

Growing into the Future

**Windrush School Strategic Plan
2009-2014**

WINDRUSH SCHOOL MISSION STATEMENT

Windrush School serves students and families by providing an excellent education grounded in Progressive Principles. The Windrush School K-8 program provides outstanding academics while cultivating identity through an emphasis on social, emotional and physical health. A Windrush School education enables students to meet the future with confidence, competence, resilience and grace.



CONTENTS


Introduction

Foundations of Windrush School

- Core Values
- Progressive Education/Principles
- Educational Program

Growing into the Future

Overview of Windrush School Strategic Objectives 2009-2014

- Program for Windrush Students
 - School Community and Character
 - Resources: Finance, Development and Institutional Accessibility
 - Staff, Faculty and Administration
 - Facilities
- 

INTRODUCTION

Windrush School prepares students to be citizens and leaders in our multifaceted democratic society. Founded in 1976, Windrush School has always been a community of intellectually inspired, hard-working, innovative and passionate individuals. Today, we serve as a model for the future of Progressive Education, equipping students to participate in all aspects of life with mastery and confidence.

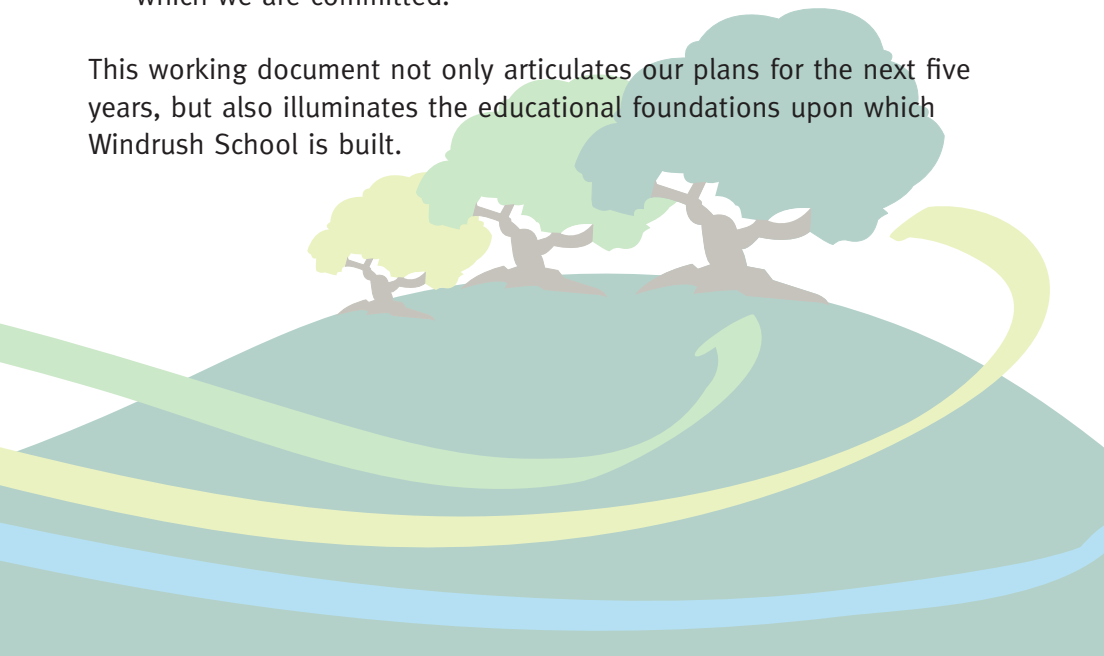
Planning Process

This Strategic Plan was developed during the 2008-09 school year with the benefit of the voices and perspectives of hundreds of students, colleagues, families, trustees and community supporters. They contributed ideas through large and small group discussions, a parent survey, writing exercises, other structured data gathering, and formal leadership conversations. We believe that through this collaborative effort, a shared vision has been articulated for the future of Windrush School.

Our planning experience was guided by the ideas that:

- Students are at the core of all of our thinking and planning
- Our history and whom we serve are central to our efforts
- Progressive Education is the formal educational philosophy to which we are committed.

This working document not only articulates our plans for the next five years, but also illuminates the educational foundations upon which Windrush School is built.



FOUNDATIONS OF WINDRUSH SCHOOL

Windrush School Core Values

EXCELLENCE

We will always stretch beyond our immediate reach, aspiring toward our best selves. Academic, personal, and civic excellence are goals and expectations.

AUTHENTICITY

We will connect to and make meaning from a strong sense of identity, values and passions. We will act in ways that honor our ideals and those of others.

INSPIRATION

We will learn, lead and teach with enthusiasm for inquiry and joy in discovery.

COMMUNITY ENGAGEMENT

We will be thoughtfully connected to one another as scholars, families and educators. We will be meaningfully engaged with the wider community as leaders and citizens.

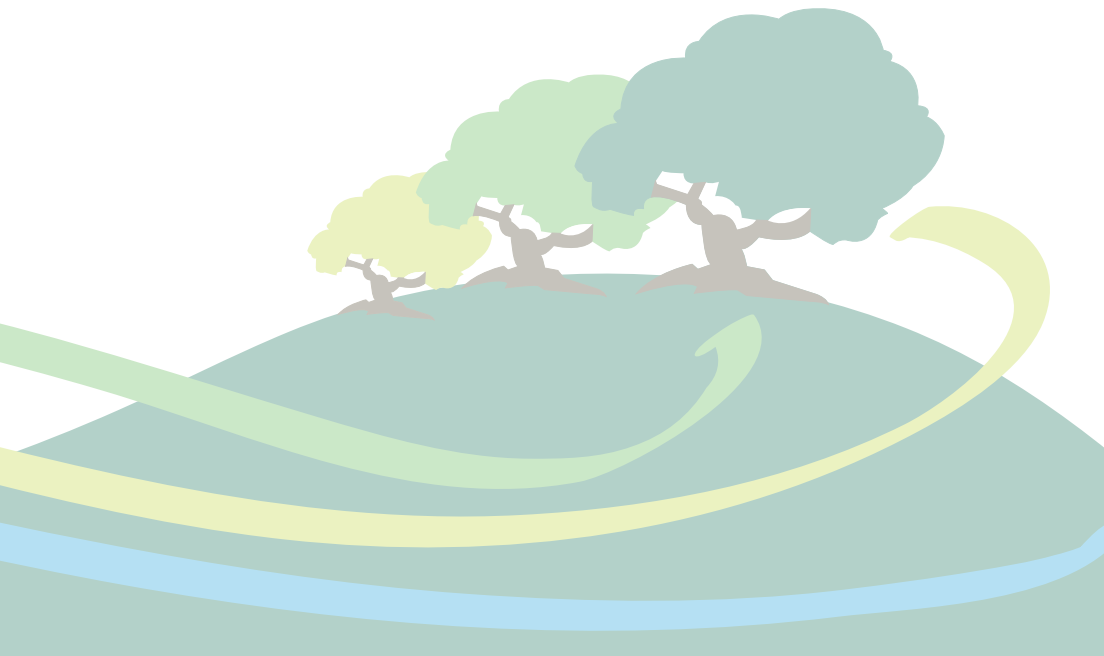
SUSTAINABILITY

We will be constantly mindful of our responsibility as stewards of the planet and its people. We will make decisions which take into account the short and long term consequences of our actions.



Progressive Education At Windrush School

Our Core Values are inextricably linked to our enduring commitment to Progressive Education. This philosophy affirms that schools play a critical role in promoting the ideals of a democratic society and a common good. A Windrush School education provides a rich foundation for coming generations of citizens to embrace the dynamic, complex world in which they live. Progressive Education by its very nature strives to ensure that every voice is heard and respected. At Windrush, each student is given the skills to live in accordance with principles of equality, to embody deep respect for one another's similarities and distinctions, and to participate in the democratic process. Our students and educators engage passionately in teaching and learning that is informed by the following Progressive Principles.



Progressive Principles at Windrush School

1) The best way to prepare young people for the intellectual demands of real-world problem-solving is through a challenging program that requires them to navigate uncertainty, grapple with complex ideas, develop intellectual resilience, experience meaningful application, and discover myriad solutions. To this end:

- Subject-matter standards are high to challenge students to reach for excellence. They also strategically position students to succeed in competitive academic environments.*
- Curricula is integrated and connected so that learning experiences mirror how people work together in real-life contexts.*
- Complete understanding of student achievement and success comes only through diverse and rigorous evaluation. Assessment is based on projects, productions, portfolios, scores and grades, as well as universal, standardized assessment methods and measures.*
- The entire school experience reflects the understanding that students learn best in settings that ask them to think both independently and through shared experience.*
- Subject matter is durable over time in recognition that the content learned now will be applied in ever-changing future contexts.*

2) Students and teachers acquire and apply knowledge in a variety of ways. Developing and honing multiple capabilities not only enhances and deepens the teaching and learning experience, but provides an advantage over peers who have been taught in single-faceted educational environments. Collaboration and cooperation are central in teaching and learning. A full educational program must include the development of social and emotional skills.

3) Students, families and educators come from a range of cultural backgrounds and life experiences. Teaching and learning must take place within a context that not only recognizes and affirms diversity, but

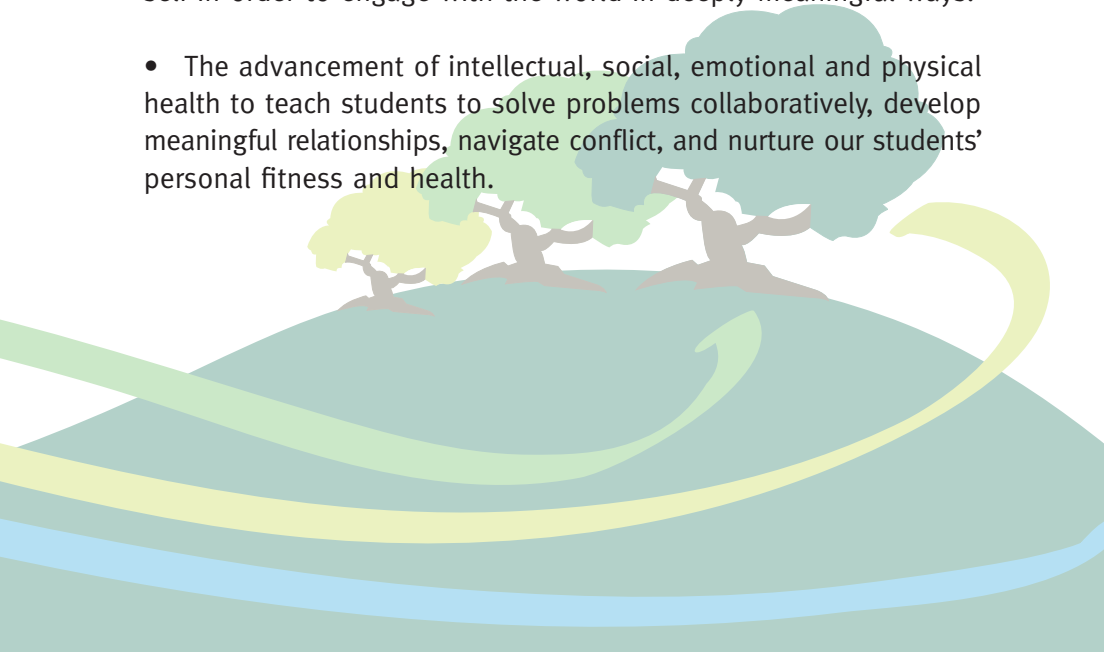
engages in complex conversations and actions that are connected to the democratic principles of social justice, fairness and equality. An emphasis on dialogue, partnership and compassion serves as a means of preparing students to live ethically.

4) Democracy at its best requires its citizens to take meaningful action and make positive contributions through socially-responsible civic engagement. Core educational programs must embrace community mindfulness and service learning to prepare students to be effective community contributors.

Educational Program

The Windrush School educational program is built upon the foundation of:

- Outstanding, challenging academics that enable students to understand and engage in interdisciplinary problem solving, to apply knowledge in complex and innovative ways, and to enter the most competitive high school programs.
- The development of identity, personal values and an authentic self in order to engage with the world in deeply meaningful ways.
- The advancement of intellectual, social, emotional and physical health to teach students to solve problems collaboratively, develop meaningful relationships, navigate conflict, and nurture our students' personal fitness and health.



GROWING INTO THE FUTURE

Windrush School Strategic Objectives 2009-2014

Overview

The following strategic objectives define a roadmap for the future that builds upon Windrush School's rich past and commitment to Progressive Education, and sets the direction for growth in our school, educators, students and families. Windrush School seeks to accomplish these visionary objectives during the next five years. On an annual basis, this Strategic Plan will be reviewed and recalibrated, and our accomplishments will be celebrated.

Program for Windrush Students

Windrush School provides students with an experience that ensures their ability to thrive in whatever future awaits them. Windrush graduates enter the most competitive high schools equipped with mastery of content knowledge, a sense of personal identity and passions, and a commitment to community engagement.

2009 – 2014 Objectives

Further integrate technology and technical arts into all aspects of our academic program.

Expand music education and literacy as core components of our Performing Arts program, encouraging creative connections between music and math, science and language arts.

Broaden our social, emotional and physical health programs to include increased emphasis on character education, diversity and social justice.

Introduce Mandarin Chinese language and Chinese cultural literacy into our academic program.

Extend the scope and curriculum of the academic program to be in full alignment with the direction set in this Strategic Plan.

School Community and Character

Windrush School is and always will be a diverse group of scholars, educators, and families. We build connections wherever possible, remaining committed to all members of our community and striving to be a resource for them at all ages and stages of life.

2009-2014 Objectives

Integrate consideration of equity, justice, power and privilege into our character development and cultural identity programs.

Transform our current community service program into a fully developed service-learning program.

Provide a welcoming home for all members of the Windrush community, past, present and future, by serving as a source of core values, meaningful experiences and relationships.

Resources: Finance, Development and Institutional Accessibility

Windrush School was founded to provide an exceptional school program for families from a diverse range of socio-economic backgrounds and experiences. Informed by our Core Values and a deep commitment to whom we serve, Windrush School manages its fiscal operations to assure long-term financial and community sustainability. By broadening the school's financial capacity, we will continue our commitment to provide the finest educational experience possible to a broad range of students and their families.

2009-2014 Objectives

Develop and implement a long-term financial plan for the school that addresses current and projected enrollment trends and demands, emphasizes strong revenue growth through giving and tuition income, and builds long-term reserve and endowment funds equal to a minimum of one year's operating expense.

Increase meaningful participation in Annual Giving and all major campaigns by enhancing the community understanding of and commitment to philanthropy.

Poise the community to launch a campaign for institutional access by developing an endowment strategic plan.

Staff, Faculty and Administration

Windrush School has a tremendous faculty—one that stands at the forefront of 21st Century Progressive Education. Windrush offers a professional and compensatory experience that attracts, nurtures and retains its exceptional Staff, Faculty and Administration, who are the foundation of our success.

2009-2014 Objectives

Deepen the faculty evaluation experience to promote and celebrate professional excellence and provide multiple avenues for growth in both existing and new areas of expertise.

Expand intentional efforts to encourage, recruit, nurture and retain Faculty, Staff and Administrators who bring a broad range of passions, backgrounds and life experiences.

Contribute to local and national academic organizations by encouraging Windrush School's educators to serve as resources, sharing their expertise and leadership.

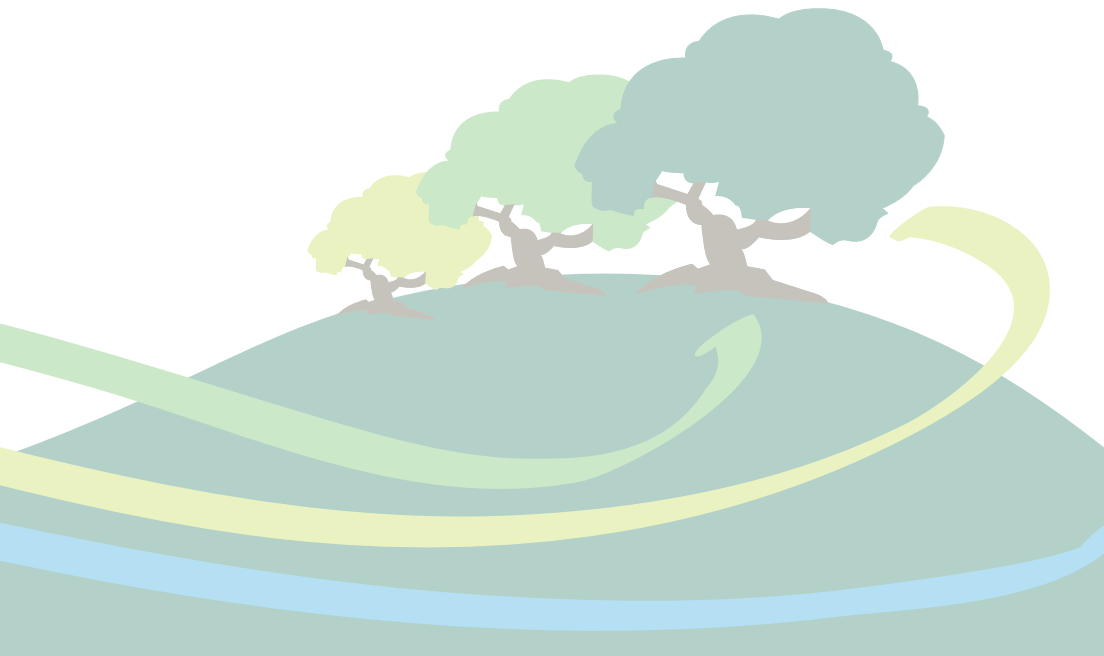
Facilities

With the completion of the environmentally sensitive K-8 Library and Middle School addition, Windrush School is poised to apply sustainable design principles to the campus' historic Main Building and exceptional 4-acre campus.

2009-2014 Objectives

Continue to improve and renovate the existing campus structures by using sustainable design principles.

Enhance the campus landscape and play spaces in ways that integrate the native ecosystem and natural design elements.



*Special thanks to the Windrush School Board of Trustees
and the Strategic Planning Task Force*



1800 Elm Street
El Cerrito, CA 94530
(510) 970-7580
www.windrush.org/strategicplan