



WESTLAWN SCHOOL
STRATEGIC PLAN

2026 - 2031

At Westlawn, we hold an image, strong and optimistic about the child, who is born with many resources and extraordinary potential. We value the child as strong, capable and resilient, rich with wonder and knowledge. We see all children as worth listening to.

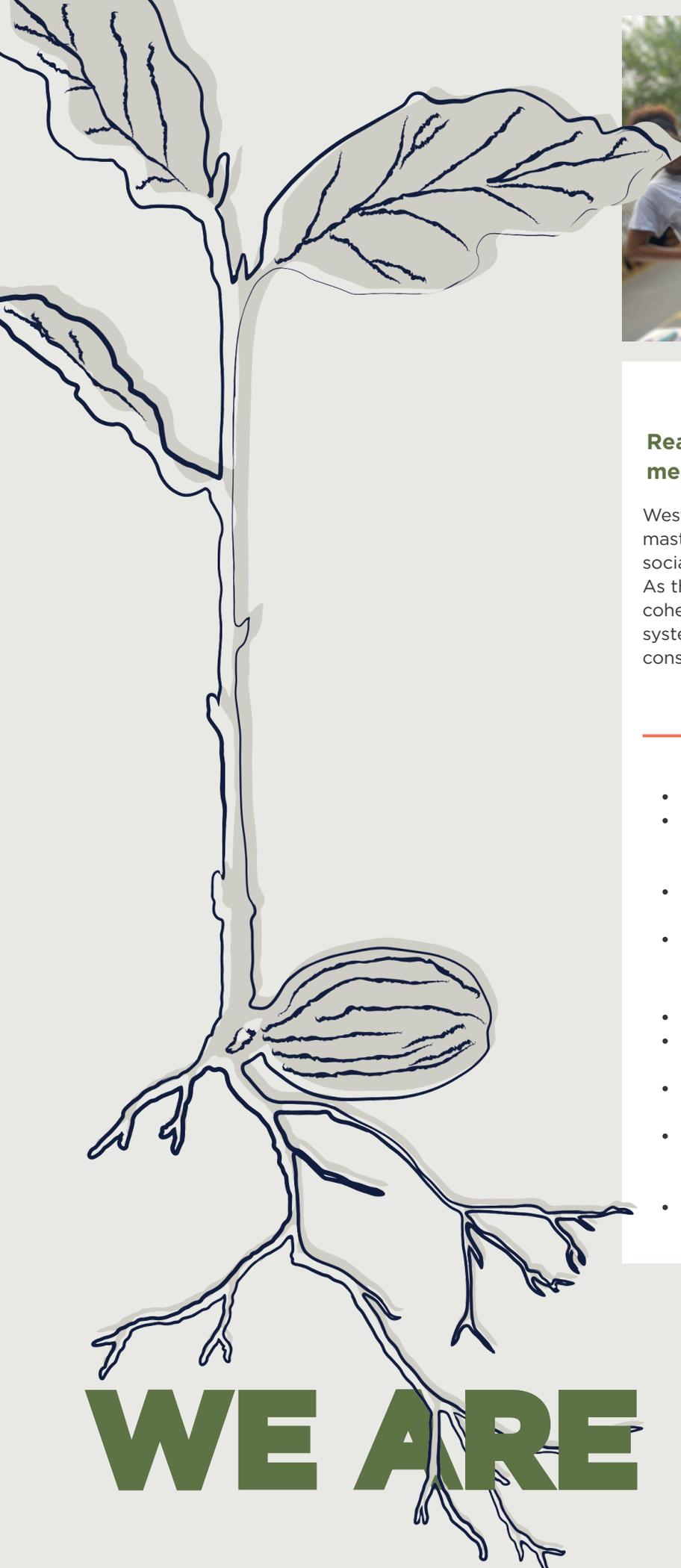
We see the growth of the whole child as a shared responsibility among parents, teachers, staff, administration, and the community. Students thrive in a nurturing and respectful environment where their diversity, dignity, and unique learning styles are valued.

We believe that learning, behavior, and cognition should be individualized, fostering independence in a respectful setting. Each child learns and behaves differently, necessitating educators who meet them where they are.

We believe behavior and environment are reciprocal. This means we believe behavior and environment influence each other in a continuous, interactive way. We are committed to creating safe, comfortable learning spaces where every student is respected and empowered to reach their potential. Our goal is to offer an individualized and personalized education that supports each child's growth.

We believe that our most fundamental, yet delicate job as educators is to learn a child well enough, develop relationships deep enough, and ignite minds fully enough- that we inspire curiosity and contain their spirits without crushing them.

KARA HOLDEN, Ph.D.
Founding Head of School



STUDENT OUTCOMES

Reaching Higher for 2e instruction and meaningful student outcomes

Westlawn's instructional model centers on individualized, mastery-based learning designed to meet the academic, social, and emotional needs of twice-exceptional students. As the school grows, continued attention to instructional coherence, planning structures, and student support systems will ensure that outcomes remain strong and consistent across divisions.

Five-Year Aims

- Sustain high student retention (85-90% annually)
- Increase total enrollment to:
 - 30+ students within 3-5 years
 - 45-60 students within 5-10 years
- Strengthen mastery-based assessment and learner profiles across divisions
- Expand Upper School pathways intentionally, with clear academic and developmental progression

Key Strategies

- Deepen individualized learning and studio-based instruction
- Align Lower School → Middle School → Upper School transitions with clear scope and sequence
- Maintain small group sizes that support regulation, peer modeling, and differentiated instruction
- Refine student support systems through consistent implementation of learning plans and clearly defined academic and behavioral support levels
- Explore instructional time structures (e.g., intervention or WIN-style blocks) as capacity grows

WE ARE

reach



COMMUNITY & SCHOOL CULTURE

Reaching Higher for a collaborative, connected community

Westlawn's culture of collaboration, shared problem-solving, and relational trust is a defining strength. Protecting this culture while strengthening communication norms and family partnership structures is essential as enrollment and programming expand.

Five-Year Aims

- Build a culture of shared ownership between school and families
- Increase meaningful parent engagement and volunteer participation
- Strengthen Extended Programs as points of connection, access, and continuity

Key Strategies

- Establish an independent, financially sustainable Community Council
- Expand Community Nights and family-centered events that build connection without overextension
- Clarify communication systems, expectations, and points of contact for families
- Strengthen consistent, proactive communication that supports trust and partnership

LEADERSHIP & GOVERNANCE

Reaching Higher through strong leadership, accountability, and accreditation

As Westlawn grows, leadership structures must evolve to support clarity, consistency, and sustainability. Clear roles, decision-making pathways, and communication norms ensure that faculty and staff remain focused on instruction and student support.

Five-Year Aims

- Achieve and maintain SAIS membership
- Strengthen governance structures that support long-term growth
- Ensure leadership capacity scales appropriately with enrollment

Key Strategies

- Clarify roles, responsibilities, and decision-making authority across the organization
- Invest in leadership development and succession planning
- Use data-informed review cycles to guide instructional, operational, and financial decisions
- Establish predictable communication norms that reduce ambiguity and support efficient collaboration

Reaching higher



LEARNING ENVIRONMENT

Reaching Higher through environments intentionally designed for 2e learners

At Westlawn, learning environments are active partners in student growth. From intentionally designed classrooms to outdoor learning spaces and Westlawn Woods, our environments support regulation, agency, creativity, and mastery-based learning. As the school grows, we are implementing a long-term master plan with discipline—building the capital needed to bring this vision to life while preserving the calm, flexible, student-centered spaces that define Westlawn.

Five-Year Aims

- Complete a full-school renovation to support:
 - 30+ students within 3-5 years (target completion: December 2026)
 - 45-60 students within 5-10 years
- Fully launch and sustain the Westlawn Woods as integrated core instructional program
- Expand outdoor classrooms, gardens, and project zones aligned to the master plan
- Ensure learning spaces—indoors and outdoors—reflect student voice, agency, and developmental needs

Phase I (Current Strategic Plan | Through 2031)

- Complete full-school renovation to support 30+ students
- Maintain administrative offices within the renovated building
- Improve storage, acoustics, lighting, and presentation systems to reduce friction and support calm learning environments

This phased approach allows Westlawn to grow responsibly—building capacity only when systems, staffing, and enrollment are aligned.

FINANCIAL STABILITY

Reaching Higher through disciplined financial stewardship

Long-term sustainability depends on aligning enrollment growth, staffing models, and facilities expansion with disciplined financial planning. Westlawn is committed to building financial systems that protect program quality, staff sustainability, and access for families.

Five-Year Aims

- Launch and complete a capital campaign supporting:
 - Facilities renovation
 - Scholarship Endowment
- Build operating reserves that support stability and strategic growth, especially for the Westlawn Woods and additional academic programming
- Use surplus strategically for:
 - Faculty compensation and benefits
 - Professional development
 - Scholarships to increase socioeconomic diversity

Key Strategies

- Align staffing growth to enrollment benchmarks and program needs
- Strengthen fundraising and donor engagement through clear, compelling narratives
- Maintain conservative budgeting during expansion phases
- Invest in systems that reduce operational friction and support long-term efficiency

FOR OUR KIDS.



A SMALL SCHOOL DIFFERENT BY DESIGN