

## NEW VISTAS LONG RANGE PLANNING JULY 1, 2010-JUNE 30, 2015

Goals	Objectives to Accomplish Goals	Assessment Means	Responsibility/ Time Table	Results/Use of Results to Improve Quality of School
<i>What will the committee accomplish over the next three to five years that fulfills the school's mission statement?</i>	<i>Objectives should be specific, realistic, and able to work within a developed time table</i>	<i>What are the ways the committee has used to measure objectives, collect the data, and indicate progress/success?</i>	<i>Who will be in charge of this? What is the targeted time table?</i>	<i>What are the results? How have the results been used?</i>

**New Vistas School Mission Statement:** The Mission of New Vistas School is to provide an individualized instructional program for students, kindergarten through grade twelve, with learning and attention differences, as well as the associated emotional difficulties that often accompany these challenges.

**INTRODUCTORY NOTE:** In capping the prior NVS five-year plan a year early (2009), the Board determined that its energies would be best used looking forward rather than looking back. As the former plan did not incorporate Assessment Means, Results, and Use of Results, Board members did not take the time to address those, specifically, except where the Capital Campaign and tuition increases were concerned. Instead, they have spent a year in preparing this new plan.

The Board explored three questions as they prepared the Long-Range Plan for 2010-2015: 1) Between 2005 and 2009, what have we accomplished?; 2) What do we need to bring forward?; and 3) What do we envision for the future of NVS? These explorations have served as the “outcomes” for 2005-2009 and provided broad guidelines for 2010-2015. The informal Board Observations & Outcomes, 2009, are attached.

The focus of this long-range plan is predominantly on 2010- 2012 at this time. With the three-year Leadership Campaign in place, the Board will be able to vision beyond 2012 once the financial sustainability of the school has been enhanced. The Board views this as a flexible, adaptable document, and looks forward to using Results to Improve the Quality of the School. This plan will enable us to monitor more formally in the future.



	<ul style="list-style-type: none"> <li>•Oversee the various Board of Directors' Committees, reviewing their goals and objectives.</li> <li>•Oversee all aspects of Trusteeship, to include Board member selection, orientation, and evaluation.</li> <li>•Promote professional development for trustees.</li> </ul>	<ul style="list-style-type: none"> <li>•Review with committee chairs progress, results, and impact of results; update long-range plan.</li> <li>•Assure that Board Best Practices are implemented and evaluated.</li> <li>•Explore VAIS opportunities for Trusteeship Development.</li> <li>•Convene a Nominating Committee to identify/nominate new Board members.</li> <li>•Consider means of assessing, providing Board education and development.</li> <li>•Determine the instrument and mode of feedback for regular Board self-evaluation.</li> <li>•Set aside resources for such professional development.</li> </ul>	<p>Executive Committee/ Twice annually TBD</p> <p>Executive Committee/ Annually</p> <p>Chair/Co-Chair/ On-going</p> <p>Executive Committee/ As needed</p> <p>Executive Committee/ Spring, 2011</p> <p>Executive Committee/ Spring, 2011</p> <p>Treasurer, Finance Chair, H o S, Business Manager/ Annually, part of fiscal calendar planning</p>	
<p>II. To encourage and maintain New Vista School's strong academic program.</p>	<ul style="list-style-type: none"> <li>•Stay apprised of academic concerns and needs.</li> </ul>	<ul style="list-style-type: none"> <li>•Review regular report of the Head of School.</li> <li>•The school's administration will evaluate, measure and report back to the Board its progress, achievements, and the effectiveness of New Vistas' various academic programs.</li> </ul>	<p>Board Members, provided by Head of School/ Monthly</p> <p>Head of School/ Annual Vision Statement</p>	

	<ul style="list-style-type: none"> <li>•Advise the administration on ways to strengthen New Vista School's academic program.</li> <li>•Identify areas for active parent involvement in the instructional life of the school.</li> <li>•Secure NVS' position as a professional regional resource in the field of special education.</li> <li>•Promote professional development for faculty and staff.</li> </ul>	<ul style="list-style-type: none"> <li>•Stay aware of current trends in the field of special education.</li> <li>•Convene a one-time parent group representing all levels of the school's academic entities.</li> <li>•Formalize a Lab School with Lynchburg College and Randolph University, or other innovative partnerships.</li> <li>•Increase the amount in this line item as fiscal constraints permit so administrators and faculty stay current in research in the field of special education.</li> </ul>	<p>All Board members/ On-going</p> <p>Head of School/ Fall, 2010</p> <p>Exec. Com, H of S/Director of Dev., legal advisor, advice of Sen. Newman/ Spring, 2012</p> <p>Treasurer, Business Manager, Chair Fin. Com., H o S/ Annually</p>	
<p>III. To encourage and maintain the Board's sound, efficient management of New Vistas School.</p>	<ul style="list-style-type: none"> <li>•Review, revise, and maintain personnel policies.</li> <li>•Review compensation and benefits package for employees.</li> <li>•Plan for smooth transition of the Head of School.</li> </ul>	<ul style="list-style-type: none"> <li>•Revisit all personnel polices and duties of the former Personnel Committee; assure all polices are updated and in place.</li> <li>•Review/update/implement the Board-approved H o S review instrument.</li> <li>•Compare NVS package to other VAIS compensation and benefits packages.</li> <li>•Recommend compensation and benefits competitive with other area independent schools and regional special education schools.</li> <li>•Devise an emergency plan in response to the Head of School</li> </ul>	<p>Chair, Co-Chair, Head of School, Asst. Head of School/ Fall, 2010</p> <p>Executive Com. with advice of Finance Chair/ Annually, spring</p> <p>By-laws Ad Hoc Committee; Executive</p>	

	<ul style="list-style-type: none"> <li>•Encourage greater diversity in the selection of NVS faculty/staff.</li> <li>•Assure that NVS is postured as an option for all students who need its services in the region.</li> <li>•Provide appropriate physical facilities to accomplish the Mission of NVS.</li> </ul>	<p>becoming incapacitated/unable to perform her duties.</p> <ul style="list-style-type: none"> <li>•Have the emergency plan amended to the By-laws, as appropriate; refer plan to Ad Hoc By-laws Committee.</li> <li>•Prepare guidelines and process for H o S selection at the time of natural succession (with options for additions/ corrections/changes); include in Board policies.</li> <li>•Improve compensation and benefits to attract minority special education professionals.</li> <li>•As fiscal sustainability and tuition increases permit, increase financial aid.</li> <li>•Appoint an Ad Hoc Building and Grounds Committee (B&amp;G) to (1) oversee major maintenance needs of the School and (2) assess and envision future physical facility needs</li> <li>•Conduct a survey of administration, faculty, staff, and parents defining the expectation and needs with regard to the school’s physical facility for the future.</li> <li>•Develop a plan for enhancing the current building for the short term that reflects current and new student expectations</li> </ul>	<p>Committee</p> <p>Executive Committee/ Winter, 2010</p> <p>•Executive Committee to appoint Ad Hoc B&amp;G Committee Fall, 2010</p> <p>•The Building/Grounds Ad Hoc Committee (B&amp;G), Winter, 2011</p> <p>•The Building/Grounds Ad Hoc Committee, Fall, 2011</p>	
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		<p>and the results of the “expectation survey”.</p> <ul style="list-style-type: none"> <li>•Compile assessment, both physical and financial, for relocating the school or adding on to the current facility.</li> </ul>	<ul style="list-style-type: none"> <li>•The Building/Grounds Ad Hoc Committee, Winter/Spring, 2012</li> </ul>	
<p>IV. To assess the feasibility and timing of a capital campaign.</p>	<ul style="list-style-type: none"> <li>•Establish an Advisory Board of community experts to explore the future of NVS in the region.</li> </ul>	<ul style="list-style-type: none"> <li>•Use studies provided by Finance Committee, Advisory Board, Building/Grounds Ad Hoc Committee, and administration to forecast funding for costs of space needs; provide to Ex. Com.</li> <li>•Create Capital Campaign feasibility report for the Full Board.</li> </ul>	<p>Executive Committee/ Winter, 2011.</p> <p>Executive Committee/ Winter, 2012</p>	

**THE FINANCE COMMITTEE—responsible for sustaining and enhancing New Vistas School’s financial health**

*Members: Vacant (Treasurer), Chair; Donna Clark, George Hurt, L.H. Muddin, Jimmy Kline*

*Ex Officio: Barbara Johnson, Charlotte Morgan, Marianne Ramsey, Lisa Thomas*

Goals	Objectives to Accomplish Goals	Assessment Means	Responsibility of . . . / Time Table	Results/Use of Results to Improve Quality of School
<p>I. To develop a sustainable financial plan.</p>	<ul style="list-style-type: none"> <li>•Devise a budget model that increases the percentage of tuition-based income.</li>   <li>•Identify and implement ways to increase non-tuition income.</li>   <li>•Develop a model to increase enrollment.</li>   <li>•Collaborate with other organizations for fundraising.</li> </ul>	<ul style="list-style-type: none"> <li>•Increase tuition to a rate that covers approximately 83% of annual operating costs; thereafter, increase tuition annually by a cost of living raise.</li>   <li>•Invigorate/extend the tutoring program.</li>   <li>•Increase enrollment with a focus on public sector placements.</li>   <li>•Maintain contact with Virginia Wine Classic and James River Furnishings.</li>   <li>•Engage other corporate sponsors.</li> </ul>	<p>Treasurer, Finance Com. Chr., H o S, Business Manager/ By March 2011</p> <p>H o S, Treasurer, Fin. Com. Chr., Dir. of Dev., volunteer Board members/ On-going</p> <p>Above + H o S/ ASAP</p>	
<p>II. To develop an annual budget.</p>	<ul style="list-style-type: none"> <li>•Implement a balanced budget annually.</li> </ul>	<ul style="list-style-type: none"> <li>• Follow the fiscal year calendar.</li>   <li>• Present an annual balanced budget to the Board of</li> </ul>	<p>Head of School, Treas., Chair, Fin. Com., Bus. Man/ Per fiscal year calendar</p>	

	<ul style="list-style-type: none"> <li>•Investigate/monitor ways to keep financial information available and current (actual and projected revenues and expenses).</li> </ul>	<p>Directors, for its approval.</p> <ul style="list-style-type: none"> <li>•Assess the effectiveness of all three phases of the Three-Year Leadership Campaign.</li> <li>•Assure that the fiscal year calendar approved by the Board is followed.</li> <li>•Review/oversee/make available cash flow projections.</li> </ul>	<p>Treasurer, Chair of Fin. Com., Bus. Man., H o S/ Annually, March 2010-2012</p> <p>Same/ On-going, monthly</p>	
<p>III. To explore NVS' investment strategies, build investment value, and establish a system for oversight.</p>	<ul style="list-style-type: none"> <li>•Develop an investment policy.</li> <li>•Renew focus on increasing the Endowment/establishing new endowments.</li> </ul>	<ul style="list-style-type: none"> <li>•Identify a Board member with investment experience and expertise.</li> <li>•Appoint said Board member to over see the implementation of NVS' investment policy.</li> <li>•Explore Endowment structures at other independent schools.</li> </ul>	<p>Exec. Com/Finance Com./ By June, 2011</p> <p>By September, 2011</p> <p>By September, 2012</p>	
<p>IV. To assure that an annual professional audit is conducted.</p>	<ul style="list-style-type: none"> <li>•Contract an outside professional audit.</li> <li>•Review the audit annually, per the fiscal year calendar</li> <li>•Insure that audit recommendations are implemented</li> </ul>	<ul style="list-style-type: none"> <li>•Engage the auditor as directed on the fiscal year calendar.</li> <li>•Present the School's audit to the full Board.</li> <li>•Present methods of implementing recommendations of the audit to the full Board.</li> </ul>	<p>Business Manager/ Annually, per fiscal year calendar</p> <p>Treasurer, Bus. Man/ Annually, November</p> <p>Treasurer, Fin. Com. Chr./ Annually</p>	
<p>V. To implement current financial technologies.</p>	<ul style="list-style-type: none"> <li>•Use cyber accounting on a secure, established site (e.g. PayPal)</li> </ul>	<ul style="list-style-type: none"> <li>•Link to the NVS website.</li> </ul>	<p>Bus. Man.,Treasurer, Tech. Dir., Bd. vol./ Fall, 2010</p>	

	<ul style="list-style-type: none"> <li>•Approve and implement on-line application and payment options for families and donors.</li> <li>•Offer technological expertise to the administration.</li> </ul>	<ul style="list-style-type: none"> <li>•Allow ticket purchases for fundraisers on-line, to reach a wider audience.</li> <li>•Streamline the application process.</li> <li>•Streamline the payment/donation process.</li> <li>•Assist the Dir. of Dev. and the Tech. Dir. with updates and maintenance.</li> </ul>	<p>Board volunteers/ On-going</p>	
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**DEVELOPMENT COMMITTEE—responsible for increased funding for New Vistas School.**

**NOTE: The Development Committee works directly with the School’s Director of Development. In conjunction with this committee, the Director of Development is responsible for creating, organizing, coordinating, and overseeing an annual strategic plan for fundraising.**

*Development Committee Members: Donna Clark, Chair; Sally Elliot, Lois Asensio, L.H. Muddin  
Ex Officio: Marianne Ramsey, Director of Development*

Goals	Objectives to Accomplish Goals	Assessment Means	Responsibility of . . ./ Time Table	Results/Use of Results to Improve Quality of School
<p>I. To identify and strengthen individual and corporate relations.</p>	<ul style="list-style-type: none"> <li>•Schedule outside visits by Head-of-School, Administration, and Board members.</li>   <li>•Create opportunities for corporate presences on campus.</li>   <li>•Seek corporate partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>•Identify and contact prior donors who no longer give to NVS.</li>   <li>•Visit new prospects.</li>   <li>•Invite Head of School, Development Director, to meet regional corporate leaders.</li>   <li>•Invite in new/prospective corporate friends for Career Day and other NVS events/activities.</li>   <li>•Tell the NVS story at regional formal and informal gatherings as appropriate.</li> </ul>	<p>All Board members/ This is in place as one aspect of Phase 3 of the Leadership Campaign, “Friend Making.” On-going</p> <p>Head of School, Dir. of Dev./ Annually, on-going</p> <p>Each Board Member, with assistance of H o S and Dir. of Dev./ On-going</p>	
<p>II. To maintain and increase the school’s Annual Fund.</p>	<ul style="list-style-type: none"> <li>•Work to establish 100% Board and Faculty/Staff participation the Annual Fund.</li>   <li>•Increase and maintain 50% parent participation in the AF.</li> </ul>	<ul style="list-style-type: none"> <li>•Make the case for the need for NVS in the region and in the community, as identified in the Mission.</li>   <li>•Make personal contact with each parent during AF season.</li> </ul>	<ul style="list-style-type: none"> <li>•Chair of Dev. Com., Dir. of Dev., H o S/ Annually, on-going</li>   <li>Members, Dev. Com., Director of Development/ Annually</li> </ul>	

	<ul style="list-style-type: none"> <li>• Increase grandparent gift giving.</li> <li>• Increase alumni gift giving.</li> </ul>	<ul style="list-style-type: none"> <li>• Update grandparents' database per new students.</li> <li>• Create/update the alumni database; contact.</li> </ul>	<p>Dir. of Dev./ On-going</p> <p>Dir. of Dev./ Annually</p>	
<p>III. To increase fund raising through grant writing.</p>	<ul style="list-style-type: none"> <li>• Identify local and national foundations that support the NVS Mission.</li> <li>• Explore potential for outside grant-writing assistance, particularly volunteer options.</li> <li>• Apply to local and national foundations that support the NVS Mission.</li> </ul>	<ul style="list-style-type: none"> <li>• Explore local grant opportunities.</li> <li>• Research and develop a database of national foundations that support the NVS Mission.</li> <li>• Search for possibilities among all NVS constituencies.</li> <li>• Complete a minimum of 10 applications (per year) to local foundations.</li> <li>• Complete 2 applications to national foundations.</li> </ul>	<p>Dir. of Dev./ Annually; on-going</p> <p>Dev. Com. Members, Director of Development / On-going</p> <p>Dir. of Dev., Volunteer grant writers/ Annually, on-going</p>	
<p>IV. To increase collaborative grant opportunities.</p>	<ul style="list-style-type: none"> <li>• Seek monies for professional development and technology enhancement.</li> <li>• Enhance NVS' standing with the public school sector.</li> </ul>	<ul style="list-style-type: none"> <li>• NVS will continue to work with RPS and LPS to seek formulaic, competitive public/private grants.</li> </ul>	<p>Director of Development/ Annually</p>	
<p>V. To develop an annual strategic plan for fund-raising.</p>	<ul style="list-style-type: none"> <li>• Plan the annual fundraising calendar in conjunction with the school calendar and regional events.</li> <li>• Review the job description of the Director of Development.</li> </ul>	<ul style="list-style-type: none"> <li>• Set the dates and leadership for the annual fund, the major fundraiser, as well as the two minor fundraisers.</li> <li>• Prioritize responsibilities of the Director of Development.</li> </ul>	<p>Chair, Dev. Com., Chair, Spec. Events. Com., Dir. of Dev./ September, annually</p> <p>Chair, Dev. Com., Chair, Spec. Events Com., Dir. of Dev., H o S/</p>	

	<ul style="list-style-type: none"> <li>•Review and evaluate staffing needed to achieve development goals.</li> </ul>	<ul style="list-style-type: none"> <li>•Report to the Executive Com.</li> </ul>	<p>October, 2010.</p> <p>Same/ Winter, 2011</p>	
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*Sub-Committee: Special Events—responsible for increasing annual fund-raising for NVS through special events.  
 Sub-Committee Members: Page Langley, Chair; Mary Glenn Cobb, Wendy Moseley, Troy McHenry, Cindi Bowen  
 Ex Officio: Marianne Ramsey*

Goals	Objectives to Accomplish Goals	Assessment Means	Responsibility of . . . / Time Table	Results/Use of Results to Improve Quality of School
<p>I. To develop and promote one primary Board-sponsored fundraiser per year</p>	<ul style="list-style-type: none"> <li>•Attract new people from the general public to increase monies made and broaden knowledge of NVS.</li> <li>•Receive full support and participation from the Board in producing special events.</li> <li>•Develop a fund-raiser that is not “weather dependent.”</li> </ul>	<ul style="list-style-type: none"> <li>•Develop a plan to phase out the “Feast” and begin a new fundraiser.</li> </ul>	<p>Special Events Com/ Fall, 2012</p>	
<p>II. To increase parent, grandparent, and student involvement with two fundraisers per year with parent providing primary leadership</p>	<ul style="list-style-type: none"> <li>•Generate greater parent input for special events.</li> <li>•Plan two fundraisers per year with parents providing primary leadership.</li> </ul>	<ul style="list-style-type: none"> <li>•Invite two parents to serve on this sub-committee.</li> <li>•Volunteer Board members will spearhead and assist with two parent-lead fundraisers.</li> <li>•Solicit grandparents and students, as appropriate, to assist with all fund-raising events.</li> <li>•Increase parent involvement in the Mom Squad, the Feast, and two annual minor fundraising events.</li> </ul>	<p>Ad Hoc By-laws Com. should review this.</p> <p>Chair, Sub-Committee, Dir. of Dev., H o S/ Annually in the fall</p> <p>Volunteer Board member (per event), Volunteer parent (per event), H o S/ Fall Yardsale, Spring Student Art Show, Annually</p>	

		<ul style="list-style-type: none"> <li>•Reinstate Parent Coffees on a regular basis.</li> <li>•Continue to host Grandparents' Day.</li> </ul>	<p>Volunteer Board Member, Head of School/ Annually (3 times?)</p> <p>Administration, H o S/ Annually</p>	
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**THE MARKETING/COMMUNICATIONS COMMITTEE— responsible for developing a master plan that improves communication with populations New Vistas School is not effectively reaching, and more clearly communicates what New Vistas School is about today.**

*Members: Patti McCue, Chair; Lois Asensio, Clay Coleman, Barbara Harbison, Suny Monk, Stevie Savage, Troy McHenry*

*Ex Officio: Marianne Ramsey, Director of Development*

Goals	Objectives to Accomplish Goals	Assessment Means	Responsibility of . . . / Time Table	Results/Use of Results to Improve Quality of School
<p>I. To establish the NVS brand in keeping with its Mission, and use that brand consistently.</p>	<ul style="list-style-type: none"> <li>•Identify the benefits and strengths of NVS.</li>   <li>•Evaluate all introductory/presentation materials for NVS.</li>   <li>•Investigate live web videos to be used for marketing.</li> </ul>	<ul style="list-style-type: none"> <li>•Survey selected parents, friends, professionals, and students to explore the NVS profile in the community.</li>   <li>•Create a three-sentence statement that defines NVS, a professional graphic logo, and launch the “updated” NVS image into the community.</li>   <li>•Update all presentation materials sent to all who inquire; make the benefits and strengths accessible via the web, the introductory packet, brochures, and school presentations.</li>   <li>•Produce live web videos.</li> </ul>	<p>Marketing/Com. Com., Dir of Dev., H o S, Parent Rep, Student Rep/ Fall, 2010</p> <p>Marketing/Com. Com, Director of Dev., H o S/ Fall, 2010</p> <p>Same/ Winter, 2010</p> <p>M/C Com., Dir. of Dev, H o S/ Winter, 2010; on-going</p>	
<p>II. To strengthen communication and goodwill within the current NVS constituencies.</p>	<ul style="list-style-type: none"> <li>•Encourage all members of the NVS community to know and be able to articulate the “benefits and strengths” of the school.</li> </ul>	<ul style="list-style-type: none"> <li>•Make greater use of social networking tools to improve communication between all constituencies.</li>   <li>•Create a document of NVS benefits and strengths for inclusion in the presentation packet AND for Board/staff to</li> </ul>	<p>M/C Com., Dir. of Dev., Parent rep, H o S/ Fall, 2011</p>	

	<ul style="list-style-type: none"> <li>•Explore interactive networking possibilities, such as monthly e-letters.</li> </ul>	<p>use when presenting publicly.</p> <ul style="list-style-type: none"> <li>•Include benefits and strengths on NVS website and literature.</li> <li>•Review the current newsletter’s goals and revise/expand the database accordingly.</li> <li>•Research other schools’ use of tools such as e-letters to ease communication between all constituencies.</li> </ul>	<p>Same/ June 2011; on-going</p> <p>Dir. of Dev., Board vol., Tech. Dir./ August, 2011</p>	
<p>III. To increase the “presence” of NVS in the greater Lynchburg area.</p>	<ul style="list-style-type: none"> <li>• Ascertain how NVS and its mission are understood in the greater Lynchburg community and the region, and work to establish a clear understanding of the school’s Mission and programs.</li> <li>•Increase visibility of the public “face” of NVS throughout the region.</li> <li>•Develop a plan for introducing the Head of School to the greater Lynchburg community.</li> </ul>	<ul style="list-style-type: none"> <li>•Have lunch with a founding member of NVS (as long as this is possible) to ascertain the “public” view of the school, to update the founders on the school’s progress, and to gather suggestions.</li> <li>•Have 2 substantive articles or feature stories about NVS in the local media.</li> <li>• Create and place advertising (including news radio and billboards) as funding allows.</li> <li>•Spearhead LD/ADHD Roundtable.</li> <li>•Explore new ways to partner with Centra Foundation.</li> <li>•Schedule face-to-face meetings between the H o S and community leaders.</li> </ul>	<p>Chair, M &amp; C, with Director of Development, H o S/ Fall, 2012</p> <p>M &amp; C Com., Director of Dev./Annually</p> <p>M &amp; C Com, Director of Dev./Annually</p> <p>H o S, Dir. of Dev./ Annually</p> <p>Each Board member/ Annually</p>	

	<ul style="list-style-type: none"> <li>•Increase the professional visibility of News Vistas and its staff.</li> </ul>	<ul style="list-style-type: none"> <li>•Establish a speakers bureau of Board, faculty, staff, parents, and students for media and community events.</li> </ul>	M & C, Director of Development, Head of School/ ASAP, on-going	
<p>IV. To keep the School's Website current.</p>	<ul style="list-style-type: none"> <li>•Maintain a dynamic and innovative Website that reflects the atmosphere of NVS.</li> <li>•Provide the appropriate staff to maintain a quality Website.</li> </ul>	<ul style="list-style-type: none"> <li>•Complete a formal evaluation of the new site's current information and design (selected faculty, staff, Board members, and parents).</li> <li>•Identify/charge a staff person to maintain and update information on the Web. (Technical Director prefers to do this.)</li> <li>•Explore other opportunities for the NVS presence on the internet.</li> </ul>	<p>M &amp; C Com., Director of Dev., Head of School/ Fall, 2010</p> <p>Same/ On-going</p>	
<p>V. To promote ways for NVS to reach regional families with children who fit the NVS Mission.</p>	<ul style="list-style-type: none"> <li>•Examine inquiry, application, and enrollment trends.</li> </ul>	<ul style="list-style-type: none"> <li>•Investigate production of live web video vignettes to be used for marketing.</li> <li>•Place brochures in selected area offices/businesses.</li> </ul>	M&C Chair, Dir. of Dev., Asst. Head of School, Board volunteers/ Fall 2010, on-going	
<p>VI. To explore ways to involve the community in conjunction with NVS' twenty-fifth anniversary.</p>	<ul style="list-style-type: none"> <li>•Use the opportunity of the anniversary to increase ownership and pride among all constituencies and "bring in" the wider community.</li> </ul>	<ul style="list-style-type: none"> <li>•Appoint a 25<sup>th</sup> anniversary Ad Hoc Committee to include parents, grandparents, alums, students, faculty, one Founder, and past and current Board members.</li> <li>•Design a calendar of activities; distribute to mailing list as well as neighbors and local businesses.</li> </ul>	M & C Com., Dir. of Dev., Head of School, volunteers; Summer 2010	

- **Appendix I: Goals and Objectives for day-to-day maintenance of the School under the oversight of the Administration**

Goals	Objectives to Accomplish the Goals	Assessment Means	Responsibility of . . ./ Time Table	Results/Use of Results to Improve Quality of School
<p>To monitor, evaluate, and address the adequacy and needs of the present physical grounds and facilities.</p>	<ul style="list-style-type: none"> <li>•Assure that the physical grounds and facilities are in strict compliance with the New Vistas Risk Management Plan.</li> <li>•Facilitate day-to-day by maintenance by providing appropriate staffing.</li> </ul>	<ul style="list-style-type: none"> <li>•Regular fire drills (monthly).</li> <li>•Regular Fire Inspections.</li> <li>•Biannual “lock in” drills.</li> <li>•Annual tornado drill, in accordance with the VDOE guidelines.</li> <li>•Continue to contract for cleaning services and grounds maintenance. Life Skills classes assist.</li> <li>•Sponsor annual outdoor/indoor “clean-up day” with parents, students, faculty, staff</li> </ul>	<p>Administration/ On-going</p>	<p>Board, faculty, and staff agree that it is preferable to hire an on-site maintenance person rather than contract for regular and occasional needs. This will require budget exploration with the Treasurer and Finance Committee.</p>

**APPENDIX II: Goals and Objectives specifically related to Personnel issues and under the oversight of the Executive Committee.**

Goals	Objectives to Accomplish Goals	Assessment Means	Results (with date)	Use of Results to Improve Quality of School
<p><i>I.</i> <i>To establish and maintain personnel policies.</i></p>	<ul style="list-style-type: none"> <li>•To review existing policies, and, if necessary, to identify changes and policies that do not exist.</li> <li>• To assist administrative staff create needed policies and make necessary changes.</li> <li>• To encourage greater diversity in the selection of NVS faculty.</li> </ul>	<ul style="list-style-type: none"> <li>•Policies will be reviewed on a biannual basis by the Executive Committee.</li> </ul>		
<p><i>II.</i> <i>To develop compensation and head of school reviews.</i></p>	<ul style="list-style-type: none"> <li>•In conjunction with the Executive Committee to develop an Head of School review.</li> <li>•To encourage and recommend competitive compensation commensurate with other area independent schools.</li> </ul>	<ul style="list-style-type: none"> <li>•To begin the annual review and compensation process for the Head of School.</li> <li>•The Board of Directors froze all salaries for the 2009-2010 school year; the H o S took a cut in salary. This will be revisited as the economic climate stabilizes.</li> </ul>	<ul style="list-style-type: none"> <li>•Put in place in the Fall of 2007. Implemented annually.</li> </ul>	
<p><i>III.</i> <i>To promote professional development for faculty and the administration.</i></p>	<ul style="list-style-type: none"> <li>•To encourage that resources be set aside for professional development for faculty and administration.5 October 2010</li> </ul>	<ul style="list-style-type: none"> <li>•A budget line item that needs to continue to grow.</li> </ul>	<ul style="list-style-type: none"> <li>•For the past three years, Lynchburg City Schools, through a federal program, have provided some professional development funds.</li> </ul>	