



Olympia Waldorf

SCHOOL

5 Year Strategic Plan 2024-2029





TABLE OF CONTENTS

Pg. 4 Introduction

Pg. 5 Mission, Values & Vision Statement

Pg. 6 Planning Process

Pg. 6 Committee Members

Pg. 6 Plan Format

Pg. 7 At a Glance

Pg. 8 Next Steps

Pg. 9 - 13 PRIORITY: Enriching Community

Pg. 14 - 16 PRIORITY: Engaging Pedagogy

Pg. 17 - 19 PRIORITY: Strengthening Foundations





Introduction

The Strategic Plan has been developed over the course of two years, by a dedicated team of parents, teachers, and staff who accepted and embraced the challenge of creating a well-researched and discerning map of the best ways to help support and grow the Olympia Waldorf School over the next five years. Through surveys, countless discussions, teamwork and a whole-community effort, we have synthesized the input into an actionable plan that not only takes into consideration all of the various elements, but reflects the mission, values, and vision of the Olympia Waldorf School. This plan was developed in several phases: research and discovery, reflections and analysis, reaching consensus on objectives and pathways within the school-wide community, and finally, crafting the 2024-2029 Strategic Plan.

MISSION

Awakening minds,
enlivening hearts, and
engaging hands for
lifelong learning

VALUES

Connection
Support
Child-centered /
Whole Child
Community

VISION STATEMENT

The Olympia Waldorf School creates connections with one another and the community at large, nurtures the whole child, and supports one another in a process of mutual learning and social renewal. We are committed to creating a learning environment in which all people are seen, heard, valued, and honored.

PLANNING PROCESS

The Strategic Planning Committee created this document to provide Olympia Waldorf School with a map of actionable objectives and pathways for the school's leadership, teachers, staff, and parents to be more intentional about priorities to effectively achieve the outcomes that we have collectively established. It is intended to serve as a guide both in the short-term and long-term, with outcomes reflecting both immediately actionable items, as well as pathways for the coming years, all based on our school's collaborative vision for the future. Throughout the plan, there are clear outcomes, but this document is also held with the knowledge that the Strategic Planning Committee may need to update and adapt the plan to remain relevant and responsive to our dynamic school community.

OWS's Strategic Plan was developed with the help of the Strategic Planning Committee, the OWS Board of Trustees, key veteran Faculty, and feedback from the OWS community. The Strategic Planning Committee is comprised of volunteer parents and OWS employees.

Committee Members:

Brandon Bazemore, Parent & Board Member
Jen Morey, Parent & Board Member
Kelly Hanson, Parent and former Administrator
Kelly Horn, Parent & Teacher
Morgan Young, Parent
Robb St. Lawrence, Parent & Board Member
Sarah Maumasi, Parent
Susan Palmer, Teacher
Tiffany Korn, Parent & Staff

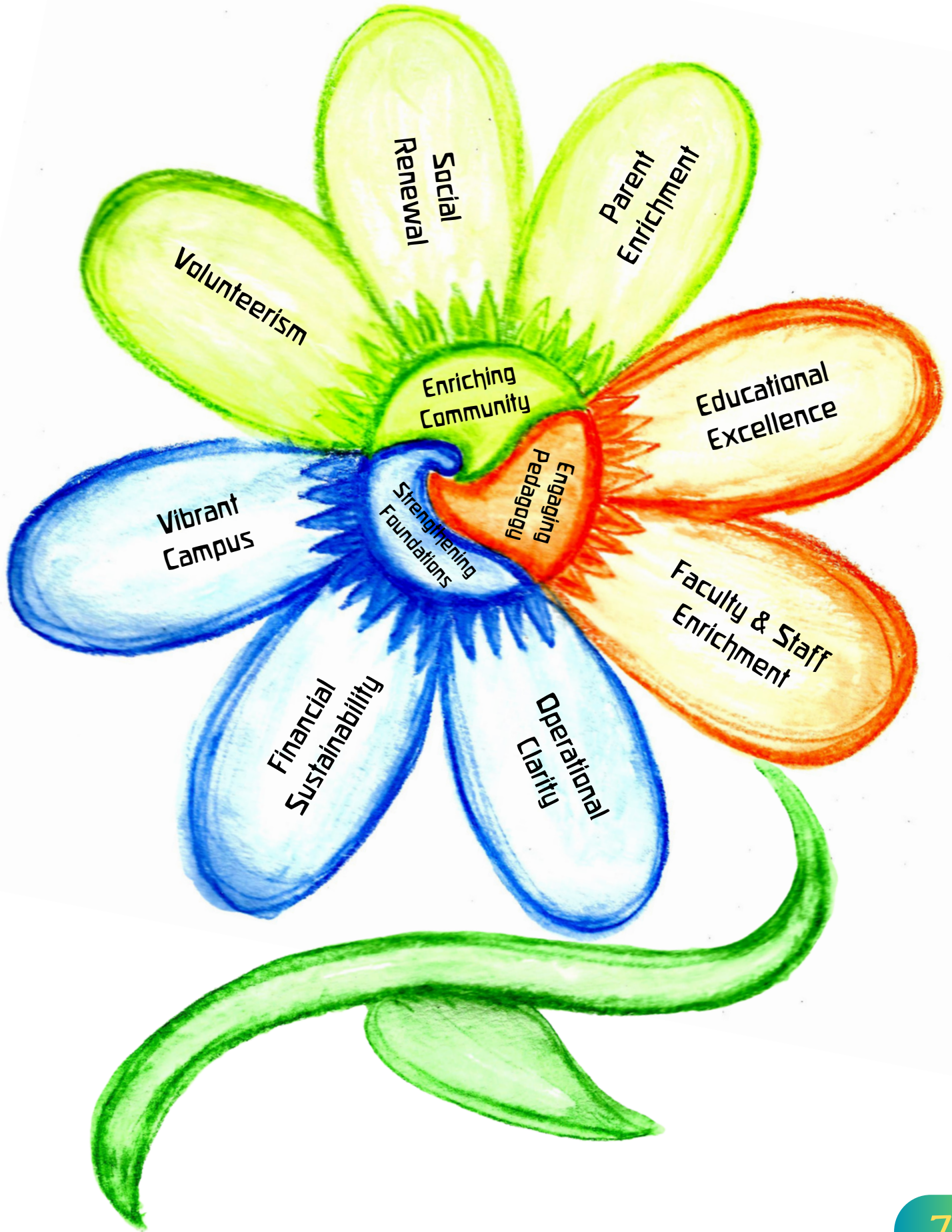
PLAN FORMAT

The Strategic Plan was researched and developed around 3 Priorities that support and hold OWS's Mission, Values, and Vision Statement. For each Priority, specified Objectives were developed, with Pathways which will help us to reach our actionable Outcomes.

Three Priorities

1. Enriching Community
2. Engaging Pedagogy
3. Strengthening Foundations

AT A GLANCE



NEXT STEPS

Strategic Plan Implementation

- The Strategic Plan will be disseminated in print and electronic form to each Committee, and to the Faculty, Staff, and the Board.
- The Strategic Planning Committee will meet with responsible parties to ensure a smooth transition of goals and expectations, so that each and every part of the school is imbued with our new Objectives using the established Pathways.
- The Strategic Planning Committee will continue to meet, and will be present on (or periodically check in with) each responsible party.
- Each year, the Strategic Planning Committee will report to the Board on the state of the Plan, to include areas in which the school could improve.





PRIORITY: Enriching Community

"Our community is growing, resilient, and connected; our school is staffed to support us all, and we support our school with our abilities."

OBJECTIVE: VOLUNTEERISM That is restorative & invigorating

PATHWAY: Increase volunteerism in parent body, which will be held and nurtured in the realm of the Parent Association (PA).

OUTCOME(S)

- The PA establishes and maintains a calendar of volunteer opportunities with quarterly updates.
- OWS will offer >3 opportunities per family encompassing a wide range of skills.
- The PA will establish expectations for regular outreach, such as sign-up tables and connecting via skills survey.
- The PA will see >90% volunteerism in parent body.

PATHWAY: Create a skills survey to be sent out to new families upon enrollment that is accessible by all of administration, and will be held by the Administrator and the PA.

OUTCOME(S)

- The PA will grow >90% volunteerism in parent body.
- OWS will offer >3 opportunities per family encompassing a wide range of skills.
- The Enrollment Manager and PA will share management of the list.

PATHWAY: Establish and maintain a schedule & budget for volunteer gratitude events, which will be held by the PA.

OUTCOME(S)

- OWS will see a growth to >90% volunteerism in parent body
- The PA will schedule appreciation of volunteers to boost morale.

PATHWAY: Establish & maintain an enduring handbook of school-wide festivals, which will be held by the Administrator

OUTCOME(S)

- The Festivals & Events Committee will create a Handbook of Festivals which will be reviewed & updated yearly.

OBJECTIVE: SOCIAL RENEWAL
Connections with community, DEI,
inspiring connections to the wider community

PATHWAY: Conduct a yearly festivals audit, including establishing new festivals, which will be held by the Administrator & the College

OUTCOME(S)

- Festivals will be audited yearly, ensuring current festivals are culturally responsive, DEI accessible, and increasing global diversity while maintaining Waldorf principles.
- New/Changed festivals will be established and clearly communicated to the OWS Community.

PATHWAY: Establish a set of responsibilities and roles for the PA, which will be held by the PA Chair & the Board

OUTCOME(S)

- A publicly available document with the roles and responsibilities of the PA, which are aiming to further school-wide social renewal.

PATHWAY: Establish and maintain bi-directional connections with public schools, which will be held by the Administrator & the College.

OUTCOME(S)

- A compiled and distributed list of information on public school extracurricular activity offerings.
- Annual evaluation of participation rates in offerings

PATHWAY: Establish, maintain, & audit a high-level accountability chart with the reporting structures between the collegial body, the PA, & the Board to foster effective communication, which will be held by the Board.

OUTCOME(S)

- A publicly available High Level Accountability Chart of the reporting structures.

PATHWAY: Establish & hold a calendar of regular community events with the intention of outreach & connection with the larger community, which will be held by the Administrator.

OUTCOME(S)

- Yearly calendar of community events with an OWS presence, such as a booth at the Farmer's Market, the Children's Museum, Arts Walk, Parent Ed at the Library, Love Oly
- Yearly evaluation of external engagement in OWS camps, break offerings, sports, or other opportunities

PATHWAY: Establish & maintain connections with different DEI community resource groups, which will be held by the Administrator.

OUTCOME(S)

- Published & annually audited list of resources & connections with different DEI community resource groups (ie: Parent 2 Parent neurodiverse group)

OBJECTIVE: Parent Enrichment

Bringing education to our parent community on child development, Waldorf pedagogy / school support & other topics that bring thoughtfulness & caring to our whole community

PATHWAY: Establish & maintain a yearly calendar of parent trainings & enrichment events to support developmental childhood transitions, which will be held by the College

OUTCOME(S)

- There will be a yearly calendar published and accurate
- 3 outside speakers per year
- The PA will foster parent engagement with training & enrichment events.

PATHWAY: Establish & maintain a schedule of enrollment bridges to support scholastic transitions, which will be held by the Administrator.

OUTCOME(S)

- Defined and scheduled calendar of enrollment bridges published and accurate for Kindergarten to 1st, 5th to 6th (middle school transition), and 8th to High School
- Publish scheduled tours for grade transitions

PATHWAY: Establish and maintain regular check-ins with families, which will be held by the Administrator.

OUTCOME(S)

- The Enrollment Coordinator will do 3-6 month timed check in with new families.
- The Enrollment Coordinator will do 3 Surveys per year to solicit feedback and promote a sense of "we heard you."

PATHWAY: Establish and maintain opportunities for EC families to interact with grades activities, which will be held by the Administrator & College.

OUTCOME(S)

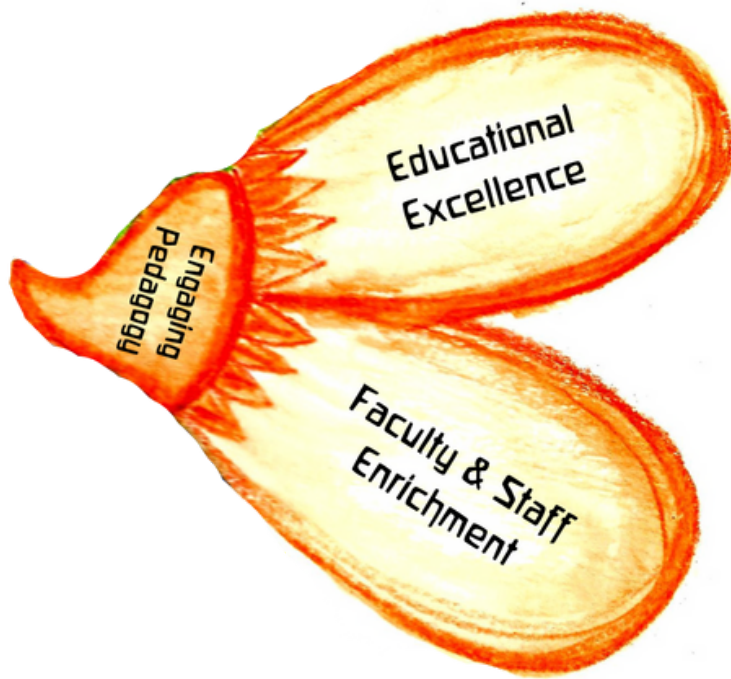
- Opportunities are reviewed and offered appropriately at each scholastic event for inter-grade mixing.
- The PA will establish mentoring with Early Childhood families.

PATHWAY: Establish Parent-Tot Classes, which will be held by the Administrator & College.

OUTCOME(S)

- Parent-Tot classes are established.
- Yearly evaluation of external engagement in early childhood education.
- Maintain a full and healthy five EC classes.





PRIORITY: Engaging Pedagogy

"Our faculty and staff are supported and engaged with the evolution and tradition of Waldorf education. Our students are prepared to engage with the community at large."

OBJECTIVE: EDUCATIONAL EXCELLENCE

PATHWAY: Establish and maintain a Social Emotional Wellness Plan, which will be held by the Administrator & College.

OUTCOME(S)

- A Social Emotional Wellness Plan for students that includes mental health support, tools, resources, and help connecting to community resources.

PATHWAY: Establish a Tech Committee, which will be held by the College.

OUTCOME(S)

- A Tech Committee that will analyze current tech pedagogy for preparing students.

PATHWAY: Establish and maintain connections with high schools, which will be held by the College.

OUTCOME(S)

- Increased awareness about Waldorf at the high schools
- Increase Waldorf teacher knowledge about current happenings at the high schools
- Easier transitions for OWS middle schoolers to high school.
- High school credits earned by OWS middle schoolers reflect work done.

PATHWAY: Establish & maintain an alumni tracking system, which will be held by the Administrator.

OUTCOME(S)

- A staff-accessible Alumni Tracking system that is annually updated.

PATHWAY: Establish & maintain connections with other Waldorf Schools, which will be held by the College.

OUTCOME(S)

- A list of the Salish Sea Region schools and connections.

PATHWAY: Establish a system to analyze & audit current curriculum & materials that holds both DEI & Waldorf pedagogy, which will be held by the College.

OUTCOME(S)

- A system, used every 3-years to analyze current curriculum, research and incorporate, within our locality and time, a diverse, inclusive, more historically accurate, and representative view of the world that honors regional and ancestral history, while holding Waldorf pedagogy.
- Annually reviewed academic rubrics for each grade that show measurement and improvement.

PATHWAY: Establish a report of correlated state standards, rubric, & curriculum credit from our curriculum analysis, which will be held by the Administrator & the College.

OUTCOME(S)

- An annually published and publicly disseminate report on correlated state standards, rubric, and curriculum credit to show OWS's academic rigor.

OBJECTIVE: FACULTY & STAFF ENRICHMENT

PATHWAY: Establish Professional Development standards & funding, which will be held by the College.

OUTCOME(S)

- Documented and accessible Professional Development Standards
- A Board established yearly budgeted amount of money
- 3 outside speakers per year to enhance faculty and staff enrichment
- All faculty have Waldorf training

PATHWAY: Establish training & support for Aftercare and Break Care programs, which will be held by the Administrator & College.

OUTCOME(S)

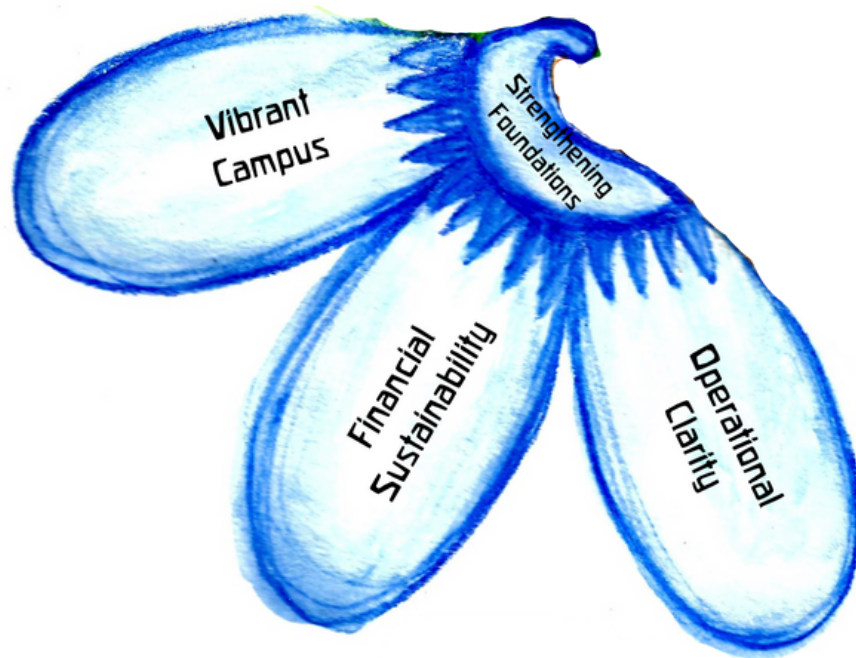
- Documented and accessible Standards developed with the Administrator and College.
- 100% of Aftercare and Break Care workers have been through training.

PATHWAY: Establish a Waldorf Teacher Training Program & funding, including certification, which will be held by the College.

OUTCOME(S)

- 100% of class teachers are certified or in process.





PRIORITY: Strengthening Foundations

"We are engaged in an intentional effort to grow and mature our school as a sustainable presence in our community and region."

OBJECTIVE: OPERATIONAL CLARITY

PATHWAY: Establish and maintain job descriptions for each OWS position, which will be held by the Administrator & Board.

OUTCOME(S)

- A scheduled annual review of job descriptions to make sure they are meeting operational and community needs.

PATHWAY: Establish, maintain, and disseminate clear communication pathways, which will be held by the Administrator.

OUTCOME(S)

- An annually reviewed, publicly distributed document of OWS communication pathways.

PATHWAY: Establish, maintain, and disseminate policies and procedures, which will be held by the Administrator.

OUTCOME(S)

- Annually reviewed and publicly available policies and procedures.

PATHWAY: Establish & maintain a Change Management protocol, which will be held by the Administrator & the Board.

OUTCOME(S)

- A Change Management protocol

PATHWAY: Establish effective employee onboarding protocols, which will be held by the Administrator & the Board.

OUTCOME(S)

- Established employee onboarding protocols to be reviewed annually.

OBJECTIVE: VIBRANT CAMPUS

PATHWAY: Establish and maintain a Campus Projects list, which will be held by the Administrator.

OUTCOME(S)

- A quarterly reviewed Campus Projects list, with costs, of upcoming projects that maintain our aesthetic value, promote creativity, and nurture our health and safety.

PATHWAY: Create a Campus Space Master Plan, which will be held by the Board.

OUTCOME(S)

- A Campus Space Master Plan for physical space, created within the next year, that enables the expansion and growth of our school.

OBJECTIVE: FINANCIAL SUSTAINABILITY

PATHWAY: Create a Financial Strategic Plan, which will be held by the Board & the Finance Committee.

OUTCOME(S)

- A documented Financial Strategic Plan, created within the next 2 years and will consider the following:
 - Increased Advertising Budget
 - Increased DEI Scholarships
 - Increased Support Services, like Food & Transportation
 - Increased Specialty Teachers (ie: languages, handwork, eurythmy)
 - Increased Administrative and Faculty Support to ensure that all staff are well supported and have a livable wage.
 - A School Counselor
 - A Volunteer coordinator
 - A Part-time Outreach & Development position
 - Increased DEI in staff, including neurodiversity
 - Increased Admin Staff
 - Established financial support for the Parent Association

PATHWAY: Develop diversified revenue streams, which will be held by the Board.

OUTCOME(S)

- Capital Campaign established by 2024.
- Establish grant writing.
- Establish corporate sponsorship.
- Establish regular donation opportunities.

