

THE ARMIDALE WALDORF SCHOOL

Strategic Plan | 2018 - 2023

Imagine this...



The Armidale Waldorf School
and Boongaia Preschool
FOR RUDOLF STEINER EDUCATION

Strategic Planning Process

Introduction

This Strategic Plan has been developed following consultation with staff, parents and our local Steiner Community. It is primarily a communication document that describes our goals and allows us to build plans to achieve those goals.

Implementation

The Strategic Plan is not a detailed 'wish list', nor is it a highly prescriptive action plan. It has deliberately been designed to be as brief as necessary to provide the appropriate guidance to the school leadership and staff without being overly rigid or narrow.

This Strategic Plan is supported by action plans which identify the key activities to be undertaken to achieve our Strategic Goals. These Action Plans identify the initial steps, and it is expected that these plans will continue to grow and change as additional actions are identified.

Co-ordination and Responsibility

The TAWS School Board has overall responsibility for the execution of the Strategic Plan, but the Board does not expect the Management Team to carry the workload for every activity outlined in this document. A number of working groups may need to be established to assist the School Board to meet our objectives. Working groups will not necessarily include a member of the School Board and will draw on resources in the school community as required.

Review

This Strategic Plan is a living document. It is subject to ongoing and regular review. The detail will be revised as needed but as a minimum on an annual basis.





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FOR RUDOLF STEINER EDUCATION

Our Vision

The Armidale Waldorf School provides a comprehensive education from early childhood through to secondary that works clearly out of anthroposophy and the indications of the late Dr Rudolf Steiner, providing children and youth with a foundation for life and inspiring them toward fulfilment of their destiny.

It is a school where students are educated to take their place in the world in a meaningful way for humanity, secure in their earthly existence, with their souls nourished and their creative spirits liberated.

An integral part of the School is the College of Teachers – which has the purpose, responsibility and authority to lead the School on pedagogical matters; to maintain and develop the quality of the educational programs and experiences; and to enrich the spiritual heart and purpose of the School.

The School's dynamic approach to education permeates throughout every aspect of school life; with students, teachers, parents and friends all being recognised and valued as the unique spiritual beings that they are. The school community seeks to nourish and support this vision. The School has clear structures and processes to facilitate trust, objectivity and communication.

We empower each other with the mandate to take responsibility for the tasks identified, and work together with an attitude of openness, honesty and trust.

We strive to make decisions through consensus, with honest and respectful discussion and to ensure that all the voices in our school community have opportunity to be heard.

We, the School community of students, teachers, parents and friends interact with the world with courage and love; truth, beauty and goodness stand as an inspiration for all.



GOAL 1:

Create an integrated, planned and sustainable approach to our future.

Strategic Goals

Our Measures of Success

- ✦ Sustained financial stability
- ✦ Growth in enrolments and reduction in attrition rates
- ✦ Recognised as a School that develops the whole child and achieves academic success
- ✦ A governance structure that supports growth
- ✦ Active participation in the environment at all levels.

Our Strategies

- 1a** Develop a high quality Marketing Plan that attracts both students and teachers
- 1b** Strengthen current and actively seek other sources of revenue
- 1c** Clarify the roles of College, Management Team and School Board, and their communication channels
- 1d** Build an active and productive relationship with alumni
- 1e** Engage with current research in School practices for Stages K-8 and in leadership, governance and learning & teaching pedagogy



Value & Purpose

GOAL 2:

Ensure the provision of a broad, relevant and flexible Steiner education with values and purpose that are owned by all stakeholders.



Our Measures of Success

- ✦ A Strategic Plan that is regularly reviewed and owned by all stakeholders
- ✦ A balanced curriculum which upholds Steiner's pedagogy and meets the requirements of the NSW Education Standards Authority (NESA)
- ✦ Annual Community Conversation is held
- ✦ Attract high calibre teachers and teachers seeking a leadership role.

Our Strategies

- 2a** Deliver a balanced Steiner curriculum based on positive and proactive engagement of Steiner pedagogy with relevant frameworks and best practice educational ideas, regularly reviewed to meet the needs of students and teachers
- 2b** Ensure all staff have access to relevant professional development and appropriate mentoring
- 2c** Attract and retain teachers who consistently support the school's vision and purpose. Share and deepen teachers' understanding of this vision, pedagogical practices and student management policies
- 2d** Continue our proactive engagement strategy, inviting the involvement of all staff, our Waldorf community, and the broader Armidale community
- 2e** Ensure all of our activities align with The School's strategy and vision



GOAL 3:

Demonstrate exceptional leadership.



Leadership

Our Measures of Success

- ✦ An active College of Teachers
- ✦ The School is recognised as innovative and supportive
- ✦ The School is recognised as future-oriented
- ✦ The School is recognised as embracing diversity as strength.

Our Strategies

- 3a** Actively plan for inclusiveness
- 3b** Create opportunities for access to leadership roles at all levels
- 3c** Demonstrate full commitment to a shared vision that encompasses exceptional values and leadership practices
- 3d** Move with courage away from the elements of the past that don't fit our future while retaining those that are still effective

GOAL 4:

Sustain and strengthen the School as a dynamic learning community.



Sustain & Strengthen

Our Measures of Success

- ✦ The School is recognised as cherishing and enhancing the love of learning
- ✦ The School is recognised for catering to the needs of its community
- ✦ Social and educational events and Festivals are well attended
- ✦ The School is recognised as valuing the stewardship of our natural environment
- ✦ The School exemplifies a supportive, productive, engaging and nurturing environment for all.

Our Strategies

- 4a** Deliver activities and Festivals that exemplify the essence of The Armidale Waldorf School place our culture proudly on display
- 4b** Establish an active community engagement and adult education programme
- 4c** Encourage engagement beyond The School and our immediate community
- 4d** Regularly promote the School by using news and local media to share our quality activities and the outstanding success of our students
- 4e** Actively engage with the global community



GOAL 5:
Demonstrate ethical
and prudential governance.

Ethical

Our Measures of Success

- ✦ Board Directors and Management clearly understand their responsibilities with regard to the management and operation of the school
- ✦ Management finds strong support in The Board of Directors
- ✦ Reporting protocols to the Board are transparent
- ✦ Increase in candidates seeking leadership roles in school leadership bodies including the Board.

Our Strategies

- 5a** Governance Manual is current and accurate
- 5b** Review management processes for clarity and ensure they are clearly communicated
- 5c** Review all current role descriptions and contracts for consistency and currency
- 5d** Establish a process for evaluating the effectiveness of The Board
- 5e** Ensure we maintain our focus on the future of The School



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