

# HEAD OF SCHOOL SEARCH

## CEDARWOOD WALDORF SCHOOL

Portland, Oregon

[cedarwoodschool.org](http://cedarwoodschool.org)

Start Date: July 2024



**CEDARWOOD**

WALDORF SCHOOL



**Carney  
Sandoe**  
& ASSOCIATES

[CARNEYSANDOE.COM](http://CARNEYSANDOE.COM)

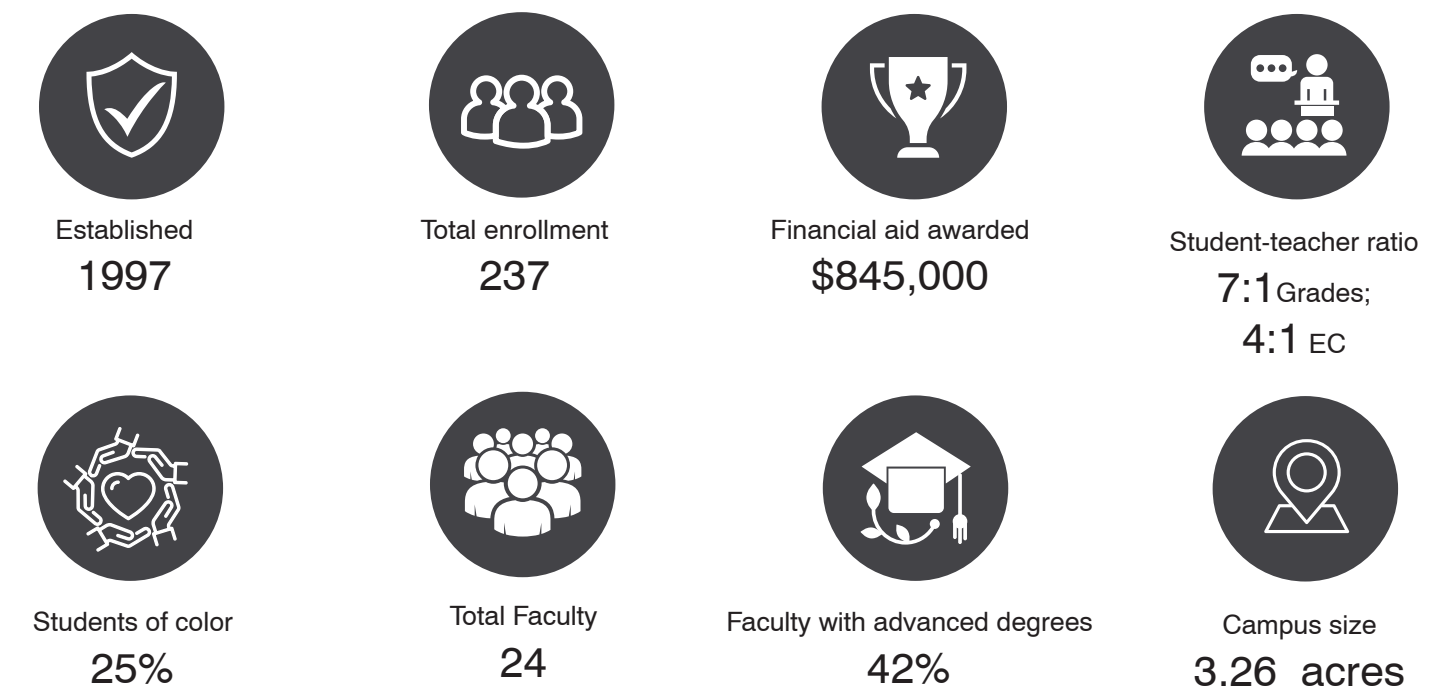
# Mission Statement

Cedarwood Waldorf School brings Waldorf Education to life and strives to instill a love for learning. The curriculum weaves together the arts, academics, and movement, with a reverence for the developing child. Cedarwood nurtures its children’s spirituality, cultivates their ability to think imaginatively, and inspires them to seek the truth.

# Vision

Cedarwood’s true purpose is to create a collaborative community that strives to learn how human beings can create a better world.

## At a Glance



Faculty of color: 8%

Students receiving aid: 34%

Annual operating budget: \$3.9M

Average annual performances: 24

Experiential field trips for grades 1-8: 32



## Overview

Cedarwood Waldorf School, located on the edge of downtown Portland, Oregon, enrolls 240 students PK -8. The school is known among Waldorf schools in the US for being true to Waldorf values and pedagogy, while also asking how their Waldorf program can best adapt to the realities of contemporary life in 21st century America. Blessed with an outstanding faculty, supportive parents and a wise and committed Board of Trustees, Cedarwood is a strong school in every respect. Last year's Accreditation visiting team report stated "In sum, Cedarwood is a beautiful and inviting Waldorf School."

Cedarwood is accredited by both ASWNA and NWAIS and aspires to being both a great Waldorf school and a great independent school. As with many Waldorf Schools, Cedarwood has recently engaged in a thoughtful review of governance/leadership structures. As a result, it remains committed to the model of a single Head of School reporting to the Board, and working closely with a Pedagogical Director who has primary responsibility for the faithful implementation of Waldorf pedagogy. The school is currently led by a capable Interim Head who has brought a welcomed sense of order and stability.

As with all schools, Cedarwood has both challenges and opportunities. It seeks a new Head of School to start July 1, 2024. While it is desirable that candidates have prior Waldorf experience, that is not a requirement. This is a wonderful opportunity for a skilled, relational, and collaborative leader to build upon Cedarwood's many strengths and, in partnership with the Board, the faculty, the parents and the administration, guide Cedarwood to an even brighter future.

## Strengths of the School

Among the many strengths of Cedarwood, the new Head will find:

- A school with clarity of mission and a solid understanding of its commitment to Waldorf values and pedagogy. The school lives its values.
- A wise and engaged Board of Trustees including members of all Cedarwood constituencies and operating at an appropriate oversight level.





- A wonderful faculty, some of whom have been at the school for many years; all of whom are committed to the children in their care.
- Facilities that are well suited to the Waldorf work of the school, including adjacent outdoor spaces.
- A supportive parent body, including a newly revived Parent association (which went dormant during the pandemic for obvious reasons).
- Most importantly, a group of energetic, diverse and happy students who are receiving an excellent student experience and education.
- While not wealthy, the school's finances are well managed and the paths to financial stability are clear.

## Challenges and Opportunities

In addition to the typical responsibilities of a Head of School, the new head will be expected to pay particular attention to the following:

- A strong sense of community has always been a hallmark of Cedarwood but there remains work to be done including:
  - » Continual work to re-establish close connections that were severed by the pandemic.
  - » Efforts to build bridges between faculty and administration so that all feel part of one community, united by the mission and values of the school.
  - » Adjusting to changing demographics in the parent body (eg. more dual-income parents)



- While the Pedagogical Director has prime responsibility for overseeing the implementation of Waldorf values and pedagogy, the Head must assure that the school continues to embody those values and be both face of the school and inspiring spokesperson for the student outcomes achieved as a result of the school program.
- A priority is rebuilding enrollment which is currently about 10% below target levels. This will be aided by some thoughtful work on branding and messaging which can energize the school internally and spread the good news externally about what a great school Cedarwood is. While enrollment growth is a critical requirement of the new HOS, there is robust a pipeline for new students through a recent expansion of the Early Childhood program, which now totals three kindergartens classes and two pre-K classes.
- The school is committed to Diversity, Equity, Inclusion, Justice and needs plans to engage the whole community in this work.
- It is ongoing work to bring clarity to policies and procedures so that, especially in administration, it is clear who does what. It is also important to assure that internal communications keep everyone informed of what they need to know, when they need to know it.
- The school wisely hit the “pause” button on their Strategic Plan during the pandemic. The new Head will have an integral role in reviewing and adapting the Strategic Plan to guide the school going forward. That will include facilities considerations, financial projections, enrollment targets, faculty recruiting and retention tools and more.
- The school has a heavy reliance on tuition revenue. The new Head will be expected to help increase the fundraising of the school. While the school is not yet thirty years old, it is at a stage where it needs to build greater reserves, endowment, and annual fundraising.





## Qualifications and Personal Attributes

Among personal characteristics desired in the next head are:

- While it is not a requirement that the new Head have formal training or prior experience with Waldorf education, the Head must have an affinity for, an eagerness to learn about, and the ability to be a compelling spokesperson for the unique benefits of Waldorf education and values.
- An inclusive leader comfortable with the pace of collaborative, consensus-based decision-making; but also able to be decisive when necessary.
- A relational, authentic, accessible servant leader able to earn the trust and respect of faculty, administration, parents, board and students.
- An individual who is organized, has management experience and skills, but remains “heart-centered” and is driven by what is best for students. The ability to build systems that are efficient but not rigid.
- A charismatic cheerleader with a natural marketing sense able to tell the Cedarwood story externally, and to unite the school community with a common sense of belonging to something special.
- An excellent communicator in writing and orally who seeks to keep everyone informed of what and why things are happening.
- Classroom experience and the ability to understand and support the work of teachers.
- A commitment to and experience with DEIJ approaches in schools.
- Financial literacy sufficient to partner with the Finance Committee of the Board and the Finance Director to wisely manage the budgets and to upgrade, integrate and streamline financial systems and procedures.
- The ability to be both the highly visible daily manager as well as a longer- term visionary.
- An organized leader who can solve problems, but bring calmness and clarity to the many decisions that need to be made. Responsive but not reactive.

# Learn More

Click on the links below to learn more about Cedarwood Waldorf School.

[School Website](#)

[Strategic Plan](#)

[School History](#)

[About Portland, Oregon](#)

[Waldorf Principles](#)



## To Apply

Interested and qualified candidates are invited to contact the consultant in confidence. Candidates will ultimately need to submit the following materials as separate PDF documents:

- A cover letter expressing their interest in this particular position;
- A current résumé;
- A statement of educational philosophy including familiarity with Waldorf education;
- A list of five professional references with name, relationship, phone number, and email address of each (references will not be contacted without the candidate's permission) to:

### **Skip Kotkins**

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