



YOUTH INITIATIVE
HIGH SCHOOL

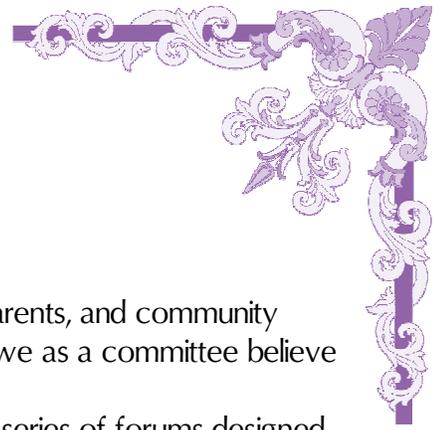
LONG RANGE PLAN
2012-2017



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Dear Students, Parents, Teachers, & Community Members,

What follows is the work of many teachers, administrators, students, alumni, parents, and community members over several years. This process has been long and arduous, but in the end we as a committee believe that it was a thorough, thoughtful, and ultimately successful one.

Throughout 2010 the entire YIHS community was canvassed several times in a series of forums designed to isolate the unique strengths, weaknesses, opportunities, and threats that characterized the school in the areas of school governance, social artistry, facilities, academics, and faculty. This process created a massive amount of qualitative data which was painstakingly analyzed and distilled into a representative set of strengths, weaknesses, opportunities, and threats over these five areas.

This information was then used to formulate questions designed to explore the best ways for us to increase our strengths, supplement our weaknesses, capitalize on our opportunities, and neutralize our threats. These questions were dispersed to the relevant committees who discussed the ideal processes and outcomes regarding these issues. The committees' answers were sent back to the Long Range Planning Committee for further review.

Using the information gathered from committees and the information from the SWOT sessions the Long Range Planning Committee drafted its first published document: The Long Range Vision. This document was essentially an articulation of the ideal state of the school in 2017.

This was the light at the end of the tunnel but we still did not have a distinct plan for how to arrive there. Creating those strategies was the work of the 2011-2012 school year. Based on the Vision, questions were again formulated and sent to committees, this time in search of the specific steps that needed to be taken to achieve the long range vision. From the answers to those questions have come these eight goals and their corresponding objectives, responsibilities, and estimated costs.

The goals fall under three larger areas where we hope the school can realize the greatest growth over the next five years: facilities, enrollment, and staff development. Growth in these areas touches every facet of the school and must overlap as success in some areas is contingent upon success in others (e.g., enrollment must increase to fill a new school building, a new school building would be the single greatest enrollment booster).

It is our sincere hope that our work here will provide a useful and lasting blueprint for the future success and growth of the school that inspires all of us. Certainly much will change over the next five years but the strategies we have created can function as touchstones and allow us to be masters of that change.

Humbly,

The Long Range Planning Committee

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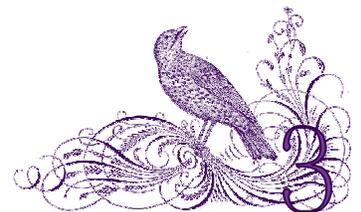
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DESIGN & BUILD A NEW FACILITY & CAMPUS



After years of debate and hesitation, we have embraced the fact that fundamental to advancing our goals is acquiring and creating a physical space that clearly represents our vision and gives us a sense of ownership and autonomy. The YIHS desires to plant gardens, erect workshops, and have complete control of the academic space we occupy.

FEASIBILITY STUDY

✿ The Board of Trustees will hire an outside firm to conduct the study and oversee their work.

Budget: \$3,000-\$6,000

Timeline: Fall 2012 to Spring 2013

Responsibility: Board of Trustees

CAPITAL CAMPAIGN

✿ Members will be added to the Capital Campaign steering committee and the committee will take up the work of funding the project.

Budget: Minimal (Advertising Expenses)

Timeline: Summer 2013 to Summer 2015

Responsibility: Administration and Capital Campaign Steering Committee

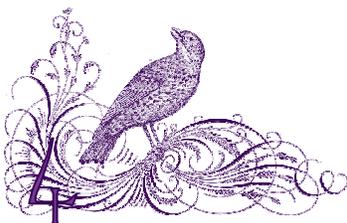
SECURE BUILDING SITE

✿ A suitable site will be identified and purchased.

Budget: \$50,000-\$75,000

Timeline: June 1st, 2015

Responsibility: Capital Campaign Steering Committee





DESIGN CAMPUS SCHOOL

- * Board will hire and oversee a Project Manager to lead the design and construction of new facility.
- * Parents, students, and faculty will collaborate to generate the preliminary design and the design plans are finished by the hired architect.

Budget: \$10,000-\$15,000

Timeline: January 2013-January 2016

Responsibility: Board of Trustees

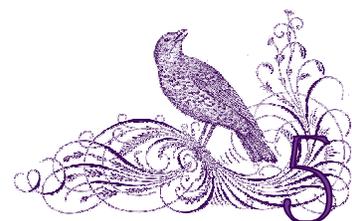
BUILD CAMPUS SCHOOL

- * Project Manager, with board oversight, will identify local builders.
- * Curriculum Committee will consider fall and/or spring building intensives.
- * Administration will identify parent volunteers.
- * Materials will be collected and stored on site.
- * We will complete construction of new school and campus.

Budget: \$1,000,000

Timeline: June 2015-Fall 2017

Responsibility: Project Manager with oversight of Board of Trustees





ACHIEVE ENROLLMENT OF 60 STUDENTS

From an enrollment of 40 students in 2011-12, our goal is to increase our enrollment to 60 by 2015-16. To achieve this goal, we will focus on Marketing, Recruitment and Retention, and Development of a Boarding Program.

ADMISSION THROUGH PORTFOLIO OR AUDITION

- ✿ Administrative Group will incorporate a review of applicants' work as a part of the application process.

Budget: \$0
Timeline: 2013-2017 Admissions
Responsibility: Administrative Group

STANDARDS FOR ACADEMIC PERFORMANCE AND PERSONAL CONDUCT

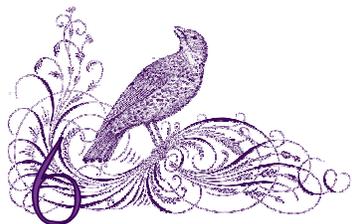
- ✿ The Faculty, Board, Administrative Group and House Leaders will collaborate on a set of guidelines for student dismissal.

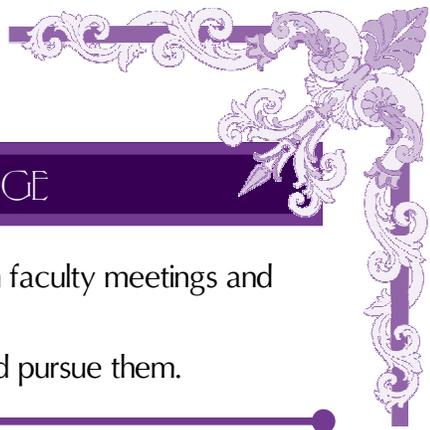
Budget: \$0
Timeline: 2012-2013
Responsibility: Faculty

ANNUAL PANEL DISCUSSIONS

- ✿ Development Committee, in collaboration with parents and Faculty, will identify topics and convene the panel.

Budget: \$500 Annually
Timeline: 2012-2013
Responsibility: Faculty





COOPERATIVE MARKETING WITH PLEASANT RIDGE

- * Development Committee and Faculty will reach out to PRWS through faculty meetings and meetings with Development Director.
- * Development Director will identify shared marketing opportunities and pursue them.

Budget: \$0 (Built in to pre-existing budget)
Timeline: 2012-2013
Responsibility: Development Committee

STUDENT APPLICATION DEADLINE

- * Administrative Group and Development Committee will promote to prospective students an application deadline in May.

Budget: \$0
Timeline: 2013-2017 Admissions
Responsibility: Administrative Group

6 OF 10 PRWS GRADUATES ATTEND YIHS

- * Development Committee will organize a series of events and outreach endeavors that include parent teas, presentations to 8th grade parents, open houses, etc.
- * Development Committee will invite 7th and 8th grade families to relevant YIHS events.

Budget: \$250 Annually
Timeline: 2013-2017 Admissions
Responsibility: Development Committee





STUDENT AMBASSADORSHIP

* Faculty will devise strategies to foster ambassadorship of the student body by integrating service and internships into the curriculum.

Budget: \$0
Timeline: 2013-2014
Responsibility: Faculty

EXTRACURRICULAR SPORTS

* Sports committee and Administrator will develop a clear agreement with VAS regarding sports co-ops in order to increase athletic opportunities for our students.

Budget: \$500
Timeline: 2013-2014
Responsibility: Sports Committee

CREDIT TRANSFERS

* Faculty Chair and Administrator will meet with Superintendent and relevant bodies to develop a clear agreement with Viroqua Public Schools about the transfer of YHS credits.

Budget: \$0
Timeline: 2013-2014
Responsibility: Faculty Chair & Administrator

BOARDING PROGRAM

Along with enrollment challenges, our small town and unique rural environment offer a prime opportunity to develop a Boarding Program. We will move from family-stay options (Phase I) to dormitory options (Phase III) for 10-15 boarding students.





BOARDING PROGRAM HOME STAYS (PHASE I)

- * Development Committee and Administrator will create a list of 5-7 local host families.
- * Finance committee will decide on an appropriate tuition for boarding students.
- * Faculty will consider the educational needs of boarding students.
- * Development Committee will build relationships and setup regular communication with the eight regional Waldorf grade schools.



Budget: \$250
Timeline: 2012-2013
Responsibility: Development Committee

BOARDING PROGRAM DORMITORY (PHASE II)

- * Development Committee and Administrator will research a residential dorm facility and its legal and insurance intricacies.
- * Facilities Committee will search for suitable building.
- * Personnel committee will begin searching for a boarding program coordinator and for dorm parents.



Budget: \$0
Timeline: 2013-2014
Responsibility: Development Committee

BOARDING PROGRAM DORMITORY (PHASE III)

- * The school will implement boarding program with family-stay and dormitory options for 10-15 boarding students.
- * Facilities committee will choose a suitable residential dorm facility.
- * Personnel committee will hire dorm parent.



Budget: \$250,000
Timeline: 2014-2016
Responsibility: Development Committee





EFFECTIVE LOCAL & NATIONAL MARKETING



Our web and print publishing should reflect both who we are as a school and what we hope to become. We plan to create a brand and unify our presentation materials, and to spread our net farther into the world.

MARKETING TASK FORCE

- * Development Committee will create a marketing task force comprised of students, staff, parents, and at least one marketing professional and give it a set of directives and deadlines.

Budget: \$0
Timeline: 2012-2013
Responsibility: Development Committee

BRAND DEVELOPMENT

- * Marketing Task force will generate a number of branding options that embody the values of the school and send these to committees for comment.

Budget: \$0
Timeline: 2012-2013
Responsibility: Development Committee

PUBLIC EXCELLENCE IN THE ARTS

- * Development Committee and Faculty will collaborate in organizing at least two public visual or performance art shows per semester.

Budget: \$1,000 Annually
Timeline: 2012-2013
Responsibility: Development Committee & Faculty





PROMOTE THE SCHOOL'S STRENGTHS

* Development Committee will update promotional materials to focus on post-secondary educational successes, college prep, our humanities program, the arts, innovative pedagogy, and Waldorf connection through print media and the internet.

Budget: \$250
Timeline: 2012-2013
Responsibility: Development Committee

MARKET THE BRAND

* Development Committee will update or create promotional materials in accordance with the themes of the brand.

Budget: \$1,000
Timeline: 2013-2014
Responsibility: Development Committee

MARKET THE BOARDING PROGRAM

* Development Committee will develop a marketing campaign promoting a YIHS boarding program that targets schools in the Chicago, Milwaukee, Minneapolis, Madison, and LaCrosse areas.

Budget: \$500
Timeline: 2013-2014
Responsibility: Development Committee

NATIONAL MARKETING PRESENCE

* Development Committee will develop a national marketing presence through print media, advertisement and other national networks.

Budget: \$5,000
Timeline: 2014-2015
Responsibility: Development Committee





IMPLEMENT A COMPREHENSIVE ORIENTATION PROGRAM

With our unique, participatory school structure and focus on youth empowerment, we see a need to better inform incoming parents and students about our philosophy and operations, providing them with the tools to take initiative within the organization.

TEACHER EMPOWERMENT

- * The Faculty Chair will draft and carry out annually, with the help of other core faculty, a comprehensive teacher orientation program.

Budget: \$0
Timeline: Ongoing
Responsibility: Faculty Chair

STUDENT EMPOWERMENT

- * The faculty will develop a YIHS "Governance 101" course and implement for all students.
- * The course will outline opportunities for student involvement in school, educate students on parliamentary procedure, and provide students with a platform to actively discuss the concept of student initiative.

Budget: \$0
Timeline: Implement by Fall 2014
Responsibility: Faculty & Curriculum Committees

PARENT EMPOWERMENT

- * The Board and the parents will devise 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.

Budget: \$0
Timeline: Implement by Fall 2014
Responsibility: Board of Trustees & Parent Committee





LIVING MISSION STATEMENT

- ✿ Review the Vision and Purpose and Mission Statements of the school each year and propose alterations when this is deemed appropriate.

Budget: \$0
Timeline: 2012-2017
Responsibility: Board of Directors, Student Committee



CLARITY & RESPECT IN COMMUNICATIONS

Communication between parents, students and faculty is at the heart of our mission. Our goal is to engage our community in meeting and facilitation training to improve the quality and efficacy of our internal processes.

MEETING & FACILITATION INSTRUCTOR

- ✿ Personnel Committee will identify and hire the appropriate consultant to work with the school on developing a custom meeting and facilitation training program. This consultant will lead the initial year long training program.

Budget: \$2,000
Timeline: December 2012
Responsibility: Personnel Committee





MEETING & FACILITATION TRAINING

- ✿ At least 75% of the school community will participate in the meeting and facilitation training program by the end of the first training period (2013-2014) and repeat annually.

Budget: \$100

Timeline: Implement annually beginning Fall 2013

Responsibility: Administrative Group (Peace Committee)

COMMUNICATIONS AUDIT

- ✿ Administrative group will thoroughly map the current communications network at YIHS, including all regular communication methods between all members of the community. Identify gaps and unused or obsolete tools.

Budget: \$0

Timeline: January 2013

Responsibility: Administrative Group

COMMUNICATION SYSTEMS REVISION

- ✿ Administrative Group will assess what types of school communication platforms and processes work and which do not work, possibly utilizing the hired facilitation consultant.
- ✿ After assessment they will add, augment, or discard communication systems as deemed necessary.

Budget: \$250

Timeline: 2013-2014

Responsibility: Administrative Group

ANNUAL REPORTING

- ✿ Board of Directors will publish an Annual Report with information pertaining to all aspects of the school to all members of the community.

Budget: \$700 annually

Timeline: 2012-2017

Responsibility: Board of Directors





CLEAR LIBERAL MANDATES

* The Board and Faculty will review the mandates given to their respective subcommittees and make amendments to ensure accountability and consensus but also to allow for more executive authority to be vested in these committees.

Budget: \$0
Timeline: 2012-2013
Responsibility: Board of Directors



FULL AWSNA MEMBERSHIP

The Youth Initiative High School is a unique institution built on the strong self-reliance of our rural community and on the perception of human development fostered by Waldorf Education. As we grow, we seek to fully explore how we fit into the Association of Waldorf Schools and how a better understanding of Anthroposophy can inform our work as a high school.

THREE-YEAR PLAN

* A three-year plan will be created, maintaining our “developing” status with the Association of Waldorf Schools of North America.

Budget: \$0
Timeline: Ongoing
Responsibility: Administration





ACCREDITATION PROCESS

- * A decision will be made between full membership through AWSNA accreditation or through the self-study/peer review process.
- * We will submit a formal letter of request for full membership candidacy.

Budget: \$0
Timeline: 2013
Responsibility: Board, Faculty

MEMBERSHIP TASK FORCE

- * We will create a team to lead the self-study or accreditation process in collaboration with our AWSNA advisors.

Budget: \$0
Timeline: 2013-14
Responsibility: Board, Faculty, Administrative Group

FOLLOW COMPLETE THE PROCESS

- * We will complete the self-study or accreditation process.
- * We will submit completed documents to AWSNA.

Budget: \$5,000
Timeline: 2014-15
Responsibility: Board, Faculty, Administrative Group





GROW & DEVELOP FULL-TIME STAFF

As the center of the academic experience, the YIHS Faculty commits to self-development and to prepare itself to mentor the part-time teachers we so value from our community. Our goal is to have five full-time staff members - comprising one administrator and department heads for Mathematics, Science, Humanities and Fine Arts - and to increase their level of understanding about Anthroposophy and Waldorf Education. We do this to ensure an intimate class size with a student/teacher ration of 12-15 to 1.

QUALIFICATION PREFERENCES

- * Personnel Committee will create a rubric of qualification preferences in the hiring and evaluation process which can be used to compare and discuss potential teaching candidates.

Budget: \$0
Timeline: Completed
Responsibility: Personnel Committee

WALDORF SHORT COURSE TASK FORCE

- * Faculty will identify a group of qualified and interested YIHS parents and faculty to begin the work of developing an in-house short course on Anthroposophy fundamentals and Waldorf pedagogy.
- * This group will set curriculum and fully staff the first year's short course.

Budget: \$0
Timeline: April 2013
Responsibility: Faculty

IDEAL JOB DESCRIPTIONS

- * Personnel Committee will create five ideal job descriptions without regard to current personnel using paragraph seven of the Long Range Vision as a guide.

Budget: \$0
Timeline: June 2013
Responsibility: Personnel Committee





WALDORF TEACHER TRAINING

* One faculty member will be enrolled in a month-long, accredited Waldorf teacher training until their graduation from the program.

Budget: \$12,000 (\$4,000 yearly)
Timeline: Summer 2013-2015
Responsibility: Faculty

IN-HOUSE WALDORF SHORT COURSE

* The school will offer the two-week Waldorf Pedagogy course required of all full-time faculty and encouraged for all part-time faculty.

Budget: \$0
Timeline: Summer 2013-2017
Responsibility: Faculty

FIFTH FULL-TIME STAFF MEMBER

* When enrollment reaches fifty students, we will hire a fifth position to complement the duties of the four full-time staff members already present using the "Ideal Job Description" document.

Budget: \$25,000 annually
Timeline: Academic year beginning 2014 or 2015 depending on enrollment.
Responsibility: Personnel Committee

CONTINUING EDUCATION

* We will begin requiring and funding continuing education for all full-time faculty in a discipline or philosophy of their choice.

Budget: \$5,000 annually (\$1,000 per staff member)
Timeline: Summer 2016-2017
Responsibility: Faculty





SOLIDIFY MANUAL ARTS & OUTDOOR EDUCATION CURRICULUM

With the global proliferation of digital technology and mechanization, we see a sincere need to develop the will of our students through manual arts. The human hand lies behind even the construction of even the most complex virtual reality, and we want our students to be adept and useful with hands, to have practical skills, both traditional and contemporary. In selecting specific curricula we have given priority to those technologies most basic to students' everyday lives.

INSTRUCTIONAL SUPPLY TRACKING

- * Faculty will design a system to maintain instructional supplies in good working order and organization including storage and accountability.

Budget: \$0
Timeline: 2012-2013
Responsibility: Faculty

DRIFTLESS FOLK SCHOOL COLLABORATION

- * The Board will meet with Driftless Folk School board to explore areas of collaboration between the two institutions in the areas of manual arts and outdoor education.

Budget: \$0
Timeline: 2012-2013
Responsibility: Board of Trustees



AUTOMOTIVE MECHANICS ☉ COMPUTERS

- ✿ Curriculum committee will make a long term commitment to install an automotive mechanics and a computers class permanently into the curriculum.
- ✿ Personnel Committee will identify and recruit potentially long-term instructors for these classes. These instructors work with the faculty to create a needs list for each class.
- ✿ This equipment will then be collected through purchase or donation.

Budget: \$4,000-\$5,000

Timeline: 2013-2014

Responsibility: Faculty

CARPENTRY ☉ FIBER ARTS

- ✿ Curriculum committee will make a long term commitment to install a carpentry and a fiber arts class permanently into the curriculum.
- ✿ Personnel Committee will identify and recruit potentially long-term instructors for these classes. These instructors work with the faculty to create a needs list for each class.
- ✿ This equipment will then be collected through purchase or donation.

Budget: \$4,000-\$5,000

Timeline: 2014-2015

Responsibility: Faculty

CURRICULUM ADDITIONS

- ✿ Curriculum committee will evaluate and choose two manual arts or outdoor education courses to add to the permanent curriculum rotation.
- ✿ Personnel Committee will identify and recruit potentially long-term instructors for these classes. These instructors work with the faculty to create a needs list for each class.
- ✿ This equipment will then collected through purchase or donation.

Budget: \$4,000-\$5,000

Timeline: 2015-2016

Responsibility: Faculty

