



STRATEGIC PLAN 2023-2025

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Vision Statement

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.

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.

Values/Guiding Principles

- Susquehanna Waldorf School is a place of learning.
- “The human being is a threefold being of body, soul, and spirit.” R. Steiner
- We operate out of a clear expression of wholism: heart, head and hands.
- SWS is a welcoming home for students and all families, teachers and staff.
- We nurture our children with respect and kindness, share beauty and knowledge.
- We grow relationships, break bread and into song, and we learn to build a community together.
- The Susquehanna Waldorf School is committed to encouraging its students to understand, respect, and appreciate the whole human being in all of its diversity. We are currently defining diversity as a range of racial identifications, ancestries, nationalities, native languages, socioeconomic backgrounds, family structures, ages, belief systems, gender, sexual identities, abilities, appearances and occupations.

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.

Goals

A. Recruit and retain trained and certified Waldorf teachers and those who continue their Waldorf training and appropriate professional development.

1. Provide competitive salaries and benefits to all employees.
2. Create a clear professional development pathway to encourage continuing Waldorf education and other staff development.
3. Increase the Professional Development Fund that aligns with professional development pathways.
4. Deepen our relationships with AWSNA, WECAN and fellow Waldorf Schools to fully realize SWS leadership development and training opportunities.

B. Support teachers and staff so that they have freedom and time to teach, study and build relationships within our community.

1. Hire a Full-time Pedagogical Director.

C. Provide support for all children, parents, and teachers in our community so children find success, parents understand the curriculum, and teachers have support when students face particular emotional, learning or skill challenges.

1. Develop a full complement of academic subjects, art, music, and hand arts.
2. Increase educational support staff for children with special educational challenges and further develop resources to support an inclusive curriculum for neurodivergent students.

2. RENEWAL OF THE SWS COMMUNITY SPIRIT

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

Goals

A. Communicate our SWS organizational identity, maintain transparent operations, and encourage engagement within the SWS community.

1. Create and maintain an effective and far-reaching communication plan that meets both internal needs and community outreach goals.
2. Provide all members of the community with a clear definition of Waldorf education and opportunities to learn about our curriculum.
3. Provide regular opportunities for parents and staff engagement to provide input and feedback on governance, and strategic plan and activities.

B. Maintain a clearly defined governance model that is shared and understood throughout the SWS Community.

1. Review and update the current governance model and by-laws and policies and procedures to reflect our organization's maturation and ensure compliance.
2. Provide new Board member orientation, and offer continuing Board education to ensure that decisions are based on an understanding of Waldorf pedagogy and culture, and best practices of non-profit governance.
3. Create and maintain working committees of volunteers, staff, and Board members that regularly report to the community through written communication that can be reviewed by all.

C. Increase and retain student enrollment

1. Develop a written enrollment and retention plan for all early childhood and grades students.
2. Increased educational opportunities for parents to better understand Waldorf pedagogy.

3. 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
4. Increase scholarship funds and distribute appropriately under the guidance of a scholarship committee.
5. Develop a student transportation plan.

D. Grow and support a resilient Parent Guild

1. Include the Parent Guild in strategic planning activities and support budget building for Parent Guild goals.
2. Provide staff and financial support for communication, marketing, and volunteer coordination for Winter Faire and Spring Gala.
3. Maintain clear lines of communication and decision-making with full transparency where appropriate between all stakeholders.

E. Engage Alumni and Grandparents to participate in the life of the school

1. Provide alumni and grandparents with opportunities for engagement in the social life of the school through festivals, concerts and other events.
2. Develop plan for donor development to cultivate financial and gift in kind support.

3. COMMUNITY OUTREACH

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

Goals

A. Develop wider awareness of SWS in the region.

1. Develop an annual marketing plan/calendar supported by the budget.
2. Develop marketing tools using printed materials and increased social media presence.

B. Develop partnerships with our neighboring communities and organizations.

1. Collaborate with organizations and local communities to provide opportunities for our students to do service work.
2. Explore opportunities within Marietta to have the SWS community directly engage in its community life.

C. Provide opportunities within the broader community to participate in Waldorf experiences.

4. RESOURCES

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

Goals

A. Develop an inclusive process for building the annual budget.

1. Set clear timelines for all budget requests from committees and Parent Guild.
2. Annually evaluate strengths and weaknesses of fundraising efforts and their impact on our annual budget.
3. Establish an emergency fund and plan to build a reserve for emergency expenditures that fall outside of the annual budget and strategic priorities.

B. Create a Development Plan.

1. Purchase new software and actively maintain a Donor/Volunteer/Alumni database.
2. Clearly communicate, and encourage increased participation in the EITC Program.
3. Explore grant opportunities that support strategic priorities and develop grant writing capacity.

C. Update our Campus Facility Plan

1. Conduct routine facility audit and manage deferred maintenance schedule.
2. Develop a sustainable green facilities plan that ensures the building's structural and aesthetic integrity.
3. Plan for office space expansion.
4. Conduct a security audit to assess and improve security measures and protocols for the campus including the internal communications system
5. Explore the development of a Capital Fund.

D. Human Resources

1. Hire a Development Director
2. Identify the associated roles necessary for effective administrative operations and fill those positions.

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.

Goals

A. Provide the Teachers, Staff, Board, and Parents with opportunities to participate in DEIB Training.

1. Develop an ongoing DEIB training plan for Teachers, Staff, Board, and Parents.
2. The Board will review the by-laws for inclusive language and statements of support for DEIB.
3. A Board member on the DEIB Committee.

B. Grow our capacity to be effective and enthusiastic champions for social and racial justice and equity.

1. Critically analyze and align our SWS curriculum, festivals, books and materials to reflect humanity's diversity.
 - a. Grow our DEIB library.
2. Align all communication, external and internal, with our DEIB values.
3. Develop policies and procedures to reflect our DEIB values.
4. Participation in guided DEIB community conversations to reflect on what it means to be a "safe place for all."

C. Develop plans to recruit staff, teachers, Board, and students from underrepresented communities.