

Berkshire  
Waldorf  
High School

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Strategic Plan  
Vision  
Goals  
Initiatives

## Our Progress

Here are some of the items we have already accomplished since the Board of Trustees and Core Faculty proposed and adopted this plan:

- Moved from Great Barrington to Stockbridge into a larger, sunnier building that can accommodate our growing enrollment.
- Grew enrollment by a dozen students.
- Increased two part-time teachers to full-time.
- Added sections of foreign language and English.
- Doubled our elective offerings and strengthened them to be for-credit courses.
- Added a girls' basketball team.
- Hired a life science teacher.
- Hired a Business Manager and established an annual budgeting process.
- Hired an Admissions Director.
- Hired a web designer and updated our website.
- Established relationships with the Unicorn Theatre, Shakespeare & Co., the Stockbridge Library, the E.F. Schumacher Society, and the Berkshire County Rotary.
- Co-created the Stone Court Writer-in-Residence program.
- Applied for AWSNA membership, including submission of a three-year plan for growth and development.

We still have a lot to do, including especially increasing teacher salaries to competitive levels and offering benefits to employees, which we currently cannot afford to do. Your contributions of work, wisdom, and money, and your help in growing our enrollment by spreading the word about our great school will help us achieve these and other goals of this Strategic Plan. Thank you for your support!

## Our Planning Process

Our Board of Trustees, with the advice of the Core Faculty, constituted a Strategic Planning Group—Winslow Eliot, Alan Lombardi (chair), Lou Serpe, and Anna Stanton, with Faculty Chair Stephen Sagarin. The group used an approach to strategic planning called “values-based planning.” In planning, the group drew upon the knowledge and insights that faculty, board, parents, donors, and students offered about the School’s current existence and future aspirations. The Planning Group guided the planning process, presenting its findings along the way, writing and revising the plan you find here.

The School community gathered to consider and approve the School’s statement of Core Values, as identified by earlier forums of the School’s constituent groups. Also presented for community comment was the School’s Mission Statement. These statements have been adopted by the Board of Trustees and recognized by the Core Faculty. Together, these two groups govern our School.

With the guidance of the Planning Group, our community identified the School’s institutional strengths and weaknesses, as well as the opportunities and challenges that the school faces. These deliberations were enriched by the results of a survey of the School community. Research led the Planning Group to identify four Goals for our plan.

Creating the Strategic Plan has been and continues to be a collaborative process, and also an evolving one. Many initiatives are underway, and many are already completed. From this point on, the Strategic Plan group looks to our entire School community to help us with skill, knowledge, social or professional contacts, and financial resources to work toward the Berkshire Waldorf High School’s success. We invite you to join us in completing this plan to make our School the best school it can be.

TERESA O’BRIENT, BOARD CHAIR, DECEMBER 2014

## Our Mission

The Berkshire Waldorf High School provides an education for adolescents that seeks truth, develops imagination, nurtures growth, fosters responsibility, and honors inner freedom in an atmosphere of academic excellence, artistic fulfillment, openness, and mutual respect.

## Our Vision

### “Small School. Big World.”

- The School’s faculty consists of both recently educated and seasoned professionals who inspire students.
- The School offers a full academic program of science, math, English, foreign language, art, athletics, and expanded elective choices.
- The School is appropriately recognized and admired in its community.
- The School is fully enrolled at 14 students per class and has a waiting list.
- The School is financially independent and sustainable.
- The School’s facilities fully meet the needs of students and teachers.

## Our Core Values

### TRUTH

We understand the quest for truth as the foundation of all scholarship, learning, and inquiry. This principle inspires a spirit of independent thought, open mindedness, and academic challenge in our school.

### IMAGINATION

We see imagination as the conscious power that inspires creativity in the arts, discovery in science, and community in the affairs of men and women. Learning and teaching in our school are made alive through this human ability.

### GROWTH

We acknowledge individual human growth and development as lifelong processes. Our school honors, nurtures, and addresses human growth in each student, teacher, and member of our community.

### RESPONSIBILITY

We recognize responsibility as the requisite characteristic of social relationships. By fostering an atmosphere of compassion and respect for others and for nature, our school strives to be a force for good will within its walls, and in the community, our nation, and the world.

### FREEDOM

We honor inner freedom as a human condition toward which we aspire; one which, in the process of attainment, grants increasing self-reliance, individuality, and vitality to life. Our school serves inner freedom by promoting clarity of thought, authenticity of feeling, and intentionality of will.

# Our Goals

These Goals are organically interrelated, a unity. The first goal, however, is preeminent and is served by the remaining three.

## 1. TEACHING AND LEARNING

The Berkshire Waldorf High School's enthusiastic faculty of 3 to 4 full-time teachers, experienced part-time teachers, and expert visiting teachers offers a rich curriculum that stimulates the intellectual, artistic, scientific, musical, dramatic, athletic, and social potential of its students.

### 1A. TEACHERS

- Increase number of full-time faculty members.
- Hire knowledgeable, skillful, energetic teachers.
- Improve professional development, mentoring, and evaluation programs.

### 1B. PROGRAM

- Reduce number of combined classes and sections.
- Improve athletics program, aiming to field boys' and girls' teams for 3 seasons per year.
- Improve music program, including in instrumental music.
- Improve outdoor education program.
- Increase number and quality of electives.

### 1C. ACCREDITATION

- Seek joint accreditation through the New England Association of Schools and Colleges (NEASC) and the Association of Waldorf Schools of North America (AWSNA).

## 2. ENROLLMENT

The Berkshire Waldorf High School enrolls 14 students per class and a total of 56 students.

- Full enrollment, including waiting lists for each class, is determined by our "Small School. Big World." model, in which each class is mobile because it fits in one 14-passenger school bus.
- We maintain healthy relationships with area elementary schools.
- We value and sustain public relations through appropriate venues and media, including social media, our website, and local newspapers.
- A part-time Admissions Director oversees admissions and relevant public relations.

## 3. ADMINISTRATION, FINANCES, AND DEVELOPMENT

The Berkshire Waldorf High School is stable, well managed, and sustainable.

- We pay our teachers and staff competitively and provide benefits for full-time and 50% or greater part-time teachers and staff.
- We budget adequately for all programs.
- We maintain an active Alumni Association.

## 4. FACILITIES

The Berkshire Waldorf High School occupies facilities that can comfortably support full enrollment.

- We value proximity to a Main Street and to community resources.
- We will lease until we can afford to purchase a building.