

Waldorf School of Baltimore
Revised Strategic Plan 2014 – 2019
November, 2015

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 to Action Plans and Personal Goals and Objectives which are used to ensure all work is aligned with the overall mission and objective of the school.

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



Mission



Overarching Objective



Strategic Goals



Action Plans



Personal Goals and Objectives

Strategic Plan 2014 -2019

Overarching Objective

To secure the future of WSB by focusing on its pedagogical mission as a practical manifestation of the AWSNA & WECAN Guiding Principles

Strategic Goals

A. School Culture

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

Actions 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

Create a cohesive, deliberate, targeted approach to managing marketing, admissions and retention.

Actions 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. Implementing a marketing and communications strategy for internal and external audiences.

C. Program/Faculty Development

Refine, mature and deliver a classroom program which is consistent, high-quality and accessible; guided by AWSNA & WECAN principles.

Actions 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

Ensure the School infrastructure requirements originate from programmatic needs, and are informed by financial, business and other considerations.

Actions 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. Forming a Development Office focused on institutional and community resources.
4. Maintaining, developing and presenting an inspiring campus that honors the school's pedagogical, safety and environmental responsibilities.
5. Employing best practices as it relates to risk management, legal compliance, personnel and health, and business practices.