

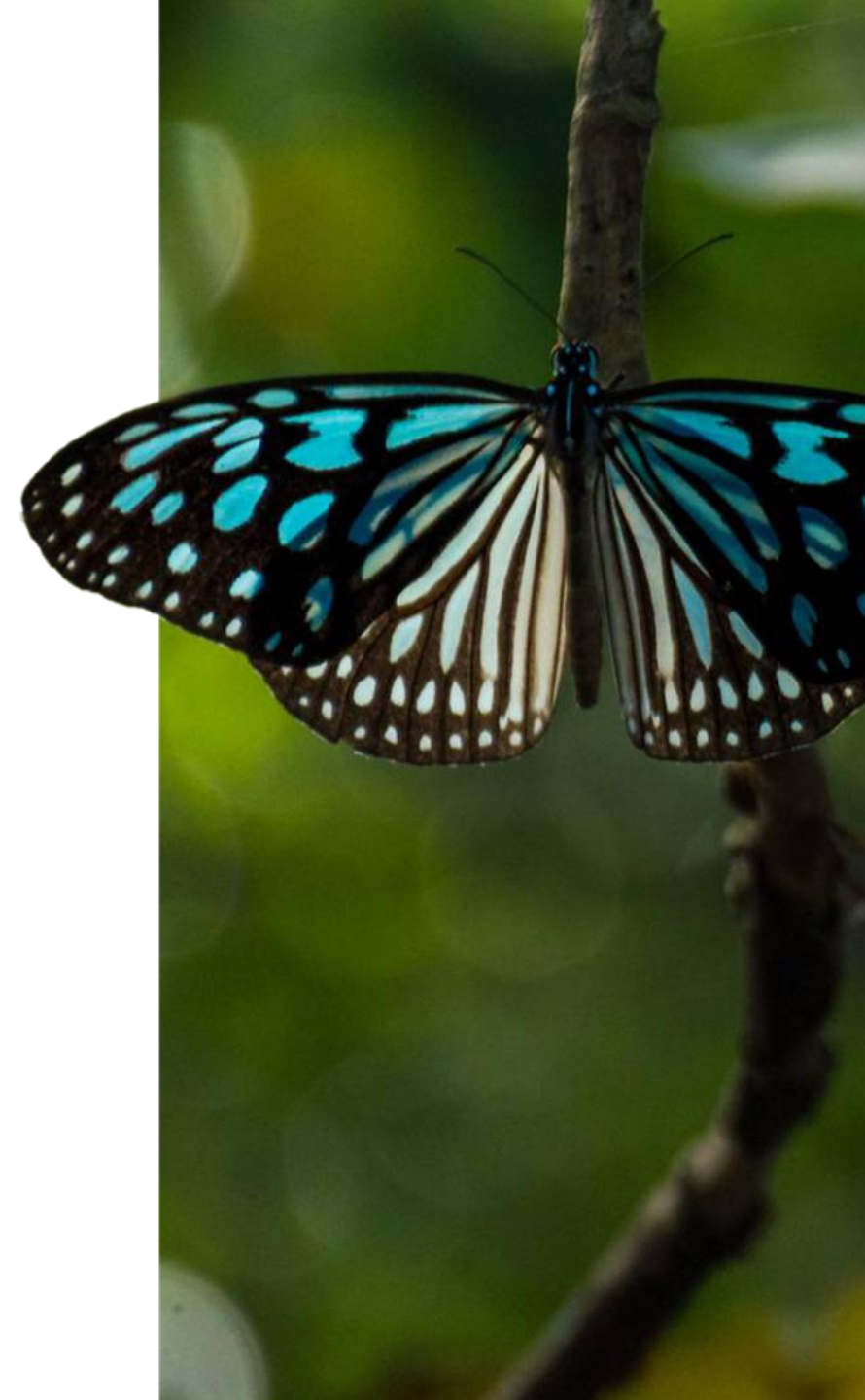


Michael Oak Waldorf School

SURVEY INSIGHTS AND WAY FORWARD

School Renewal

April 2026



What is School Renewal About

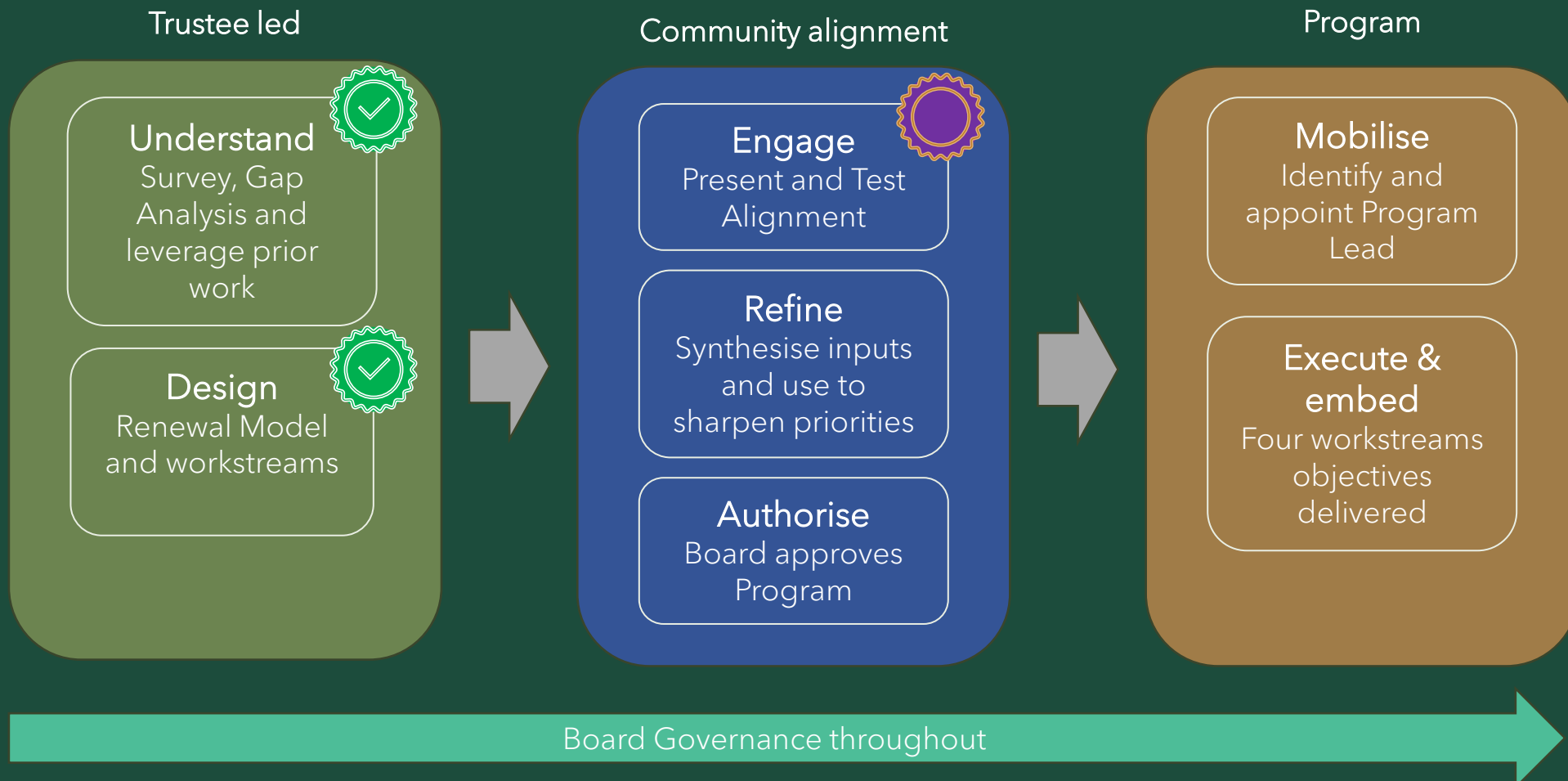
It is a clear, structured and phased transformation journey.



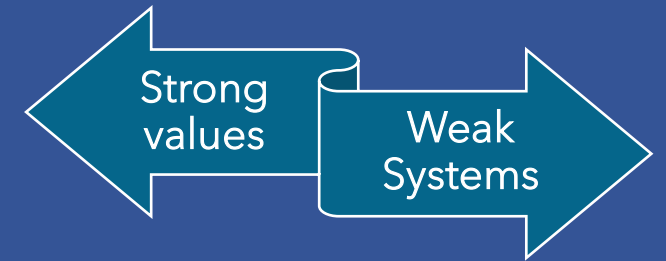
Complete



In progress



What you told us



You stay because of community, values and Waldorf education.

You are frustrated by weak systems, unclear leadership and unresolved issues.

✓ What Is Working

3.70 / 4 Kindergarten recommendation

3.47 / 4 Primary School recommendation

3.21 / 4 Balance of academic, creative & practical learning

3.25 / 4 Staff enjoyment & role clarity

⚠ Where Concern Is Concentrated

2.16 / 4 Leadership structures are not effective

2.20 / 4 Volunteer roles not equitably distributed

2.36 / 4 Challenges not effectively resolved

2.42 / 4 Not understanding how decisions are made



What it Means

Michael Oak does not need to reinvent itself.

It needs its structures to catch up with its values.

1

The educational heart is strong

Waldorf philosophy, community, and the KG and Primary experience remain genuine strengths. These are not up for reinvention - they are what we are protecting.

2

The systems are not keeping up

Leadership clarity, decision-making, operational reliability, and communication are consistently weak across every stakeholder group. This is not one person's view - it is shared.

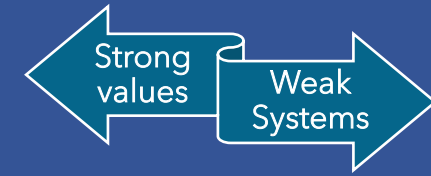
3

The community is ready

Despite frustration, there is strong appetite for renewal and willingness to engage. That energy is the foundation we build on. It will not wait indefinitely.

Our task is to align our systems and leadership with the strength of our values.

What We Are Going To Do About It



#	Theme	Trend Since 2024	Priority
1	Leadership Clarity & Accountability	⊘ Worsening	Highest
2	Decision-Making Transparency	→ Unchanged	Highest
3	Communication & Information Flow	→ Unchanged	High
4	Operational Effectiveness & Admin	⊘ Worsening	Highest
5	Volunteer Sustainability & Workload	⊘ Worsening	High
6	High School Stability & Confidence	→ Persistent	High
7	Educational Identity & Pedagogy	✓ Stable strength	Protect
8	Community, Culture & Belonging	⊘/✓ Mixed	High

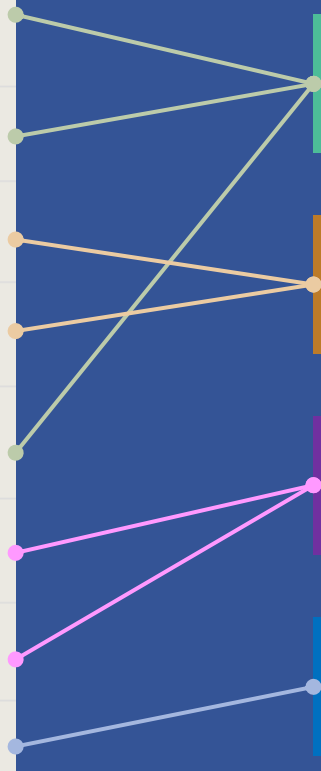
Themes to Workstreams

Leadership Stability & Support

Operational Maturity

Pedagogical Renewal

Cultural Renewal





Evolution from Process to Program

Four interconnected focus areas, each responding directly to what you told us.

01

Leadership Stability & Support

What you told us:

You told us: leadership structures score 2.16/4 – lowest across all groups

Our response:

Clarify roles, decision-making authority, and accountability. Reduce unsustainable workloads. Strengthen leadership pipeline.

02

Operational Maturity

What you told us:

You told us: administration is inconsistent, issues aren't resolved, communication is unclear

Our response:

Build policies, systems and processes. Improve communication. Create operational reliability so concerns get closure.

03

Pedagogical Renewal

What you told us:

You told us: philosophy is valued but delivery is uneven. High School needs urgent attention.

Our response:

Strengthen coherence across KG, Primary and High School. Clarify College mandate. Reinvigorate pedagogical leadership.

04

Cultural Renewal

What you told us:

You told us: issues discussed privately but not resolved. Volunteer load is unsustainable.

Our response:

Build transparency, psychological safety, and shared accountability. Rethink how we invite and sustain community participation.

Initial Thinking On How It Will Work

1

Program governance

The Board of Trustees provides oversight. A dedicated Program Lead coordinates execution across all four workstreams.

2

Internal workstream owners

Each workstream has a lead, accountable for driving progress and reporting outcomes.

3

External support

Where specialist capacity is needed - cultural review, organisational design, leadership coaching – external resources will be brought in.

4

Phased delivery

This is not an overnight fix. Progress will be structured, sequenced, and reported to the community at regular intervals.

This program belongs to the whole community

- Regular progress updates - you will see movement, not just intentions
- Community forums to gather ongoing input as each phase progresses
- An open call for people to step into roles where they are able to contribute

What We Are Already Doing

This has been happening in parallel.



Leadership Stability & Support



Operational Maturity



Pedagogical Renewal



Cultural Renewal

01

Governance & Decision-Making

- Clarifying roles and decision rights
- Defining how decisions are made and communicated

02

Organisational Design

- Introducing key integrator and focus roles
- Strengthening operational leadership
- Clarifying responsibilities across the school

03

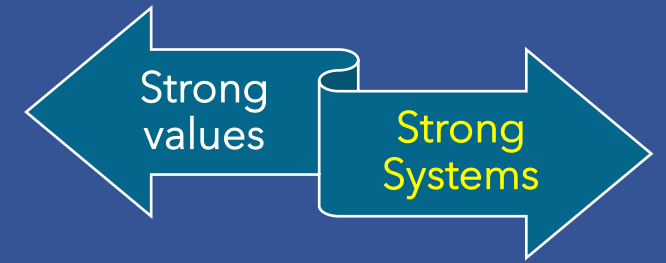
Operational Improvement

- Improving communication cadence and quality
- Strengthening issue resolution and follow-through
- Building more consistent systems

[Link to Workstreams](#)



What Success Will Look Like










In 6-12 months, you should experience:

- Greater clarity on who is responsible for decisions
- Faster and clearer resolution of issues
- More consistent communication
- Improved operational reliability
- Greater confidence in High School direction

- Clear, measurable progress against our Strategic Objectives is evident across the school

Our Strategic Objectives

						
Grow Enrolment Through Excellence	Strengthen Community Relationships	Attract and Support Staff	Establish Robust Administration	Enhance School Leadership	Ensure Financial Sustainability	Care for the Physical Environment



What We Need From You in the Upcoming Sessions

We are not asking you to re-diagnose the problem. We are not presenting a finished plan and asking for agreement.

We are sharing a direction and invite your response. We are inviting focused input to ensure that what is being built is practical, properly resourced, and executable

01

Define Priorities & Focus

Help us sharpen what matters most

- Define the key priorities within each workstream
- Identify a focused set of initial initiatives
- Ensure we are concentrating effort where it will have the greatest impact

02

Shape What Success & Delivery Look Like

Ensure what we build is clear and executable

- Clearly articulate what success will look like for each workstream (6-12 months)
- Identify the capacity, skills, and roles required for delivery
- Highlight any gaps or risks to successful implementation

03

Contribute & Stay Engaged

Be part of the process as it evolves

- Indicate if and where you can contribute meaningfully
- We invite participation where appropriate and possible
- Ongoing engagement will shape and strengthen delivery over time

What Happens After

1

Listening sessions completed

A series of structured listening sessions is being held across stakeholder groups over the coming week, ensuring we gather focused, representative input to validate and refine our direction.

2

Final refinement of plans

Insights from these sessions will be synthesised and used to sharpen priorities, address gaps, and ensure that the planned interventions are grounded in the lived experience of the community.

3

Continue implementation already underway

Key initiatives, including organisational design and operational improvements, are already in motion, with clear milestones and interim accountability in place to ensure steady progress.

4

Ongoing communication to the community

We will establish a consistent communication rhythm to share progress, decisions, and outcomes, ensuring transparency and reinforcing accountability as the renewal process unfolds.

This is the beginning of a more structured and accountable way of working and interacting, not a once-off process.



Michael Oak Waldorf School

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Our Strategic Plan (Summary)

For the next three years (2025-2027)



Our Vision

At Michael Oak Waldorf School, we envision a future where every child is awakened to their intellectual curiosity, emotional intelligence, and courageous action and is equipped to meet life with purpose and compassion, contributing meaningfully to the world around them with clear minds and steady hearts.

Our Strategic Objectives



**Grow Enrolment
Through
Excellence**



**Strengthen
Community
Relationships**



**Attract and
Support Staff**



**Establish
Robust
Administration**



**Enhance
School
Leadership**



**Ensure
Financial
Sustainability**



**Care for the
Physical
Environment**

Supporting Slides

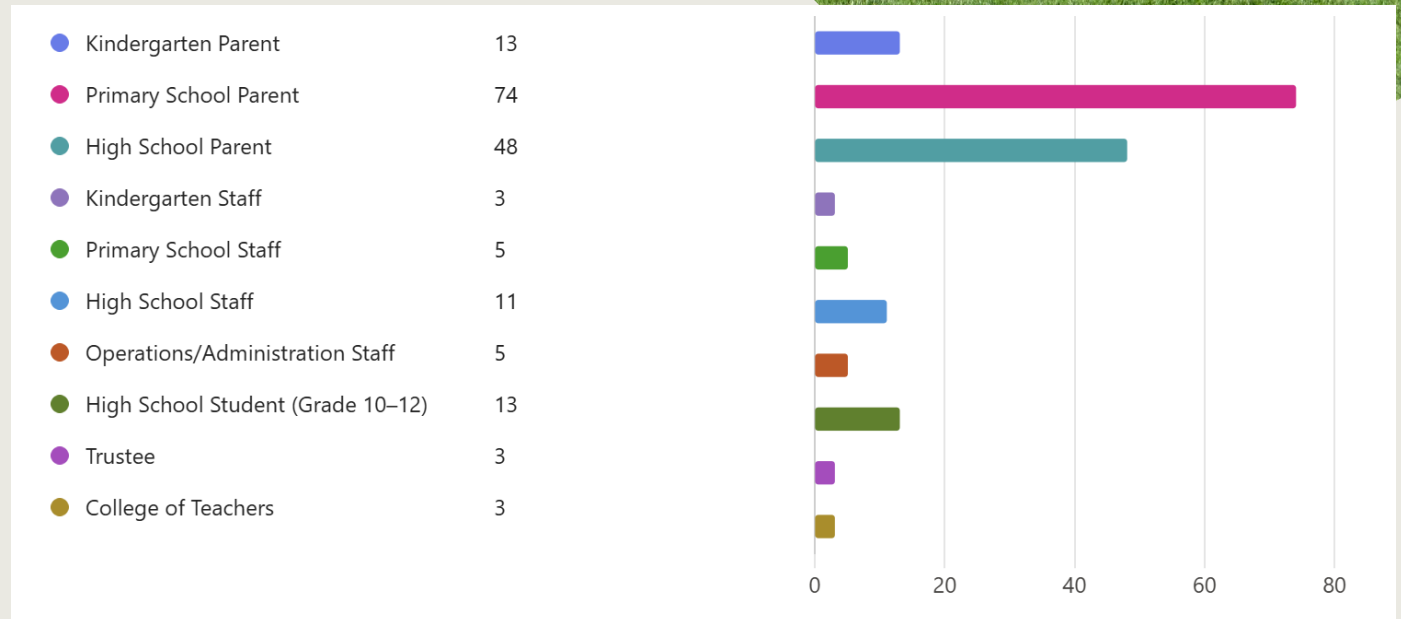
Additional detail: Survey Report and Recommendations

Extracted from work conducted by Contract SA

Michael Oak Waldorf School: Community Survey Results, March 2026

School renewal process: what the community told us

- 178 survey responses across parents, staff, students and governance stakeholders
- 20 Likert-scale questions standardised to a 1–4 scale (Strongly disagree = 1 to Strongly agree = 4)
- 13 open-ended questions, clustered into recurring themes
- Largest groups:
Primary School Parents (74, 41.6%),
High School Parents (48, 27.0%),
High School Students (13, 7.3%),
Kindergarten Parents (13, 7.3%),
High School Staff (11, 6.2%)
- Small groups (Trustees, College of Teachers, KG Staff; each n=3) are directional only



Strongest Results: Educational Identity & Community

- "I would recommend this school as a Playgroup/Kindergarten" 3.70 / 4 (n=155)
- "I would recommend this school as a Primary School" 3.47 / 4 (n=160)
- "I have clarity about my role and responsibilities" (staff only) 3.25 / 4 (n=36)
- "Overall, I enjoy working at School" (staff only) 3.25 / 4 (n=36)
- "The balance of academic, creative, and practical learning is effective" 3.21 / 4 (n=176)

The educational offer, especially in Kindergarten and Primary, remains the school's strongest asset. Staff enjoy their work and are clear about their roles. These are foundations to protect.



Weakest Results: Leadership, Operations & Workload

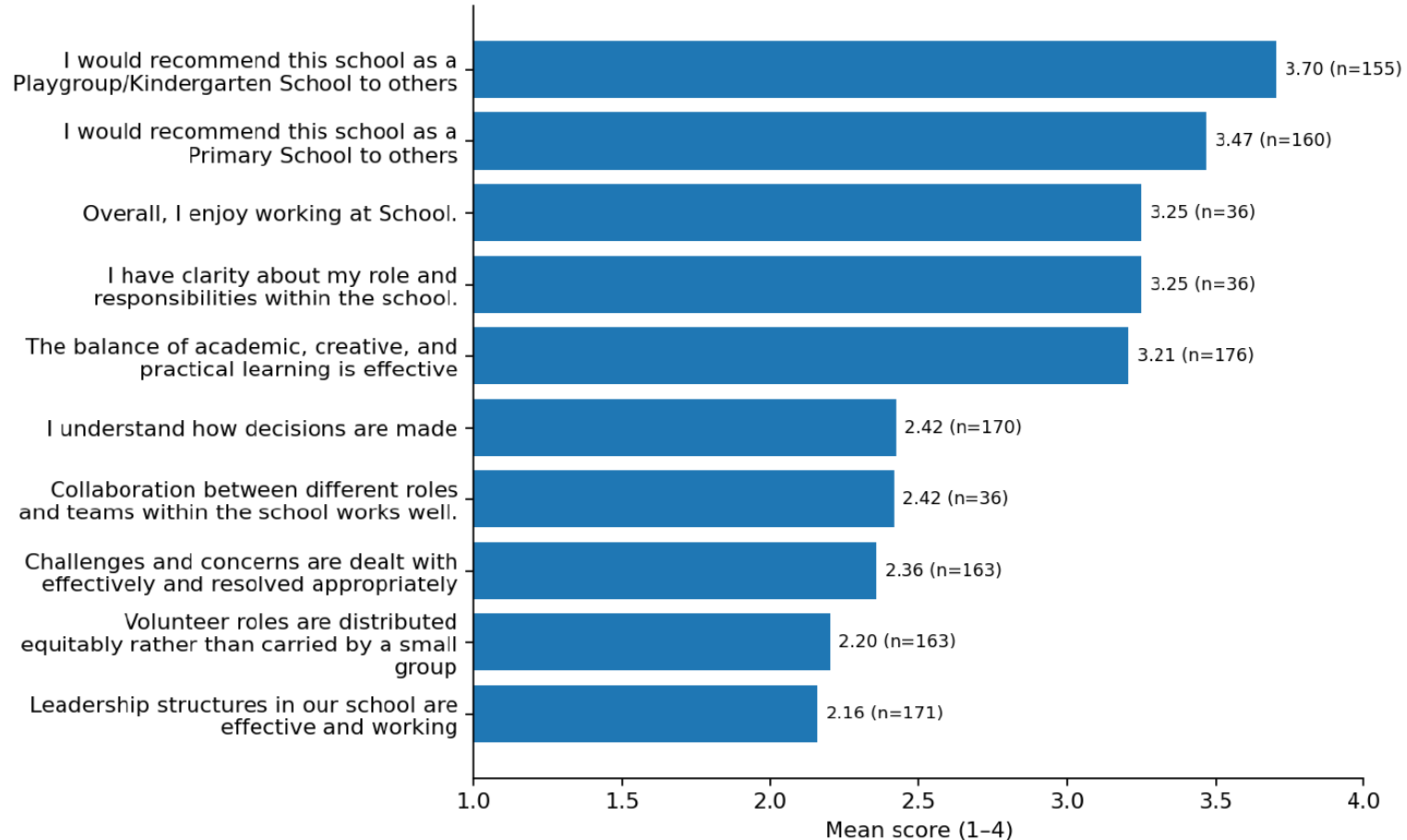
- "Leadership structures in our school are effective and working"
2.16 / 4 (n=171) ← lowest score in the entire survey
- "Volunteer roles are distributed equitably rather than carried by a small group" 2.20 / 4 (n=163)
- "Challenges and concerns are dealt with effectively and resolved appropriately" 2.36 / 4 (n=163)
- "Collaboration between different roles and teams works well" (staff only)
2.42 / 4 (n=36)
- "I understand how decisions are made" 2.42 / 4 (n=170)



**Confidence drops sharply when respondents assess how the school is led and run.
Staff are the most critical group on leadership.
Parents are especially critical of issue resolution and decision clarity.**



Strongest and weakest-rated items



The Hidden Tension: Strong Values, Weak Systems

Why people stay...

- Community, friendships, belonging and festivals
- Belief in Waldorf education and holistic learning
- Relationships with teachers, especially in KG and Primary
- Emotional commitment remains high

What frustrates them...

- Unclear leadership and decision-making
- Inconsistent communication and administration
- Unresolved issues that circulate without closure
- Unsustainable volunteer model and burnout
- High school stability and confidence concerns
- Fee and billing frustrations

"I don't understand how decisions are made."

"A lot falls on a small group - it's not sustainable."

"The values are strong, but the systems don't support them."

"There is so much potential if things can be aligned."

"Kindergarten was very good... incredibly clear on what was happening."

Cross-Document Evidence Base: 2022 to 2026

Sources:

- **March 2026** Community Survey (178 responses): The newest input
- **OISESA Mentor Reports 2024:** Kindergarten, Primary, High School (3 separate reports, 10 quality standards each)
- **OISESA Summary of Recommendations:** Consolidated scores and actions across all sections
- **OISESA Stakeholder Surveys 2024:** Parents, staff, students, board (400+ responses across KG, Primary, High)
- **Comments from Surveys 2024:** Qualitative comments spreadsheet by stakeholder group
- **High School Plan Draft (May 2022):** High School Sustainability Committee
- **Evaluation of MO HS Action Plan (Dr Bamberg, 2025)**
- **Proposal for a School Renewal Program:** Board document (4 pillars: Leadership, Operations, Pedagogy, Culture)

Eight major themes emerged when the March 2026 survey was placed alongside all earlier documents.

Some have worsened, some are unchanged, and some remain stable strengths.