



**Strategic Plan
2022/23-2026/27**

This revised Strategic Plan is designed to guide and facilitate the work required to achieve success in fulfilling the mission of Waldorf School of Baltimore. The Plan uses the School's Mission, DEI Statement, and the AWSNA/WECAN Core Principles, to establish a single Overarching Objective, develop Strategic Priorities, objectives, and goals leading the Board, faculty/staff, and Parents Association to develop Action Plans to support the strategic priorities and goals.. These are used to ensure all work across the School is aligned with the overall mission and objective of the school.

IN 2014 we saw our vision for success taking place in a phases. These were improving the **QUALITY** of our program and operations, reaching and maintaining **SUSTAINABILITY**, and striving toward **GROWTH** so that we offer the families of Baltimore an excellent Waldorf experience.

By September 2017, we had improved the School's culture, program, and operations, putting into place the institutional framework by which we can ensure the successful on-going efforts to assure **QUALITY**.

In 2018 we updated the goals for the fourth year of the 5 year plan to reflect our overarching focus and movement towards **SUSTAINABILITY**.

In 2019 we approved the draft priorities, including a new priority area of responsible innovation

In 2020 we adopted a new DEI Statement.

Revisions: Fall is the time of year for the Board of Trustees to review the Strategic Plan in light of current conditions and to make any minor changes that reflect current achievements and/or challenges.

Strategic Plan 2022/23-2026/27

Mission

The Waldorf School of Baltimore educates and inspires children to think, feel and act with depth, imagination and purpose

DEI Statement

The Waldorf School of Baltimore actively encourages and supports diversity and inclusion in our community.

We strive to strengthen diversity, equity, and inclusion through our pedagogical and administrative policies and practices.

We welcome people of (but not limited to) all races, gender identities, sexual orientations, socioeconomic statuses, abilities, ages, and religions.

Our community works to embrace and deepen our own understanding of both our strengths, which support our goal for the inclusion of all, as well as the challenges hindering our progress toward this goal.

We actively stand against hatred, prejudice and discrimination.

Overarching Statement

To secure the future of WSB by focusing on developing all aspects of the school that can serve to sustain the institution in support of its pedagogical mission that is a practical manifestation of the AWSNA & WECAN Guiding Core Principles.

Strategic Priorities and Major Goals

Priority A. School Culture and Stakeholder Sustainability

Expand and engage all community constituencies (families, faculty/staff, Board, and alumni) in meaningful and mutually beneficial relationships based on inclusion and belonging.

Goal 1: Provide active and inspiring Board leadership.

Goal 2: Increase diversity of families, faculty/staff, and Board to better reflect local demographics.

Goal 3: Expand and facilitate conversations and learning opportunities for all community members to actively learn about issues and apply skills related to diversity, equity, and inclusion.

Goal 4: Engage the whole school community in articulating the values of the school, how they are manifest, and how the work and activities of each constituent group can be more closely linked to them.

Priority B. Enrollment Management and Sustainability of Tuition Income

Create a cohesive, deliberate, targeted approach to managing marketing, admissions and retention. Invest focused efforts in increasing tuition and scholarship income.

Goal 1. Increase diversity of students to more closely reflect local demographics.

Goal 2: Increase average net tuition to help provide a stronger financial foundation.

Goal 3: Increase controllable retention rates.

Goal 4: Evaluate Financial Aid & tuition discount policies and staffing arrangements.

Priority C. Responsible Innovation:

Updating the curriculum and program to meet the educational needs of today's students within the Waldorf pedagogical and developmental framework.

Goal 1: Further develop a less euro-centric and more global curriculum that supports and meets our mission to strengthen diversity, equity, and inclusion.

Goal 2: Develop and implement the curriculum to include activities, lessons, and experiences from local, national, and global locations and our own communities.

Goal 3: Provide classroom and community experiences that teach tolerance and engage students in the social emotional explorations of identity, diversity, equity, and inclusion.

Goal 4: Encourage, engage, and empower students and community to understand the natural world and become responsible environmental stewards.

Priority D. Faculty Development.

Hiring, developing and retaining faculty and staff to provide a high quality, relevant, and inclusive educational environment.

Goal 1: Expand and deepen an understanding of the Waldorf anthroposophical underpinnings of the curriculum and educational methodology.

Goal 2: Increase diversity of faculty and staff to better reflect local demographics and to attract a more diverse community.

Goal 3: Increase the number of fully trained Waldorf teachers and administrators.

Goal 4: Provide a salary and compensation plan for faculty and staff that attracts and retains employees.

Priority E. Institutional and Facility Development and Operational Sustainability

Ensure the School infrastructure developments reflect programmatic needs and are informed by financial, business, and other considerations. Focus operational management and institutional development on needs that support the sustainability of the current program, operations, and stable fiscal health.

Goal 1: Develop a 3-5 year financial plan that includes budgeting for depreciation to build up capital reserves.

Goal 2: Develop and maintain facilities to support our environmental values.

Goal 3: Develop and maintain our physical environment to reflect our place based education.

Goal 4: Review the Development Office and functions with a view to increasing restricted and unrestricted revenue streams and cultivating a new donor base.