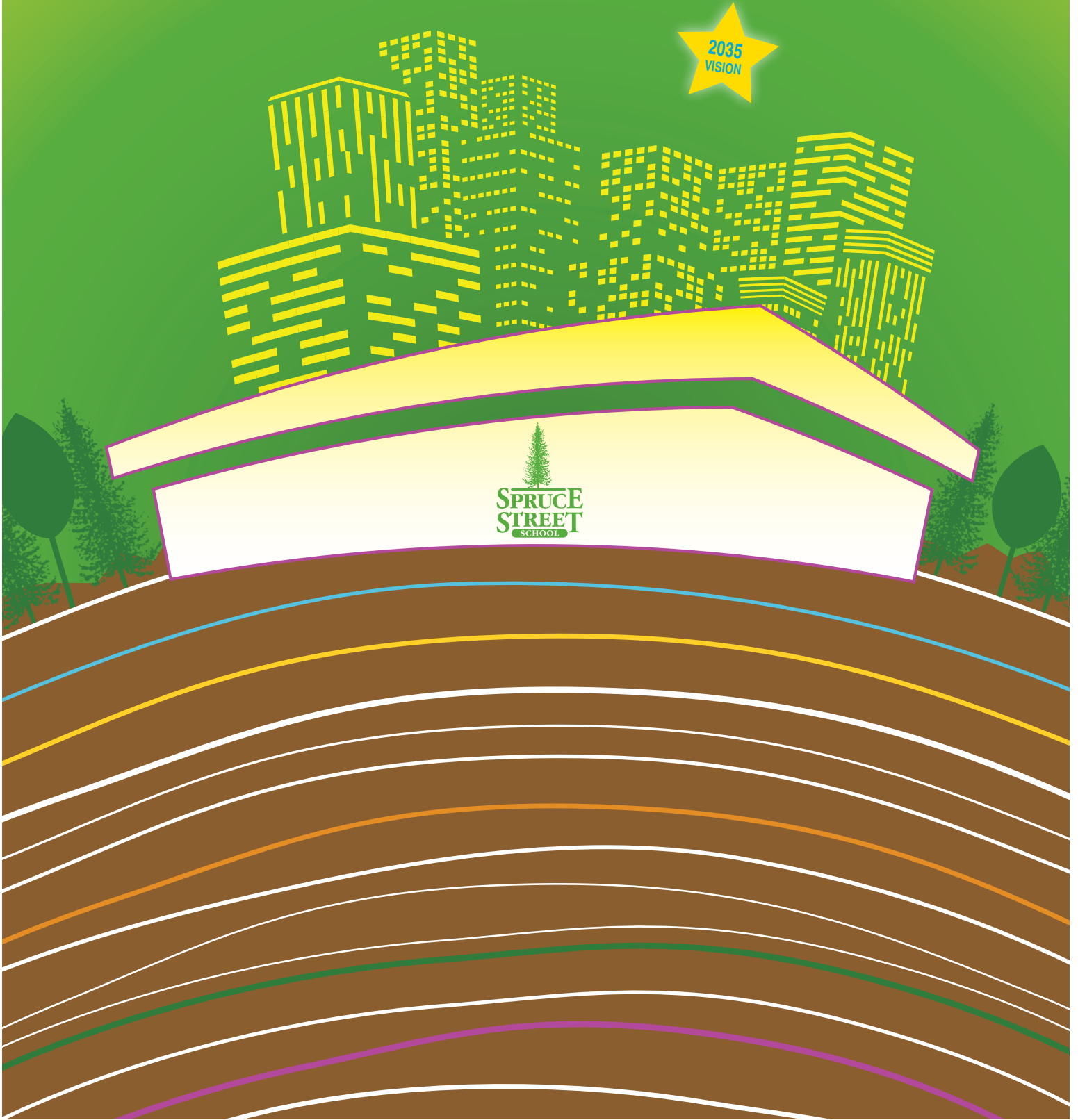


SPRUCE STREET SCHOOL 2024-2027 STRATEGIC PLAN

2035
VISION



MISSION

We are 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.

CORE VALUES

COMMUNITY

Connections and relationships are at the heart of Spruce Street School. Our community is vibrant, inclusive, and connected. We are an intentionally small school: every student, family member and staff member is known, everyone belongs, and everyone matters.

EQUITY & INCLUSION

Spruce Street School is a diverse community of students, families, and staff. At the core of this community are radical respect and deep care for every member. We work thoughtfully and intentionally to create a culture that fosters positive self-image, understanding of other perspectives, and a sense of belonging for all. We model and teach respect for each individual: who they are, where they are from, and what they bring to both the classroom and the community.

CONTINUOUS GROWTH

Each member of the Spruce Street School community supports a culture of continuous growth and collaboration. We celebrate strengths, acknowledge challenges, take risks, work toward goals, learn from setbacks, lead, follow, and find ways to grow, both individually and as a community. Students leave Spruce Street School confident in who they are, and able to advocate for themselves and others.

JOY

Learning and playing go hand in hand. In everything we do we strive to foster curiosity and wonder, find ways to celebrate discoveries, and make learning fun!

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.



2024-2027 STRATEGIC PLAN BACKGROUND

Spruce Street School developed its 2024-2027 strategic plan during the School's NWAIS re-accreditation process. Using a long-term lens with the Board of Trustees, school leadership, teachers and staff, current students and families, and the alumni community, the School conducted the following activities:

- Engaged in the NWAIS self-study process to reflect on the School's evolution since the previous accreditation in 2016. Aligned the strategic plan with self-study findings.
- Identified opportunities to practice the School's mission and core values as board members, school leaders, and community members.

- Reviewed Seattle-area demographic and national independent school trend data to contextualize our goals. We will continue to monitor and incorporate the impact of decreasing independent school enrollment and Seattle public school closures into our planning.
- Began the process of working backwards to deliver the School's 2035 vision through culture, practice, and financial and operational governance.

The 2024-2027 strategic plan provides the foundation for Spruce Street School's transition to its 1300 Madison Forever Home and continued progress towards its long-term vision.

STRATEGIC PLAN INITIATIVES

EQUITY & INCLUSION INITIATIVE

RATIONALE

Diversity, Equity, and Inclusion (DEI) are central to Spruce Street School's mission and core values. They are also key components of the School's support of differentiated and integrated learning, multi-age classes, social and emotional development, and its thriving community. Building a diverse community of individuals, each of whom feels that they belong and have a role to play in enacting Spruce Street School's mission and upholding its values, requires ongoing and intentional effort.

GOAL 1: Further integrate the Equity and Inclusion value into the life of the School while fostering a diverse community.

- **ACTION:** Continue to identify areas of needed support for teachers and staff in serving all students and families and fostering connection.
- **ACTION:** Implement ongoing evaluation of policies and practices to meet and further advance the School's Equity and Inclusion value and goals.
- **ACTION:** Reflect and reinforce the School's Equity and Inclusion value in its curriculum and program; family, staff and board meetings; and school-related events.

GOAL 2: Increase the representation of historically underrepresented groups in the student and family community, the staff, and the board.

- **ACTION:** Investigate and design outreach programs to underserved and underrepresented communities to increase awareness of the School as well as its financial accessibility and the application process.
- **ACTION:** Evolve hiring and admissions processes to strengthen the hiring, admission, retention, and support of those who have been historically underrepresented.

GOAL 3: Continue to grow the School community's understanding of racial equity and cultural competency.

- **ACTION:** Engage in ongoing education of students, staff, and board around issues of race and culture.
- **ACTION:** Offer learning opportunities for families around issues of race and culture.

GOAL 4: Measure and assess progress toward the School's diversity, equity, and inclusion goals.

- **ACTION:** Continue to explore and test possible tools to measure whether the School is meeting its diversity and equity goals and creating a culture of inclusivity and belonging.

GOAL 5: Advance Spruce Street School's 2035 Vision of becoming "the highest quality, most financially accessible K-5 independent school of its kind" in the region.

- **ACTION:** Evaluate how the North Star Fund is supporting the 2035 Vision.
- **ACTION:** Analyze how implementation of the 2035 Vision affects opportunities and outcomes for families and students.
- **ACTION:** Continue to innovate on how to ameliorate the financial burden of enrollment on families.
- **ACTION:** Create a five-year model to support progress towards meeting the 2035 Vision.

2024-2027 GOALS AND ACTIONS

2024-2027 PLAN

Equity & Inclusion
Spruce Street School's Forever Home
Workplace Culture

2021-2024 PLAN

Diversity, Equity & Inclusion
Forever Home
Institutional Identity

2017-2021 PLAN

Diversity
Seeding our Future
Urban Identity

2014-2017 PLAN

NWAIS Re-Accreditation
Seeding our Future
Urban Identity

2011-2014 PLAN

Financial Sustainability
North Star Fund
Teacher Excellence



STRATEGIC PLAN INITIATIVES

RATIONALE

2024–2027 GOALS AND ACTIONS

FOREVER HOME INITIATIVE

The purchase of the 1300 Madison property in 2019 as the School's Forever Home represented a significant institutional milestone in its 40+ year history. The School's long-term financial security, operational independence, and ability to carry out its mission were secured through the efforts of school leadership and the board to acquire a permanent location. The Forever Home Initiative will support the realization of the School's mission and vision through careful financial planning, using the data and information of today and forecasting into the future. The School must thoroughly investigate options for community-first fundraising, facilities design, and neighborhood engagement; plan its future while maintaining its strengths; and make the most of the opportunities made possible by this once-in-an-institution moment.

GOAL 1: Create a financial plan that will allow for a seamless transition to Spruce Street School's Forever Home while maintaining the School's long-term financial sustainability.

- **ACTION:** Create and explore financial scenarios for the move to 1300 Madison and identify the best path to support the School's mission and program.
- **ACTION:** Assess the School's current financial position to determine the ideal tools and mix of funding to finance the School's facility transition.
- **ACTION:** Put in place all financial foundations needed to implement the School's facility master plan.

GOAL 2: Establish the building blocks necessary to launch a successful capital campaign for the Forever Home.

- **ACTION:** Engage the community in ongoing learning about the Forever Home and the path the School will take to transition to the new building.
- **ACTION:** Create a campaign plan and timeline and assemble a leadership team for the capital campaign.

GOAL 3: Create a design plan for the ideal facility that will enable the School to provide program excellence while fulfilling its mission and values.

- **ACTION:** Assess the current and future facility usage and reflect the needs of the students, families, and staff in the new facility design.
- **ACTION:** Create a project timeline and master use plan and assemble a leadership team to guide the design and implementation process.

INVESTING IN WORKPLACE CULTURE

Spruce Street School recognizes that there are external pressures and influences that will impact its future, such as changing demographics, affordability, teacher shortages, and high teacher turnover in other schools. Internally, the School has experienced remarkable longevity amongst its staff. The School believes that its most precious resource is its people. As the School prepares for the big change to a new facility, it must use its understanding of external factors alongside its well-tenured staff in order to build a durable workplace culture up to and through the move.

GOAL 1: Explore structures to enhance the School's positive workplace culture through future staffing evolution.

- **ACTION:** Create a living document that outlines Spruce Street School's existing practices, knowledge, and social and cultural norms.
- **ACTION:** Review hiring and onboarding practices to ensure that the School's culture is adequately emphasized and communicated.
- **ACTION:** Evaluate, standardize, institutionalize, and possibly expand the intern and mentorship programs.
- **ACTION:** Strengthen the School's relationship with teaching programs and alumni and support the extended day-intern-teacher pathway.

GOAL 2: Create a system for dynamic workload-sharing expectations that exemplifies the School's core values and practices.

- **ACTION:** Revise, as needed, the Spruce Street School Teacher Profile to provide for the articulation of dynamic workload-sharing expectations.
- **ACTION:** Determine the ideal staffing model to support employee sustainability and distribute workloads.

GOAL 3: Ensure the compensation model will allow the School to continue to attract high quality staff given shifting demographics in the area.

- **ACTION:** Gather relevant data on costs and salaries to inform evaluation of the compensation model.
- **ACTION:** Identify intentional hiring strategies that align with the School's employment goals as articulated in this plan.
- **ACTION:** Use current employee experiences and input on compensation, benefits, and workplace culture to inform any revision to the compensation model.

APPROVED BY THE 2023–24 BOARD OF TRUSTEES

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914 Virginia
Seattle, WA 98101
206.621.9211
www.SpruceStreetSchool.org