

## 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>

**Mission of the School:** Given the belief that each child deserves the opportunity to reach his or her full intellectual and emotional potential, New Vistas School provides a safe, nurturing, and individualized educational environment that fosters academic and personal growth necessary for life-long, productive citizenship. The school serves students with learning, attention, and social-emotional challenges.

### INTRODUCTORY NOTE:

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 EXECUTIVE COMMITTEE— responsible for providing support and oversight to the Board of Directors and the administration and to act on behalf of the full Board between meetings or as needed.**

*Chair: Suny Monk; Vice Chair, Ford Mays; Members Lois Asensio, Glenn Buck, Patti McCue, Diane Riley  
Ex Officio: Lara Jesser, Charlotte Morgan, Lisa DeJarnette*

Goals	Objectives to Accomplish Goals	Assessment Means	Responsibility of . . . / Time Table	Results/Use of Results to Improve Quality of School
<p>I. To encourage and maintain the Board's effective governance of New Vistas School.</p>	<ul style="list-style-type: none"> <li>•Review/revise/update the By-laws.</li> </ul>	<ul style="list-style-type: none"> <li>•Appoint an Ad Hoc committee to review the By-laws and recommend any necessary changes or additions.</li> <li>•Evaluate the current BOD committee structure.</li> <li>•Update criteria for Board membership (By-law revision?)</li> <li>•Ensure that a minimum of one parent will be on the Board of Directors. (By-law Revision?)</li> <li>•Create avenues/processes for any constituency to bring concerns to the Board.</li> <li>•Recommend any necessary By-law changes or additions to the Exec. Com.</li> </ul>	<p>Plan approved by Full Board, March, 2010; appointments to be made/</p> <p>First fall Board meeting, 2010</p> <p>By-laws Ad Hoc Committee to report to Executive Committee/ Within 6 mos. of Ad Hoc Committee appointment</p> <p>Spring, 2013: Not yet addressed</p> <p>Executive Committee to report to full Board re: By-laws/ Within 7 mos. of Ad Hoc</p>	<p>Completed 2014, Amended 2015</p> <p>Completed</p> <p>Completed and approved by the Full Board Fall 2010. Board is more aware of by-laws and more focused on committee responsibilities.</p> <p>Parents of graduates and grandparent of current student on Board</p> <p>Board Chair has been available for parents and faculty</p> <p>Executive Committee meets monthly or as needed.</p> <p>By-Laws review completed</p>

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	<ul style="list-style-type: none"> <li>•Provide regular opportunities for officers and committee chairs to exchange information and review progress.</li>   <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>•Set schedule and agenda for regular Executive Committee meetings.</li>   <li>•Maintain school calendar, Executive Com. calendar, and Board calendar.</li>   <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>Committee appointment.</p> <p>Executive Committee/ Annually, August</p> <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>2015</p> <p>Completed annually</p> <p>.</p> <p>Did not update in 2011; did update in 2012, all committees, as well as 2013, 2014, 2015.</p> <p>Annual New Board Orientation in August</p> <p>Executive Committee acts as nominating committee annually.</p> <p>Annual program of self and full board evaluation; Feedback provided to full Board in June.</p> <p>Experiential Learning Workshop, 2013; Data Mining Workshop, 2013; Spring 2015, faculty visits to Board re: garden, Steam Camp</p> <p>Format in place</p>
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				<p>Board member guides full board on Experiential Learning, Spring, 2013.</p> <p>Board assessment tool developed, 2011, rev 2014.</p> <p>While a worthwhile goal, given the dip in the economy and the tightness of the budget this has not been realized as of Spring 2013. As budget allows this will be reviewed.</p> <p>Unexpected funds from Title IIA have enabled NVS to provide increased professional development opportunities, 2012-2014. Budget line item has increased.</p> <p>Funding for professional development increased 2014-2015</p>
<p>II. To encourage and maintain New Vista School's strong academic program.</p>	<p>•Stay apprised of academic concerns and needs.</p>	<p>•Review regular report of the Head of School.</p> <p>•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.</p>	<p>Board Members, provided by Head of School/ Monthly</p> <p>Head of School/ Annual Vision Statement</p>	<p>Accomplished at each Board meeting per Head of School Report.</p> <p>Head of School reports annually in the fall with a "state of the school" report (not exactly a Vision Statement)</p> <p>Appraisal of academic programming/needs included in</p>

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	<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. Spring, 2013, per Exec. Com: “Stay apprised of current trends in the field of special education through the Head of School.”</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 College, 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; NVS not qualified for state program.</p> <p>Treasurer, Business Manager, Chair Fin. Com., H o S/ Annually</p>	<p>monthly HoS report</p> <p>Trustee-educators advise Board and HoS Annual programmatic update by HoS</p> <p>Board views this as part of the responsibility of the Head of School.</p> <p>Accomplished with Mom Squad, Fall 2011; two Parent Forums scheduled annually. Greater parent involvement helps with fund raising, nurturing faculty, and special projects in the community.</p> <p>While a formal Lab School has not been realized, partnerships with both colleges are ongoing and public. Sen. Newman worked with NVS and both colleges, but public funds were not available.</p> <p>Student teachers and interns participate in classroom and development office activities</p> <p>More funds made available through Lynchburg Federal Funds.</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> </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</li> </ul>	<p>Chair, Co-Chair, Head of School, Asst. Head of School/ Fall, 2010</p>	<p>Regrettably, all benefits were frozen as of 2010 until such time as NVS attains long-range fiscal sustainability.</p>

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	<ul style="list-style-type: none"> <li>•Review compensation and benefits package for employees.</li> </ul>	<p>place.</p> <ul style="list-style-type: none"> <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 becoming incapacitated/unable to perform her duties.</li> <li>•Have the emergency plan amended to the By-laws, as appropriate; refer plan to Ad Hoc By-laws Committee.</li> </ul>	<p>Executive Com. with advice of Finance Chair/ Annually, spring</p> <p>Ongoing, but not realistic in view of current economic downtrend and reduced enrollment.</p> <p>See above comment.</p> <p>By-laws Ad Hoc Committee; Executive Committee</p>	<p>Reviewed and updated, Spring, 2012, by Board member in conjunction with H o S. Annual H o S Self-Eval and Eval, with report to full Board in June</p> <p>Compensation increases in 2013, 2014; reviewed health care package in 2013, 2014; Board determined raises per year based on federal cost of living index.</p> <p>So amended in revision of By-Laws.</p>
	<ul style="list-style-type: none"> <li>•Plan for smooth transition of the Head of School.</li> </ul>	<ul style="list-style-type: none"> <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</li> </ul>	<p>Executive Committee/ Winter, 2010</p> <p>Salaries are frozen; benefits are reduced, as of Spring 2010.</p> <p>In 2013 and 14 faculty</p>	<p>Incomplete; needs to move forward</p> <p>Diversity awareness in hiring; interns and student teachers, also, often represent diversity.</p>

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	<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>tuition increases permit, increase financial aid.</p> <ul style="list-style-type: none"> <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 and the results of the “expectation survey”.</li> </ul>	<p>realized slight salary increases. This is projected forward at the Cost of Living Index.</p> <p>Ongoing, with NAP assistance.</p> <ul style="list-style-type: none"> <li>•Executive Committee to appoint Ad Hoc B&amp;G Committee Fall, 2010; reviewed and dissolved Spring 2012.</li> <li>•The Building/Grounds Ad Hoc Committee (B&amp;G), Winter, 2011</li> <li>•The Building/Grounds Ad Hoc Committee, Fall, 2011; returned to re-activated Facilities Committee Fall 2012.</li> </ul>	<p>Diversity hires but had to release two staff due to budget constraints (newest hires).</p> <p>Implementing visibility/ Marketing campaign with professional input</p> <p>Ad Hoc committee convened and dismissed, with finding that NVS should remain in current location and, once fiscal sustainability is accomplished, consider a capital campaign for a multipurpose facility. In the interim, refurbish current facility as much as possible. Consider an “Adopt-A-Room” campaign (Spring, 2013) Maximize the use of the current space and facilities.</p> <p>Campaign completed, 2013 and 2014, with major improvements to rooms and flooring.</p> <p>B/G Com. restored to full status, Fall, 2012, as Facilities Committee. Active in exploring ways to refurbish current facilities.</p> <p>School-wise renovation program: First phases completed 2012-2013 Second phase 2014-15 Garden classroom, 2014</p>
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		<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>Third phase planned</p> <p>Completed Decision to stay at current building</p> <p>Developed capital improvement plan and began implementation 2014-2015 Roof replaced, 2015</p> <p>Considering MULTIPURPOSE BLDG. plans</p> <p>Ad Hoc Committee laid down, Spring, 2012. (see below)</p>
<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>	<p>Between 2009 and 2012 Ad Hoc Committee explored three off-site facilities. None found appropriate due to budgetary constraints. NVS student growth slowed during this period. Off site Ad Hoc Committee inactivated, Spring 2012.</p> <p>Determined not feasible at this point in time, Spring, 2013.</p> <p>Discussion to continue once sustainability number at 45 is stable.</p> <p>Capital campaign feasibility/planning scheduled for 2015-2016</p>

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

*Chair: Vacant ; Members Lois Asensio, Ford Mays, Glenn Buck, Terry Marsh*

*Ex Officio: Business Manager Barbara Johnson, Development Director Lara Jesser, HoS Charlotte Morgan, Asst HoS Lisa DeJarnette*

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> </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. As of Oct. 2012, this has gone from 76% at the start of the Leadership Campaign to 80% in the 2012-13 budget.</li>   <li>•Invigorate/extend the tutoring program.</li> </ul>	<p>Treasurer, Finance Com. Chr., H o S, Business Manager/ By March 2011; continue to raise to the 83% target over the next three years.</p> <p>H o S, Treasurer, Fin. Com. Chr., Dir. of Dev., volunteer Board members/ On-going While the tutoring program was active during the years 2010-2012, with the decrease in enrollment and federal flow-through funds that has been discontinued. The Finance Committee will continue to explore ways to increase non-tuition income.</p>	<p>Budget has been strengthened by tuition increases and NAP program incentives 2012, 2013, 2014, 2015.</p> <p>As of Fall, 2014, tuition covers 76% of budget. Review. Reset aim for 83%</p> <p>Tutoring program explored; robust in 2013; changes in personnel and funding sources led to reductions; Pilot program STEAM Summer Camp will take precedence as potential revenue stream in Summer 2015.</p> <p>STEAM Summer Camp not ready Summer. 2015; will implement Summer, 2016.</p> <p>Ad Hoc Committee, 2014-2015: At the moment, tutoring program would require unavailable time and resources. Reconsider at a later date.</p> <p>Continue in next strategic plan</p>

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	<p>•Collaborate with other organizations for fundraising.</p>	<p>•Increase enrollment with a focus on public sector placements.</p> <p>•Review 83% sustainability models for 40 students, 45 students, 50, and 55. Which is ideal?</p> <p>•Maintain contact with Virginia Wine Classic and James River Furnishings.</p> <p>•Engage other corporate sponsors.</p>	<p>Above + H o S/ ASAP Oct. 2012: public sector placements are up, percentage wise, and continue to grow. All enrollment is down due to the two-year economic downturn.</p> <p>•Head of School and Business Manager will present to Finance Com. in Fall of 2012.</p> <p>• As of Oct. 2012 James River Furnishings is no longer viable. Development Director will make contact with Virginia Wine Classic in Fall of 2012; Head of School will explore Extreme Reading Relay.</p> <p>•Renew contact with Genworth; member of Committee will contact, Fall, 2012; ongoing</p>	<p>As of Fall 2015, public placements are almost at 50%; however, private placements have decreased</p> <p>Fall, 2014: Over a third of students are publicly placed; LEAs and local attorneys/social services call NVS with inquiries.</p> <p>Sustainability number determined to be 45 students.</p> <p>Neither effort yielded potential funding. Other options explored by Development.</p> <p>Local businesses (Depot Grille, Belk) have donated %age of</p>
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				profits to NVS, 2013, 2014. Givens Books ia a corporate friend.  Development Director continues to reach out to Genworth; small donations annually.
II. To develop an annual budget.	<ul style="list-style-type: none"> <li>•Implement a balanced budget annually.</li> <li>•Investigate/monitor ways to keep financial information available and current (actual and projected revenues and expenses).</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 Directors, for its approval.</li> <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>Head of School, Treas., Chair, Fin. Com., Bus. Man/ Per fiscal year calendar</p> <p>Treasurer, Chair of Fin. Com., Bus. Man., H o S/ Annually, March 2010-2012</p> <p>Same/ On-going, monthly</p> <p>•Monthly, Business Manager, Treasurer, and H o S</p>	<p>Completed annually.</p> <p>Completed annually.</p> <p>Accomplished financial goal.</p> <p>On-going Explore online Board portal</p> <p>On-going</p>
III. To explore NVS' investment strategies, build investment value, and establish a system for oversight.	<ul style="list-style-type: none"> <li>•Develop an investment policy.</li> </ul>	<ul style="list-style-type: none"> <li>•Identify a Board member with investment experience and expertise.</li> </ul>	<p>Exec. Com/Finance Com./ By June, 2011; deemed not economically feasible in Fall, 2012</p>	<p>Board member with financial expertise is advising. On-going</p>

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	<ul style="list-style-type: none"> <li>•Renew focus on increasing the Endowment/establishing new endowments.</li> </ul>	<ul style="list-style-type: none"> <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>By September, 2011; not accomplished; will be determined by stronger economic health</p> <p>Fall, 2012: Not feasible at this time; postpone for time being</p>	<p>Not accomplished</p> <p>(Will Capital Campaign take precedence over Endowment in next strategic plan?)</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./Business Manager, Devel. Dir. will continue to explore, Oct., 2012 Annually</p>	<p>Completed annually.</p> <p>Completed annually.</p> <p>Completed 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> <li>•Approve and implement on-line application and payment options for families and donors.</li> </ul>	<ul style="list-style-type: none"> <li>•Link to the NVS website.</li> <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> </ul>	<p>Bus. Man., Treasurer, Tech. Dir., Bd. vol./ Fall, 2010; under study, Fall, 2012</p> <p>Tried in 2010; unsatisfactory; consider trying again as technology improves</p> <p>Under study, Fall, 2012</p> <p>In place, Fall 2014</p>	<p>Online payment options available for certain options; not yet for tuition. (FLEA-Pay)</p> <p>2013: Through NVS website: Annual Fund donations Ticket sales for fundraiser (FleaPay)</p> <p>2014: Online admissions not yet an option. Continue to explore.</p>

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	•Offer technological expertise to the administration.	•Assist the Dir. of Dev. and the Tech. Dir. with updates and maintenance.	Board volunteers/ On-going	Updated Development software (Giftworks), Fall, 2014
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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 Chair, Ford Mays; Members Bob Gillette, Neil Moore  
Ex Officio: Lara Jesser, Director of Development*

<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>Membership in the Chamber of Commerce. 2014</p> <p>Data Mining 2012-2013 identified new prospects</p> <p>Career Day 2014. Patti McCue (Centra), Glenn Buck (LC) Suny Monk (Oxide), Steve Coates</p> <p>AREVA, Griffin Pipe, Genworth, Blue Ridge Organics, Lowe’s, Tractor Supply, Home Depot, Randolph C, Lynchburg College, VA Dept of Health, The White Hart Café, DPO</p> <p>Ford Mays, Moore, B &amp; W, Bank of the James, Corner Restaurant</p> <p>Continue efforts for: visibility, fundraising, and increased community connections.</p>
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<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>   <li>• Increase grandparent gift giving.</li>   <li>•Increase alumni gift giving.</li> </ul>	<ul style="list-style-type: none"> <li>•Identify and contact prior donors who no longer give to NVS (esp. former Board members)</li>   <li>•Make personal contact with each parent during AF season.</li>     <li>•Make the case for the need for NVS in the region and in the community, as identified in the Mission.</li>   <li>•Update grandparents' database per new students.</li>   <li>•Create/update the alumni database; contact.</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>   <li>Dir. of Dev./ On-going</li>   <li>Dir. of Dev./ Annually</li> </ul>	<p>Not accomplished; continue effort</p> <p>Parents' Night, Grandparents' Day, Serve-A-Thon are held annually.</p> <p>Database is updated.</p> <p>Alumni are being reached via social media and through the newsletter. Database is updated.</p> <p>Need to search down names/current addresses</p> <p>Strengthen alumni engagement (Alumni on campus forVAIS in Spring 2015 and to advise seniors in May 2015); continue efforts</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> </ul>	<ul style="list-style-type: none"> <li>•Explore local grant opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Dir. of Dev./ Annually; on-going</li> </ul>	<ul style="list-style-type: none"> <li>• Guidestar is a searchable database of foundations and the grants they offer</li> </ul>

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	<ul style="list-style-type: none"> <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>•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>Dev. Com. Members, Director of Development / On-going</p> <p>Dir. of Dev., Volunteer grant writers/ Annually, on-going</p>	<p>A minimum of ten grants submitted annually</p> <p>Lego &amp; Honda 2013-14</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> <li>•Increase identity as a professional resource</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>LCS Federal Funds</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> <li>•Review and evaluate staffing needed to achieve development goals.</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> <li>•Report to the Executive Com.</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/ October, 2010.</p> <p>Same/ Winter, 2011</p>	<p>The Annual Appeal is mailed in October. Holiday cards mailed in Dec. Seniors signed thank you cards mailed in May. Appeal mailed to previous donors that have not responded in June.</p> <p>Job description for Dir. Of Dev. divided to include part-time Coordinator of Development.</p> <p>With Board Chair 2012-2013, annually</p>

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***Special Events Sub-Committee***—responsible for increasing annual fund-raising for NVS through special events.

*Chair: Patti McCue; Members: Mason Basten, Justin Mays, Larry Ouellette*

*Ex Officio: Lara Jesser, 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 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>The Finger Licking Feast – Annual Board fundraiser (raised \$47,367 in 2014); raised \$58,000 in 2015</p> <p>Must relocate and redefine annual event, maintaining “feast” focus with intent of closer in town and appealing to more participants; move forward</p> <p>2014: Perhaps a separate silent art auction event?</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</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>	<p>Mom Squad active, 2012-2015</p> <p>Serve A Thon Fall Fundraiser – Annual Event (2014 \$4,288); 2015</p> <p>Belk Spring Fundraiser 2014</p> <p>Poinsettia Sale 2012-2015</p> <p>Depot Grille Night (2013, 2014)</p> <p>Continue these efforts;</p> <p>Lynchburg Art Club: NVS student showcase, Spring, 2015</p>

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		<p>events.</p> <ul style="list-style-type: none"> <li>•Increase parent involvement in the Mom Squad, the Feast, and two annual minor fundraising events.</li> <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>	<p>Strengthen, increase community partners</p> <p>Roz Wiseman forum with JRDS, 2012;</p> <p>Madeline Levine forum with JRDS, 2014</p> <p>Grandparents' Day 2009-2014</p> <p>Need to reinstitute Parent Forum</p> <p>Consider working concurrently with Development Committee</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.**

*Chair Diane Riley; Members: Bob Gillette, Justin Mays*

*Ex Officio: Lara Jesser, Development Director; Charlotte Morgan, Head of School*

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>Logo and mission statement is on all marketing materials. Mission updated to read grades 3-12 (no longer K-12).</p> <p>Change a Child. Change A Family. Change A Community.</p> <p>2015 Brand Change: Some children learn differently. We teach differently.</p> <p>New brochure printed June 2014</p> <p>New brochure design, Fall, 2015</p> <p>Fall, 2015: Entire presentation packet needs revision in keeping with new Logo/Brand</p> <p>DVD’s sent out to prospective parents. Website is updated.</p> <p>Dayrich Marketing produced a 90 second video that is on our</p>

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				website.
<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>   <li>•Explore interactive networking possibilities, such as monthly e-letters.</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 use when presenting publicly.</li>   <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>M/C Com., Dir. of Dev., Parent rep, H o S/ Fall, 2011</p> <p>Same/ June 2011; on-going</p> <p>Dir. of Dev., Board vol., Tech. Dir./ August, 2011</p>	<p>Facebook Page is updated weekly. Videos posted to Instagram (#newvistasschool)</p> <p>Student-produced video, Spring, 2015, on website</p> <p>Brochures have been updated.</p> <p>These are included on our website.</p> <p>Newsletter <b>The Progress</b> is mailed triennially to approximately 1700. All new contacts are given a copy of the newsletter by mail or by hand When possible. Newsletter is taken to awareness events and expos to hand out. Going forward: consider making electronic?</p> <p>Perhaps new donor database can increase the number of email addresses we have for contacts that are interested in receiving e-letters.</p>

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<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> <li>• Increase the professional visibility of News Vistas and its staff.</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> <li>• Establish a speakers bureau of Board, faculty, staff, parents, and students for media and community events.</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> <p>M &amp; C, Director of Development, Head of School/ ASAP, on-going</p>	<p>Founders are invited to parents’ nights and Commencement Ceremonies and 30-year launch.</p> <p>2013 NVS renovations in News &amp; Advance. NVS Outdoor Classroom story aired in July of 2014 on WSET and WDBJ7 and News and Advance</p> <p>Spring, 2015: Mary Harvell and Lara Jesser-Abell on local morning tv promoting student art show</p> <p>Public support of Roundtable waned; Asst. Head of School is interested in reviving</p> <p>2015: Student job shadowing at Centra scheduled</p> <p>Externships for students at Centra a possibility. Healthy For Life has been expanded to include a garden.</p> <p>Met with Rep. Goodlatte’s aide 2014. Recorded Lynchburg Live Episode 2014.</p>
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<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>The Marketing Firm Dayrich has assisted with revamping website.</p> <p>RFP sent to marketing companies for website redesign, Fall, 2015 (focus: mobile accessibility, streaming visibility) Technology Director updates; explore administration shared with development</p> <p>Lynchburg Live Interview posted to YouTube</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>	<p>M&amp;C Chair, Dir. of Dev., Asst. Head of School, Board volunteers/ Fall 2010, on-going</p>	<p>Marketing firm (Dayrich) will proceed with making videos.</p> <p>Explore social media, local media, ongoing</p>
<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>	<p>M &amp; C Com., Dir. of Dev., Head of School, volunteers; Summer 2010</p>	<p>Held a 25<sup>th</sup> anniversary celebration, burying a time capsule on school grounds and introducing a student-designed school flag. Newspaper coverage.</p> <p>Not yet accomplished; weekly e-blast to families. How widen?</p>

**FACILITIES COMMITTEE—responsible for maintenance and planning for the buildings and grounds of the school.**

*Chair, Lois Asensio; Members: Mason Basten, Larry Ouellette, Neil Moore*

**Appendix I:** Goals and Objectives for day-to-day maintenance of the School are 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>I.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>Reviewed as of 10/2012; All inspections and drills continue to be under the Administration’s control and are completed as required by VDOE and the Risk Management Plan.</p> <p>•10/2012: Discontinued due to lack of parent participation.</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. (5/2009)</p> <p>Revised and revisited 10/2012: Economically, it is not feasible to hire an on-site maintenance person; funds are better used for instructional personnel.</p> <p>10/2012: Grounds maintenance is currently a gift to the school by an involved family. There is no budget item for grounds maintenance at this time.</p> <p>4/20/2014: Grounds maintenance, including grass cutting, is a gift. The committee recognizes that this will need to be addressed either as a budgetary item or a long-term gift.</p>

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				Spring, 2015: Donation of grounds maintenance discontinued; needed to be inserted as budget line item
II. To encourage and maintain the Board's sound, efficient management of the NVS facility.	<ul style="list-style-type: none"> <li>•Provide appropriate physical facilities on-site to accomplish the Mission of NVS.</li> </ul>	<ul style="list-style-type: none"> <li>•Explore current site for added space needs.</li> <li>•Explore current site for physical, structural, and cosmetic improvements.</li> </ul>	<ul style="list-style-type: none"> <li>•Facilities committee and potential donor will meet with volunteer architect to consider options (Fall, 2012).</li> <li>•Facilities committee will present potential options to full Board for consideration.</li> <li>•Administrative team will explore facility for immediate maintenance needs as well as a plan for pro-active, on-going maintenance. (Fall, 2012)</li> <li>•Facilities Committee will undertake potential to refurbish common areas and hallways of the main building. (Fall, 2012)</li> <li>•Administration will seek input from faculty/staff regarding "wish list" for improvements in their specific areas. (Fall, 2012)</li> </ul>	<ul style="list-style-type: none"> <li>• Finances do not indicate that addition is feasible (Fall, 2012)</li> <li>•Board members have explored purchase of contiguous properties in lieu of construction of a multipurpose building with classroom kitchen. Capitol Campaign for purchase or building will be brought forward by the Facilities Committee to the Full Board at a later date. (4/2013); continued review and discussion (6/2014); continued review and discussion, spring, 2015</li> <li>•Through grant, electrical update in needed areas of the main building (Spring 2012)</li> <li>•2012-2015: Electrical upgrades as needed</li> <li>•Front hall, dining hall floors refinished with funds provided by gift. (Spring, 2012)</li> </ul>

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			<ul style="list-style-type: none"> <li>•Business Office will seek current insurance assessment in view of new playground area. (Fall, 2012)</li> <li>•After research on outdoor instruction, sought grant for instructional pavilion.</li> </ul>	<ul style="list-style-type: none"> <li>•Adopt-A-Room Campaign successfully completed, enlarging Upper School classrooms, equipping an art studio, and painting most other classrooms. (Spring/Summer 2013) (Wish lists from faculty incorporated)</li> <li>•Playground installed through grant funding. (Summer/Fall, 2012); insurance needs assured</li> <li>•Grant from Centra denied for pavillion, Spring, 2012; rewrote, resubmitted, to include outdoor classroom, garden, and greenhouse; Denied, Spring, 2014; will continue to pursue grants</li> <li>•Garden added spring 2014</li> <li>•Survey scheduled/completed in 2014</li> <li>•New roof added on original part of facility</li> <li>•2015: Grant solicited for new HVAC</li> <li>•Committee continues to explore, prioritize facilities needs</li> </ul>
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**PERSONNEL COMMITTEE (RE-INSTATED):**

*CHAIR: GLENN BUCK; MEMBERS: BOB GILLETTE, WREN ROBERTS*

Goals and Objectives specifically related to Personnel issues are 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. To establish and maintain personnel policies.</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>		Ongoing
<p>II. To develop compensation and head of school reviews.</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>	Annual and ongoing
<p>III. To promote professional development for faculty and the administration.</p>	<ul style="list-style-type: none"> <li>•To encourage that resources be set aside for professional development for faculty and administration. 21 September 2015</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. (Title IIA)</li> </ul>	Ongoing commitment to increase professional development opportunities in this specialized field requiring knowledge and expertise in best practices.

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<p>IV. [Added by Board, 2014] As requested by administration, to assist in professional development, consultation, and faculty governance</p>	<p>•To assist Head and Assistant Head of School with professional needs as requested</p>			<p>Assisted over the school year 2012-2013 with faculty planning and training toward greater use of experiential educational strategies</p> <p>Assisted Head of School in 2014-15 with ongoing Personnel issue</p>
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