



AWS STRATEGIC PLANNING

a process for continued health & progress



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GUIDING PRINCIPLES

1

COMMUNICATE

with courage the mission,
vision, and impact of AWS.

2

Strengthen and support
the quality of our

FACULTY & STAFF

3

Create a learning environment in which

ALL STUDENTS

are seen, valued, and empowered to reach
their fullest potential.

4

Be a contributing member of our

COMMUNITY

5

Prepare & plan for AWS'

RISING GENERATION



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COMMUNICATE

with courage the mission, vision, and impact of AWS.

- a. Strive for Consistency, Transparency & Agility with our Parents & Prospective Parents**
- b. Enrich Parent Education and Experience**
- c. Develop Alumni Advocates**



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Strive for Consistency, Transparency & Agility with our Parents & Prospective Parents

- i. Review & revise mission statement and vision statement.
- ii. Create “elevator pitch” that defines who we are and clearly positions Waldorf education.
- iii. Evaluate our modes of communication (audit website, email, text, on-campus etc).
- iv. Define and publish communication roles, responsibilities & decision making processes within Administration & Faculty.



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Enrich Parent Education and Experience

- i. Strengthen Family Association; redefine roles and opportunities for officers and room parents to make parent-to-parent connections
- ii. Develop scope & sequence for consistent teacher-to-parent communication via email, parent support nights, and more
- iii. Re-imagine use of events, modes of communication, and more to showcase pedagogy and block tracts (noted focus on math, science, & reading).



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Develop Alumni Advocates

- i. Create Alumni database, including contact information, high school & higher education information, current profession/role
 - ii. Publish matriculation & accomplishments
 - iii. Maintain and nurture alumni network through specific communication & events, and acknowledgements.



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Strengthen and Support the Quality of our

FACULTY & STAFF

- a. **Fairly Compensate our Faculty & Staff**

- b. **Develop Best Practices for Hiring, On-Boarding, & Training New Hires**

- c. **Provide Means for Continued Training & Mentoring**



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Strengthen and Support the Quality of our

FACULTY & STAFF

Fairly Compensate our Faculty & Staff

- i. Increase base salary
- ii. Review benefit offers, seek ancillary benefits, and communicate annual compensation summary
- iii. Establish fair market equivalent goal, process for COL wage increases, & evaluate current annual bonus metrics



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Strengthen and Support the Quality of our

FACULTY & STAFF

Develop Best Practices for Hiring, On-Boarding, & Training New Hires

- i. Develop simple intro to AWS/Waldorf resource program for new hires
 - ii. Collate manual for safety protocols
 - iii. Create new hire packet from Finance

Provide Means for Continued Training & Mentoring

- i. Identify opportunities beyond AWSNA, etc resources
 - ii. Bring trainings on campus
 - iii. Identify priority areas for mentoring needs



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Create a learning environment in which

ALL STUDENTS

are seen, valued, and empowered to reach their fullest potential.

- a. **Increase representation of diverse backgrounds, genders and identities**
 - b. **Develop Subject Class offering diversified to more skills**
 - c. **Improve & Clarify Access for Students with Special Needs
(physical, mental, and emotional)**
- d. **Cultivate inclusivity in our “developmentally appropriate” value policies, practices, and communication**



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Increase representation of diverse backgrounds, genders and identities

- i. Provide supplemental training & support for faculty & staff on BIPOC, AAPI, LGBTQ+ inclusivity
- ii. Establish hiring recruitment practices that reach a greater number of POC candidates
 - iii. Address heavily white/Euro-centric curricula
- iv. Expand/redevelop festivals celebrations to reflect current student/families



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Develop Subject Class offering diversified to more skills

- i. Address expressed interests for gardening and woodworking, among others
- ii. Explore offering Movement activities/sports appealing to athletic interests (Focus: middle school)
- iii. Leverage community involvement for short-term (quarter/semester) programs



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Improve Access for Students with Special Needs

- i. Identify opportunities for increasing access on campus to accommodate students/families with physical special needs
- ii. Create description for a Remedial Meditation Support position to work with students through M.E.P.I. (I.E.P)
- iii. Clarify organizational understanding regarding specific learning needs/diagnosis that we can and cannot serve. Determine need and opportunities to best communicate this externally.



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Create a learning environment in which

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Cultivate inclusivity in our developmentally appropriate values policies, practices, and communication

- i. Revise parent handbook to be more accessible and relevant
- ii. Support & educate parents on best practices related to developmental stages
- iii. Provide supplemental training & support for faculty & staff to learn about changing research, vocabulary, etc. towards food, media, dress, public health, etc.



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Be a contributing member of our

COMMUNITY

- A. Provide Scholarships and Tuition Assistance**
- B. Collaborate and Volunteer with Community Organizations and Events**
- C. Connect with our Community Leaders**
- D. Provide Community Gathering Space**



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Be a contributing member of our

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Provide Scholarships and Tuition Assistance

- i. Establish floor/ceiling and trend in T.A.
- ii. Seek training/support in developing scholarship programs to ensure longevity
 - iii. Create clear distinction between the programs



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Be a contributing member of our

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Collaborate and Volunteer with Community Organizations and Events

- i. Re-establish relationships with Pepper Place Market, Sidewalk Festival, MCAC, Moss Rock Fest, and more
- ii. Identify student/family volunteer opportunities on and off campus
- iii. Implement new collaborations into our existing events/festivals framework

Connect with our Community Leaders

- i. Invite Mayor and City Council Reps to our school events
- ii. Identify opportunities to involve prominent community leaders in festivals, speaking engagements, etc.



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Provide Community Gathering Space

- i. Identify areas available & types of appropriate use, and reach out to organizations (ex: neighborhood associations, non-profit Boards, etc)
- ii. Explore creating an independent summer camp program open to the general public
 - iii. Provide programming on “off-days” for AWS students



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Prepare & Plan for AWS' **RISING GENERATION**

- a. **Create a Succession Plan for Staff, Faculty, & Board**
- b. **Execute Consistent & Thorough Resource and Fixed Asset Planning**
- c. **Increase Retention & Consistently Reach Classroom Capacities**
- d. **Diversify Donor Sources to Increase Fund Development**
- e. **Explore Opportunities for Increased Program Development**



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Prepare & Plan for AWS' RISING GENERATION

- a. Create a Succession Plan for Staff, Faculty, & Board**
 - i. Evaluate current & past efforts, and gather best practices from other Waldorf schools & organizations
 - ii. Identify known & potential rising vacancies for the upcoming 1-5 years
 - iii. Identify current opportunities for mentoring/training (ex: including assistants in faculty meetings & trainings; include prospective Trustees on current Board subcommittees, etc.)



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Prepare & Plan for AWS' **RISING GENERATION**

Execute Consistent & Thorough Resource and Fixed Asset Planning

- i. Annually audit fixed asset needs, and project 1-3 year needs
- ii. Identify needs in advance where parent/community/subject programs can serve

Increase Retention & Consistently Reach Classroom Capacities

- i. Begin outreach earlier & more frequently to rising and next-rising First Graders
- ii. Establish parent-to-parent peers for rising 1st, 5th graders, or any family as necessary



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Prepare & Plan for AWS' RISING GENERATION

Diversify Donor Sources to Increase Fund Development

- i. Reach new audiences, such as alumni, corporate sponsors, and more
 - ii. Actively seek grants
- iii. Streamline and/or enhance current donor opportunities to appeal to a larger audience.



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Prepare & Plan for AWS' RISING GENERATION

Explore Opportunities for Increased Program Development

- i. Form exploratory committees (as determined valuable) for researching high school and/or infant programs
- ii. Form exploratory committees (as determined valuable) to further discuss Nursery & Kindergarten future programming needs as raised at SWOT: splitting age ranges, and/or expanding those programs.