



STRATEGIC PLAN

2022-2027

Vision and Core Principles

Children at Peace Valley Charter School will learn reading and writing, mathematics, history, geography, and the sciences while learning to sing, play a musical instrument, draw, paint, act in plays, and garden. They will learn fiber arts (such as knitting and sewing), world language and culture, and enjoy moving through Eurythmy and Movement classes. Peace Valley wants students to think critically and independently and to work harmoniously and respectfully with others.

Peace Valley's curriculum delivers the content and competencies outlined in the Idaho Content Standards with the progression from Kindergarten through 8th grade. We provide an environment that nurtures a child's emerging capacities at each age and has a holistic focus on the physical, emotional, and social well-being of our community of students, staff, and parents.

Peace Valley aims to bring forth healthy, confident, free-thinking, and self-directed children who are passionately engaged with education and empower them to contribute responsibly to the world and to appreciate the importance of peace, respect, and compassion.

Through the use of Waldorf methods, Peace Valley nourishes a child's natural curiosity and passion for learning by respecting the unique developmental stages of childhood.

All facets of the school are structured around a comprehensive understanding of human development and set in a community that nurtures self-awareness, respect, and dignity.

Core Principles of Waldorf Public Education

1. Image of the Human Being: Public Waldorf education is founded on a coherent image of the developing human being.
2. Child Development: An understanding of child development guides all aspects of the educational program, to the greatest extent possible within established legal mandates.
3. Social Change Through Education: Public Waldorf education exists to serve both the individual and society.
4. Human Relationships: Public Waldorf Schools foster a culture of healthy relationships.
5. Access and Diversity: Public Waldorf Schools work to increase diversity and access to all sectors of society.
6. Collaborative Leadership: School leadership is conducted through shared responsibilities within established legal structures.
7. Schools as Learning Communities: Public Waldorf schools cultivate a love of lifelong learning and self-knowledge.

Strategic Plan Development Process

In early 2022, the Peace Valley Charter School community, consisting of Peace Valley's governing council, administration, faculty, 8th grade class, school advisory committee and parents, engaged in a collaborative effort in a 6-hour Strategic Planning Process following 2-hour group sessions. All constituents were able to contribute in conversations that awakened awareness to the School's perceived Strengths, Weaknesses (Challenges), Opportunities & Threats for planning purposes.

Together, these stakeholders manifested Goals, Objectives and Tasks to set the stage for upcoming forums and evaluations to be made by participating members of the Peace Valley Community. The commitment of precious time contributed by all stakeholder groups was essential and indispensable to formatting the School's finalized STRATEGIC PLAN that will help to guide future decisions and the overall direction of Peace Valley Charter School.

Building on these themes, the Peace Valley community representatives developed and considered Goals, Objectives and Suggested Tasks associated with the manifestation of these Goals. Following this, the board took the draft document, and finalized it during a series of board meetings and consultations with faculty and staff. The goals, objectives, and tasks may be achieved over a period determined by the School Community as it strives to become the School it envisions itself to be, in service to its unique spirit.

Rudolf Steiner, the founder of the philosophy that drives Waldorf education, counted so fully on the 'School Community Spirit' describing it saying,

"... forces of the future that would allow them to work together at a level that rose above the personal in order to master the challenges confronting them in the developing ... school, united by their tasks and the school's true foundation ... the bond ... the mutual support, the community with teachers, that cultivates these elements ... despite all the difficulties that always present themselves somewhere ... even if it faces overwhelming criticism from outside, a school that works out of this spirit and ready to take on future tasks, is essentially ... indispensable ..."

Approaching Strategic Planning is "fundamentally constructive." Most Waldorf Schools struggle with the spirit of the times. Saying things to each other – out of a sense of community – out of a trustful working together is what's hoped for, relying on individual, social responsibility to the School Community as well as one another.



Goals and Objectives

1

FINANCE AND FACILITIES

PVCS will improve its financial viability

- #1: We will reduce facilities financial burden by addressing lease options, facility expenses, and other facility-related challenges
- #2: We will increase general funds through fundraising plans that consist of grants, direct ask campaigns, and other mechanisms
- #3: We will identify community partnerships and sponsorships that support the school
- #4: We will research programming ideas for when school is not in session that can support enrollment growth and use of the facilities to increase revenues
- #5: We will design a campus master site plan to evaluate the safety and functionality of the campus for current and future needs
- #6: We will increase student enrollment
- #7: We will improve teacher retention

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CURRICULUM AND INSTRUCTION

PVCS will articulate its curriculum and method of instruction integration of Waldorf standards with public education standards

- #1: We will complete a Curriculum Map Scope and Sequence for teachers for internal guidance
- #2: We will assess all students at the beginning of the school year to better track progress
- #3: We will support teacher professional development and improve the quality of instruction

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LEADERSHIP AND GOVERNANCE

PVCS will clearly define and publish the administrative governance structures

- #1: We will clarify our Leadership and Governance Structure and communicate this with the PVCS community
- #2: We will empower the school's Leadership Team to efficiently handle fluctuating workloads and responsibilities

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COMMUNICATION

PVCS will develop and distribute a communications plan for all levels of the Peace Valley community

- #1: We will have orientation and resources for new and prospective families and employees as well as ongoing Waldorf education
- #2: We will organize resources to facilitate search and accessibility for all members of the community

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SCHOOL CULTURE

PVCS will improve school culture by instituting and communicating expectations, processes, and understanding of Public Waldorf education

- #1: We will build understanding of Waldorf culture through orientations, programs, and other resources
- #2: We will communicate a fully developed Behavioral Support Plan and Discipline Policy to the community
- #3: We will build more cohesion both within the school and with the community

Goals, Objectives, and Suggested Tasks

GOAL #1 - Finance and Facilities: PVCS will improve its financial viability

OBJECTIVE #1:

We will reduce facilities financial burden by addressing lease options, facility expenses, and other facility-related challenges

- Form a Facility Committee to create a Facility Needs Assessment Task Force with attention to who needs to be included in making this assessment, including:
 - Representatives from various groups
 - Parents or community members with experience and skills in architecture, engineering, landscaping, etc.
- Put together and propose facilities options: e.g. buy-out, renegotiation of lease, purchase other property, etc.
- Create a 5-Year financial pro forma that addresses Goals and Objectives for Facility and Financial needs

OBJECTIVE #2:

We will increase general funds through fundraising plans that consist of grants, direct ask campaigns, and other mechanisms

- Create a viable fundraising plan for approval by the Board of Directors, including fundraising goals for the year and planning backwards for targeted fundraisers.
- Create multiple payment options for donations, the ability to donate in someone's name, and methods for sending charitable giving receipts
- Create Annual Giving Campaign where donors can commit to a regular financial contribution (monthly, quarterly, yearly)
- Create an annual budget process that includes who should have input into the projected budget like faculty reps, Board Treasurer, school directors, etc.
 - Begin the process in March of each year for the coming year

OBJECTIVE #3:

We will identify community partnerships and sponsorships that support the school

- Identify, research and present grant writing options to pursue increased revenue
- Research outside options for funding through community sponsors, community members, associated businesses, matching funds, etc.
- Continue to track volunteer time in ParentSquare given by staff, parents, board members, and outside community volunteers
- A grant writer may be selected with experience and a successful track record for funded grants
 - Walton Grants for schools with large percent free and reduced lunch families
 - Lunch and/or breakfast program ideas, etc.
- Figure out who in the PVCS community has a network of resources in the outside community
 - Create a plan to build relationships with the school
 - Consider volunteer coordinator

OBJECTIVE #4:

We will research programming ideas for when school is not in session that can support enrollment growth and use of the facilities to increase revenues

- Assign a team of interested parents and teachers to come up with a plan for a summer program to be sent to the Board or School Advisory Committee for approval
- Assign a team to brainstorm potential programs like performing arts, circus arts & science camps to bring in additional funds and support community development when school is not in session. Can also provide teachers who are willing to work during breaks with more income and/or develop community partnerships.
- If a successful lunch program is in place, consider options for helping feed the community while out of session

OBJECTIVE #5:

We will design a campus master site plan to evaluate the safety and functionality of the campus for current and future needs

- Create a permanent site committee to perform assessments and work as needed that includes individuals with expertise in the areas of architecture, construction, land management, etc.
- Gather stakeholders like faculty for meeting to provide input to determine specific ideas to meet the needs for the site and/or building expansion plan
- Consider a plan for a certified kitchen that can fill the need for students who need breakfast and lunch
- Assign a team to:
 - Solicit funds
 - Fill permits
 - Ensure licensing (design, permits, contracts, etc.)
 - Research possible funding
- Design a Master Plan building and grounds plan that meets the needs of the Peace Valley community of students and families with increased enrollment in mind and a roll out plan in phases to assure facilities and funding are available when needed
- Determine Short & Long-term projects including such things as:
 - Cleaning up the outside of grounds
 - Cleaning inside of the building
 - Creation of playground equipment and structures that could be installed
 - Grade-specific play spaces
 - Other areas as revealed during programming session
- Evaluate all equipment and field conditions for safety and future use
 - Utilize Safe Schools Funding if available.
- Develop plan to replace equipment if necessary
 - Include cost of each phase of the project, new equipment, and funding sources.
- Evaluate outside needs on grounds and maintenance of grounds to create a short list
- Create community work parties of parent and staff volunteers to clean up and implement these changes/clean up over the summer
- Gather input from the school stakeholders report to Facilities Committee for landscape plan
- Research therapeutic playground equipment to serve the needs of all children, and especially students with special needs to provide therapeutic options for emotional and behavioral situations
 - Spinning, etc. from Waldorf Remedial Work
- Retain custodial staff to keep the school building clean

cont. OBJECTIVE #5:

We will design a campus master site plan to evaluate the safety and functionality of the campus for current and future needs

- Continue to have teachers implement daily chores to keep their classrooms clean in between custodial cleaning
- Engage volunteer gardeners from the school community and neighboring organizations to plant according to the landscape and grounds approved plan
- Develop long term plan for new landscape implementation
- Hire a project manager to represent Peace Valley with contractors
- Research & design capital development campaign (research school capital funding at district and state levels) to include the school community for in-kind donations and possible funding for additional building
- Identify funding sources like bond financing (need student enrollment of 400+ and feeder preschool and kindergarten)
- Design, bid, and build additional building(s) as needed

OBJECTIVE #6:

We will increase student enrollment

- Improve retention through programs, clubs, assessment of academics, arts, surveying parents, etc.
- Share the plan with the school board and community.
- Improve middle school offerings such as programs, clubs, academics, arts, etc.
- Continue to host events such as open houses, Waldorf education events, parent education, and celebrations
- Increase local awareness of Waldorf pedagogy and PVCS
- Create marketing plan to improve school's image in the community

OBJECTIVE #7:

We will improve teacher retention

- Implement salary increases over time competitive with local teacher pay
- Make the salary schedule available to teachers
- Continue to increase pay for Waldorf teacher training completion, degrees, experience, etc.
- Provide additional opportunities for the community to demonstrate teacher appreciation. For example:
 - Teacher Appreciation Day
 - Periodic lunch provided
 - One meal per month delivered in a basket for the teachers family (possibly on a faculty meeting day) provided by different parents each month (sign up at registration or similar)
- Bring in a chair massage therapist during testing week to provide a 15-30 minute massage during school day
- Provide professional liability insurance for staff and teachers as a benefit

GOAL #2 - Curriculum and Instruction: PVCS will articulate its curriculum and method of instruction integration of Waldorf standards with public education standards

OBJECTIVE #1:

We will complete Curriculum Map Scope and Sequence for teachers for internal guidance

- Outline Waldorf curriculum guidelines for each special class (Spanish, woodworking, handwork, movement, digital literacy, music, eurythmy, etc.)
- Create student rubric tracker for academic, social, emotional, and citizenship goals for grades 1-8 to align with the curriculum
- Orientation for new teachers including discussing in particular Waldorf pedagogy and public Idaho content
- Pick target standards that align Waldorf education standards and PVCS practices
- Create internal documents with examples of how Common Core is taught through Waldorf methodology
- Create continuous coordination between teacher experience and Common Core alignment
- Update curriculum maps regularly

OBJECTIVE #2:

We will assess all students at the beginning of the school year to better track progress

- Assess students at the beginning of the school year to understand gaps in learning
- Create Intervention Groups for at-need students grouped by concepts missed, not by grade
- Test incoming students upon admission, including those who join the school mid-year
- Utilize student tracker assessment

OBJECTIVE #3:

We will support teacher professional development and improve the quality of instruction

- Professional Development may include:
 - Faculty meetings (time with other grade level teacher)
 - Child Studies
 - Trainings
 - Paid teacher training at 75% and reimbursement stipend for lodging and travel
- Create yearly schedule for peer observations
- Connect teachers, fill out self evaluation, and share with their peer mentor
- Create substitute options for peer observation and peer mentoring
- Create a plan for evaluating all teachers. This includes a timeline for follow up conversation and follow-up observation
- Ad-hoc Art of Teaching professional development for teachers new to PVCS curriculum and culture
- Determine valued certifications, cost benefits, added responsibilities for raises, etc.
- Work with the administration to determine the steps for salary schedule
- Staff Training in CPR and bloodborne pathogens
- Staff training in how to work with children with emotional/behavioral disorders
- Annually review and adjust school discipline policy
- Review strategies to avoid teacher burn-out
- Establish goals for special area subjects classes
- Increase percentage of trained, certified Waldorf teachers

GOAL #3 - Leadership and Governance: PVCS will clearly define and publish the administrative governance structures

OBJECTIVE #1:

We will clarify our Leadership and Governance Structure and communicate this with the PVCS community

- Create an organizational chart of whom to contact for specific items and best practices for so doing
- Clarify governance and leadership model that specifies roles, responsibilities, and methods of accountability
- Establish public location where pertinent leadership and organizational documents can be reviewed at will
- Improve communication through:
 - Family Handbook
 - Parent "back to school" nights that describe culture, finances etc.
- Consider an annual meeting led by school leadership to share high-level overview of:
 - Finances
 - Strategic plan goals
 - Committee work
 - Festivals
 - Organizational chart
 - Fundraising opportunities, etc.
- Establish clear job descriptions for all employees
- Improve efficiency in Board meetings

OBJECTIVE #2:

We will empower the school's Leadership Team to efficiently handle fluctuating workloads and responsibilities

- Consider weaknesses from the Strategic Planning Process found in SWOT lists considering the capacity of the current administration team
- Achieve faster responses to concerns, instructing to whom they should be directed and when
- Establish a high-level mentor for administrator(s)
- Solicit a consultant to facilitate communication when unresolved through the Healthy Communication Plan
- Solicit services of a technology coordinator
- Hold parent nights to review curriculum and Family Handbook
- Mentorship for untrained Waldorf teachers, with evaluations and feedback
 - Could include Understanding Waldorf Education program and/or Teaching as an Art Grade level preparation Program
- Hire another administrator
- Refine the hiring process in order to support recruitment and retention of employees

GOAL #4 - Communication: PVCS will develop and distribute a communications plan for all levels of the Peace Valley community

OBJECTIVE #1:

We will have orientation and resources for new and prospective families and employees as well as ongoing Waldorf education

- Improve the prospective family tours and new family orientations that will provide an introduction to PVCS as a public charter school, including school culture and Waldorf pedagogy prior to enrollment
- Improve the onboarding process and mandatory orientation for all new employees prior to starting their contract. The process might include:
 - Job description and responsibilities
 - Contract requirements
 - Understanding student behavior and discipline process
 - Grading
 - School traditions and festivals
 - CPR and mandatory reporting
 - IEP/504 expectations and accommodations
- Discipline policy and process will be reviewed and communicated to staff, parents and students yearly with parent signature required
- Rededication ceremony for the school community after the charter renewal to honor the past and look to the future
 - Have a large group document to sign for all present for mutual affirmation
- Continue to send the Family Handbook to families for signature annually to demonstrate commitment and understanding of PVCS expectations
- Keep holding monthly parent/admin/family council gatherings
- Each new family will be contacted by a class parent upon enrollment to support their transition into the Peace Valley community

OBJECTIVE #2:

We will organize resources to facilitate search and accessibility for all members of the community

- Get permission from parents to add their contact information into a directory for sharing with all families
 - Can add business they are in like carpentry, tax preparation, water delivery, plumber etc. so they can support each other economically if they like.
 - Put disclaimer: "PVCS is not responsible for the performance of services provided. We just make this possible as a service to PV families as a resource" or similar
- Maintain a volunteer directory of parent skills and talents (put with the parent directory if possible)
- Make school policies accessible and searchable
- Monthly email from the Board to families with a summary of each Board committee's status and any approved action items (e.g. policy committee includes paragraphs of sections reviewed and any changes approved)
- Communicate the school's code of conduct to students each year by having each class create their own classroom display (be safe, be kind...) assemblies
- On the family resource app, include links to clothing resources that follow the family handbook dress code
 - Family Council officers send out in the weekly wire clothing events and sources (e.g. Primary.com)

cont. OBJECTIVE #2:

We will organize resources to facilitate search and accessibility for all members of the community

- Train staff, teachers, class parent, Family Council Officers on communication:
 - How to troubleshoot parent questions.
 - Expectations on responses to email and/or phone calls
 - Avoid need for Family Council Facebook to provide answers
- Disseminate to parents the structure of who to contact for what. This list should be kept as minimal as possible (i.e., teacher, class parent, front desk - each of which will deal with issue or pass on to appropriate party)

GOAL #5 - School Culture: PVCS will improve school culture by instituting and communicating expectations, processes, and understanding of Public Waldorf education

OBJECTIVE #1:

We will build understanding of Waldorf culture through orientations, programs, and other resources

- Create "Mommy & Me" program with a trained Waldorf early childhood teacher
- Explore ways to meet children's needs who need an extended year in Kindergarten to support Waldorf age-appropriate curriculum and development
- Develop programming to support behavior and children with special needs
- Preparatory podcasts & book circles for families with children special needs
- Look into hiring a School Counselor
- Find a location which can accommodate the entire school community for performances and other events
- Establish home visits for incoming kindergarten students
- Schedule Grandparents/Favorite Elder Day/Tea
- Add a public event like May Faire
- Create a yearly festival guide and instructions for each grade with photographs

OBJECTIVE #2:

We will communicate a fully developed behavioral support plan and discipline policy to the community

- Review and update the school's discipline policy to clarify the various responses to student behavior so that parents, students, and faculty are clear about the steps for habitual and continued misbehaviors
 - Define consequences for habitual unwanted behavior
 - Use of Partner Rooms
 - Documentation of incidents
 - Signatures of parents
 - When to send it to the Principal, etc.
 - Publish on website
 - Add to orientation of new and returning families, student assembly, etc.
 - Include protocol for reporting to parents of victims as well as parents of offending students
 - Develop a comprehensive behavioral support plan which defines the threshold of suspension and expulsion and how to legally address such situations
 - Faculty review with Specials teachers and students with IEP accommodations, 504 Plans for health issues prior to beginning of each school year
 - Include how best to reach these students or where to go to seek help
 - Communicate behavior support plan and discipline policy to faculty and parents before the first day of school each year
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OBJECTIVE #3:

We will build more cohesion both within the school and with the community

- Members of the School Advisory Committee will rotate attendance at all regularly-scheduled Board Meetings
 - Provide a Waldorf perspective such as:
 - What is eurythmy?
 - Rhythm of the Kindergarten
 - The importance of the Arts in education
 - Why do the children learn handwork, woodwork, and the practical arts?
 - The 3-fold lesson, etc.
- Plan for Board campus and classroom visits once each fall and spring (walk through the classrooms) to see what teachers are doing and show support for School
- Middle school and other grades will do projects together and/or meet up for various activities planned to build community among the students in the same and different grades. For example:
 - Foster reading buddies
 - Create a fundraiser for middle school to make money for 8th grade trips
 - Collaborate to make auction items to sell to raise school funds for teacher education and training, etc.
- Invite board members to festivals and performances
- School builds relationships with neighbors such as:
 - Offers to help neighbors with fall clean up of their yards
 - Students hang May flower baskets on gates of neighbors with little cards saying "Thanks for being our neighbor"
 - Give holiday wreaths, etc.
- Serve community through the creation and implementation of a community service curriculum

