Vistamar School
Strategic Plan
2016-2020
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Dear Vistamar community,

Because our commitment to best practices in education is the cornerstone of the Vistamar mission, it is not surprising that we find ourselves re-envisioning our school once again as we enter our second decade. Over this past year we have scanned the horizon and adjusted our course, and now we are thrilled to share this Strategic Plan with you—a vision for our future and a blueprint for achieving the goals we have set.

After the completion of our self study and subsequent 7-year accreditation by CAIS-WASC, our entire community participated in a series of conversations to reflect on our accomplishments and to generate ideas for the evolution of our programs, community, and culture. What emerged from these conversations was a strikingly united commitment among all constituencies to our mission to provide innovative, globally focused programs to a diverse student body—concepts that were articulated by our founders over a decade ago and still inspire us today. There also was broad agreement that we continue to stay abreast of the latest research on teaching and learning and we continually assess our programs to ensure that they are a reflection of that research and our own experience and expertise as educators. Most importantly, all members of the Vistamar community want to ensure that our school is a sustainable institution that will continue to serve students and their families for decades to come, and everyone expressed a willingness to do their part to make this desire a reality.

We are so pleased to share this vision and plan with you, and we hope you will feel inspired to help us make it a reality in the months and years ahead.

Sincerely,

Karen E. Eshoo, Ed.D.
Head of School

Michael L. Armitage
Chair, Board of Trustees
VISTAMAR HISTORY

Vistamar School was founded in 2005 by a group of civic-minded families following four years of research, planning, fundraising, and personnel recruitment. With an eye toward helping the South Bay region keep pace with its changing population and economic growth, the founders set out to offer a high-quality, college preparatory learning environment, serving a student body reflective of the diversity of Los Angeles.

The founding Board of Trustees appointed Jim Buckheit as Head of School in 2004. Prior to Vistamar, Mr. Buckheit served as Head of School at several schools in the US and abroad. As founding Head, Mr. Buckheit played a pivotal role in creating Vistamar’s curriculum, combining the best traditions of American independent schools with exemplary practices drawn from other education systems around the world. Mr. Buckheit also set the highest standard for faculty by recruiting only those who demonstrated the highest level of expertise in their curricular fields and in teaching. That tradition has continued and expanded as the faculty has grown to accommodate enrollment.

Today, Vistamar has graduated eight classes, beginning with the class of 2008. Vistamar alumni have been accepted at the nation’s best colleges and universities and are making their mark as global citizens on their campuses and in their fields.

Following Jim Buckheit’s retirement in 2011, the Board of Trustees unanimously appointed Karen Eshoo as Head of School. Dr. Eshoo, an independent school educator and administrator for over 20 years, had most recently served as Assistant Head of School at Lick-Wilmerding High School in San Francisco. In her sixth year as Vistamar’s Head of School, her key focus is on enrollment growth and campus expansion while maintaining Vistamar’s diverse and inclusive school culture.

There is much to celebrate in Vistamar School’s first decade of operation. We are proud of our progress in fulfilling the vision of the founders to create one of the finest independent secondary schools in the nation. As we continue to grow and expand, we have much to look forward to in the years ahead.
MISSION

Vistamar School empowers students, preparing them to contribute and excel in higher education and in life, and commits to:

- A broad and balanced program that challenges and engages students, building their individual skills and inspiring a passion for learning.
- An intimate atmosphere that fosters initiative, responsibility, knowledge of self, and connections to others.
- Diversity of thought and culture that encourages authentic exchange of perspectives, mutual respect, and a mature understanding of the world.

In their studies, in their work, and in their communities, Vistamar students will embrace lives of learning, integrity, and purpose.

Approved by the Board of Trustees, 2004.

VALUES

ACADEMIC EXCELLENCE – From Europe and Asia, from Exeter New Hampshire, and from the US Department of State, Vistamar has assembled one of the most innovative and globally oriented academic programs among Los Angeles area independent schools.

SUPPORTIVE COMMUNITY – A curriculum as rich and rigorous as the one we have assembled requires that our students be able to rely on the encouragement of their peers, faculty, advisors, and all of the parents. Our arms are tightly locked as a community in support of our students as they reach and exceed their goals.

GLOBAL PERSPECTIVES – Through interactions within our globally influenced curriculum and with each other, our students see themselves as genuinely active global citizens.

DIVERSITY AS EXCELLENCE – Vistamar students respect, appreciate, and embrace diversity, and they maneuver fluidly among people of all different backgrounds – racial/ethnic, socioeconomic, religious, gender identity, geographic, and sexual orientation.

LIFE PLANNING – Vistamar School takes a lifelong view of achievement, emphasizing authentic learning over short-term outcomes. We care about our students’ acceptances to colleges as much as we care about what they do when they get there, and in their lives beyond.

INNOVATIVE USE OF SPACE – The Vistamar campus uses a research-based layout designed to facilitate the comfort, interaction, and flow of a teenage population.
STRATEGIC PLANNING PROCESS

Vistamar School involved all constituencies in the strategic planning process, which spanned eight months in 2015 and 2016.

- March: The Board of Trustees and the Leadership Team spent their spring retreat on a SWOT analysis of topics related the four major recommendations from our CAIS/WASC accreditation report.

- June: The faculty and staff spent their end-of-year meeting developing a preliminary list of criteria for being an excellent colleague at Vistamar. This would be the starting point for the new Director of Teaching & Learning and her task force to build a complete process for support and evaluation of faculty. Concurrently, the Head of School began to research similar processes for staff, including 360-degree evaluations for administrators.

- June-September: A strategic plan task force was formed to generate strategies and tactics, and to refine the language that would be used in the final documents. The task force met several times during the summer and the fall to produce a draft of the strategic plan that could be shared with constituencies for feedback.

- October: The Board and Leadership Team spent their fall retreat responding to the draft strategic plan, and the faculty and staff also held a special session for the same purpose. The major focus of these discussions was the tactics that might be employed in carrying out the strategic priorities. After those meetings, feedback was synthesized and incorporated into the draft plan.

- November: Members of the Vistamar PAVE council (the School’s parent association) held special session to respond to the updated draft, and a group of twelve 11th and 12th graders was convened for the same purpose. Once their feedback was incorporated, the task force completed the plan.

- January 2016: The Head of School unveiled the 2020 Strategic Plan at Vistamar’s annual State of the School Address.
**VISION STATEMENT**

By the year 2020, Vistamar School will be recognized as a highly desirable, independent high school in Los Angeles known for innovating and delivering rigorous, globally influenced academic programs to LA’s most diverse and inclusive learning community.

**LONG TERM GOALS**

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**Notes:**

1) Fund-A-Need monies raised at the annual Blue & Gold event will be applied in the year raised and will not be deferred to the next year.

2) The total fundraising goal for 2016-2017 includes $1.7M for the completion of the Visual & Performing Creative Commons and does not include the gym project that will be a focus in the future.

3) Faculty/Staff head count excludes athletic coaches.
OUR FIVE STRATEGIC OBJECTIVES

By 2020, Vistamar School commits to:

I. Achieve financial sustainability

II. Continue to commit to program excellence

III. Fulfill our vision for an innovative, model facility

IV. Support our distinctly diverse community

V. Maintain and grow strong Board leadership
Objective I: Achieve financial sustainability

Vistamar School continues to run operating deficits that are high enough to pose serious challenges for fundraising. Covering the gap between tuition revenue and budgeted expenses is always our first priority, and this focus makes it difficult for us to raise money for building projects, special programs, and our Moderated Tuition program. While we have been successful in covering these large gaps in recent years, our goal is to get to an annual operating deficit of $500,000 by 2020, which assumes enrollment of 300+ students, about 30% student participation in Moderated Tuition, and the most efficient faculty-staff structure that will allow us to deliver the best possible program.

Strategies & Key Tactics:

• Optimize all enrollment metrics. (Head, Admissions Team, Marketing & Enrollment Committee)
  o Effectively and efficiently utilize staff, parent and student ambassadors, and alumni.
  o Expand outreach to different communities during the regular and rolling admissions processes.
  o Continue to develop the international student program as it grows from our pioneer student in 2016 to a group of five or six students for the fall of 2017.
  o Continue to evaluate the distribution of Moderated Tuition funds to maximize the number of students who participate, while sustaining the ethnic diversity of the student body.

• Focus on more effective fundraising. (Head, Development Team, Development Committee)
  o Execute a multiyear development plan that will include strategies for annual fundraising for the Vistamar Fund, fundraising campaigns to complete the campus, and foundation support for programs, Moderated Tuition, and building projects.

• Increase efficacy of branding, marketing, admissions, and development through quarterly meetings between the Head of School and committee chairs and through regular communication loops. (Head, Marketing & Enrollment Committee, Development Committee, Marketing Consultant, Admissions and Development Teams)

• Expand into new target markets. (Admissions Team, Marketing & Enrollment Committee)
  o Grow our international student population.
  o In support of our diverse community, engage Vistamar community ambassadors to work with local African American, Asian, and Latino communities.

• Conduct regular assessments against priorities and goals. (Board, Head)
  o Streamline data collection and increase capacity for short- and long-term analysis that will influence decision-making. These processes necessarily include detailed expense analyses that will help to determine the correct levels of staffing to optimize delivery of excellent programs and contribute to financial stability.

• Consider alternate debt structures. (Board, Finance Committee, Head, Director of Finance)
  o Expand our current sub-debt structure to include new and more investors.
Student Impact

While much of the content for this objective focuses on areas that are not directly related to students’ day-to-day experience, the continued growth of the student body to our desired enrollment of 300+ certainly will have an impact on them. The inclusion of international students will be significant as well. We have been granted approval by the Department of Homeland Security to offer the I-20 visa, and we launched the program with one student in the fall of 2016. We plan to bring in five or six additional international students in the fall of 2017. During the spring and summer of 2016, we developed a full set of programs and practices in support of these students—particularly the ways that we will integrate them into our culture. Of course, new facilities will make a positive impact on the students, and those building projects will be addressed later in this document.

Ways to Assess and Report Progress

We share our enrollment and financial outcomes from the previous year as well as our goals for the current year with the entire community in August and September. And we assess our progress toward those goals monthly. Most of the progress we make toward our enrollment and financial goals will be shared formally at the State of the School Address each January. For the capital campaign in particular, we will be working with our consultant to develop clear messages, a plan for dissemination, and a feedback loop that will keep all members of the community up to date. In addition, Trustees and members of the Leadership Team will continue to meet before each Board meeting to analyze performance data before sharing that information with the entire Board. The faculty and staff will continue to be updated on a regular basis about progress during weekly meetings as appropriate.
Objective II: Continue to commit to program excellence

The elements encompassed in this objective certainly focus on the effectiveness of our curricular and co-curricular programs. We built our academic program based on best practices from around the world, and by 2018 we will have conducted assessments of each of our academic areas to determine what, if anything, will need to evolve and what should be preserved in terms of content and approach. We already have determined that our seminar program is not adding significant value to the academic program; in its place we launched a Civic Engagement Curriculum in the fall of 2016 that will educate students about social and political issues and get them off campus to learn more about how they can make an impact. We know that this likely will increase our program costs because of transportation needs and that it likely will entail a re-envisioning of our daily schedule to include significant time for students to be off campus. We also are evaluating our co-curricular programs, focusing in particular on Athletics to ensure we retain the highest quality coaches who will build excellent programs for each sport and help raise our visibility in the area as a result. We added a position of Assistant Athletics Director in the fall of 2015 in order to increase focus on these goals. Finally, a Director of Teaching & Learning was appointed in the spring of 2015, and she has been working with a faculty task force to develop a full program for support and evaluation for faculty. In conjunction, the Head of School initiated a 360-evaluation in the spring of 2016 for her own evaluation process, and she plans to use similar evaluative processes for members of the Leadership Team and other staff in coming years.

Strategies & Tactics:

• Strive for curricular and co-curricular innovation. (Head, Assistant Head, Director of Teaching & Learning, Director of Educational Technology)
  o Employ best teaching practices/curriculum from around the world.
  o Launch a Civic Engagement Curriculum in the fall of 2016.
  o Build a leading athletic program that is characterized by the highest standards for skill development, integrity, and sportsmanship.
  o Test online learning opportunities for interest and efficacy.
  o Develop a Strategic Technology Plan that prioritizes equitable access, regular hardware and software updates, and effective use in the classroom.

• Create a leading-edge professional development and evaluation program for faculty and staff that emphasizes excellence. (Director of Teaching & Learning, Head, Assistant Head)
  o Research support and evaluation systems at both secondary and university levels to build effective and sustainable practices at Vistamar. Develop criteria for excellent performance and accompanying evaluation systems—which will include student feedback—during the 2015-2016 school year, and launch the full evaluation system in the fall of 2016.
o Enhance the existing professional growth program for faculty and staff, embedding regular sharing of new teaching strategies into the existing program.

o Encourage teacher collaboration—especially by allocating time dedicated to this important work—within and across departments to promote the development of the most effective pedagogy and an interdisciplinary curriculum.

• Further commit to delivering a student-centered culture. (Head, Assistant Head, Director of Teaching & Learning, Student Services Team)
  o Create more student leadership opportunities in curricular and co-curricular programs, and re-evaluate the need for adult support for these opportunities.
  o Continue to evaluate and build Vistamar traditions so that they reflect our core values and leverage the power of student-adult relationships.
  o Create partnership opportunities between students, faculty, staff, and trustees that are anchored by common interests.

• Seek new ways to ensure global perspectives saturate Vistamar’s learning community. (Head, Education Committee, Assistant Head, Development Team)
  o Leverage the partnership between the Education Committee and faculty/staff to investigate and implement relevant opportunities.
  o Increase opportunities for global immersion experiences and seek financial support from interested donors to keep those opportunities as accessible as possible for all students.
  o Ensure the effective integration of international students in the student body.

Student Impact

Clearly, all of these areas impact students directly. Both the work we are undertaking in assessing and building our program and the work we are doing to support the development of the best teaching practices are designed to enhance the intellectual, social, and emotional experience of all members of the student body.

Ways to Assess and Report Progress

The Assistant Head of School will work closely with each Department Chair to implement program evaluations in their departments, and will partner with the Head and members of the Education Committee to research current best practices and innovations. We piloted the faculty evaluation system during the third trimester in the spring of 2016, and have utilized the feedback from those participants to refine that system that went into wide use in the fall. The Director of Teaching & Learning will be responsible for updating the faculty on progress throughout, and the Head will keep the Board apprised of progress as well. However, as would be expected, we do not plan to share the details of this system with the wider Vistamar community.
Objective III: Fulfill our vision for an innovative, model facility

Our goal is to complete our final two major construction projects within the next five years: the Creative Commons, and the full remodel of our gym. The total cost for the Creative Commons is $2.4 million, which includes HVAC and electrical work that must be completed prior to the construction of the classrooms. Our plan is to spread the fundraising and construction over two summers: we completed the infrastructure during the summer of 2016 and will complete the Creative Commons during the summer of 2017. We hope to begin the gym remodel in the summer of 2018 and complete it by the spring of 2019. At this point we estimate that the total cost of the gym project—which will include locker rooms, a weight room, a dance studio, and a faculty-staff lounge—will be about $6,000,000. We have chosen to prioritize the Creative Commons because they will support the academic program first, along with co-curricular programs, and because it seems clear that we stand the best chance of raising the smaller (but still significant) amount of money in the nearest future. Having a “finished” campus is extremely important for our efforts to grow and maintain enrollment and for our position as an established school. It also will contribute greatly to our school culture and morale.

Strategies & Tactics:

• Design and construct state-of-the-art Creative Commons. Cost: $2.4 million (Buildings & Grounds Committee, Head, Leadership Team, Construction Project Coordinator, VPA Faculty, Development Team, Development Committee)
  o Identify interested investors from within the school and greater community.
  o Investigate the possibility of corporate involvement and funding.
  o Seek industry experts to inform on best industry practices and potential partners for equipment, etc.

• Create optimal athletic facility footprint both on and off campus. Cost: $6 million (Buildings & Grounds Committee, Head, Leadership Team, Athletics Team, Construction Project Coordinator, Development Team, Development Committee)
  o Fully remodel the existing gym so that it can be used for home games for girls and boys volleyball and basketball, as well as other school and community events.
  o Develop partnerships within the sports industry for potential naming opportunities and other support.
  o Offer camps, speaker series, and tournaments to provide access to community organizations and visibility within the great community.
• Redefine curb appeal. (Buildings & Grounds Committee, Head, Leadership Team, Construction Project Coordinator, Facilities Team, Development Team, Development Committee)
  o Ensure outdoor spaces are optimized, whether by adding green space, enhancing patio spaces, or improving signage.
  o Add more windows and skylights whenever possible.
• Plan for “flexible” spaces that promote collaboration (Buildings & Grounds Committee, Head, Leadership Team, Construction Project Coordinator, Facilities Team, Development Team, Development Committee)
  o Continue to prioritize creative, collaborative, multiuse spaces.
  o Create a healthy balance between community “hang out” and quieter study spaces.

Impact on Students

The additions of our last “pod” of classrooms certainly will enhance student experiences in the visual and performing arts, and creating a dedicated area for these classes will reflect the significance of these programs for both current and prospective students. The same will hold true for the remodeled gym, which will be a multipurpose hub for the entire student community since it will house the volleyball/basketball courts as well as provide space for most of our fitness activities and other school activities and gatherings.

Ways to Assess and Report Progress

The Building & Grounds Committee, Director of Finance, and Project Manager will monitor our progress on all of our building projects and will remain in close and regular communication with our architects and builders. They will ensure that the projects are completed on time and on (or under) budget and will keep the Head and the Board apprised of progress. Our capital campaign plan also will be an important instrument for assessing our progress, since the fundraising goals for the projects have to be achieved before we begin construction. Along the way, stakeholders such as teachers and the athletic directors will contribute to the planning of these projects and will be kept abreast of progress as it unfolds.

A key element of our capital campaign will be our communication plan for these projects. We know we will have to have different plans for major donors, prospective donors, and the community at large in order to maintain fundraising momentum, and we know that each visible step in these construction projects will need to be leveraged to continue to keep excitement as high as possible. We have been very successful in past projects in terms of our internal communications between the Business and Development Teams and the project manager, and we are considering the possibility of hiring a third-party project manager to help keep a closer eye on the architects and builders on our behalf.
Objective IV: Support our distinctly diverse community

Diversity and inclusion have been a priority since the founding of the School, and while we are very proud of our achievements in these areas, important work lies ahead. Our Moderated Tuition program contributes just as significantly to our ability to have a culturally diverse student body as it does to our ability to have a socioeconomically diverse one. Ensuring sustainable support for that program is essential to maintaining a student body that is a true reflection of Los Angeles. We also know that we have to pay close attention to the balance between different racial/ethnic groups on campus, and we would like to improve our yield of African American and Asian American families during the admissions process. And, while we are very proud of the fact that our staff has become increasingly diverse over the last five years—especially the Leadership Team—we know we need to devise new strategies to attract the most diverse pool of teachers so that we stand the best chance of increasing diversity in that group as well. More specifically, we are very proud of the work we have done to identify barriers to full inclusion for Latino families as part of our Cultural Competence Initiative—including the creation of a position that is dedicated to supporting that community. We currently are working to understand barriers for African American families so that we can respond accordingly and will continue to work with all of our constituencies to ensure that inclusion for all families is a visible priority. We have earned a reputation for being a very safe and supportive community for LGBTQ students, families, faculty and staff, and we are now turning our attention to more effective support of gender fluid and transgender members of our community so that we can ensure their full and equitable access to all that Vistamar has to offer. And, because we are committed to building a community where multiple perspectives are encouraged and welcomed (both in and out of the classroom), we must commit to teaching our students—and modeling for them—ways to disagree passionately and respectfully.

Strategies & Tactics:

• Reflect diversity in faculty, staff, and student communities. (Head, Leadership Team, Director of Teaching & Learning, Admissions Team, Marketing & Enrollment Committee, Committee on Trustees, Diversity & Access Committee)
  o Investigate innovative faculty recruiting models and sources;
  o Create an environment that is known for being stimulating, collegial, and supportive of colleagues from many different backgrounds.
  o Continue to host diversity-focused events with other like-minded schools.
  o Develop a recruiting plan for elementary school families, with a focus on African American and Asian American families, which will launch in the spring of 2016.
  o Identify more community organizations that can connect us with a diverse group of prospective families, including organizations that can match Vistamar students with prospective students as mentors, tutors, or coaches.
  o Draft a Trustee recruiting plan by the fall of 2016 that ensures diversity of background, expertise, and perspective on the Board.
• Develop programming that encourages deeper connections between all Vistamar families and alums. (Head, Leadership Team, Student Services Team, Development Team, Marketing & Enrollment Committee, Diversity & Access Committee)
  o Continue to develop, launch, and monitor programs emerging from the Cultural Competence Initiative, including the African American Initiative that launched in the spring of 2015 and will continue to develop through the fall of 2016.
  o Create a mentorship program that connects current and past Vistamar parents with our graduates by the fall of 2016.
  o Improve and strengthen alumni communications with an increased social media presence, networking events, and development opportunities.
  o Launch an annual “Founders Weekend” that would offer activities for students, alumni, and their families by the fall of 2016.
  o Create more parent affinity activities such as book clubs, game nights, etc.
  o Provide longer and more frequent class bonding activities in order to build and maintain a truly inclusive community that is based on strong relationships.

• Create differentiated academic support, advising, and college planning for all first-generation students. (Head, Leadership Team, Student Services Team, Life Planning Team)
  o Create an alumni-mentoring network that connects first-generation alumni with first-generation current students by the fall of 2016.
  o Create an parent-mentoring network that connects parents of alumni and parents of older students with new families by the fall of 2016.
  o Continue to enhance the Life Planning Program so that first-generation students and their families receive timely and targeted education and support for navigating the Vistamar academic program and the college process.

• Identify new, sustainable resources for the Moderated Tuition budget. (Head, Development Team, Development Committee)
  o Identify new feeder organizations that provide partial funding for their accepted students.
  o Develop a tradition of class and alumni gifts that directly supports Moderated Tuition as part of a culture of philanthropy by spring of 2016.
  o Appeal to local African American, Asian, and Latino sororities/fraternities to support particular students.
  o Cultivate families with younger students who would be interested in supporting individual students through Moderated Tuition.
  o Explore the possibility of externally funded, branded scholarships (e.g., Boeing Science Scholar, Otis Art Scholar, etc.).
Student Impact

We know that a more diverse faculty serves all students, and while it is important that all students see themselves in the faculty, it is also important that they see all of their peers reflected in the faculty as well. Our first-generation students and their families already are benefitting from the programs that have been developed by our Latino Programs Coordinator. By the time the class of 2018 graduates, we will be able to identify the key differences in those students’ experiences academically and in the college process as a result of these efforts. And, of course, the more Moderated Tuition we can provide within the budget and through other fundraising, the more our entire community benefits from the diversity that it brings.

Ways to Assess and Report Progress

The Diversity & Access Committee plays a crucial role in monitoring progress in all of these areas and in partnering with faculty and staff to identify community needs and ways to respond. The committee’s partnership with PAVE is important in the implementation of programs as well, and through these two groups we are able to report progress both to the Board and to the larger community. As with other major initiatives, the annual State of the School Address is often the best way for families to learn more about any new programs and their connection to the mission of the school. For example, the results of our work with Latino families that gave rise to the position of the Latino Programs Coordinator was first shared in a State of the School Address, which gave the Head the opportunity to describe in detail the research that took place and the response of the school in order to ground the decisions in the School’s commitment to diversity and inclusion.
Objective V: Maintain and grow strong board leadership in ways that further Vistamar’s mission and secures its future.

The Board of Trustees of Vistamar School holds the School in trust with a membership that is balanced between parents, friends of the school, and alumni, each serving a maximum of three three-year terms. The Board bears primary responsibility for setting and achieving the School’s overall mission, protecting its assets, and assuring its long-term success. Since Vistamar’s founding 12 years ago, our Board of Trustees has actively engaged in securing the School’s future through thoughtful identification of prospective trustees, a deep commitment to academic excellence, investment in facilities and a phased expansion, and growing our endowment. This long-range strategic plan is the first of its kind developed on behalf of Vistamar School. And, it is just a plan if not put into action. The Board of Trustees is committed to partnering with the Head of School to develop an implementation timeline, and to raise the funds that will allow us to meet our goals.

Strategies & Tactics:

• Actively identify new Trustees who are deeply committed to Vistamar’s mission (Board, Head).
  o Build matrix that illustrates Board membership deficiencies and opportunities by the fall of 2016.
  o Develop a prospect funnel that includes new parents, Friend of Vistamar (“FOVs), prospective parents, and community leaders.
• Lead long-range planning efforts (Board, Head).
  o Revisit the Strategic Plan with the Head annually to assess progress toward each goal (Chair/Vice Chair).
• Initiate study of best practices of competitive schools (Board, Head).
• Drive asset growth, including facility expansion and acquisitions (Board, Head).
  o Actively monitor markets (real estate/financial) to identify opportunities.
  o Partner with staff in creating a long-term facilities plan by December 2016.
• Prioritize and grow the endowment (Board, Head).
  o Keep board focused on the importance of endowment growth (Finance Committee Leadership)
• Increase collaboration between Board Committees (Board, Head).
  o Committee chairs continue to work to identify/act upon possible collaboration opportunities (e.g., Development/Marking & Enrollment, Buildings & Grounds/Development, Education/Diversity & Access, etc.)
• Ensure a clear plan for leadership succession (Board, Head).
  o Board Chair to work with advisors and Head of School to create three-year plan by December 2016.
ACKNOWLEDGEMENTS

STRATEGIC PLANNING COMMITTEE

Mike Armitage, Trustee, Board Chair
Roberto Baldizon, Director of Technology
David Betanzos, Trustee
Karen Eshoo, Head of School
Pam Haering, Trustee, Board Vice-Chair
Sheba Posnansky, Trustee
Kris Rone, Trustee

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