

# STRATEGIC PLAN -YEAR ONE-



148

**The 2023-2024 plan to increase enrollment to 148+ and set up SWS for a successful future.**



# 23-25 STRATEGIC PLAN YEAR ONE INTRO

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## INTRO

This document highlights the first-year priorities for our 3-year 2023-2025 Strategic Plan with a focus on enrollment efforts.

The 23-25 Strategic Plan was a collaborative effort led by a dedicated committee, with input from the entire SWS community including faculty, staff, the Board, and parents.

While looking at the big picture presented in our 3-year plan, we realized that to move forward with all the goals we have set, we must first build our strength. One of our key strengths lies in our community. We must rebuild our community to strengthen it. Our highest and centering priority is increased enrollment. We must meet our goal of 148 enrolled students for the 2023-2024 school year by retaining our students and enrolling new ones. This is going to take the effort of all, our staff, our volunteers, and our Parent Guild.

Out of our 65 goals and subgoals outlined in our 2023-2025 Strategic Plan, we have pulled 15 on which to focus in our first year. These 15 goals will guide the efforts of our leadership, committees, and administration. These 15 goals will build a foundation of understanding, knowledge, organization upon which our school will flourish and from which we will reach out to new families. These 15 goals and your help, will get us to 148!

## OUR VISION

The Susquehanna Waldorf School educates children out of a strong anthroposophical understanding of the developing child so that they can go forth with resilience, compassion, purpose and capacities for innovative thinking.

## OUR MISSION

The Susquehanna Waldorf School inspires resilience and compassion in our students, awakens the capacities for innovative learning, and prepares them to engage with purpose in the world.

# YEAR ONE STRATEGIC PLAN

## WHY 148 & NEXT STEPS

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### WHY 148

During our 2023 Financial Review Meeting, we learned that SWS must achieve the enrollment of 148 students to balance our budget for the coming year. It is the tangible marker of strength and our school's official rallying point. 148 is an essential yet incremental goal on our way to our school's full capacity of 210 students.

### NEXT STEPS

The 16 goals and subgoals outlined in the next two pages will be given to leadership, staff, and committees for whom they are most applicable. These include the Leadership Council, the Board, Parent Guild, Admissions Coordinator, Marketing & Communications Coordinator, Marketing Committee, Development Committee, EITC Committee, DEIB, and more. These groups and people will be developing action plans over the next few weeks and reporting their work on those plans to our community at large. We welcome everyone who is interested in joining these efforts to reach out to the Parent Guild. We will be updating and celebrating milestones and achievements with these goals as we progress.

### 2023–2025 STRATEGIC PLAN

Read the full Strategic Plan on our website.  
<https://bit.ly/SWS-Strategic-Plan>



# 23-25 STRATEGIC PLAN YEAR ONE PRIORITIES

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## 1. ACCREDITED WALDORF EDUCATION

*Increase our capacity to provide the educational and developmental experiences of the children entrusted to us through a fully formed accredited Waldorf Curriculum.*

Increase educational support staff for children with special educational challenges and further develop resources to support an inclusive curriculum for neurodivergent students. (Ref C-2)

## 2. RENEWAL OF THE SWS COMMUNITY

*Support all adults working together for the common purpose of educating our children and energizing our SWS community.*

Provide all members of the community with a clear definition of Waldorf education and opportunities to learn about our curriculum. (Ref A-2)

Increase and retain student enrollment. (Ref C)

Develop a written enrollment and retention plan for all early childhood and grades students. (Ref C-1)

Increased educational opportunities for parents to better understand Waldorf pedagogy. (Ref C-2)

Increase opportunities for parents, teachers, and children to gather informally to strengthen friendships and bonds through annual events and a festival life of the community. (Ref C-3)

Increase scholarship funds and distribute appropriately under the guidance of a scholarship committee. (Ref C-4)

Develop a student transportation plan. (Ref C-5)

Maintain clear lines of communication and decision-making with full transparency where appropriate between all stakeholders. (Ref D-3)





### 3. COMMUNITY OUTREACH

*Partner with community organizations outside of the Susquehanna Waldorf School to share our unique gifts, to the benefit of all.*

Develop wider awareness of SWS in the region. (Ref A)

Develop an annual marketing plan/calendar supported by the budget. (Ref A-1)

Develop marketing tools using printed materials and increased social media presence. (Ref A-2)

### 4. RESOURCES

*Strengthen our human and financial positions to support our educational and organizational goals.*

Clearly communicate, and encourage increased participation in the EITC Program. (Ref B-2)

Explore grant opportunities that support strategic priorities and develop grant writing capacity. (Ref B-3)

### 5. DIVERSITY, EQUITY, INCLUSION, AND BELONGING

*The Susquehanna Waldorf School actively encourages its students to understand, respect, and appreciate diversity as defined by a range of racial identifications, ancestries, nationalities, native languages, socioeconomic backgrounds, family structures, ages, belief systems, gender, sexual identities, abilities, appearance and occupations. We are dedicated to the ongoing process of furthering diversity in our student body, faculty, staff, administration, and trustees. Our commitment to diversity, equity, inclusion and belonging is reflected in both our curriculum and in our community strivings, as we seek to ever deepen our empathy for one another and the world in which we live.*

Develop an ongoing DEIB training plan for Teachers, Staff, Board, and Parents. (Ref A-1)

**BLESSINGS  
ON ALL OF  
YOU AND OUR  
SCHOOL**



SUSQUEHANNA  
**WALDORF**  
SCHOOL