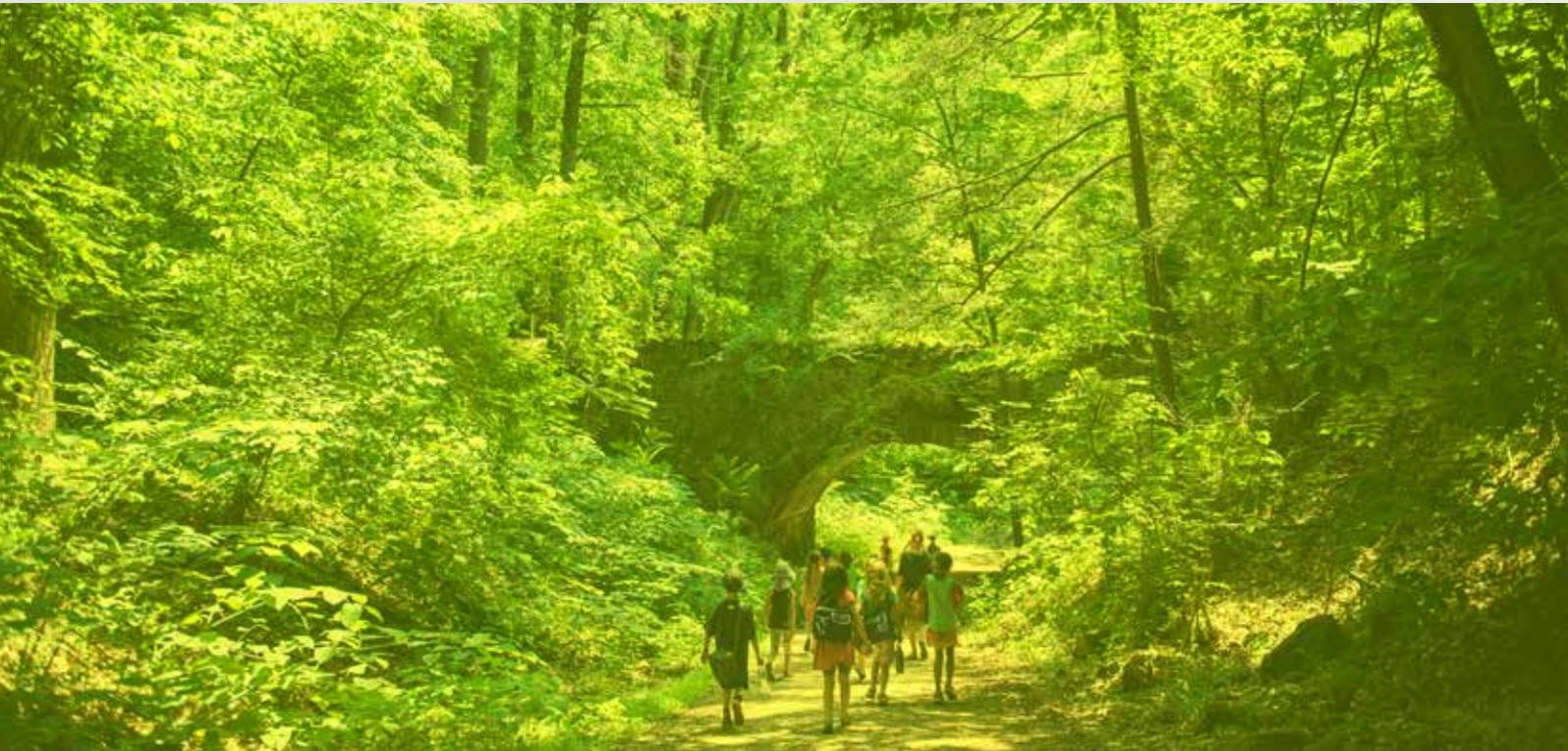


strategic plan 2017-2020



our mission

The Waldorf School of Philadelphia is a vibrant learning community where education, based on a deep understanding of the developing child, integrates the intellectual with the artistic, the practical with the beautiful—fostering the ability to engage fully in the world.



Our highest endeavour must be to develop free human beings who are able of themselves to impart purpose and direction to their lives. The need for imagination, a sense of truth, and a feeling of responsibility—these three forces are the very nerve of education.

-Rudolf Steiner

strategic planning committee

Stephanie McDowell, *Strategic Planning Committee Chair, Secretary and Parents Association Liaison to the Board of Trustees*

Theresa Kaskey, *Vice President of the Board of Trustees*

Andrew Christman, *Board of Trustees*

Toni Chapman, *Board of Trustees*

Patricia Cornelius, *Faculty Chair*

Anthony deGuzman, *Executive Director*



The Waldorf School of Philadelphia's Board of Trustees has created a strategic plan to help guide our school for years 2017-2020. This plan helps us capitalize on our strengths, make improvements where necessary, and set a course for the future health and growth of our school. A committee of board members, faculty, staff, parents, and professional consultants worked to develop this plan with input gathered from across our community. We send our sincere thanks to everyone who participated in a focus group or completed a survey. The following goals were developed from the collective input of these groups.

To achieve these goals by 2020, we will allocate resources and assign teams outside of the day-to-day operations of the school. The progress made against these goals will be regularly assessed by the Board of Trustees. Goals may be altered, added, or removed depending on the needs of our school—like all strategic plans, this is a living document. The Board of Trustees will provide an annual progress report to our community and you may contact the Board anytime with questions at board@phillywaldorf.com.



Pedagogy

Identify and communicate the unique aspects of our middle school program.

Our students and their families will have a strong sense of progression through the middle school years. When the program is better understood and promoted, we'll increase retention and achieve higher enrollment levels.

Improve the process for measuring curriculum standards, assessing faculty performance, and enhancing professional development opportunities.

The Faculty Development Group will develop processes for measuring curriculum standards and ensure that all teachers have the tools and training needed to succeed.

Finance

Update our long-term financial model.

We will work to create a balanced budget that provides competitive salaries and benefits while we enhance our programming. In concert with this, we will develop a tuition plan, financial assistance, and fundraising goals to meet the needs of our school and our families.

Develop a capital campaign plan to purchase our campus.

In 2024, we will have the option to purchase our campus property and make it our permanent home. We will need to secure funding from a lender and develop a campaign to raise the funds.

Organization and Culture

Implement a diversity and inclusion strategy.

We will work to increase and maintain diversity within the student body, amongst faculty and staff, and across our community partnerships. We'll carefully monitor progress, evaluate trends, and benchmark against other Waldorf schools and local independent schools.

Enhance the experience of parents at the school.

We will improve communication to ensure parents have easy and timely access to information, better understand the general workings of the school, and feel connected to the school community.

Educate the school community in the values and principles of Waldorf pedagogy.

We'll develop a plan to help all members of our community better understand Waldorf Education and Anthroposophy. This includes administrators, teachers, the Board of Trustees, and parents.

Governance

Update our school governance policy.

The governance policy will define how decisions are made at the school, who has responsibility and authority, and how we arrive at decisions and resolutions.

Pedagogy

Ensure the curriculum is reflective of a wide variety of cultures.

We'll assess whether or not our current curriculum is culturally inclusive and identify areas and ways in which we can be more inclusive of a wide variety of cultures.

Create best practices for meeting students' needs across the full range of emotional and academic abilities.

We will strive to ensure we are meeting the needs of the individual, and that teachers have the tools to teach to all of our students.

Finance

Create a fundraising and development plan.

Once we have developed our long-term financial model, we'll identify how to best meet our needs through fundraising and community partnerships.

Marketing and Outreach

Strengthen our school's brand.

We'll identify opportunities to share why the Waldorf School of Philadelphia is a unique and attractive learning environment. We'll also ensure our parents, faculty, and staff are well-versed in the values of our program and have tools to be advocates of our school and Waldorf Education.

Build partnerships with organizations in our neighborhood.

We will identify organizations within Germantown and surrounding neighborhoods to partner with. We'll learn more about our community and help spread the word about our programs and opportunities for families.

Organization and Culture

Enhance collaboration between the faculty, administration, and the Board of Trustees.

We'll look for ways to strengthen our shared vision and collaborate more effectively in a way that is grounded in Waldorf principles.

Governance

Implement a development plan for the Board of Trustees of the school.

We will work to clarify board member expectations and commitments, improve on-boarding, and ensure current members have the right skills, training, and acumen to provide oversight.

The smallest thing
in its rightful place
can lead to the
highest goals.

-Rudolf Steiner



THE **waldorf**
SCHOOL OF PHILADELPHIA

It's not what to think,
It's how to think.