INNOVATING FOR THE NEXT 100 YEARS

STRATEGIC PRIORITIES

2019-2024
Growth and stability in The Association of Waldorf Schools of North America member schools and institutes is predicated on our collective ability to address real issues facing our communities and to develop school ecologies that are appropriate for the time and place in which we live.

Throughout the association and within Waldorf classrooms and teacher preparation institutes we must recognize where the past best serves the future; and, through research and collaboration, bring forth new impulses for Waldorf education in the next century.

AWSNA was founded in 1968 to support schools and institutes in North America. Our vision is to strengthen and nurture Waldorf education and to advance Waldorf principles worldwide.

AWSNA’s mission is to support schools through collaborative regional work, professional and resource development, accreditation, community outreach, and advocacy. The association’s work is based on four core values. These values are:

- Evoke and develop Quality and Integrity in everything we attempt and achieve.
- Promote Strength and Resourcefulness in every school community.
- Foster, encourage, and support inspired Leadership and Colleagueship.
- Work toward conscious and collaborative human Community and Relationships.
PRIORITIES

STRENGTHEN AND SUPPORT TEACHER QUALITY

INCREASE CAPACITIES FOR COLLABORATIVE AND EFFECTIVE GOVERNANCE

ADVANCE DIVERSITY, EQUITY, AND INCLUSION

PREPARE FOR THE NEXT CENTURY OF WALDORF EDUCATION
Many factors contribute to student achievement but research suggests that among school-related factors, teachers have the greatest influence on student learning. To that end, the strength of our movement lies in the quality of the classroom experience. Thus, it is critical that we continue to take steps to ensure that talented, creative, and committed educators enter the Waldorf teaching profession, that they are well-trained and prepared for the classroom, and that they receive ongoing professional development.

Pilot a financially sustainable, regionally based, innovative solution to quality teacher training that is accessible to a broad range of students and inspires the next generation to become Waldorf educators.*

*Additional funding needed to execute
ADVANCE DIVERSITY, EQUITY, AND INCLUSION

Waldorf education, intended to be accessible and relevant for all children, was founded on and espouses principles of respect for all human beings. Dedicated human and financial resources are necessary to counteract systemic injustices and unconscious bias that serve as hindrances to fully express these principles. Thus, it is critical that we take steps to ensure that we are awake to the needs of all and that resources address diversity, equity, and inclusion.

Demonstrate a commitment to diversity, equity, and inclusion in AWSNA’s defining documents and in so doing, act as a model for change.

- Review the association’s mission, vision, values, and statement of diversity, equity, and inclusion to ensure that a commitment to these values is reflected and living.
- Facilitate research related to Rudolf Steiner’s writings on race and ethnicity, and publish a perspective-paper that aims to address alignment and relevance in context of the 21st century in North America.

Position schools and institutes to develop communities of diversity, equity, and inclusion and address questions related to place, race, class, and gender.

- Leverage collaboration and provide resources that increase member awareness, engagement, and commitment to diversity, equity, and inclusion.
- Through research and discussion, generate innovative ideas and solutions that aim to increase accessibility in our schools.

Promote the development of and access to North American curricular/pedagogical resources focused on diversity, equity, and inclusion.
INCREASE CAPACITIES FOR COLLABORATIVE AND EFFECTIVE GOVERNANCE

At the heart of organizations with healthy, positive cultures and financial insight are individuals and groups functioning with leadership expertise. Articulated governance structures and accountabilities are essential to providing the clarity for the entire organization to have confidence in the actions of its leaders. These skills and capacities must be sought after and developed within the environment of our schools and institutes.

Implement a training program focused on “developing a culture of leadership.”

- Work with AWSNA member institutes and outside organizations to develop related content and determine modes of delivery.
- Coordinate a series of governance-related workshops.

Provide resources and training designed to strengthen school governance and administrator proficiency.

- Leverage collaboration and provide resources that increase member tools and processes to assess and refine governance structures, delegation of authority, and succession planning.
- Provide a leadership roadmap by defining specific skills and capacities for administrators and boards.
- Develop and foster an administrator cohort for deeper research and learning.

Deepen the understanding of pedagogical leadership through collaborative research and engagement.

- Leverage collaboration to identify effective practices by sharing current successes and challenges.
- Gather and publish effective practices.
- Investigate pedagogical leadership training activities.
PREPARE FOR THE NEXT CENTURY OF WALDORF EDUCATION

Waldorf100 provides us with an exciting opportunity to celebrate the history and impact of Waldorf education throughout the world and enhance its visibility and reach. Thus far, the anniversary has acted as a catalyst to unite the worldwide movement, to deepen our connections and awareness of the other, and to recommit to and strengthen the mission of the future of Waldorf. It has provided a significant opportunity to think anew, innovate, inspire, and become an impulse for social impact and cultural transformation.

Execute a high visibility public relations campaign to promote school and institute Waldorf100 activities and Waldorf education.

- Generate material and execute the Waldorf100 joint social media campaign - Waldorf100 Windows, 100 Faces of Waldorf Education, Alumni Spotlight.
- Generate and post monthly continental press releases for distribution aimed at increasing media coverage and interest in Waldorf education.
- Seek opportunities for continental press coverage and recognition in the broader educational movement.

Host a collaborative centennial celebration and Learn to Change the World: Education Innovation Summit with Waldorf Early Childhood Association and Alliance for Public Waldorf Education.

- Develop an innovative schedule of workshops, presentations, panels, and keynote speakers.
- Develop and organize inspiring 100th anniversary celebratory activities and community events.

Launch a continental Waldorf Alum Connect networking platform and support schools in advancing alum relations.

- Engage a Director of Alum Relations and establish priorities for a successful continental alum relations plan.
- Launch the continental Almabase alum platform, with a goal of onboarding three thousand alums in the first three years.
- Successfully promote and host 750+ participants at the Waldorf100 conference and celebration.
- Develop training materials, effective practices, and mentoring/networking opportunities aimed at strengthening alum relations in our schools and institutes.
OVERALL ACCOUNTABILITY

The overall accountability and responsibility for ensuring advancement of strategic priorities and objectives for the five-year strategic plan rests with the executive team. In January and June 2020, the AWSNA executive team will formally report to the board of trustees on plan progress and the advancement of key performance indicators, budget implications, and financial needs. Annual progress updates will be provided to association delegates in June 2020.