



The Hartsbrook School Strategic Plan Summary

2/1/13

The strategic planning initiative began in the summer of 2012 with the formation of a Strategic Planning faculty/staff to ascertain areas of focus. Feedback from the surveys as well as from a number of meetings and open forums held in October provided the direction of the draft plan. Each section was revised by groups with specific expertise. The resulting document was then presented to the Board and the Faculty Conference for discussion, revision, and approval. The final Strategic Plan represents the goals and intentions of our school for the next three to five years.

What follows is a summary of the full document. The full Strategic Plan is available on our website and in hard copy from Faculty Chair Louise Spear. Accompanying this summary is a Task Chart that identifies the general themes and proposed actions with indications of those needing financial support.

Although specific individuals and groups have been designated to carry out aspects of the Plan, the Faculty Conference and Board will review the overall progress of the implementation of the Plan. There is also an expectation that the Plan will be re-evaluated annually to make sure it is current and relevant and that it is included in each year's planning.

Six areas of focus were identified in the Plan: Enrollment/Outreach/Marketing; Communication and Community Building; Pedagogy, Curriculum and Professional Development; Governance; and Campus Planning. Our goal has been to develop an educationally, fiscally, and socially responsible Plan, to assure that, above all, the tenets of Waldorf pedagogy inform our work, to guarantee transparency in communicating our purpose and practices, and to collaborate within the school and with parents in order to maintain a healthy Waldorf school community.

Hence the following overarching goals of the Strategic Plan:

- **Guarantee and articulate excellence in implementing the Waldorf curriculum school wide**
- **Redefine the School as a seamless Early-Childhood-through-Grade-Twelve experience**
- **Achieve full enrollment through enrollment efforts, marketing/outreach, in-reach, educational quality, and solid retention school wide**
- **Strengthen the School's governance and communication around governance to assure continuity and support for faculty and staff**
- **Proceed with plans for campus improvement, including fundraising strategies**

Enrollment/Outreach/Marketing-Realizing that strong and consistent enrollment is the key to long-term sustainability, the Plan highlights efforts to strengthen enrollment through overall positive awareness of the School. Formation of an *Enrollment Committee* will facilitate continuing refinement of the 2010 Enrollment Plan and enrollment strategies. Raising consciousness about our educational program will be furthered through enhanced internal communication and attention to the continuity of the program from Early Childhood through Grade Twelve. An Outreach/Marketing role will be created to heighten

visibility in the wider community. Interested parents will have the opportunity to join a ***Parent Ambassador Group*** where guidance is given about how to answer questions concerning the Waldorf curriculum and the School itself.

Communications and Community Building-In order to assure that the School is fostering good communication which in turn creates a vibrant school community, the Plan calls for the formation of a ***Communications Committee*** as well as a ***Parent Council***. Concentrating on ways to foster an understanding of Waldorf education and to respond to parent concerns and questions, the Plan calls for an annual comprehensive parent satisfaction survey, semi- annual work days, more transparency regarding parental concerns, more explanation of governance and process in the Bulletin, and the addition of curricular and programmatic information in the Handbook. Teachers will prepare a guide for parent evening presentations so that vital topics are addressed consistently and clearly. An upgrading of the School's information systems, including the website, will allow for better and more efficient communication and therefore foster community understanding and involvement.

Pedagogy, Curriculum and Professional Development-The Plan directs efforts toward assuring that the School will continue to have a faculty able to implement the Waldorf curriculum school wide. Resources will be provided for the Waldorf training for high school teachers in particular and on professional development in general, overseen by the ***Teacher Development Committee (TDC)***. Budgetary support will be designated to the TDC to help with mentoring and evaluation. The TDC will facilitate teachers visiting classes outside their own section of the school to further general curricular understanding and appreciation. In order to meet the needs of students with learning differences, a full-time educational support coordinator is called for in the Plan. In order to intensify an understanding of how the needs of students can be met, child study will be a priority in faculty meetings; cross-sectional departmental meetings will also focus on student needs. The faculty will establish and articulate the priorities for the School's program and will focus on the enhancement of the middle school program. And last, but certainly not least, the Plan calls for an increase in teacher salaries to allow the School to be competitive in attracting and retaining excellent Waldorf teachers.

Development-At the heart of the Development program is the Annual Fund which fills the gap between tuition income and the operational budget. Therefore, to ensure long-term sustainability, the Plan calls for increased participation in the Annual Fund and the level of funds raised and for a full-time Development Director to manage the Annual Fund and focus on major donor cultivation. Alumni and alumni parent participation will be instrumental in maintaining the vital connection to the alumni who are in many ways a valuable resource for the School. The Board will be further integrated into Development strategizing and activities as part of its overarching board function.

Governance-The Plan focuses on furthering transparency in governance by communicating governance structures and roles regularly and by strengthening the community's awareness of the Board's role and presence in the School, in part by making the Board visible in *Window* publications. Defining the job descriptions for department heads and mandates for all standing committees will facilitate efficiency, inclusivity, and creativity in leadership and governance. Increased collaboration among the Board members, Faculty Conference members, and the Administration will be made possible through more joint meetings of those groups. New employee orientation as well as an annual leadership Board retreat and orientation will increase continuity and organizational transparency. The Plan also calls for the creation of a Personnel Committee.

Campus Planning-The Plan calls for the revision of the master site plan, considering the priorities identified to be parking, a performance space/gym, and a landscape master plan.