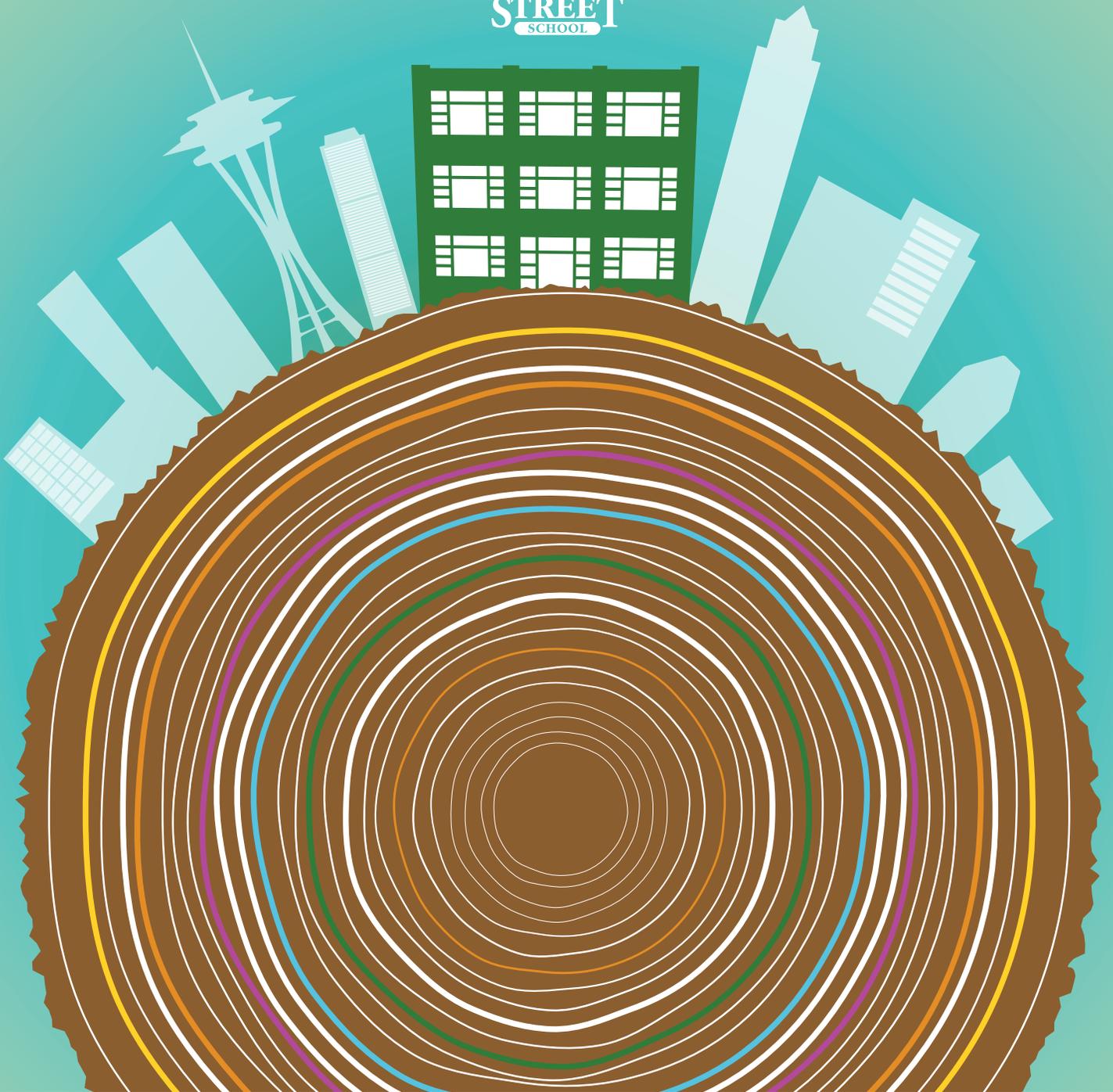


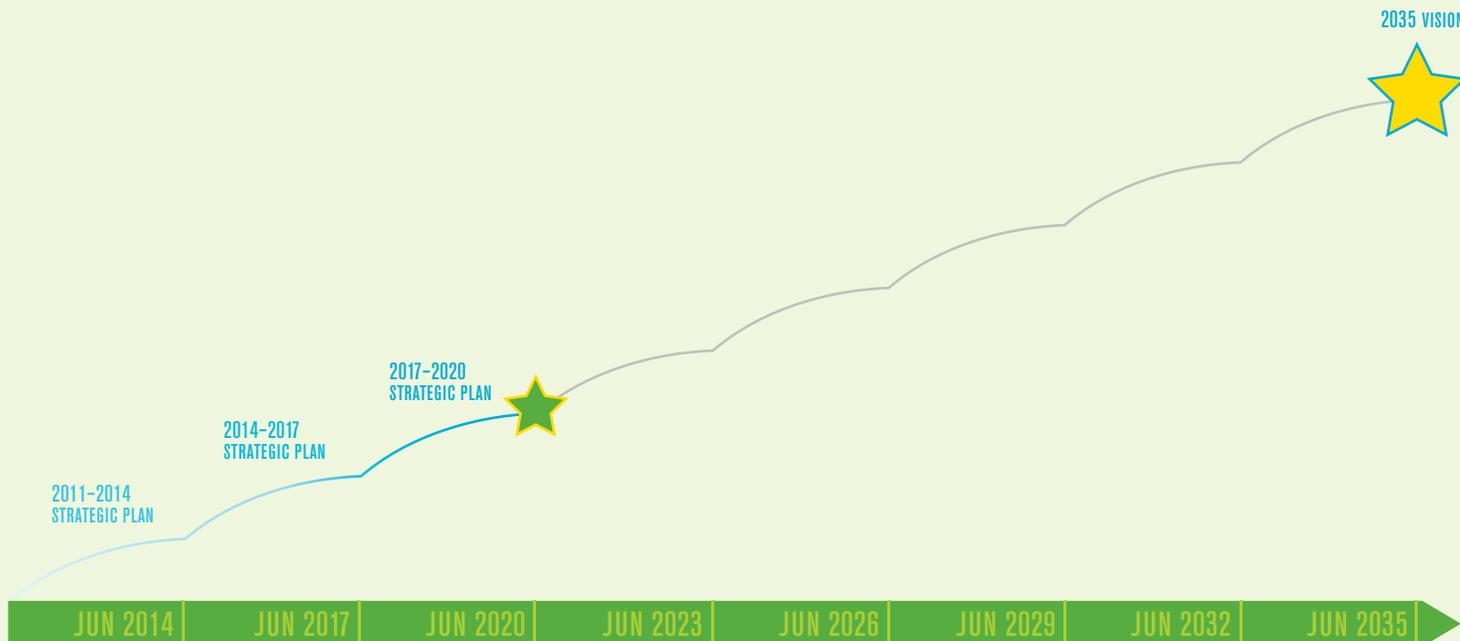
SPRUCE STREET SCHOOL 2017–2020 STRATEGIC PLAN





2035 VISION

By 2035, Spruce Street School will be the highest quality, most financially accessible K-5 independent school of its kind in the Seattle area – able to admit children who would thrive in our educational program and community, regardless of their families' ability to pay. In addition, we will continue to be distinguished for our unique program and excellent teachers.



2011-2014
 North Star Fund
 Financial Sustainability
 Teacher Excellence

2014-2017 PLAN
 Seeding our Future
 NWAIS Re-Accreditation
 Urban Identity

2017-2020 PLAN
 Seeding our Future
 Diversity
 Urban Identity

2017-2020 STRATEGIC PLAN BACKGROUND

Over the past year, the Strategic Planning Committee has engaged with the Board of Trustees, school leadership, teachers and staff, and parents and families to:

- Learn from prior strategic plans, recent successful NWAIS re-accreditation, and the school's ongoing work
- Understand the school and community's strengths and challenges
- Identify opportunities to continue to live the school's Mission and Core Values and achieve the 2035 Vision

Over the last 10 years, Spruce Street School has laid the groundwork for its current success and stability. The 2017-2020 strategic plan presents opportunities to build on that success and achieve the school and Board's long-term vision.

STRATEGIC PLAN INITIATIVES



**SEEDING
OUR FUTURE**



DIVERSITY



**URBAN
IDENTITY**

RATIONALE

The school is committed to supporting a socio-economically diverse community through financial aid, and cultivating affordability and accessibility is critical to achieve the 2035 Vision. In 2016 the school launched the *Seeding our Future Campaign* to raise \$1.5M for financial aid. Currently the school provides 30% of families with financial aid. The campaign will enable the school to provide 35% of families with aid, almost twice the national average, and provide an additional 100 aid packages over the next 20 years.

Diversity is integral to the school's Mission and is one of the Core Values. The *Seeding our Future Campaign* advances socio-economic diversity, and the school has, and is, doing work to support all types of diversity. Yet we see an opportunity to do better. Spruce Street School wants to be a leader among independent schools in fostering diversity and a sense of belonging. To do that, the school needs to deepen both its understanding of diversity and issues of equity and its understanding of how those connect to the broader community.

The school's urban location is a key differentiator among elementary and independent schools in the Seattle area. The school's urban identity is also a critical element of its educational program and community. We have and will continue to work to secure long-term financial and location stability for the school. We can also further enhance the school's urban identity and provide professional development opportunities through a concerted program effort to expand the community as a classroom.

2017-2020 GOALS

- Raise \$1.5M for financial aid
- Deploy additional financial aid and support mechanisms for incoming families
- Support ongoing work of leadership, teachers, and staff in outreach, recruitment and nurturing of mission-appropriate families
- Be a leader among independent schools for work in diversity
- Increase the community's capacity to achieve and live the diversity Core Value
- Increase the board and staff understanding of, and experience with, diversity
- Enhance the school's identity through efforts to further make its urban location and community a classroom
- Enable professional development for the teachers and staff
- Continue the work to secure the school's urban home

ACTIVITIES

- Meet with 100% of current families and community and with select members of alumni and extended community
- Advise and support leadership and staff in outreach and recruitment activities
- Advise and support leadership and staff in activities to welcome, nurture, and support ALL families in community
- Update financial aid policy
- Support ongoing work of teachers, staff, and community to better serve all students and families and foster a shared sense of belonging
- Engage the board and staff in facilitated work on diversity
- Identify opportunities to further cultivate the community's capacities to be skilled, active participants in a diverse society
- Support teachers and staff in their efforts to: engage with and learn from other like-minded urban schools nationally, and enhance the urban identity and community as a classroom
- Continue to fund the building reserve and seek opportunities to secure the school's home at 914 Virginia Street
- Continue to build positive, active relationships with neighbors and to monitor urban development

MISSION

Spruce Street School is a nurturing educational community that instills in a broad range of children the social, emotional, and intellectual skills for lifelong participation in a diverse society.

COMMUNITY

Children derive great benefit from being part of a strong, safe, nurturing school community. Our students feel known, valued and respected. We also believe that it is important for students to feel connected and able to contribute to the larger community around us. Towards this end, we provide opportunities for students to participate in a variety of service learning projects.

DIVERSITY

Spruce Street School is a diverse environment of students, families, and staff. Every day, we strive to intentionally create a culture that fosters strong character, positive self-image, and a life-long excitement for learning. We honor and value each and every student: who an individual student is, where that student is from, and what that student brings to both the classroom and the community. We model and teach respect for all types of diversity, including cultural, ethnic, racial, economic, family structure, sexual orientation, gender identity, learning differences, beliefs, and abilities.

SOCIAL/EMOTIONAL DEVELOPMENT

A child's social and emotional development is as important as their academic progress. Our community actively promotes the development of positive, respectful relationships among students and staff. We teach children (through curriculum and modeling) to recognize and respect their own feelings and the feelings of others. We emphasize collaboration in work and play. We teach and make use of conflict resolution skills in daily school life.

DIFFERENTIATED INTEGRATED INSTRUCTION

All children have strengths, challenges, and different ways of learning. Our teachers recognize and honor these differences, creating an integrated curriculum and a rich educational experience that is meaningful for each individual student. A true understanding of each child and high expectations help ensure that every child is able to realize his/her own potential.

CORE VALUES

PREPARED BY THE 2016-17 STRATEGIC PLANNING COMMITTEE

Briel Schmitz
Head of School

Brian Leslie
Board of Trustees

Sharron Starling
Board of Trustees

Barbara Frailey
Parent

APPROVED BY THE 2016-17 BOARD OF TRUSTEES

Geoff Harris
Chair

Elham Kazemi
Vice-Chair

Jason Mallon
Treasurer

Matthew Reid-Schwartz
Secretary

Allen Murray
Alexa Carver

Bonnie Cheung
Brian Leslie

Emily Henry
Ex-Officio Parent Assoc Rep

Lauri Conner
Lisa Haselby

Meagan Darling
Ned Jursek

Sharron Starling

Briel Schmitz
Head of School

Guy Fineout
Assistant Head of School

Megan Schmidt
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