



Nairobi Waldorf School 2014-2018 Strategic Plan

1. Background and Executive summary

The Nairobi Waldorf School was founded in 1992 and is in its 21st year as we finalize this strategic plan. What our school has to offer through Waldorf education is as relevant as ever, with the increasing demand of modern life and its related social, political and economic issues, all of which require creative solutions. Educating the whole human being is becoming an economic, social and political necessity and is no longer simply an alternative lifestyle chosen by parents for their children and for themselves. Re-thinking education has become a must that should be a joint effort of schools, parents, ministries of education, psychologists, educational scientists, and children themselves.

Our school has established a nurturing and growing community, which shares the simple vision of raising our children holistically in true consciousness and love, with the goal of enabling them to contribute towards establishing a more peaceful and sustainable Kenya and Global community. While economic growth is a key development factor for the continent and thus for Kenya, it is essential to advocate for a more equitable, inclusive and participatory socioeconomic model of our societies and to go beyond money as the primary indicator of success. Waldorf education hence becomes a unique and alternative approach to positively change and create new values for our societies. As well as economic success we add the values of community, happiness, peace, creativity, inclusiveness and equality. We contribute to such change by nurturing the three forces at work in our students and in

human nature: Thinking, Feeling and Willing. Focusing on the first force only is leaving out a whole part of who we are, and doesn't acknowledge the multiple intelligences that live in each and every one of us.

We are among Africa's oldest Waldorf schools and with the support and commitment of our highly qualified Teachers, the generosity and guidance of our Mentors, the faith of our Parents, and strength and commitment of present and former Board of Trustees we have grown steadily in spite of numerous challenges. We are offering Kenya a unique opportunity to nurture capable, competent and happy human beings. As we write this plan, our school is proud to welcome 216 children on 2 sites: Kileleshwa and Karen. This first strategic plan incarnates our profound desire to consolidate and make the most of our current work while offering more to existing and future students, parents and the whole community. Our ambition for the next 5 years is to welcome approximately 500 students in 2018, from kindergarten to secondary school. Two fundamental needs have been identified and it is worth elaborating on these a bit below:

1. Land Ownership and Rental – Currently the two school properties are leased and the leases expire at the end of 2015 (Karen) and 2017 (Kileleshwa – additional 5-year extension option until 2022). Rental has risen sharply and well ahead of inflation in Nairobi and this trend is set to continue. Waldorf schools will have to invest in their own land in order to maintain their fee structure and affordability.
2. Continuity of Educational Curriculum – Waldorf schools will have to have a Secondary school in Nairobi if it is hoped to maintain or grow student numbers. Setting up a Secondary school will be reliant upon land ownership as per the above.

This document is the outcome of 8 months of work, reflecting the input of over 60 people including all our staff members, and is representative of all our stakeholders. It is a comprehensive and ambitious plan designed to serve our vision for the next five years. It is a living document that will be monitored and reviewed annually.

What follows is a comprehensive plan with five pillars: **i) educating the whole child; ii) an eco-friendly learning environment; iii) raising awareness on Waldorf education in Kenya; iv) developing people and the school; and v) funding this strategic plan.** Our work in each of these areas is interdependent and all pillars actively contribute towards our vision and mission

2. Strategic plan process overview

The strategic planning process was highly participatory and transparent, involving all Nairobi Waldorf School staff, parents' representatives, and Board members. A Strategic Plan Board Committee was set up, made up of cross-sections of the Faculty, the

Administration, Parents and Board members, leading the process and coordinating a forward oriented reflection. The strategic planning process included an analysis of the external environment and an assessment of our school's organisational strengths and weaknesses. This was the basis for joint reflection on our vision/mission as well as forward strategic directions in organisation wide strategic planning meetings (3 full-day meetings involving participants of both schools in April, May, June 2013). A comprehensive Internal and External Communication Study that was undertaken in 2012 also provided valuable input to the development of the plan. 5 parents (volunteering and highly qualified in the areas of strategic planning, financial analysis, marketing/communication, data analysis, knowledge of the Kenyan education sector) and all staff members representative of both schools (kindergarten and primary) were invited to actively participate. An average participation of 45 was seen all through the process, which helped gathering consensus around the future of our school and a sense of ownership of the process never seen before. A consultative draft strategy was circulated for comments in August 2013. The final strategy was approved by the Board in September 2013.

4. Vision, Mission, Values

Vision: Independent and talented human beings with a lifelong passion for learning and a strong sense of community.

Mission: To become an inspirational school in Kenya by nurturing, through Waldorf education, well-rounded individuals who are capable of critical, creative and flexible thinking.

Values:

We build **Wholeness and Self-reliance** by allowing children to be children

We value **Imagination and Inventiveness** in our students

We believe in integrating **Artistic** activity with academic instruction at all ages

We believe that education must address the whole human being – head, heart and hands – in a **Balanced** way

We nurture **Empathy** in all human relationships

We foster **Respect** for humans and for the natural world

We cultivate an appreciation of **Diversity**

We encourage **Connectedness** to the world beyond the classroom

5. Goals and strategies

Goal 1. To provide inspirational and inclusive teaching through an intellectually, artistically, emotionally, and physically stimulating curriculum in Kenya

Strategy 1.1 Facilities and resources in the kindergartens and primary school are developed to deliver a rich curriculum

Strategy 1.2 A full-capacity Waldorf secondary school is established and successfully running and the school offers at least two classes for each grade

Strategy 1.3 Waldorf specific and ongoing professional developments are available for all teachers and staff

Strategy 1.4 Consistency and continuity of class teachers implemented

Goal 2. To offer a safe, aesthetically pleasing and environmentally aware space, which inspires learning and a sense of community in the school

Strategy 2.1 Our school owns the land where it is established and ensures long-term security of tenure

Strategy 2.2 Full-capacity buildings, classrooms, grounds and facilities are available and beautified applying Waldorf aesthetics

Strategy 2.3 The food served to children is organic, tasty, healthy and culturally acceptable in Kenya

Strategy 2.4 Sustainable and eco-friendly practices are developed and put in place

Strategy 2.5 High quality and safe school transport

Goal 3. To raise the profile of Waldorf School in Kenya as a centre of academic and human greatness

Strategy 3.1 A communication and marketing strategy is developed and successfully implemented

Strategy 3.2 The Government of Kenya acknowledges Waldorf education's value and is inspired by some aspects of the Steiner's philosophy in its own curriculum. Our school is accredited in Kenya.

Strategy 3.3 A media campaign is developed and supported by opinion makers and personalities

Strategy 3.4 Our school online presence is optimized and creates visibility at local (Nairobi), national and regional level

Strategy 3.5 Waldorf parents support us in raising the school profile in Kenya and beyond

Strategy 3.6 Strategic partnerships with others schools increase visibility and create relevant curriculum linkages

Goal 4. To facilitate organisational systems, inter-personal and inter-group relations which thrive on achievements, learning and innovation while administering appropriate levels of internal and external accountability

Strategy 4.1 The parents' handbook is well disseminated and communication policies are in use

Strategy 4.2 A well-functioning class communication system is established

Strategy 4.4 Parents' representatives are empowered to effectively perform their voluntary tasks

Strategy 4.4 Graduating students are acknowledged and celebrated, and regular communication with Alumni is maintained

Strategy 4.5 The Board regularly communicates to all stakeholders on progress made on the strategic plan implementation

Goal 5. To provide long-term financial sustainability to enable the school to fully implement the strategic plan

Strategy 5.1 A fundraising strategy is developed and successfully implemented for a fully funded strategic plan

Strategy 5.2 Income generating activities and events reduce the school dependency on school fees

Strategy 5.3 A reserve fund is created, promoted and gradually increased

Strategy 5.4 Staff capacity is enhanced and a pool of highly trained Waldorf teachers is available

Strategy 5.5 Administrative and ICT systems are reviewed and optimized to ensure efficiency, effectiveness and institutional memory

7. Implementation and timeline

The Board is responsible for the successful implementation of the plan but it is crucial that all stakeholders of the school commit to supporting the strategic plan and actively contribute to its success.

In line with the contents of this plan, the need for a **Development Coordinator** (full-time position) has been identified. The implementation of the plan will require focus that is concurrent with, but not necessarily the same as the day-to-day activities of the schools. Implementation will need to be planned and approved and then carried out in a manner that facilitates monitoring and participation by all parties. Coordination at all levels of the planning and of the implementation will be necessary on an ongoing basis. The Development Coordinator will report to the Board.

Monitoring and evaluation will be undertaken against key performance indicators defined in the Implementation Plan.

A Strategic Plan is only worth the action that results from the words that it contains. It is hoped that these few words result in actions that lead to the realization of our common desire for a strong and healthy Waldorf community.