summer Teaching Institute, including guests from BYIHS and other initiatives.
- ✿ Design and establish a system for maintaining instructional supplies in good working order and organization, including storage and accountability.
- ✿ Create a list of necessary equipment for automotive mechanics, computers, carpentry, and fiber arts and seek to acquire these through purchase or donation.
- ✿ Continue to develop and strengthen YIHS senior internships and service work within the community.
- ✿ Continue to collaborate with Development to organize at least 2 public visual or performance arts shows per semester.
- ✿ Continue work on developing and implementing a Foundation Course in Anthroposophy and Waldorf education.

FACULTY CHAIR

- ✿ Work with Administrator to seek and establish a clear agreement with the VAS Superintendent and any relevant bodies about the transfer of YIHS academic credits.
- ✿ Continue to develop and implement a comprehensive teacher orientation program.

CURRICULUM COMMITTEE

- ✿ In collaboration with Faculty, develop a YIHS “Governance 101” course and implement for all students by the Fall of 2014.

PERSONNEL COMMITTEE

- ✿ Begin search for a boarding program coordinator and dorm parents.
- ✿ Identify and hire the appropriate consultant to work with the school on developing a custom meeting and facilitation program.
- ✿ Create 5 ideal job descriptions for full time staff, without regard to current personnel.

- ✿ Recruit and retain long term Faculty in automotive mechanics, computers, carpentry, and fiber arts.

STUDENT COMMITTEE

- ✿ Review the Vision and Purpose and Mission Statements of the school and propose any necessary alterations.

PARENT COMMITTEE

- ✿ In collaboration with the Board of Trustees, develop a strategy for educating and empowering parents in the ways that they can participate in the evolution of the school and in the quality of their students' education.