

STRATEGIC PRIORITIES

2015-2018

INTRODUCTION

The Association of Waldorf Schools of North AmericaSM entered a new strategic visioning cycle in 2014 and completed the planning exercise twelve months later. The process enabled us to reflect on our accomplishments, assess our goals and capacities, and to articulate a clear, viable, and unified path forward. The resulting plan will focus our resources and guide our work to fulfill our mission during the next three years. Our goals and objectives address the evolving needs of member schools and institutes through activities and services which will encourage the conditions necessary for Waldorf[®] Education to flourish.

COMMITTEE

The strategic planning process was administered by AWSNA's Executive Team and approved by the Board of Trustees. We engaged a broad constituency, including Delegates from member schools, the Leadership Council, members of the Teacher Education Network and Pedagogical Section Council, regional representatives from the Development and Administrative Network and philanthropic and association supporters. Broad-based participation ensures that our priorities are relevant and meaningful, and will support our common values and goals.

PRIORITIES

**STRENGTHEN
& SUPPORT
WALDORF TEACHER
EDUCATION**

**INCREASE
VISIBILITY & ADVANCE
THE PRINCIPLES OF
WALDORF® EDUCATION**

**INSPIRE
HEALTHY SCHOOL
& INSTITUTE
CULTURE &
LEADERSHIP**

**CULTIVATE
FINANCIAL
SUSTAINABILITY
FOR MEMBER
SCHOOLS**

PRIORITY

N^o1

STRENGTHEN & SUPPORT WALDORF TEACHER TRAINING

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 take steps to ensure that talented, creative, and committed educators enter the Waldorf teaching profession, and that they are well-trained and prepared for the classroom.

Better prepare teachers for work in the classroom by identifying best practices, learning strategies and principles found in effective teacher education programs, and using these to update the Path to Membership for training institutes.

- Revise the Path to Membership for training institutes; include aspects such as appropriateness of technology incorporation, practicums, internships, ongoing mentoring support, and professional development.
- Identify university affiliation and accreditation possibilities for institutes that might support the growth, accessibility, and quality of Waldorf teacher training.

Establish practices which enhance communication and collaboration between teacher training institutes and member schools with the goal of providing continuous opportunities for partnership, dialogue, and support.

- Create opportunities for the Teacher Education Network (TEN) to engage in dialogue with member schools.
- Implement an ongoing educational colloquia for teacher training institutes.
- Increase the presence of training institute representation at delegates' meetings and conferences.

PRIORITY

N^o2

INCREASE VISIBILITY & ADVANCE THE PRINCIPLES OF WALDORF® EDUCATION

Waldorf Education emphasizes the very best attributes students need to cultivate in our ever-changing world. Therefore, it is vital that we become part of the continental conversation about educational transformation and effectively promote the value of a Waldorf Education.

Further Waldorf Education's brand recognition and message, and convey confidence in the quality and credibility of the brand.

- Complete a Waldorf Education parent motivation survey which identifies family segmentation as it relates to marketing strategy, develop related materials, and pilot a regional marketing plan.
- Host a brand training series for marketing personnel aimed at enhancing brand consistency and creating a deeper understanding of the value of the Waldorf Education brand.

Become an integral part of the universal dialogue on education through active participation in educational debate, independent school forums and conferences, and university outreach.

- Provide a voice for Waldorf Education by strengthening strategic partnerships and encouraging Waldorf expertise in educational forums, i.e.: educational conferences, advocacy agencies, higher education, educational publications, etc.

Have a consistent association voice in educational publications and varied media by taking a proactive approach to public relations and media outreach.

- Update AWSNA's media response plan for member schools and institutes, and establish a media response plan for the association.
- Coordinate messaging and decrease response time by expanding professional public relations services.
- Increase online and print exposure and drive website traffic by engaging with a press release distribution company such as Newswire.

PRIORITY

Nº3

INSPIRE HEALTHY SCHOOL CULTURE & LEADERSHIP

Organizations with healthy, positive cultures are places where there is a shared sense of purpose, an ethos of striving and concern, and a commitment to helping students flourish - where the norms are collegiality and joy, and where administration and governance is collaborative, consistent, and effective.

Cultivate professionalism, community, and collaboration through a deeper understanding of and engagement with AWSNA's Principles for Waldorf Schools and Rudolf Steiner's threefold social organism.

- Update the accreditation process to align with AWSNA's Principles for Waldorf Schools and Accreditation Criteria.
- Host and encourage participation in regional and continental conferences to explore relevant themes that address the needs of varied school constituents, i.e., board members, parent leaders, teachers, and professional staff.

Provide opportunities for member-to-member collaboration, networking, and sharing of resources.

- Host and cultivate participation in webinars on topics for varied school and institute constituent groups relating to collaborative governance and effective practices.
- Establish and promote online work-a-like groups, accessible through the newly-designed AWSNA website (board, admin, parent associations, teachers).
- Strengthen the DANA network and expand participation in regional DANA meetings.

PRIORITY

Nº4

CULTIVATE FINANCIAL SUSTAINABILITY FOR MEMBER SCHOOLS

Fulfillment of any organization's mission depends on financial health. To achieve financial health Waldorf schools must increase capacities that strengthen financial sustainability, develop strategies that support inherent strengths, and seek opportunities to enhance funding - all within a philanthropic and social dimension aligned with our foundational values.

Provide practical training, resources, and guidance to support schools and institutes in optimizing their enrollment and retention efforts, business and financial effectiveness, volunteer management, and essential fund development programs.

- Host a series of webinars aimed at strengthening financial and advancement effectiveness.
- Update effective practices, accessible on AWSNA's new website.
- Create a handbook for philanthropy to support schools with essential fund development strategies (donor cultivation, grant writing, annual fund, planned giving), consistent with our social-cultural mission.

Support schools in maximizing earned and contributed revenue by exploring alternative funding opportunities, financial alternatives, and collaborative partnerships.

- Establish a school-funding 'think tank', consisting of social entrepreneurs, to generate and identify funding opportunities and alternatives, and create a white paper of findings, ideas, and successes.
- Create a grant resource list for members, and develop opportunities for joint grant submission.
- Advocate for school choice options, and educate our members on appropriate sources of government funding.

The background features a light beige area on the left and a light grey area on the right, separated by a thin vertical line. Several hexagons are scattered across the page; some are white with orange outlines, while others are solid orange, yellow, or red. The title 'OVERALL ACCOUNTABILITY' is written in a bold, orange, sans-serif font within one of the white hexagons on the left.

OVERALL ACCOUNTABILITY

The overall accountability and responsibility for ensuring advancement of all action items and objectives for the 36-Month Strategic Plan rests with the Executive Team. The AWSNA Executive Team will formally report to the Board of Trustees on plan progress, advancement of key performance indicators, and related budget implications at the January and June board meetings. Annual progress updates will be provided to the Leadership Council and association members in June.