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Create and Sustain a Diverse, Equitable, Inclusive, and Just School Community That Is Safe and Welcoming for All

*Giving Ashwood students an understanding and experience of the common humanity of all the world's peoples, transcending all stereotypes, prejudices, and divisive barriers of classification by gender, race, and nationality is essential to the well-being of each individual and to the school community as a whole.*



Our Goals

- Review all defining documents and policies and practices, to reflect Ashwood's commitment to diversity, equity, and inclusion (DEI).
- Support board / faculty / parent diversity dialogue
- Provide students with the skills to help them navigate an increasingly diverse world
- Review curriculum and expand DEI awareness in lesson materials
- Seek partnership with APC leadership to promote and provide DEI workshops for parents

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Enhance Ashwood Campus

*Ashwood is fortunate to be located in a scenic location and to have beautiful buildings. We need to continue to plan for regular assessment and maintenance of our facilities, considering space, energy usage, and safety. We must also continue to model respectful stewardship of our environment for our students.*

Our Goals

- Optimize outdoor and indoor use of space on campus
- Develop and complete Buildings and Grounds Plan

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Successfully Complete Accreditation Process

*Engaging in a dual-accreditation through NEASC and AWSNA confirms the value that Ashwood places on school quality and cohesion. It also serves to assess the systems in place for organizational self-reflection and commitment to ongoing growth and development.*

Our Goals

- Determine staffing and budget needed to complete 2022 accreditation
- Create accreditation committee composed of faculty and board leadership members

Five-Year Strategic Plan  
2019–2024

*Ashwood Waldorf School's Five-Year Strategic Plan marks the school's position at the beginning of the second hundred years of Waldorf education. This plan holds fast to the school's mission while providing a guiding vision for its future and a working plan for how to get there.*

*The faculty and board of trustees worked together to articulate, prioritize, and implement the goals in this plan. We recognize, invite, and depend upon the wisdom and support of parents to bring this plan into fruition. Each area of focus is segmented into goals. Each goal has associated initiatives and benchmarks for measuring progress, as well as persons responsible.*

*This plan reaffirms our commitment to a balanced and rigorous education that integrates academics with the arts, nature, and social values. We come together in partnership, and with a singular purpose, to bring the gift of Waldorf education to the children of midcoast Maine in the 21<sup>st</sup> century.*

*Jody Spanglet*

Eight Major Objectives

1. BUILD **ENROLLMENT** AND MAXIMIZE RETENTION
2. PROVIDE FOR ASHWOOD'S **FINANCIAL STABILITY**
3. EXPAND AND DEEPEN ASHWOOD'S **LEADERSHIP ROLE** IN THE MIDCOAST AND GREATER WALDORF COMMUNITIES
4. OPTIMIZE GRADE SCHOOL **PROGRAMMING** AND INCREASE THE VIABILITY OF ASHWOOD'S EARLY CHILDHOOD PROGRAM
5. SPEARHEAD **LEADERSHIP AND PERSONNEL** INITIATIVES
6. CREATE AND SUSTAIN A **DIVERSE, INCLUSIVE, EQUITABLE, AND JUST SCHOOL COMMUNITY** THAT IS SAFE AND WELCOMING FOR ALL
7. ENHANCE ASHWOOD **CAMPUS**
8. SUCCESSFULLY COMPLETE **ACCREDITATION** PROCESS

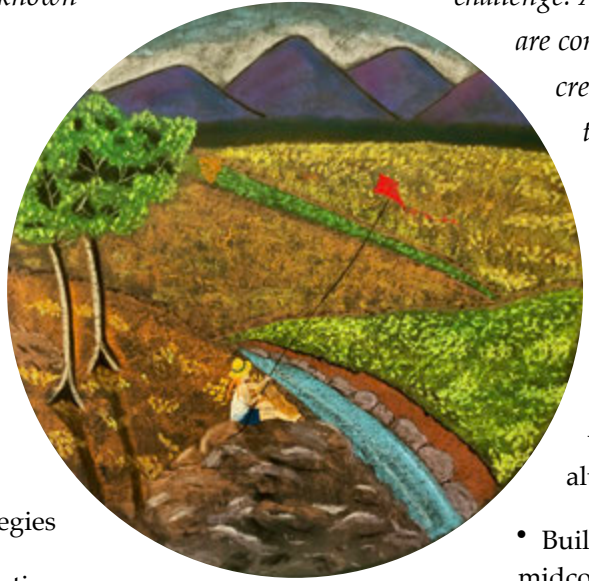
1

Build Enrollment and Maximize Retention

Midcoast Maine is a rural community with demographics that impact enrollment. In response, Ashwood's faculty has created a multi-age classroom program that ensures socially viable classes and delivers a developmentally based curriculum. We must continue to build enrollment and become known leaders in our community for meeting the needs of students and families in today's changing world.

Our Goals

- Increase enrollment in multi-grade classes and in early childhood for the next five years
- Evaluate, build, and implement marketing strategies
- Target/broaden communications
- Refine systems for organizing and managing school data



2

Provide for Ashwood's Financial Stability

Ashwood Waldorf School recognizes that fiscally responsible budgeting is essential to secure the present and sustain the school for future generations. Balancing the human-centered program that our highly trained and experienced faculty provides, with limited resources, is our challenge. As we meet this challenge we are committed to continued creativity and accountability in this realm.

Our Goals

- Increase faculty salaries and improve benefits package
- Grow culture of giving within parent/grandparent/alumni groups
- Build funding potential in greater midcoast community

3

Expand and Deepen Ashwood's Leadership Role in the Midcoast and Greater Waldorf Communities

Both locally and within the Waldorf movement, Ashwood has begun to build strong partnerships and affiliations with other schools and businesses. Community service is woven into the school calendar, and we seek to connect more fully with alumni, grandparents, other local non-profits, and with our sister Waldorf schools throughout the continent.

Our Goals

- Expand community-wide initiatives
- Build business and school partnerships
- Develop culture of connections and giving within parent and alumni groups
- Participate in AWSNA initiatives

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Optimize Grade School Programming and Increase Viability of Ashwood's Early Childhood Program

Our observations confirm the national research that social discord, anxiety, and depression are major problems for children today. Our faculty sees students who struggle with these issues, and we will strive to create the social-emotional support that they need. At the same time, we must provide programming for our youngest students that supports the needs of today's families.

Our Goals

- Assess programmatic options to complement grade level curricula that include social-emotional curriculum
- Further refine the multi-age curriculum by combined grades
- Create Early Childhood Task Force



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Spearhead Leadership and Personnel Initiatives

Expressing Ashwood's mission in a way that inspires individuals to share their expertise and dedicate their time to serving on our board will strengthen our leadership and provide invaluable human resources to help fulfill Ashwood's goals. Providing ongoing professional development for our faculty ensures that we are well-prepared to meet the needs of our students and families.

Our Goals

- Continue to attract qualified board members
- Explore future board leadership possibilities
- Assess and update school by-laws
- Increase professional development opportunities

Mission Statement

Ashwood Waldorf School is an early childhood through eighth-grade learning community based on the insights of Rudolf Steiner and imbued with a deep reverence for the spiritual nature of the human being.

We provide a balanced and rigorous education, integrating academics with the arts, nature, and social values. In an atmosphere that encourages respect for oneself, others, and the environment, we build a foundation for lifelong learning and adaptability, fostering inner strength and preparing children to thrive in the changing world.

We are a school that values responsible decision-making, diversity, meaningful relationships with our community, and the stewardship of the environment. Our work is supported by a dedicated parent body. Surrounded by the natural beauty of mid-coast Maine, Ashwood students learn and play, both inside the classroom and out-of-doors, growing each year in their appreciation for seasonal rhythms and the world around them.