



Expanding
OUR REACH.
 Deepening
OUR IMPACT.

The Quaker School at Horsham Strategic Plan



Our Mission

The Quaker School at Horsham uses research-based programs provided by compassionate professionals to enable each student with complex challenges to blossom and achieve meaningful personal, social and academic success.

Our Philosophy

The Quaker School at Horsham is a compassionate community that builds trusting relationships among students, parents, therapists, faculty and staff.

The students at TQS have struggled in traditional schools and come with a pressing need for a safe learning environment where they can confidently face the challenges of learning. These students have a mix of disabilities: ADHD, learning disabilities, autism, expressive and receptive language disorders and anxiety disorders. At TQS, we use the latest findings from educational research to guide our curriculum and nurture our students' inherent curiosity and desire to learn.

TQS equips students with the skills needed to succeed in secondary school, develop fulfilling personal relationships and lead meaningful lives. The underlying basis for all things at TQS is the fundamental Quaker belief that there is the Light of God within every person, and that we are meant to share that Light through our efforts, our gifts and our actions.



THINK BACK OVER THE PAST FOUR DECADES OF YOUR LIFE.

(If you are old enough for your memories to extend that far, of course!)

Forty years ago, where were you? What did you dream about? What were you working toward? What was important to you?

How about 30 years ago? 20? 10? What about right now?

The answers to those questions have probably shifted significantly over the years — and while you still may have the same heart and the same closely-held beliefs, the ways in which you take action on those truths have been influenced by time and experience.

The same holds true within our school community here at The Quaker School at Horsham. Our heart, our Light, remains as steadfast as it was back in 1982.

At that time, George Rowe was the head at Buckingham Friends School. He had a student named Paul who had difficulty learning — and while George believed Paul could excel with specialized instruction, it was not offered at Buckingham, so he had to counsel Paul out of school.

It broke George's heart. He left Buckingham and, with fellow Quaker and special education teacher Beverly Morgan, began what he called "The Pipedreams Friends School" in the basement of the Horsham Friends meeting house. This was quickly renamed The Quaker School at Horsham, and it began working to meet the needs of children with complex challenges.

Just like each of us, our school's actions and decisions evolved with time and understanding.

Twenty-seven years after George and Beverly founded this school, the TQS Board of Trustees decided to write a broader and more inclusive mission statement for The Quaker School. After a year of work, they ratified and released a new mission and philosophy, which has guided our work.



That mission and philosophy have provided a platform of growth and expansion for our school's community, reach and individual student outcomes.

Parents, faculty, alumni and our greater community have embraced our mission as their own, creating a learning environment that truly changes lives. TQS has become a place where children with complex challenges shine; a distinctive community that provides students with the individualized attention, care and respect they need to become confident learners.

We have made strategic decisions over the years to ensure that The Quaker School at Horsham continues to represent our founders' vision and our Quaker values, while also providing the best possible education and environment for our students.

And those strategic decisions continue.

Our new Strategic Plan, *Expanding Our Reach; Deepening Our Impact*, reveals the next steps forward for our school.

Its theme reflects our commitment to research, professional learning and growing both our human and financial resources to fulfill the promise we make to our students each day: to see and nurture the gifts of every child; to reinvigorate happiness and well being; to foster emotional safety; to pioneer individual solutions; to recognize the Light in each child, and to help every child shine.

While at heart, The Quaker School has remained the same caring and nurturing community for nearly 40 years, the future is one of innovation, lasting impact and shining optimism.

We invite you to learn more about what's ahead for The Quaker School at Horsham and to shine bright with us as you play your own part in our next chapter.

OUR GOALS

PROGRAM EXPANSION

Right now, TQS impacts the lives of 77 children each year. By embracing the challenges of growth, TQS will be able to provide our unique brand of special education to more children who deserve a chance to shine brightly in school.

STRONGER CURRICULUM

Research is constantly evolving in the field of teaching children with complex challenges, and so must our instructional methods. Committing to ongoing learning is the best way to fulfill our mission and live our Quaker values.

RESEARCH & LEADERSHIP

To deepen our impact, we must remain on the leading edge of evidence-based education and help implement, test and develop best practices for families, organizations and professionals serving students with complex challenges.

CAPACITY BUILDING

As we work to achieve these lofty goals, we must also secure the resources to meet the wide and deep needs of our diverse student body while keeping a TQS education within reach for the families who need our help the most.

Goal #1

PROGRAM EXPANSION



Provide the TQS unique brand of special education to more children who deserve a chance to shine brightly in school.

STRATEGIES

Expand into High School

Entering high school is a challenge for any child, but it is especially difficult for children with complex challenges who struggle with managing transitions.

By developing a uniquely tailored high school curriculum, we can provide TQS students with the skills and competencies they need to pursue a variety of post-secondary options (colleges, vocational schools, apprenticeships and employment), fulfilling our commitment to expand our reach and deepen our impact.

Open a Clinical Services Center

Children with complex challenges (and their families) often need significant clinical-service support to improve their academic performance, overall functioning and well-being at school and home.

TQS currently offers limited services during school hours, focused on school-based needs. By opening a TQS Clinical Services Center for both current students and the surrounding community, we would address the unmet needs of more children; more firmly establish the school within the community; add additional revenue and help develop a pipeline for potential future students.

Examples of Clinical Services Center offerings: speech therapy • occupational therapy • play-based therapy • art therapy • social skills programming • parent respite services • home-based aides • case managers • trauma-based therapy • cognitive behavioral therapy • and more

“The additional year gave Peter more time in a supportive environment to better understand the ways his disability affected his learning, and it gave him the confidence he needed to advocate for himself.” — Parents of an Alumnus



Goal #2

STRONGER CURRICULUM

“For our family, TQS has provided a safe, nurturing and fun environment for our son. It has also meant friendships and a joy of learning for our child, who has not always had a positive school experience.” — Current TQS Parent

**Continuously
evolve our
instructional
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STRATEGIES

Develop Core Competencies

TQS serves a diverse range of students, each with unique educational needs; however, it is still important to identify the core-competency areas that all TQS students should master by the time they graduate.

We will work to identify several core competencies, thread them throughout our program, and measure the outcomes.

literacy • numeracy • written expression • critical thinking
• collaboration • managing emotions • self advocacy •
executive functioning skills

Become a “Center for Excellence” in Project-Based Learning

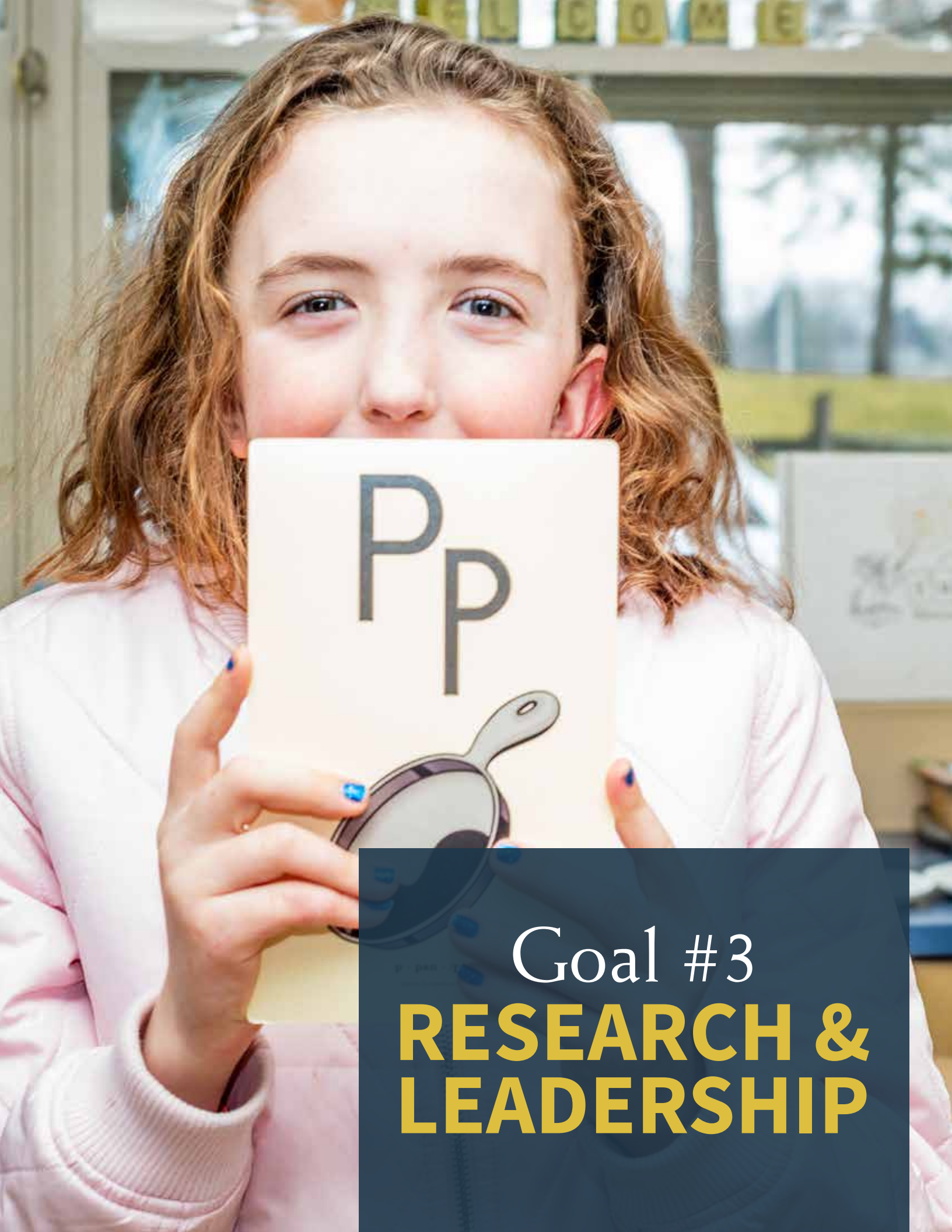
As a Quaker school, we see tremendous alignment between our tenets and the emerging Project-Based Learning (PBL) pedagogy, which emphasizes inquiry, reflection, collaboration, learning through doing and stewardship.

We will continue to progress toward becoming a PBL Center of Excellence by connecting learning across disciplines, encouraging collaborative learning, engaging students with the community and more.

Embed Quaker Principles & Process into Teaching & Learning

One of our school’s most distinctive aspects is our commitment to Quaker principles, beginning with seeing and appreciating the “Light in each of us.” This is intentionally supported by our Quaker Life Committee and our practice of meeting for Worship.

As we look to the future, we will fully integrate Quaker principles and processes into our teaching and learning to develop the critical thinking, social-emotional capacity and connectedness of our community of learners.



Goal #3
**RESEARCH &
LEADERSHIP**

Remain on the leading edge of evidence-based education and help implement, test and develop best practices in the field.

STRATEGIES

Translate Research into Practice

At TQS, we believe that having a stellar faculty is what sets us apart and sets our students up for success. That's why we will continue to fund professional development at exceptional levels from conferences and "train the trainer" opportunities to collaborations with universities and other field leaders.

Form University Partnerships

With an eye on the future, TQS will establish research partnerships to help develop the next generation of expert educators and clinicians. Internships, student teaching, practicums and programs that teach needed skills to pre-service professionals will create a source of new teachers and clinicians and serve our wider community.

Develop a Research Advisory Board

To help advance applied research, we will recruit a group of national and international experts to advise us on our program and ensure that TQS stays on the forefront of evidence-based practice.

"The Quaker School students are why I enjoy what I do. They motivate me to teach and to achieve my goals so they can achieve theirs." — Lisa VanDerHorn, Lower School Teacher



Goal #4
**CAPACITY
BUILDING**

Secure the resources to meet our students' diverse needs, while keeping a TQS education within reach for the families who need our help the most.

STRATEGIES

Grow Auxiliary Revenue

By offering more services to more students on a fee-for-service basis, TQS will better help students and families while increasing revenue. Families appreciate the convenience of receiving services such as speech and language therapy, occupational therapy, physical therapy and 1:1 support in school from therapists who are beloved members of our community.

Develop & Competitively Compensate Faculty & Staff

TQS faculty and staff work extremely hard to deliver exceptional results every day, and they deserve to be compensated for their expertise and commitment. TQS will continue to increase salaries at a faster rate than our competitor schools to ensure we are creating a fulfilling work environment.

“Driven by its Quakerly value of each person, TQS has modified its mission over time to address the unmet needs of the community. I enthusiastically support TQS because its Quaker approach to valuing and respecting every person helps students and families whose needs are not being addressed elsewhere.”

— David Charles, Treasurer, Board of Trustees

**Thank you
to the many
individuals
who worked
together on
this plan.**

STRATEGIC PLANNING COMMITTEES

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What Can You Do To Help The Quaker School Expand Our Reach & Deepen Our Impact?

STAY INFORMED

Review TQS' communications regarding updates to and progress against the strategic plan. These communications will be distributed periodically through our Shine Together blog, updates from Alex Brosowsky, Head of School and specific e-communications.

SHARE KNOWLEDGE

Take advantage of opportunities to inform family members, friends and colleagues of the existence of TQS' strategic plan, goals and strategies, and encourage them to review the information on their own.

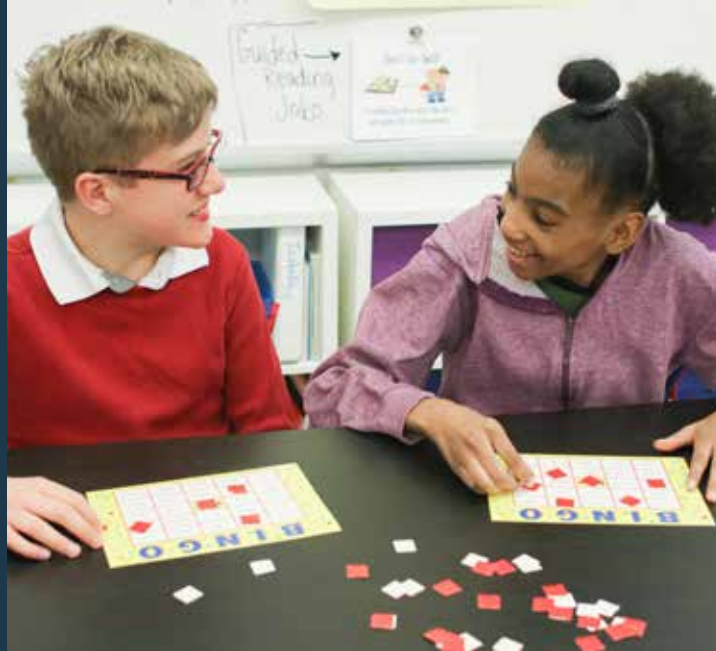
ASK QUESTIONS

As you read the strategic plan and future updates, you may find that you want to know more or have questions. As these questions arise, please refer to the Q&A document on the TQS website as a first resource. If questions remain, please send an email to development@quakerschool.org. We want to know your questions and provide timely responses.

BECOME INVOLVED

Several of the goals and strategies will require the formation of small groups and committees. Others will necessitate identifying subject matter experts and developing relationships with these experts to effectively execute against a particular action. And others will require the cultivation of donations and monetary gifts.

To learn more about these strategic initiatives, how you can help TQS to execute the plan or to get involved in this exciting new chapter of the TQS story, please contact development@quakerschool.org.



THE
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at HORSHAM

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