

SAN FRANCISCO WALDORF SCHOOL



STRATEGIC FRAMEWORK 2019 - 2025

Evolving for Continued Excellence

INTRODUCTION

Since its opening in 1979 with one kindergarten class, San Francisco Waldorf School has grown into a comprehensive parenting through high school educational program, among the largest Waldorf schools in North America. The school is fully accredited by the Western Association of Schools and Colleges and the Association of Waldorf Schools of North America, and part of the global network of Waldorf schools numbering over 1,100 worldwide.

The school established the Strategic Planning Committee and a process to reach all stakeholders in the community—board of trustees, faculty, staff, parents, and alumni. Specifically, the committee hosted two days of faculty/staff/board input and two days of community input early in the 2018-2019 school year. The committee then solicited broad public input through an online community survey. There were more than 160 responses from parents, alumni, and alumni families across the school community. The committee refined the plan with additional stakeholder input. The resulting Strategic Framework was approved by the Board of Trustees and College of Teachers in February 2019.

The strategic planning process was organized around a central question: How can San Francisco Waldorf School evolve to meet a changing world? The school recognizes the changing nature of the students at each stage of development; generational and familial changes in the parent body; biographical changes in the faculty; organizational changes within the school; demographic and economic changes in the City of San Francisco; technological changes in how humans engage the world; and cultural changes at home and around the globe.





The committee discovered one common priority through the community outreach process: the changing world needs San Francisco Waldorf School to stay solid, strong, and committed to its core value of holding a spiritual view of human development based on anthroposophy. The school is successful by many measures: students are happy, engaged, creative, capable, and well prepared for future academic endeavors and a life of meaning and purpose. Parents express satisfaction, gratitude, and support for the school. The commitment and longevity of our faculty and staff are testimony to the fulfilling nature of work at San Francisco Waldorf School and the inner satisfaction that comes from the Waldorf principles that underlie that work.

The committee also identified key areas to focus attention and new initiatives to undertake to help the school best meet the needs of students and families in this time and place. The resulting Strategic Framework is a multiyear vision and action plan designed to continually adapt to the changing world. The Framework is not a comprehensive outline of everything the school will adopt; rather, it is a roadmap that identifies the priority actions the school will immediately undertake.

Progress will be reported to the board, faculty, and community on a regular basis. New action items will be added when others are completed, making this a Strategic Framework that supports our school's continued evolution in a rapidly changing landscape.

This plan is the result of an inclusive process guided by our Strategic Planning Committee. The school is grateful to the committee for their time and wisdom in representing the many segments of the community. The school also thanks everyone who took the time to offer their insights in such a supportive way, clearly demonstrating a strong love of the school.



STRATEGIC FRAMEWORK

Diversity, Equity, and Inclusion

In order that: the school community and curriculum reflect San Francisco Waldorf School's values and the diverse multicultural world in which we live; the benefits of a San Francisco Waldorf School education are available to a broad range of students; all students/families feel as equals in the school community; and the school is a culturally competent community graduating culturally competent young adults, the school will:

- Review and improve the program of support for students with learning differences, including age-appropriate techniques to engage students in conversation about the value of differences.
- Conduct an audit to provide metrics that measure progress in order to support existing and initiate new diversity, equity, and inclusion efforts.
- Implement new ways to recruit and support the training of increasingly diverse faculty.
- Deepen equity and inclusion trainings for faculty, staff, board, and parents that combine the school's understanding of child development with best practices for supporting children from diverse backgrounds.

Communicating our Values and Approach

In order to assure that San Francisco Waldorf School is well understood within our own community and in the Bay Area and that its strengths are well communicated to internal and external audiences, while the school continues toward achieving full enrollment across campuses, the school will:

- Create and share new one-school messaging across multiple channels that highlights students and reflects language in a way that new audiences can absorb.
- Deepen partnerships with feeder schools so that they understand the benefits of a San Francisco Waldorf School education.
- Consider a public marketing campaign designed to deepen enrollment interest.
- Intensify outreach to build the diversity of our student population.
- Expand and re-energize the parent ambassador network to support communication with prospective parents and current families considering transitions between the parent-child program to nursery, nursery to kindergarten, kindergarten to grade school, and grade school to high school.





Engaging Technology

In order to provide our students with necessary understanding of digital technology and responsible citizenship in the world, while remaining consistent with the philosophy and values of a San Francisco Waldorf School education, the school will:

- Develop an age-appropriate, consistent philosophy and program for digital technology education, from early childhood through high school, for parents and children.
- Connect and collaborate with other Waldorf schools working on this area and learn from them and other like-minded institutions exploring new approaches.

Educational Excellence

In order to ensure that the school's instructional program remains a great strength and graduates are well prepared for their academic future as well as lives of purpose and meaning, the school will:

- Develop a plan to intentionally and proactively recruit, hire, train, and mentor the next generation of Waldorf-trained teachers as our master faculty moves toward retirement.
- Discover new ways to ensure the curriculum is increasingly multicultural and inclusive.
- Review the curriculum, in detail and across the whole school, to ensure continued excellence, rigor, consistency, relevance, and future value.
- Explore revised schedules to support faculty integration and to create connection across the curriculum.

Health and Wellness

In order to ensure that there is a culture of health and wellness for students and families, amid the challenges of a changing time, the school will:

- Support programs that promote healthy social and emotional habits to address pressures from social media, drugs, and alcohol as well as other challenges.
- Strengthen parent partnerships around the health and wellness of their children and families.
- Expand and deepen connections to nature in our city in hopes of providing a balance to the stress that children and parents face.
- Ensure sufficiently-trained staff to support the social and emotional needs of our students.

Facilities and Finance

In order to improve and maintain optimal learning environments for students, the school will:

- Create a plan for major capital improvements to grade school facilities.
- Develop the donor and volunteer leadership necessary to raise funds and implement grade school facilities improvements.
- Continue to grow Annual Giving to reach \$750,000 to \$1 million per year in order to fund the school's essential work and take advantage of new opportunities.
- Find and develop space for an additional nursery classroom.
- Scale salaries to support teachers' ability to live and work in the San Francisco Bay Area.
- Explore tuition and assistance models to create more equitable access for more families interested in a San Francisco Waldorf School education.

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