

IMPLEMENTATION

Members of the Long Range Planning Committee (LRPC) consolidated not only the *Campaign for Excellence* 5-year goals listed in this brochure but also the recommendations from the 2010 Southern Association of Independent Schools (SAIS) and Southern Association of Colleges and Schools (SACS) accreditation process.

From these longer term goals, yearly goals will be devised, managed and monitored by the governing bodies responsible (Administration, College, Board) for successfully achieving them.

The Board Executive Committee assumes responsibility for monitoring the progress toward the completion of the goals and for reporting the status annually to the Board.

For more information about this plan, please request a *Campaign for Excellence* Report or a 2010 *Self Study* from the business office.

MISSION STATEMENT

Emerson Waldorf School provides an integrated Waldorf curriculum and environment which encourage and promote independent thinking and social responsibility, as well as academic and artistic excellence. The unique gifts and contributions of each child are honored through a developmentally appropriate awakening of thinking, feeling and willing. Further, the Emerson Waldorf School understands children as beings of body, soul, and spirit, and guides them to develop compassion and reverence for themselves and the world community.

Emerson Waldorf School

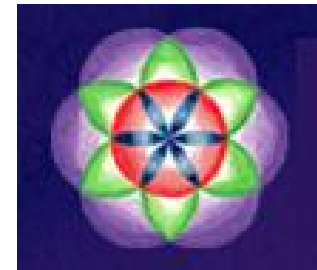
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EMERSON WALDORF SCHOOL

Campaign for Excellence

*A Premiere
Waldorf Education
for Every Child*



**FIVE YEAR
LONG RANGE PLAN
2010-2015**

August 2010

“CAMPAIGN FOR EXCELLENCE” LONG RANGE PLAN GOALS

In the Spring of 2009, the Long Range Planning Committee (LRPC) set out to answer the following questions:

- What are the strengths and weaknesses of EWS?
- What could we do to better deliver our mission?
- What goals are important to our community?

LRPC invited the community to four focus group meetings, each with its own topic of discussion: Programs, Facilities, Finance, and Community. Each meeting began with a 5-year vision for expansion/improvement and included time for community reflection and reaction. Out of these meetings, an outline for the *Campaign for Excellence* Long Range Plan began to emerge.

At the same time goals were being defined, it became apparent that the recession was being felt in our school community. As a result, LRPC agreed it was necessary to prioritize the goals into two phases:

- Phase I: goals that can be accomplished on a more immediate basis, requiring minimal funding
- Phase II: goals that require more extensive financial support and that can be accomplished over a longer period using both paid and volunteer support

Following are the
Campaign for Excellence
Phase I and Phase II goals.

Phase I Goals

Support Mission/Pedagogy

- Enrich professional culture
- Create consistent routine for Festival life
- Expand after-school activities for High School
- Strive to meet needs of families for after-care, break camps, and school meetings
- Continue work with social inclusion
- Improve communication amongst community
- Decide the best use of the “farm property”
- Develop a comprehensive school library and media services

Maintain Sustainability

- Increase enrollment and retention
- Expand outreach/marketing efforts to reach a range of ethnic and socio-economic populations
- Maintain economic sustainability
- Continue commitment to offer tuition assistance in an effort to maintain diversity
- Increase Annual Fund campaign participation and donation amount through improved development and donor relations
- Seek major capital gifts
- Develop a plan for endowments and seek funding through foundations and grant writing
- Offer use of facilities to organizations for fee
- Seek AWSNA accreditation (Fall 2014)

Enrich community culture

- Establish community goodwill and social activities, encourage parent involvement and volunteerism
- Establish improved relations with alumni

Phase II Goals

Expand programs to offer complete Waldorf education, delivered by Waldorf trained faculty

- Remedial, Eurythmy, counseling services, and gardening
- High School: two languages, fine and practical arts, music, computer science, and foreign exchange student program

Expand facilities and improve grounds to meet needs of student body, faculty, and community

- 1st priority projects: split Richards Room in High School, improve acoustics in Eurythmy Room and in Brown Wing, replace windows/install security system in High School, build outdoor recreation space at High School, renovate Lower School bathrooms, replace play equipment at Kindergarten and Lower School, establish campus-wide drainage improvement plan
- 2nd priority projects: improve Faculty room, install low maintenance landscaping, upgrade Lower School kitchen, upgrade campus-wide computer equipment, purchase bus(es) sufficient for class trips and athletic transportation
- 3rd priority projects: improve campus-wide lighting, pave/stabilize roadways to High School and Early Childhood, expand/improve Hinoki Theater, join Lower School East and West Wings, develop cross country course/walking trails, install grey water treatment facility, repurpose Woodland Cottage

Expand administrative services to better serve school and students

- Community Development Director, Facility Manager assistant, Volunteer Coordinator, Human Resources Director, Admissions Director assistant, Director of Administration assistant

Financial Planning

- Engage in feasibility study in 2013 for Capital Campaign
- Based on the 5-year budget proposed by the Finance Committee, additional income accrued from an increase in enrollment of approximately 40 students over the next 5 years will fund an additional 8 and ¼ full-time faculty, an increase in base salary for staff, increase in pension contributions for staff, increases in maintenance budget, professional development budget, and marketing budget

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