

2014 – 2020

This Strategic Plan is designed to guide and facilitate the work required to achieve success in fulfilling the mission of Waldorf School of Baltimore.

This revised Strategic Plan is based on using the Mission to establish a single Overarching Objective, developing Strategic Goals, leading the teachers and staff to develop Action Plans, Personal Goals and Objectives which are used to ensure all work is aligned with the overall mission and objective of the school.



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.



*Our vision for success includes 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 believe we have improved the culture, program, and operations, putting into place the institutional framework by which we can ensure the successful on-going efforts to assure **QUALITY**.*

*In updating the goals for the fourth year of this 5 year plan, our overarching focus can now begin to turn toward **SUSTAINABILITY**.*

## **Strategic Plan 2014-2019: January, 2018**

### **Mission**

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

### **Overarching Objective**

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 Principles.

### **Strategic Goals**

#### **A. School Culture and Stakeholder Sustainability**

*Improve accountability and effectiveness, leadership, governance and community life of the School.*

*Expand and engage all community constituencies in meaningful and mutually beneficial relationships.*

*Actions Strategies include:*

1. Serving as inspiration to the school community as strong, thoughtful leaders
2. Investing in faculty and staff development.
3. Encouraging a supportive, engaged, informed and confident school community which recognizes and actively utilizes the many talents within that community.
4. Cultivating and engaging a school community more reflective of the diverse culture in which we live.

#### **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. Actions Strategies include:*

1. Maintaining focused targeted processes for evaluation, assessment and enrollment of new students.
2. Targeting specific markets/demographics to increase enrollment.
3. Managing enrollment and retention to achieve social, pedagogical and financial sustainability.
4. Invest focused efforts in increasing tuition and scholarship income

#### **C. Program/Faculty Development and Sustainability of a Quality Program**

*Refine, mature and deliver a classroom program which is consistent, high-quality and accessible; guided by AWSNA & WECAN principles and desired by Baltimore families. Actions Strategies include:*

1. Using best practice personnel policies in hiring, retaining, and managing employee performance, including supporting all employees in communicating professionally with parents
2. Using evaluation and professional development to support faculty in delivering a strong Waldorf program.
3. Identifying and implementing improvements in assessing student progress.

#### **D. Institutional and Facility Development and Operational Sustainability**

*Ensure the School infrastructure requirements originate from 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.*

*Actions Strategies include:*

1. Ensuring mission driven budgeting process, including a multi-year plan to achieve the financial health and fiscal sustainability of the School.
2. Ongoing evaluation of the IT infrastructure and web presence in response to needs of the School.
3. Maintaining, developing and presenting an inspiring campus that honors the school's pedagogical, safety and environmental responsibilities.
4. Employing best practices as it relates to risk management, legal compliance, personnel and health, and business practices.