

WALDORF SCHOOL OF PRINCETON

STRATEGIC PLAN 2016-19

PRIORITY 1: Provide Healthy and Vibrant Programs

Goal 1: Expand Early Childhood Program to provide 3 mixed-aged kindergarten classrooms in addition to the Nursery and Parent Child classes

- Add another early childhood nursery class starting in 2016-17
- Expand the number of parent-child programs for parents and infants (birth - 2 years) starting in 2016-17

Goal 2: Support a robust Middle school program

- Form a committee to create and manage the enhancement of the middle school program
- Provide High school placement services for seventh and eighth graders.

Goal 3: Expand and Enhance the Summer Camp Program

- Incorporate the Waldorf pedagogy more deeply into summer camp programming.
- Expand Camp hours to be a full day program, with aftercare.
- Enhance the Marketing campaign for the Camp Program to attract more interest.

Goal 4: Incorporate a social harmony program to assist with conflict resolution in the school

- Strengthen the culture of conflict resolution in the school by incorporating social harmony principles
- Educate our community more effectively about our existing conflict resolution structure

Goal 5: Strengthen the International Student Program

- Develop a cultural awareness program for parents of international students including offering ESL classes for parents
- Support the integration of international students into our community by celebrating international holidays in school
- Further refine the admissions process for international students to determine if the proposed student would be a good fit for the school's program
- Improve the ESL program to be more integrated with the school curriculum 2018-19

Goal 6: Develop an Enrichment Program

- Enhance our enrichment program through the addition of new programs
- Communicate our enrichment program more effectively by creating and disseminating a year round enrichment program calendar in 2017-18

Goal 7: High School Initiative

- Maintain an active study and assessment of opportunities to open a high school program at the earliest feasible opportunity
- Create enrichment and other programs designed to educate parents and students about the potential of Waldorf high school education.

PRIORITY 2: Cultivate Teaching Excellence

Goal 1: Ensure the teacher compensation model attracts and retains academic talent

- Develop a robust benchmark to compare each element of teacher compensation
- Make adjustments to teacher compensation model as deemed appropriate

Goal 2: Strengthen Educational Support to accommodate a wider range of students

- Strengthen collaboration between educational support providers and teachers
- Explore models and alternatives for funding educational support program

Goal 3: Develop a pool of potential teachers to draw upon

- Increase community awareness of faculty and staff qualifications and accomplishments
- Create in-school opportunities for developing teachers by encouraging mentoring and internship programs

PRIORITY 3: Grow Our School Community

Goal 1: Strengthen visibility and understanding of WSP in the local community

- Produce quality original content to be shared on the school website and blogs
- Provide opportunities for WSP students to serve in local community events
- Provide opportunities for WSP faculty to address wider community on & off campus
- Develop an Ambassador Program

Goal 2: Attract more prospective families

- Establish WSP as a trusted resource in the area of natural parenting, holistic education and child development
- Build & sustain community relationships based on shared values through education & engagement.

Goal 3: Increase the pool of children eligible for first grade

- Develop relationships with feeder programs such as local pre-schools and home care providers to grow pool of children who enroll in WSP

Goal 4: Improve student retention to ensure that we have healthy numbers in each classroom

- Review admission process and recommend improvements
- Identify factors that contribute to attrition through surveys and recommend programs to reduce or eliminate those factors
- Reinforce the value of Waldorf education through parent education

Goal 5: Increase volunteer base with participation by all parents

- Strengthen Parent Council as the leaders of the entire parent body responsible for the social life of the school.
- Encourage a culture of all parents offering community hours in the in the school
- Restructure the mandates for the Development Committee and Parent Council to clarify roles in school-wide events and enrichment programs
- Encourage the parent community to play a larger role in schoolwide events

Goal 6: Encourage a connected alumni community

- Increase alumni engagement by creating an initiative to showcase and recognize the alumni
- Increase engagement between the alumni by facilitating reunions on and off campus

Goal 7: Educated WSP trustees in Waldorf pedagogy

- Provide WSP Trustees with opportunities to observe class teachers at work
- Create avenues for WSP Trustees to be spokespersons for the school at schoolwide programs and initiatives

Goal 8: Provide avenues for the community to understand and participate in WSP governance

- Create and share a clear visual organizational chart of the school governance structure and leadership Provide community members with opportunities to engage in school governance by serving on board committees

PRIORITY 4: Ensure the financial stability of the school

Goal 1: Review and revise the long term facility plan

- Create a comprehensive listing and prioritization of major campus improvements
- Strategically plan and budget for long term facility improvements

Goal 2: Build school contingency fund

- Develop a healthy contingency fund for essential and unexpected expenses
- Review big school contracts to ensure WSP is getting the best deal available

Goal 3: Revamp the WSP board financial and performance reporting model

- Ensure new board reporting model encompasses key financial and operating indicators
- Implement new governance around frequency and accountability of reporting

Goal 4: Ensure WSP financial policies correspond to best practices and the needs of the school

- Review existing policies against industry best practices by surveying Waldorf schools and Princeton area independent schools
- Implement new policies and revise existing policies to suit the needs of WSP and its faculty and community

Goal 5: Ensure endowment fund generates meaningful income to support school programs

- Develop a living and motivating endowment fund vision
- Develop a solicitation strategy
- Revive the planned giving program

Goal 6: Broaden the effectiveness of the Board of Trustees in development

- Ensure that board members are well-trained in development skills and best practices through board orientation and trustee training workshops
- Revitalize the corporate sponsorship program with the Board at the lead