PWS STRATEGIC PLAN 2019 - 2022

This three year strategic plan, approved by the College & Board on May 16, 2019 will be reviewed annually in the Spring by the Board and College to note what has completed and to decide what will be tackled in the coming year. Board and College begin planning a whole community review of the strategic plan and initiation of the new three year plan in Fall of year three.

EXCELLENCE IN TEACHING

1) Teacher Support
   1. Develop a plan to increase compensation to an attractive level (Finance & Board)
   2. Increase effectiveness and sustainability of faculty workload (College)
   3. Develop a job description and hire a Pedagogical Chair (College & Finance)
   4. Analyze and improve committee structures and establish system for review (SC collaborating with Board & College)
   5. Augment and improve mentoring structure (College)
   6. “Adequate resources:” what does this mean to faculty? (Faculty)
   7. Improve policies and practices that ensure equity and diversity (SC (with Administration), DEI, Equity & Resources Committee, and College)

2) Increase Professional Development of Faculty and Staff
   1. Prioritize allocation of resources for all teachers to be Waldorf teacher trained or in process (College & SC)
   2. Allocate resources, plan and execute continuing education individually and collectively: (PC*)
      a. Ongoing deepening of anthroposophy.
      b. Clear agreement and expectations of how teachers ground their teaching in Anthroposophy and child development.
      c. Dedicated time for collaborative study in meetings (Chairs)
      d. Bring in best practices and other sources of wisdom
      e. Research new, fresh, living ideas, innovation
      f. Training and support for working with parents
   2. Bolstering a classroom culture that supports a diverse student population (PC)
      a. Support for different learning styles, challenges, and special needs (Student Support Coordinator)
      b. Understanding race and diversity and their role in our school community, creating an inclusive environment (PC)
      c. Increased support for teachers in maintaining healthy collaboration between home and school (PC)
   2. Leadership development among Faculty and Staff (PC & SC)

3) Collaborate with other Waldorf schools/teachers (PC & SC & College)
EXCELLENCE OF PROGRAMS

1) Enhance student educational support
   1. Define what level of support PWS will provide for learning challenges and differences
      a. Identify the appropriate structure for providing support. (Student Support Coordinator)
   2. Hire school counselor, emotional support staff (SC)
   3. Further develop the lower school Student Support Coordinator position (SC and College)
   4. Improve documented communication to parents before and after enrollment about available support and expectations of families (Student Support Coordinator)
   5. Expand existing program to strengthen career counseling, starting in 9th grade to support decision-making (SC)
   6. Strengthen opportunities for students who need more academic challenge (Section leaders and College, PC)

2) Enhance auxiliary programs (SC & PC)
   1. Hire a full-time, Waldorf trained Coordinator to ensure consistency between school, aftercare, camps, clubs, enrichment activities
   2. Increase variety and availability of extracurricular activities
   3. Create a College Committee with faculty membership to oversee and support the athletic program

3) Strengthen structures and processes around curriculum review, integration, innovation
   1. Improve communication between sections and programs (SC & Advisory)
   2. Review to ensure all programs aligned with anthroposophy (PC & College)
   3. Work to ensure consistency of curriculum and practices while ensuring teacher freedom (PC & College)
   4. Work to fully integrate lower and high school curriculum k-12 (PC & College)
   5. Work to encourage innovation (Everyone with oversight from SC & PC)

4) Strengthen collaboration between subject and class teacher to jointly hold students and parents and educate parents to emphasize collaborative nature of education. (PC and Admissions)

SAFETY AND SPACE EXPANSION AND CUSTOMIZATION

1) Improve day to day security on campus (SC & Safety Committee)
   1. Implement processes and tools to monitor and regulate all who come into the building
   2. Develop a strong communication system with all classrooms (PA system)
   3. Expand and practice safety drills
   4. Improve Building and Campus Safety
      a. Play yard security
      b. School Store Security
      c. Building security/access/locks
      d. Communication
      e. Lighting
      f. Parking
      g. Replace main building windows
2) Research and evaluate intermediate to longer-term (3 – 50 year) solutions to seismic safety & space (Board)
   1. Evaluate possible space expansion and seismic upgrade of main building
   2. Evaluate alternatives: portables, buying or renting additional property
   3. Establish need priorities: such as tutoring space, room for faculty to recharge.

3) Preliminary work on Capital Campaign to be able to actualize the above
   1. Build Development infrastructure (Development Director, Development Committee, Board support for development)
      1. Continued work on community development (Development Director)
         (alumni, alumni parents, donors, etc.)

STRONG COMMUNITY

1) Nurturing Waldorf in the Community - Increase Education about Waldorf Education
   1. Make our mission statement better known. (SC, PC, Admissions & Dev. Dir.)
   2. Increase articles that explain the education in layman terms in newsletter, website, brochures, etc. (PC & Admissions)
   3. Collaborate with sister schools to bring Waldorf big-name guest speakers to Portland. (SC & PC)
   4. Give faculty public speaking training and time to do presentations about Waldorf education on campus and off campus. (SC & PC)
   5. Give faculty time (or pay retired teachers) to host study groups - ideally study groups that make the education and anthroposophy more accessible rather than less. (SC & Board)

2) Nurturing Connections in the Community - Build Strong Community
   1. Continue to formalize and improve communications internal and external
   2. Hire Communications Coordinator (SC & Board).
      a. Re-establish quarterly newsletter (Communications Coordinator*)
   2. Hire a Volunteer Coordinator who designs a clear path of where/when/how people (parents, alum, community members) can volunteer, and who coordinates many of the other bullets in this section. (SC & Board 3-5 years)
   3. Fund an Alumni Coordinator position with enough time to make the work effective. (SC & Board)
   4. Create a database of people (alumni, parents, PDX community, etc.) and companies that we can collaborate with for: student internships and mentoring, field trips, guest speakers, volunteer help, etc. (SC & Volunteer?)
5. Collaborate with sister schools to create quarterly newsletter of "Waldorf in Portland" listing events at all schools. Collaborate with City of Milwaukie to advertise our gatherings for city community. (Communications Coordinator)

6. Nurture events that create community: festivals, alumni events, etc. (College, Diversity Committee & Parent Assoc.). Have something that makes our alum feel welcome at every event. (Alumni Coordinator)

7. Host community activities and advertise more broadly (sister schools, alums, Milwaukie): crafting circles, painting classes, Community Choir, etc. (PC, Dev. Dir., Volunteer Coordinator & Parent Assoc.)

8. Collaborate with sister schools to host joint faculty in-service training. (SC & PC)

9. Provide education to parent community on topics that support community: equity & inclusion, compassionate communication, alternatives to technology, etc. (PC & Parent Assoc.)

10. Build Board level community connections (Board)

3) Nurture PWS Involvement in Broader Community - Student Curriculum

1. Send students on as many field trips as the curriculum can handle so that they meet the outer world and so that the outer world meets Waldorf (purchase vans and budget for gas and maintenance of vans). (SC & PC)

2. Bring in as many guest speakers as the curriculum can handle. (SC & PC)

3. Find ways to highlight those who were on this land before us. (SC, PC, Volunteer to do research & Diversity Committee)

4. Increase service opportunities for students

5. Increase service to Milwaukie community

LONG TERM VISION AND PLANNING

Lead development of long-term (5-20 year) Strategic Plan (Board initiate, then College, community)
*The Pedagogical Chair and Communications Coordinator positions will not exist in 2019-2020, so all items assigned to PC and Communications Coordinator will be the responsibility of the School Chair.