

2023

*The Strategic Plan for* **WASHINGTON WALDORF SCHOOL**

2028

## Our Mission

Washington Waldorf School cultivates each student's capacity to **think clearly, feel compassionately**, and **act purposefully** in the world. We are committed to the education movement inspired by the pioneering work of Austrian philosopher Rudolf Steiner and advanced by Waldorf teachers worldwide.

## Our Vision

To develop all students' capacities to be perceptive, imaginative and courageous which will allow them to fully engage in a diverse and changing world.



# Dear Washington Waldorf School Community,

In the winter of 2020, the Trustees Council, in conjunction with the College of Teachers initiated a strategic planning process. There was immense uncertainty in the world and the time seemed right to pause and thoughtfully consider the school's enduring strengths and most pressing challenges. A set of questions that guided our collective thinking and understanding of the most salient areas was developed. We were seeking a strategic vision that would define and further our mission by promoting changes that will have a pervasive and persistent effect on the school and propel it forward while maintaining its core foundational elements. The result is a strategic plan that gives shape and structure to the ambitious aims of the Washington Waldorf School trustees and the highest aspirations of Washington Waldorf School parents, faculty, and alum.

The planning process, which included more than 125 participants consisting of parents, faculty, alums and strategic planning experts, provided Washington Waldorf School with the necessary direction to construct the final plan, which was approved by the College of Teachers and the Trustees Council in March 2023. The plan outlines goals and objectives that build on our successes and charts a course that will efficiently and effectively guide Washington Waldorf School over the next five years.

We are grateful to each of the many participants who readily contributed their time, feedback, thoughtful analysis and opinions to this exercise. And we thank everyone who will contribute to the success of the strategic plan as we move forward together. Our collective commitment to Washington Waldorf School will secure what we value most: the exceptional education of our students and the future of our unique community.

Blessings on our school,



**Lelia True** | Faculty Chair/Head of School



**Vanessa Beckman** | Chair, Trustees Council

**1**

**Academic Development  
& Excellence**

**2**

**Diversity, Equity,  
Inclusion & Belonging**

**3**

**Organizational &  
Community Engagement**

**4**

**Financial  
Sustainability**

**Strategic  
Plan Goals**





# 1

## Academic Development & Excellence

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.

### OBJECTIVES

- 1.1** Review, identify and provide the opportunities and resources currently needed for professional development by faculty.
- 1.2** Explore and implement additional ways to support both cross and intra-departmental collaboration for consistency and continuity of the curriculum.
- 1.3** Review our practices for recruitment, hiring, training, and mentoring with a commitment to ongoing Waldorf training for faculty. Consider any additions needed to meet the current competitive labor market.
- 1.4** Review current systems for student assessment at critical junctures and consider any needed additions to our current practices across the program.

# 2

## Diversity, Equity, Inclusion & Belonging

Exemplify a safe, caring and open community and culture that includes awareness and care of different cultural, racial, sexual, socio-economic, neurodiverse and spiritual perspectives.

### OBJECTIVES

- 2.1** Conduct a formal DEIB audit, conducted by an external party, to review policies, procedures, curriculum, and community.
- 2.2** Create and disseminate a DEIB vision/values statement to our community.
- 2.3** Create and implement a plan to regularly provide DEIB training to various audiences/stakeholders/participants in the school.
- 2.4** Create and disseminate clearly worded DEIB-related definitions that help our school work together with clarity.





## 3 Organizational and Community Engagement

Nurture a healthy positive culture for our community through collaborative leadership, management expertise and the supporting infrastructure.

### OBJECTIVES

- 3.1** Ensure clearly defined roles, responsibilities, decision making processes and appropriate levels of accountability and succession plans throughout the school.
- 3.2** Strengthen initiatives that encourage the school community to participate in the life of the school.
- 3.3** Cultivate and deepen community education programs that support the school community in developing a clear sense of Waldorf education.





# 4

## Financial Sustainability

Strengthen our school's long term financial health to sustain operations and build capacity to meet future needs. Seek abundance of enrolled students, volunteer time, resources.

### OBJECTIVES

- 4.1** Build and maintain financial reserves through tuition and non-tuition sources.
- 4.2** Continue to cultivate and nurture a culture of giving time, talent and resources within our community.
- 4.3** Continue to strengthen the school's enrollment and retention efforts, especially in the middle and high school.
- 4.4** Scale compensation packages to support the faculty's ability to live and work in the DC Metro area.



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