Strategic Plan

2017–2023

Cultivating Creative Minds,
Capable Hands and Compassionate Hearts
STRATEGIC INITIATIVES

This, our first Strategic Plan, was drafted at the beginning of a three-year simultaneous accreditation process to become full members of the Association of Waldorf Schools of North America (AWSNA) and the Northwest Association of Independent Schools (NWAIS). In this, the 2017-18 school year, we are engaged in a rigorous self-study of every aspect of our school, using standards from each of these organizations to assess our strengths and challenges.

~ Leadership ~

We are working to establish a clear understanding of what leadership looks like in service of our mission. This requires a close look at the policies and procedures governing four crucial spheres of the school: Faculty, Parents, Administration, and Board.

Each of these groups is prioritizing leadership recruitment and development within structures that are accountable and transparent. In addition, we are developing models for short- and long-term transitions, as well as for training for leadership positions.

~ Faculty and Program ~

We are increasing faculty resources to strengthen the anthroposophical basis of instruction and to broaden our expertise on the emerging needs of BWWS students. This includes ensuring that students experience diverse cultural perspectives in the curriculum and a thorough assessment of our math and science curriculum in the Middle School.

Through parent surveys and analyses of more mature sister schools, we are anticipating and developing the means to meet the needs that will arise as we grow and expand. Key areas of focus for the Strategic Plan include increasing the diversity of our board, faculty, and families; increasing the size
of our Early Childhood program; and expanding services available for students with learning differences.

To further meet family needs, we will expand and promote afterschool programs to include childcare, homework support, and enrichment classes.

~ Growth and Advancement ~

Our first task in support of the health and future of our school is to increase enrollment. In addition to our full schedule of school visits and outreach, this year’s focus is on growing our presence on a variety of platforms, beginning with a redesign of our website. We need to better convey the richness of our programs, including sports, outdoor adventures, afterschool programs and, of course, a tested and family-friendly curriculum that meets the whole child.

We continue to cultivate the strong culture of connection, relationship, philanthropy, volunteerism, and stewardship that has been part of our community since its inception. We are rebuilding relationships with our alumni and other old friends as we approach our twentieth anniversary in 2018-19.

The BWWS Parent Association plays a substantial role in the advancement of our school by facilitating the annual Community Fund and Gala. We continue to look inside and outside our community for support of our various operational, capital, and contingency funds.

~ Community & Parents ~

Parent involvement and financial support are critical to the health of our school. We are creating a staff position to manage school/family communication and to coordinate festivals and other events.

We are looking to better attract and retain families with a more robust parent education program and, for the grades, an introductory summer camp to familiarize students and parents with our pedagogy and curriculum.
~ Finance ~

We are developing a five-year plan that includes assumptions, projections, and timelines for enrollment, revenue, employee benefits, staffing needs, program development, financial aid, reserve funds, and capital expenses. To anticipate these and other unforeseen needs, we began last year to increase reserve funds by a minimum of $50,000 annually. Our accreditation self-study provides guidelines and other benchmarks to gauge and strengthen the health of the school.

~ Facilities ~

We believe that our location—in the very heart of Seattle—heightens the core values of a Waldorf education: freedom, creativity, environmentalism, and social engagement, all anchored in the ethos of the twenty-first century.

St. Mark’s Cathedral has extended our lease until 2023, and we are already discussing another extension. While we look to optimize programs in our current space, we are also exploring the prospect of the joint use of additional multi-use spaces for administrative and meeting needs.

We have an ambitious plan to find and fund a satellite Early Childhood campus in order to expand the Early Childhood program, increase enrollment into the primary grades, and increase diversity in every part of our community.

The Board is looking ahead to the need for a Capital Campaign to improve our campus and/or prepare to move to a permanent location.