



THE waldorf  
SCHOOL OF PHILADELPHIA

## Head of School Search

JULY 2023

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### Educating Head, Heart, and Hands for 25 years

At the Waldorf School of Philadelphia, students are engaged learners, a diverse community surrounds the children with love, and dedicated teachers cultivate capacities like curiosity and compassion, which distinguish our graduates in high school, college, and throughout their lives.

The Waldorf School of Philadelphia is a Nursery-8th Grade urban, organic learning environment located on a wooded campus in the heart of Germantown, based on Rudolf Steiner's philosophy of education.



### Mission

**The Waldorf School of Philadelphia is a vibrant learning community where education, based on a deep understanding of the developing child, integrates the intellectual with the artistic, the practical with the beautiful — fostering the ability to engage fully in the world.**



### We achieve our mission by

- Applying the innovative educational philosophy and curriculum of Rudolf Steiner in a contemporary context
- Upholding a standard of excellence and integrity in academics, arts, and human relationships
- Honoring and valuing each child and their unique gifts
- Cultivating dynamic working relationships with and among the faculty, the board, the administration and the community of families
- Striving for cultural diversity within an urban setting, with a commitment to the importance of nature and its stewardship

# Purpose, Depth, Imagination

Children deserve an education that's joyful, creative, and substantive. In a vibrant community, committed to inclusion, the Waldorf School of Philadelphia puts purpose, depth, and imagination at the center, enabling students to become critical thinkers and creative problem solvers.

Our innovative approach to liberal arts education teaches the whole child in an academically rich and creative environment. Integrating the arts, sciences, and social-emotional learning; cultivating physical agility through movement; and employing both practical and abstract approaches, the Waldorf School of Philadelphia engages students in learning that's relevant and connected to their experiences. Our spacious campus lets children explore the natural world every day, supporting and deepening what's taking place in the classroom.

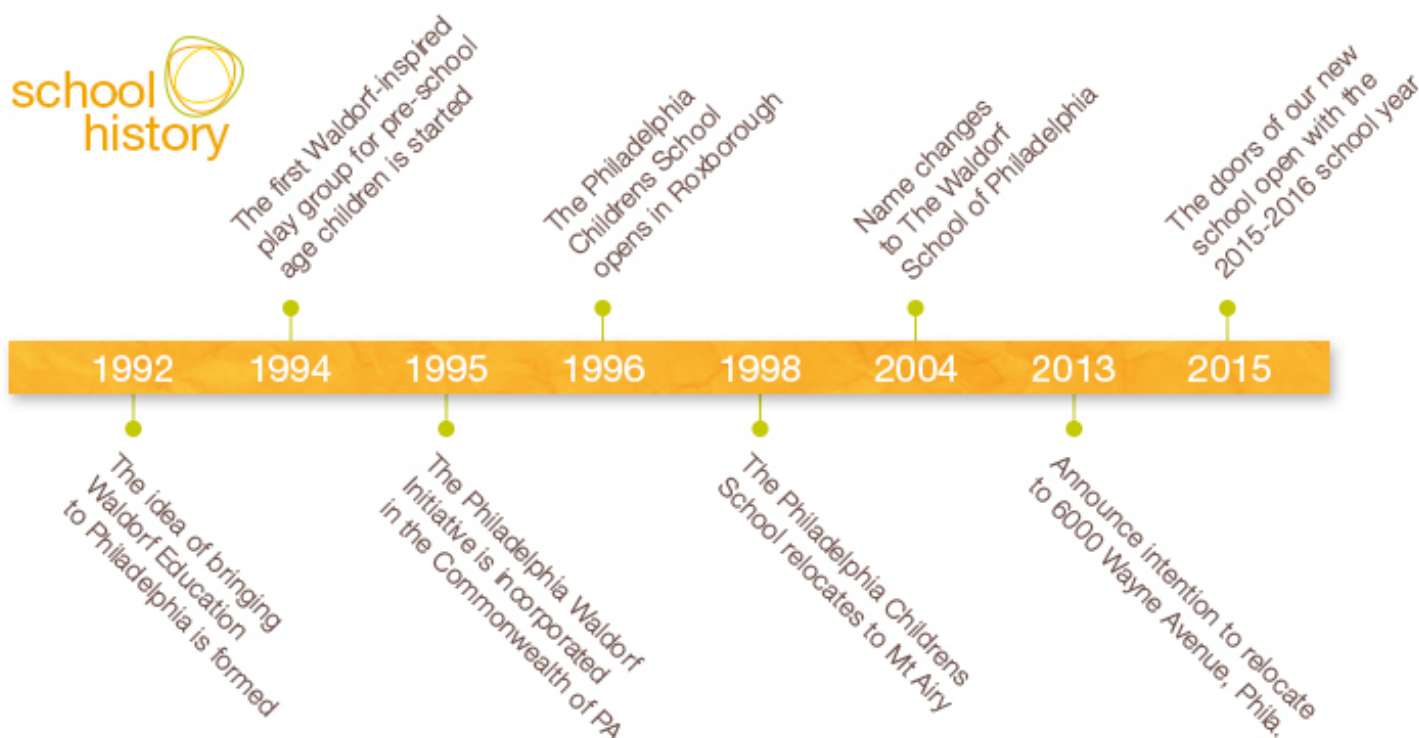
We are also accredited by the Middle States Association and a member of ADVIS, the Association of Delaware Valley Independent Schools.

## We're a creative, friendly, diverse place with a reputation for success.

The Waldorf School of Philadelphia is proud of our reputation as a vibrant learning community where education is based on a deep understanding of the developing child. Our interdisciplinary approach develops our students' ability to think critically and to make a difference, as leaders with a strong moral compass.

The Waldorf School of Philadelphia is accredited by the Middle States Association of Colleges and is a full member of AWSNA, the Association of Waldorf Schools of North America, and WECAN, the Waldorf Association of Early Childhood in North America.

## History





## Diversity, Equity, Inclusion, and Justice

DEIJ work is a wholehearted commitment at the Waldorf School of Philadelphia. As an institution and individuals, we are excited by—and making the most of—the opportunities for growth and change that we are being called to today.



### A transformative process

The Waldorf School of Philadelphia is in a process of transformation. Our intention is to better represent the diversity of our city, and actively foster a learning environment that celebrates diversity, offers equity, promotes inclusion, and works toward justice.



### Our Commitment

Our commitment to diversity, equity, inclusion, and justice (DEIJ) is a journey that unfolds in the present, with consideration of the past and commitment to the future. We take seriously our responsibility to interrogate ourselves and the world around us. This means addressing harm both locally and globally to create the future we want for our students. The trajectories we envision for our community require holding harmful historical realities in the light and addressing the ongoing impact of these realities, honestly. This process is ongoing.

### Facts at a Glance

Founded in 1995  
Ages 2 yrs - Grade 8  
Total enrollment: 250  
Faculty: 28  
Administrative staff: 9  
Board of Trustees: 16

#### Tuition 2022-2023:

##### Early Childhood:

- Five Full Days: \$17,920
- Five Half Days: \$15,780
- Three Full Days: \$12,260
- Three Half Days: \$10,470
- Two Full Days: \$10,470

1st–3rd: \$19,200

4th–8th: \$19,860

(competitive tuition rates, generous financial aid awards, scholarship and grants are available)

#### Accreditation:

Accredited by the Middle States Association of Colleges and Schools

We work consistently and actively to celebrate the uniqueness that every individual brings to our community. We strive to cultivate an environment in which every student can grow. Diversity is honored at our school.

Equity at the Waldorf School of Philadelphia is created out of a willingness to serve each student in all their uniqueness, and adapt school life, culture, policies, and procedures to increase access to our school.

We honor the perspectives and experiences of all people. We strive to grow alongside our families and the world, to create a culture of inclusivity.

Our commitment to justice stems from a growth mindset. We stand committed to informing ourselves and consider it our responsibility to repair harm where harm has been done, providing avenues for just action to unfold.

In addition, we have adopted the position statements of the Association of Waldorf Schools of North America (AWSNA) and adhere to the Association of Delaware Valley Independent Schools (ADVIS) Non-Discriminatory Policy as to Students.



# Governance

The Waldorf School of Philadelphia is a self-administered, collaboratively led institution with three groups responsible for integrated, yet distinct, areas of school governance.

## Collaborative Governance Model

The Faculty	The Board of Trustees	The Administration
<ul style="list-style-type: none"> <li>Pedagogical leadership and actualization of the mission through teaching &amp; curriculum development</li> <li>Teacher selection and development</li> <li>Student selection</li> <li>Strategic vision mission renewal</li> </ul>	<p>Leadership in the development of economic and community resources to support the school's mission including:</p> <ul style="list-style-type: none"> <li>Strategic planning</li> <li>Governance</li> <li>Budget approval</li> <li>Fundraising leadership</li> <li>Waldorf school's legal affairs</li> </ul>	<p>Manages and develops resources in service to the school's mission by:</p> <ul style="list-style-type: none"> <li>Implementing policies and plans</li> <li>Managing human resources</li> <li>Facilitating daily school operations</li> </ul>

*It's not what to think,  
it's how to think.*



## A Global Curriculum

The Waldorf School of Philadelphia introduces your child to the world, from our historic campus in the heart of Germantown.

### Early Childhood | Ages 13 months - 5 years

The Waldorf early childhood programs at the Waldorf School of Philadelphia consist of our Forest Parent and Child Program, Nursery for children ages two-three, and a Mixed-Age Early Childhood Program for three-five year old children.



Each class is tailored to meet the nuanced development of the growing child. We provide families the opportunity of extended care and our early childhood programs have been certified by WECAN.

### Lower School | Grades 1 - 5

#### Making The World You Want to Live In

At the Waldorf School of Philadelphia, citizens are developed from the ground up. From woodland explorations along the Wissahickon to a finely honed sense of community, our elementary school students are on their way to becoming stewards of both the natural world around them and the people in it. The roots of stewardship they plant today will continue to flourish within them for generations to come.



### Middle School | Grades 6 - 8



## Mastery in Middle School and Beyond

Do you recognize your child? An astronomer, historian, and a mathematician. A sculptor, a classical musician, and conversant in another language. Your child can recite Shakespeare, write haiku poetry, and describe the wonders of sacred geometry.

The Waldorf School of Philadelphia offers a comprehensive liberal arts education - in middle school. It's an uncompromising, yet unexpected foundation that will serve your child for the rest of their life. When students graduate from eighth grade at the Waldorf School of Philadelphia, they have developed into critical thinkers with agile penetrating minds, ready to attain new heights, and are sought after by independent schools and public magnet schools.



## Special Subject Classes

The Waldorf School of Philadelphia offers a fully-integrated learning experience through an unparalleled array of specialty classes that complement and extend the core academic subjects. Classes are led by qualified specialists who help students develop practical and physical aspects of a challenging, yet enjoyable, well-rounded education. Specialty classes are compulsory for all students and this particular array of classes is provided to cultivate deep learning across all aspects of human capacity. The specialty classes provide an impressive experiential encounter with themes that echo and parallel the whole curriculum. These classes include Spanish Language, Handwork, Games and Movement, Eurythmy, Music, String Orchestra and Woodwork.



## Student Support Services

Waldorf Education aims to support the development of the whole child – head, hands, and heart. Core to our beliefs is that children develop and learn at different speeds, in different ways and that many encounter challenges along their academic journey. Sometimes children benefit from extra support. When the need arises, we strive to provide our students with supplementary learning support designed to meet their individual needs. The support program at the Waldorf School of Philadelphia includes some or all of the following:



- Developmental milestone review upon entry to first-grade entry
- Second and third grade literacy review
- Annual review of developmental and academic milestones
- Recommendations for further assessments, therapies, and remediation outside school by specialized professionals when necessary
- Small group math and reading instruction for 2nd-8th-grade students
- Ongoing support and consultation for class teachers through our Learning Support Coordinator (LSC)
- Individualized accommodation plans
- Upper grades math support
- High School entry support
- Therapeutic Eurythmy



## Learning Support

The Waldorf School of Philadelphia partners with Learn It Academic Systems to provide certified reading and math teachers who work collaboratively with our classroom teachers to support students through small group systematic





instruction tailored to meet individual needs.

- Instruction is aligned to the Waldorf curriculum and informed by child development.
- Based on sound research and instructional best practices, including a multi-sensory approach to literacy.
- Built-in formative assessments, and progress monitoring guide lesson planning.
- Close communication between Learn It Academic Systems and school staff ensures that students master classroom objectives.
- Parents receive periodic progress reports on student achievement.



Participation in Learn It Academic Systems' learning support services also helps to provide scaffolded instruction and guided practice activities that increase a student's self-confidence and motivation to learn.

## School Counseling Support

The Waldorf School of Philadelphia provides expert support for enrolled students struggling with behavioral, academic, social, emotional, and life skills issues through Learn It Academic Systems' credentialed, master's level counselors. Learn It Academic Systems' counseling staff work closely with Waldorf teachers and when appropriate, parents in support of the students being served.



## Our Graduates

The Waldorf School of Philadelphia graduates are sought after by independent and public schools alike and have many options before them. Our graduates transition successfully into highly competitive public and independent high schools and colleges. Approximately 50% of our alumni choose to attend public magnet schools, 25% choose independent schools, and 25% choose to attend public high school in their local area. These schools include: Central High School, Science Leadership Academy, George School, Abington Friends School, Academy of the New Church, Germantown Friends School, Kimberton Waldorf School, La Salle College High School, Penn Charter High School, Phillips Academy High School for Creative and Performing Arts (CAPA).



## Parents Association

The Waldorf School of Philadelphia is a rarity, even among Waldorf schools. Our school is young, diverse, energetic and urban; a magnet for creative, community-minded people.

Community involvement is a central tenet of The Waldorf School of Philadelphia as one of the key goals of Waldorf Education is to help develop creative, thoughtful, socially conscious and engaged citizens. In this regard, our community is active, engaged and thriving.





The mission of the Waldorf School of Philadelphia Parents Association is: **inclusion, participation, information, education**

- Provide a place for parent's voices through discussion within the school community
- Hold the school community through our support, response and involvement in all aspects of its work
- Educate, support and challenge ourselves as parents in the transforming work of Waldorf Education
- Welcome and embrace not only new families but continue to work on inclusion of our parent community throughout our journey through 8th grade.

## **Festivals We Celebrate and Honor**

Honoring and celebrating festivals is an important element of educating a child. The Waldorf School of Philadelphia celebrates and honors an array of multi-cultural traditions through a rich festival life. The festival life of the Waldorf School of Philadelphia includes many activities linked to the seasons, and our festivals are expressed with beauty and reverence.



## **Future Leadership**

As the Waldorf School of Philadelphia enters its second quarter century, the Board of Trustees has launched a national search to identify a new Head of School for July 1, 2023. To that end, and to assist the Board in clarifying the goals and opportunities the new Head will face, Nat Conard of Educators' Collaborative solicited input from members of the school community during a campus visit, virtual interviews, and by means of an online survey. Based on this input, as well as input from the Search Committee, the following represents a summary of WSP's strengths, the challenges and opportunities it faces in the next three to five years, and the personal and professional qualities the trustees and the school seek in the next Head of School.

## **Notable Strengths of the Waldorf School of Philadelphia**

There has never been a more exciting time to join the Philly Waldorf community. The next Head of School will find a modern, organic learning environment in the heart of Germantown that provides a decidedly independent form of education that creates decidedly independent thinkers.

### **Strengths most frequently mentioned are:**

- The school's fundamental commitment to Waldorf principles and pedagogy and to creating a vibrant learning community based on a deep understanding of the child, integrating the intellectual with the artistic and the practical with the beautiful

- Love, reverence, and respect for childhood in a community that seeks to foster and support thoughtful, socially conscious, and engaged citizens
- A dedication to the importance of community, and as a result, a strong and committed community characterized by connections, openness, friendliness, and kindness
- The school's commitment to diversity and finding ways to lead in bringing Waldorf education to an inclusive next chapter
- An experienced, caring, dedicated, and highly Waldorf-trained faculty that is committed to a deep understanding of individual students' needs and that values productive parent-teacher relationships
- In keeping with Waldorf principles, the school's outstanding programs in handwork and the arts, connections to the natural world and the campus, and commitment to experiential learning and play
- A culture of nimble adaptivity, strong organization, and constant improvement

## **Opportunities and challenges for the next head of school**

The responsibilities of the Head of School are many and varied. With them will come some challenges that are common to all independent schools as they transition from the global pandemic and grapple with the polarization of society, as well as some challenges and opportunities that are unique to Philly Waldorf at this time in its history. Among them are:

- After two years of pandemic related stresses and restrictions, rebuilding the strong sense of community that has long characterized the school
- In a post-pandemic world, restoring important community events that build community and excitement about the school
- In a Waldorf school that has recently transitioned to a Head-of-School model of governance, building strong trust and relationships among the faculty, administration, and Board and inspiring the community around a shared vision
- Continuing to expect a high level of cultural competency and commitment to DEIJ initiatives including in faculty hiring, student recruitment, and curriculum design, and creating a culture of belonging for all students, faculty, staff, parents, and community members
- As a tuition-driven school, enhancing financial sustainability through effective enrollment management that addresses both recruitment and retention
- With the Board, cultivating a culture of philanthropy within the school community, leading to a capital campaign to purchase the school's campus, thereby ensuring a strong legacy of Waldorf education in Philadelphia for future generations
- In an inclusive way, develop and clearly articulate a vision for the future of the school that builds on the school's significant strengths, is aligned with Waldorf philosophy, is forward thinking, and puts students first
- Foster dynamic and innovative teaching resulting in Waldorf educational excellence
- Attract, retain, develop, and mentor educational leaders
- Support our school's re-accreditation process, empowering faculty and staff in the process

## **Characteristics**

The next Head of Waldorf School of Philadelphia will be a warm, collaborative, strategic thinker with a deep reverence for childhood and a passion for generating an inner enthusiasm for learning in every child. She or he will be:

- Knowledgeable about or with a deep curiosity to understand Waldorf philosophy, pedagogy, and leadership philosophy



- An experienced school leader, contemplative, confident, and skilled in management, delegation, and hiring
- A strategic thinker and creative visionary with a passion for education who puts students and their needs first
- A team builder who is experienced in change management and in seeing various points of view, balancing and aligning perspectives, and building coalitions and community
- A consensus-oriented decision maker who is attentive to the importance of how decisions are made and communicated and committed to including faculty in the process
- An advocate for the school in the greater community
- Leads by example, and has deep respect for the faculty
- Highly culturally competent and committed to diversity and social justice both in the practices of the school and in curriculum
- Demonstrated experience with enrollment management, fundraising, and strong fiscal management.
- Has experience with or is eager to engage in raising funds to support the mission and vision of the school
- Warm, caring, kind, and empathetic
- Thoughtful listener who is calm, patient, and compassionate
- Outstanding communicator who is clear, candid, transparent, and authentic
- Demonstrated experience of strategic planning
- Creative, critical thinker and problem solver



## Summary of the Search Process

Candidates interested in this position are asked to submit the materials listed below as soon as possible.

- EC Candidate Summary Sheet (contact Nat Conard for this document)
- Cover letter addressed to the Search Committee
- Resume
- Statement of educational leadership
- A list of five or more references with contact information (including phone numbers and email addresses)
- Up to three letters of reference (optional)

Please address any inquiries or expressions of interest to:

Nat Conard, Partner, Educators Collaborative, LLC  
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*Waldorf School of Philadelphia is an equal opportunity employer.*



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