



Waldorf School
at Moraine Farm

**School Director
Position Statement**

Beverly, Massachusetts

March 30, 2020

About Waldorf School at Moraine Farm

The Waldorf School at Moraine Farm was founded in 1986 in Gloucester with a kindergarten class of seventeen children. Thirty-four years later, we are a vibrant school currently serving approximately eighty-three families and 108 children from infancy through grade eight. The school is one of 121 Waldorf schools in the United States. With more than 900 Waldorf schools and 1,600 Waldorf early childhood programs on five continents, Waldorf education is truly global—not only in its scope, but in its approach as well. The Waldorf curriculum cultivates within its students a deep appreciation for the cultural traditions around the world all the while being deeply rooted in its local culture and context.

Today, Waldorf School at Moraine Farm is located on a ten-acre parcel of land at historic Moraine Farm in Beverly, Massachusetts. Moraine Farm is a 170-acre tract of permanently protected conservation land along the shores of Wenham Lake. The landscape of Moraine Farm was designed by Frederick Law Olmsted in the 1880s and remains unchanged from the original Olmsted design.

Waldorf School at Moraine Farm is fortunate to have as its neighbors and as partners several other nonprofit organizations, each of which have missions and programs that complement our own. We work as stewards of this property in partnership with the Batchelder Family Trust, the Trustees of Reservations, Essex County Greenbelt Association, Friends of the Olmsted Landscape at Moraine Farm, and Project Adventure. We also place great value on the collaborative programs run with Project Adventure and the Trustees of Reservations.

Our educational approach is founded on the time-tested insights into human development applied by Waldorf schools throughout the world. We integrate a rich, age-appropriate curriculum in the humanities, math, science, music, visual and practical arts, and movement. Our lessons are active and filled with imagination and practical life. We recognize that the heart of education is the relationship between teacher and student, which grows and changes to meet the distinct developmental stages of the child. Building community is also vital to our mission. Faculty, parents, alumni, and friends collaborate to tend and grow the school, modeling the lifelong learning, fruitful cooperation, and purposeful work we aim to develop in our students.

The mission of Waldorf School at Moraine Farm is to help students discover and develop their individual capacities so that they can fully engage in the world and contribute meaningfully to society. We aim to cultivate clarity of thinking, compassion and moral strength, and purposeful action in our students.

In addition to our overall focus on diversity, equity, and inclusion, our aim is to create a diverse student body by providing a Waldorf education to all who seek it. Our student body reflects a range of socioeconomic and cultural backgrounds. Sixty percent of our families will receive individualized accessible tuition benefits in the current school year, and currently 24 percent of our students identify as ethnic/racial minorities.

An Evolving Story of Transformation

For the past twenty-four months, Waldorf School at Moraine Farm has taken aggressive action to more deeply analyze where it has been, where it is going, and what its current realities are. The analysis was presented to our community in January 2019, revealing four important external trends impacting our school:

- Current research confirmed that our school was founded on **principles that are more relevant than ever**.
- Of the 105 private schools in Essex County, **many are adapting their marketing language to communicate a holistic approach and offering programming** that focuses on what our school believes it does best.
- While population and incomes have increased in Essex County, the **birth rate in MA is steadily declining** (down 23 percent since 1990).
- In 2017, **only 14 percent of families in Essex County with school-age children opted for private school**, compared to 19 percent in 2009.

The analysis also included an assessment of our historical and current internal challenges that informed some severe measures to balance our 2018–19 school year budget, reengage our community, and open our doors in 2019–20 with more students enrolled than in the previous year. We identified the following challenges:

- While our commitment to access is a core value, we had been offering more in **tuition assistance** than we were able to afford over the last ten years (2004 tuition capture rate of 80/20 to 50/50 in 2019);
- We were **financially at risk** because of reduced donor pledges and the percentage of income that currently comes from fundraising. Our 2019–20 budget decreased by 30 percent;
- We were **slow to take action** on solving some controllable reasons for low grades enrollment and attrition;
- The fixed **costs of “carrying” our building** are high;
- We have lacked consistent and **permanent leadership** over the past five years.

The board immediately got to work in early February 2019. Proactive budget cuts were made and modeling efforts began to reduce the pool of funds available for tuition assistance to both rebalance financial ratios and lessen reliance on fundraising. In parallel, many positive things were happening. Significant efforts were being made to engage our community through monthly All Community Meetings and Saturday morning coffee cafés. New board members were approved; an HR consultant was engaged; improvements to school grounds were made; innovative marketing strategies were adopted; and the culture of our school began to shift, making space for more candor and transparency.

Faculty and staff were also working hard to strengthen middle school programming; develop a homeschool program; hire faculty with differentiated skill sets; revise faculty feedback and evaluations; build a social and emotional learning curriculum; and expand math and literacy programs.

In April 2019 the board, in partnership with the school’s faculty, staff, and community, launched a multi-year transformation journey to support the school’s 2021 vision: ***“To be a sought-after, thriving, and inclusive Waldorf school, supported by a vibrant and engaged community, that fully serves and prepares 150 diverse students to confidently meet the world.”***

To enable this vision, the school board adopted a set of strategic imperatives to accelerate a multi-faceted approach to transforming the culture, pedagogical strategy, student and family experience, enrollment and development functions, and its financial and business model.



Strategic Imperatives

IMPERATIVE	FY 2018–19 DRIVERS	FY 2019–20 PROGRESS	
Rebalance financial ratios and stabilize our new financial model	<ul style="list-style-type: none"> -In-depth financial assessment -Tuition capture ratio unbalanced -Reliance on individual donors -Lack of overall financial acumen 	<ul style="list-style-type: none"> -Recalibrated TA for 2019–20 -Ratio for tuition capture up 5% -Alumni Family Fund established -Donor diversification efforts 	<ul style="list-style-type: none"> -Bridge scholarships applied -New program/rent revenue -Board focus on risk -Expand financial acumen
Implement an aggressive enrollment campaign	<ul style="list-style-type: none"> -Declining enrollment (grades) -Misunderstood brand/value -Competitive forces/fewer students -21st-century family needs unmet 	<ul style="list-style-type: none"> -New p/t Admissions Director -Hired consulting expertise -Expanded outreach/tours -New enrollment agreements 	<ul style="list-style-type: none"> -Referral scholarships -Admissions processes revised -New Enrollment Committee -Accessible Tuition launched
Reimagine the 2020–21 tuition model	<ul style="list-style-type: none"> -In-depth research on affordability -Protect financial health/stability -Stem the tide of rising costs -Make Waldorf more accessible 	<ul style="list-style-type: none"> -Built financial model -Financial stability prioritized -Significant benchmarking -Accessible Tuition launched 	<ul style="list-style-type: none"> -Pioneer individualized family rates and experience -Grow ability to attract new and retain current families
Build and execute a development plan	<ul style="list-style-type: none"> -Lack development function/skills -Fundraising strategy insufficient -Reliance on individual donors -Lack of donor cultivation strategy 	<ul style="list-style-type: none"> -Built development strategy -Purchased BigSis/DB mgt. -Historical donor data gathered 	<ul style="list-style-type: none"> -Individual giving campaign -Targeted 2020 foundations -New fundraising events
Diversify and expand Board of Trustees	<ul style="list-style-type: none"> -Board member skills defined -New treasurer and board chair -Assess board role/professionalize 	<ul style="list-style-type: none"> -Twelve board members (2 alums) -Engaged Executive Committee -Active committee work 	<ul style="list-style-type: none"> -Board leadership/COVID-19 -Strong fiscal arm and acumen -Governance design approved
Hire and onboard a permanent leader	<ul style="list-style-type: none"> -Inconsistent leadership -Confusing governance structure -Lack of investment in leadership 	<ul style="list-style-type: none"> -Governance and Search Committee launched and design approved -Pro-bono search firm secured and job description agreed upon -Full-time School Director hired by July 2020 	
Embrace innovative programs/partners	<ul style="list-style-type: none"> -Waldorf value misunderstood -Not enough outreach/partners -Stronger science/math desired 	<ul style="list-style-type: none"> -Homeschool program launched -Before/afterschool care expands -SEL added (CARE) 	<ul style="list-style-type: none"> -Pedagogical Chair/study -Expanded camps/2020 award -Reimagine teaching—COVID
Rebuild community/engage alumni families	<ul style="list-style-type: none"> -Inconsistent engagement -Public rumors/misinformation -Minimal insight to alumni needs 	<ul style="list-style-type: none"> -Regular board comms/accessibility -Faculty monthly communication -First alumni barbeque = 125+ 	<ul style="list-style-type: none"> -Buddy system/family surveys -Expanded events, WCA active -Alumni families' commitment
Shift the internal culture	<ul style="list-style-type: none"> -Lack of trust and candor -Families/students service uneven -Slow decision-making is barrier 	<ul style="list-style-type: none"> -Shared leadership model in place -Growth in candid conversations -More ability to surface root causes 	<ul style="list-style-type: none"> -Increased collaboration/trust -Amplified faculty/staff voice -Faster decision-making



A Bold 2021 Vision

As the Waldorf at Moraine Farm community confidently looks toward the future, it has developed the following bold vision of what will actually be happening in 2021.

We are leaping forward with a progressive and vibrant vision that redefines Waldorf education now and into the future. Our bold actions are harnessing the most innovative minds and ideas in pedagogy, financial modeling, and curriculum development, and are re-energizing the community within our school and beyond. Continually learning and transforming our thinking has become our standard way of operating—and changing the narrative has become our everyday mission.

We are here to reclaim our place. While other schools are marketing the adoption of core Waldorf principles, we are claiming our rights to our history, to our values, and to every aspect of Waldorf education. Our purpose, identity and value are clear and compelling. And we are celebrating our future with unabashed joy.

We are here to declare abundance. We are shifting a long-standing mindset from scarcity to sufficiency. We are taking intentional, yet nimble, steps to create a flow of students, funds, and innovations that will fill our campus and overflow into the surrounding communities. Our dedicated faculty and staff are respected and compensated for their expertise, and our families are contributing to our school with a deep sense of pride and commitment.

We are here to energize and galvanize our alumni community. We are igniting our alumni through innovation, momentum, and enveloping gratitude so that they can celebrate and claim deep pride in their alma mater. With new and progressive models of engagement, we are continually connecting alumni to the current community and creating an intentionally inclusive environment in which we grow our school together.

We are here to protect and love our earth. We are digging deep into the ground of our own campus to create cutting-edge food systems and biodiverse farming programs and using our physical assets to our advantage. We are developing students who will engage, nurture, and protect our planet.

We are here to save the world. Now more than ever, our children, our communities, and our planet need models and tools to build a kind, connected, and equitable world. We are providing an experience and education that is creating independent thinkers and problem-solvers who are engaged with the world, committed to humanity, and whose success is our best hope for the future.

Our 2021 Vision: To be a sought-after, thriving, and inclusive Waldorf school, supported by a vibrant and engaged community, that fully serves and prepares 150 diverse students to confidently meet the world.

Opportunities to Sustain Our Future

- A. Ensuring that all of our efforts center around building our students' capacity to fully engage in the world and contribute meaningfully to society
- B. Developing and implementing an inspiring and adaptable strategic plan—one that balances respect for our philosophy, traditions, and culture with the need for entrepreneurial innovation and business continuity
- C. Increasing awareness of the value and impact of Waldorf education and parlaying that identity into more effective outreach and marketing
- D. Increasing the number of students enrolled and retained, while enhancing the sophistication of and investment in enrollment management and communications
- E. Reimagining the school's development strategy and function, including major individual and planned giving, and the way in which our school cultivates donors and offers them an exemplary philanthropic experience
- F. Providing innovative thinking and leadership with respect to the future fiscal health of the school, including a deep assessment of opportunities to expand diversified revenue
- G. Establishing programs and systems that promote diversity, equity, and inclusion
- H. Building upon the school's collaborative culture by securing the best talent and enhancing faculty and staff teaming, professional development, and overall shared leadership
- I. Enabling the ongoing care and nurturing of an agile Board of Trustees and alumni network, both of which possess the relevant passion and skills necessary to secure the school's future viability
- J. Enhancing the school's standing as an integral part of the North Shore and surrounding regional community; seeking deeper connections with new and existing strategic partner

Value of a Waldorf Education

What's Old Is New Again

Many people feel that something is amiss in American education. In the national conversation about what to do, people are discussing "new" solutions that are familiar to Waldorf educators: move away from too-early, pressure-cooker academics; spend more time outside in nature; cultivate longer-term relationships between teachers and students; put less emphasis on standardized testing; reduce screen time; and increase collaboration among teachers (just to name a few). None of these are flash-in-the-pan ideas—they have both research and experience to validate them. None of these ideas are new within the Waldorf environment. Waldorf education enjoys a long history and tradition, yet it is as fresh and relevant today as ever before.

The Candidate

Waldorf School at Moraine Farm is searching for a dynamic leader with a long-view vision for greatness. Our School Director will be a hands-on visionary, passionate about changing the world, and committed to building a purposeful, energetic, and thriving school and community.

The successful candidate for the School Director will likely have the following characteristics, qualities, and experiences to lead Waldorf School at Moraine Farm into this next decade. A full job description follows.

Qualifications:

- Master's degree strongly preferred
- Successful record of leadership (academic, departmental, and/or organizational)
- Demonstrated skills in managing people and teams
- Evidence of financial acumen
- Excellent oral and written communication skills
- Deep passion for learning and education
- Waldorf experience or a willingness to embrace the Waldorf philosophy
- Alignment of personal values with the mission and values of the school



Preferred Experience and Characteristics:

- Ability to lead a strategic renewal process and co-create and implement a compelling strategic vision
- Nonprofit management experience
- Outstanding team-building skills
- Ability to work effectively and collaboratively with the Board of Trustees, faculty, and staff
- Willingness and skill to shape fundraising efforts and inspire alumni families
- Willingness and skill to lead and shape the ongoing marketing objectives of the school
- Commitment to providing consistent and compassionate customer service to students, parents, and referral resources
- Capacity to build community and drive engagement through building positive relationships with people and partners from diverse cultures and backgrounds
- Understanding of and commitment to doing the critical work around diversity, equity, and inclusion
- Approachability; strong interpersonal skills; and outstanding people skills, including the ability to listen to, understand, synthesize, and incorporate differing points of view
- Personal qualities of warmth, empathy, emotional intelligence, and integrity
- Appreciation for the natural environment and the beauty and use of the school's physical setting

APPLICATION PROCESS

Waldorf School at Moraine Farm has had the guidance of Viewcrest Advisors to support its search for the next School Director. We encourage all applicants to apply even if they do not possess some of the above experience and characteristics. If you wish to submit your application materials or nominate a candidate, please use the following guidance:

Please create a single PDF with the following information:

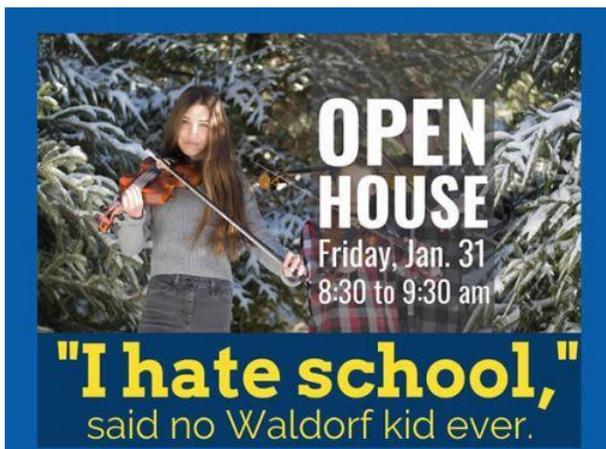
- a. Cover letter
- b. Curriculum Vitae and References
- c. Educational Philosophy Statement
- d. Leadership Philosophy Statement

Send an email to: directorsearch@waldorfmoraine.org

Attention: Theresa Riddle, Board Chair, or Deann Reyes-Wangh, Search Committee

Waldorf School at Moraine Farm is an equal opportunity employer and welcomes a diverse pool of candidates in this search. All applications and nominations will be treated in confidence.

APPLICATION DEADLINE: May 15, 2020



School Director Job Description

Title: School Director

Hired by/Reports to: Board of Trustees

Supervises/Evaluates: Faculty Chair and Administrative Staff

Overview of the Position

Shared leadership is the collaborative practice of governing a school by expanding the number of people involved in making important decisions related to the school's organization, operation and pedagogy. In general, shared leadership for Waldorf School at Moraine Farm is exercised through a Board of Trustees, a Governance Circle and a Leadership Circle which offers decision-making opportunities for faculty, staff members, board, parents, and community members.

The School Director (SD) is accountable for ensuring that the school pursues its stated mission and strategic direction; achieves and maintains financial health and stability; appropriately manages legal matters and overall risk; and, implements strategies and policies set by the board. The SD provides administrative leadership to the school as a whole, supervising and guiding the work of all administrative staff and supporting the faculty in its work with students.

The SD serves as a member of the Governance Circle (comprising the Board Chair, Faculty Chair, and SD) and the broader Leadership Circle (comprising the faculty department heads, Pedagogical Chair, Faculty Chair, and School Director). Admin Team members join on a rotating basis and members of the faculty/staff may request to join a meeting.

In collaboration with fellow members of the Governance Circle, the Leadership Circle, and other school leaders, the SD is responsible for sustaining organizational integrity and high standards of community interaction, and works proactively to promote institutional integrity and sustainability. While Waldorf School at Moraine Farm deeply values and exercises collaborative leadership, the SD has the ultimate authority to take actions and to make decisions necessary, when leadership structures cannot come to an agreement, to ensure the health, safety and well-being of the school and to carry out the responsibilities outlined below:

Responsibilities

Governance

Serves as the principal administrator within a shared leadership model for a faculty and staff of over forty and a student body of more than 100 students ranging from early childhood through eighth grade. As an *ex officio*, non-voting board member, the SD keeps the Board of Trustees fully informed on all aspects of the operation of the school and maintains open, effective communication with fellow members of the Governance Circle.

Administration

Overview

The SD translates and implements the co-created, board-developed strategy, directs the school's philanthropic/development strategies, and manages the full administrative staff including all administrative operations.

The SD leads the approach to managing external relationships, building community and developing strategic partnerships. In partnership with the Board of Trustees, the SD is accountable for the implementation of targeted development strategies, including responsibility for cultivating and sustaining major donor and other philanthropic relationships.

The SD works closely with the Faculty Chair to enable a highly-desired, multidisciplinary and integrated Waldorf curriculum; with the Admissions Director to ensure enrollment and retention processes are of the highest standards; with the Business Office to oversee the budget and operations processes; with the Office Manager to enable the right customer experience; and with the Facilities Manager to thoughtfully guide the Campus Master Plan. The SD directs HR procedures and policies; ensures a clear process for developing and evaluating faculty and staff members; and, uses established processes to terminate any faculty or staff member who is not meeting the expectations of his or her job description.

The SD works collaboratively within the Governance and Leadership Circles to create a community and environment of trust and safety, innovation and creativity, high expectations, and autonomy, while focusing on staying relevant and adapting to the needs of twenty-first century families. To the extent that administrative matters are supported by a board committee, the SD works with the board to identify committee membership and participates in committee meetings as needed.

Financial Health, Risk and Compliance

- Leads the annual budget process; tracks expenditures during the course of the year; and notifies the Board of material variances from the approved budget.
- Leads the implementation of the school's philanthropic/development strategies
- Ensures that the school's admissions criteria, recruitment efforts, and tuition adjustment policies generate financially sustainable levels of tuition revenue.
- Ensures compliance with applicable laws, regulations, and reporting requirements, and takes appropriate actions to avoid or minimize legal liability of the school and its trustees.
- Is authorized to terminate the employment of any employee who violates the law, physically endangers a student or other member of the school community, or otherwise acts, or fails to act, in a manner that creates a risk of legal or financial liability for the school.

Accreditation and Planning

- Collaborates with the Faculty Chair to maintain and renew existing accreditations, and seeks new accreditations.

- Supports the Board and partners with faculty and staff in developing and periodically updating a long-term strategic plan for the school, and tracks progress toward achieving its goals.

Human Resources

- In partnership with the Faculty Chair, ensures a fair and equitable performance evaluation system.
- Defines the non-teaching staff positions needed to implement the school's programs, policies, and administrative responsibilities; recruits employees to fill these positions; supervises and evaluates all administrative staff on a regular basis.
- Establishes practices and procedures to promote harmonious and constructive relationships among all of the school's employees.
- Is accountable for ensuring that regular and relevant internal communications are implemented.

Operations and Facilities

- Oversees the implementation of all policies adopted by the Board, and administers rules and procedures in the Parent and Employee Handbooks; where these do not exist, the SD works to develop them.
- Ensures the proper operation and maintenance of the building and grounds, and maintains relationships with neighboring landowners and others with an interest in the shared use and long-term stewardship of Moraine Farm.
- Is responsible for the safety and security of all students and staff.
- Works to produce smooth day-to-day internal operations for employees, students and parents, and promotes transparent, open communication in all directions.
- Supports the Board in planning for the expansion of school facilities and capital repairs and replacements.

Community Relations and School Image

- Represents the school in the wider community and strives to build relationships with groups with whom the school may benefit from collaboration and partnership.
- Serves as the primary voice of the school with respect to all matters other than curriculum and pedagogy.
- Oversees and directs all marketing and public outreach initiatives; oversees and directs development and fundraising; and supports fundraising events, as needed.
- Receives and responds to comments and suggestions from the parent body and supports the Faculty Chair in resolving conflicts between parents and teachers.
- Acts as the primary media representative of the school and serves as the school's spokesperson in any emergency or crisis.
- Oversees relationships with alumni and encourages meaningful alumni and parent participation in events that aid and support the school.

Pedagogical Administration

Overview

The ultimate responsibility for pedagogical administration in the school is held by the Faculty Chair in collaboration with the Governance and Leadership Circles and the entire faculty. The SD and Faculty Chair collaborate closely to ensure that pedagogical elements align and support the school's mission and its strategic goals and priorities. Specifically, the SD and Faculty Chair partner to:

- Identify curriculum needs and program support;
- Develop systems of scheduling and a school year calendar to accommodate the school's academic programs and services;
- Recommend the faculty positions needed to implement the school's programs;
- Support the timely and effective evaluation of teachers and the implementation of teacher support and progress plans;
- Develop and implement systems and procedures for tracking and reporting student proficiency and growth and for intervening early to address concerns regarding a student's academic achievement;
- Develop, implement, and maintain systems for enrolling and communicating the progress of students with identified learning differences and other students who come to the attention of and who are under the purview of Education Support;
- Define, communicate, and implement a student discipline approach that is commensurate with Waldorf philosophy and pedagogy;
- Establish and administratively oversee programs for after-hours and weekends, including extended day programs, summer camps, and recreational and cultural activities;
- Ensure a timely and thorough evaluation process of the Faculty Chair; and,
- Work collaboratively with all faculty and staff to deepen the SD's understanding of the methods and principles of Waldorf education.