

Strategic Plan

2010-2020



The Meadows School

September 2009

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The Meadows School



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September 2009

Dear Members of our Meadows Community:

On behalf of the Board of Trustees, I am delighted to present to you the results of a comprehensive, two-year process to develop a Strategic Plan for the foreseeable future as we embark into our second quarter century. Members of each segment of our Meadows School Family have been involved in this effort as research, interviews, small group gatherings, and committee meetings were conducted. All were pieced together to arrive at this ten-year plan.

Naturally, former and current Trustees were involved as were members of the alumni, our Meadows Parents Association, Administration, Department Chairs, faculty, current students, and staff. The most challenging part of this effort was trying to define what we saw for the future despite becoming ever more confident that our founding Mission, Charter, and principles were to be sustained. We realized there were still areas in which we wanted to grow to become more conscientious in responding to the changing world.

We hope you will find this Strategic Plan of interest and value.

Ike Lawrence Epstein, Chairman
The Board of Trustees

STRATEGIC PLAN 2010-2020 FOR THE MEADOWS SCHOOL

Overriding Mission Statement - *The Mission of The Meadows School is to develop in its students a love of and respect for learning—to inspire them to seek knowledge independently and prepare them for higher academic pursuits. The School maintains high standards, recognizing and attending to the various needs of its students while providing optimum intellectual, emotional, social, and physical challenge and development. The School seeks to instill in its students the concept that education carries with it an obligation to self, family, and community and encourages each student to become a compassionate and productive member of society.*

1. Introduction: For 25 years The Meadows School has upheld the vision and Mission of its founders and founding families by providing students of the Las Vegas Valley with a challenging liberal arts education. The School has filled a need in the local educational arena by *teaching to the top* which continues to set it apart from other programs and schools in the community. The Meadows is the only school in the state which, according to its objective, has had 100 percent of its graduates consistently accepted into four-year accredited colleges and universities. With a strong, integrated, developmentally sound and compelling academic curriculum and a rich extracurricular program, the School has come to enjoy successes which are reflective of its able and ambitious student body and its highly qualified, professional, involved, and caring faculty. Performing and fine arts, debate, athletics, community service, and social activities supplement rigorous and challenging intellectual pursuits to engage the students as they begin to become prepared to live responsibly in a multi-faceted, diverse world without boundaries or limitations. The School has already earned a reputation for excellence and is recognized nationally as a prominent academic institution.



2. Vision for the Future: The ongoing embrace of the founding Mission and Charter of The Meadows remains inviolate. A short- and long-range planning process has been undertaken to reinforce and mandate strengthening the goals for student achievement and maximizing individual potential. These ensure that young people learn to think critically and creatively to develop intellectually, as academically able and ambitious students. The Meadows is committed to enrolling a diverse family which shares daily life in a healthy, integrated, multi-racial, multi-cultural, and socio-economically mixed experience. Interpersonal skills and close relationships among and between students and faculty are fostered to create a tightly-knit, overall, memorable experience.

3. The Meadows School Strategic Plan: In January 2007, the Board of Trustees endorsed the creation of a new long-range plan to define the direction of the School for the next ten years. A Strategic Planning Committee, representing all School constituencies, was formed which included members of the Board of Trustees, School administration, faculty, staff, current and past students and parents, alumni, and selected members of the local community-at-large. The document that follows sets forth strategic goals to ensure the enduring *pursuit of excellence* in every



facet of The Meadows School. These goals serve to reaffirm the founding Mission and simultaneously address open latitudes for allowing continual flexibility, initiatives, and compelling adaptability for the relevant responsiveness of the institution through its programs and environment.

THE ESSENTIAL QUALITIES FOR GRADUATES OF THE MEADOWS SCHOOL *THE MEANING OF EXCELLENCE*

CHARACTER

- Have integrity; demonstrate strong moral character
- Have high ethical standards
- Be accepting of those different from oneself, treating each equitably and with tolerance and respect
- Be kind, courteous, respectful, and compassionate

CITIZENSHIP

- Be responsible to and for oneself
- Be responsible to and for the community in which one lives
- Share in the orderly life of the local, national, and global communities
- Be a model for others
- Respect and preserve the environment
- Become globally conscious



INTELLECTUAL

- Find joy in learning
- Think critically and independently to work to solve problems
- Communicate effectively
- Have proficiencies in the written and spoken word
- Be well-rounded, imaginative, forward-thinking, creative, curious, and open-minded
- Participate in the creative learning process through experiential activity
- Be involved in one's own education
- Value study and learning in order to succeed in higher levels of education
- Seek to be innovative
- Value a strong work ethic



KEY COMPONENTS OF THE STRATEGIC PLAN

OVERVIEW

In the forthcoming years, the planning focus of The Meadows will be in the following areas:

- **Students:** Enrollment will concentrate on attracting only the able, ambitious student who seeks an accelerated education. Each will continue to be offered academic and extracurricular opportunities for strong personal, intellectual, artistic, behavioral, social, and physical growth and development.
- **Faculty:** The School will attract and retain the finest faculty, providing each with ongoing opportunities for professional growth and development, guidance, and with positive reinforcement.
- **Community:** The focus of the School in this area will be to communicate its strengths through outreach, appropriate publicity, publications, its website, conferencing, and technology to meet the needs of the institution family, alumni, and the local community. Service to the greater community is integrated into student learning and life.
- **Governance and Stewardship:** The Board of Trustees is charged and entrusted with the inherent responsibility for the general, fiscal good health and welfare of the School and its community. In this leadership role, its primary function is to interpret the Mission, and Charter of The Meadows School and reinforce how these may remain applied to practicalities. The Board addresses and sets policy, seeks diversity and communal responsiveness in its own composition, and guides the financial stability of the School through active involvement in and support of fund raising, endowment building, investing, and sound fiscal planning. Members of the Trusteeship will work diligently with the Head of School in open communication and responsive support.
- **Administration:** The Head of School shall assess, evaluate, and address the day-to-day operations of the institution among which are the following: safety and security, programming, faculty/staffing, training, enrollment, business and financial planning (compensation, benefits, incentives, insurance), integration of technology, development and marketing (all facets including grant writing, sources of independent income), alumni relations, facilities, and communal involvement.



STUDENTS

GLOBAL GOALS

The Meadows seeks to recruit and admit a diverse student body to bring cross-cultural, racial, ethnic, religious, and a socio-economic richness to the overall community. Commonalities will remain to enroll students of ability who possess the strongest desire to learn. They will possess talent, intelligence, and integrity. Each will seek to grow, learn, create, communicate, and share while taking advantage of the opportunities to reach their individual potentials.



OPERATIONAL GOALS

- **ACADEMICS**
 - Commit to the timeless, traditional liberal arts education which offers the humanities, sciences, and the arts
 - Address any uneven curricular, disciplinary, or interdisciplinary developmental programming from kindergarten through twelfth grades in order to assure optimum growth and opportunities
 - Review vertical curricular transitioning throughout the grades and divisions to assure optimum growth and challenge with the open-ended, *teaching to the top* philosophy
 - Enhance skills in problem solving, critical thinking, decision making, and in written and oral communication
 - Promote creativity both in the intellectual and practical senses using experiential and investigatory processes where appropriate and relevant
 - Continue concentration in strengthening, advancing, and coordinating the core curriculum and specialized programs, inter-divisionally (such as forensics, robotics, chess, computer programming among others)
 - Use informational technology to enhance, not supplant, the core elements of learning
 - Enhance study skills growth in bottom-to-top sequencing
 - Ensure that the day-to-day education is relevant to today's world and its needs
 - Encourage self-governance and leadership-skill development
 - Promote flexibility in relating to a global focus throughout the divisions
- **CO-CURRICULAR and EXTRACURRICULAR ACTIVITIES**
 - Encourage off-campus involvements in regional and national participation in competitions (debate, theatre, sciences, arts, language among others)
 - As beneficial, provide enriched after-school and summer programming
 - Seek meaningful relevancy of community service involvements both inside and outside of the classroom
 - Promote the well-roundedness of the student through his/her active participation in a variety of programs, clubs, performances, and athletics
- **ADJUNCT**
 - Assess and address needs for summer studies both on and off-campus
 - Enhance homeroom teacher and faculty advisory mentoring and support for students
- **ATHLETIC**
 - Promote good health and balance: physically, nutritionally, mentally, and socially
 - Encourage participation in, and support of, team sports, teamwork, and School spirit
 - Encourage development of lifetime individualized sports
- **CHARACTER and CITIZENSHIP**
 - Continue to develop student academic and personal integrity
 - Augment cross-cultural learning experiences
 - Expand character, ethics, and citizenship education
 - Prepare students to realize their obligations for public and private, social and communal service for a lifetime in service to one's community

FACULTY

GLOBAL GOALS

The Meadows depends on its talented, highly professional, well-educated, motivated, collegial, and committed faculty who are inspired to motivate students with potential for high achievement in a challenging, rigorous, intellectually stimulating environment.

OPERATIONAL GOALS

- **SELECTION AND RETENTION**
 - Seek always to be competitive in compensation and benefits to assure attracting and retaining the finest in faculty
 - Seek and evaluate ways to enhance faculty satisfaction in employment
 - Seek a culturally, racially, religiously diverse faculty
- **CLASSROOM EXPERIENCE**
 - Continue to address and attend to the needs of the work environment to make it as conducive to teaching excellence and motivation as possible
 - Motivate for curricular relevancy
 - Encourage creativity and independent exploration
- **PROFESSIONAL DEVELOPMENT**
 - Place a Master Teacher in every classroom (one who exemplifies qualities of excellence in all aspects of teaching and interpersonal relationships)
 - Continue to fund the established endowment to provide for continuing professional growth and development of the faculty
 - Further the endowment of professional development to provide tuition support that addresses degree enhancement and achievement of the faculty
 - Provide support and incentive for faculty to pursue independent research and/or publication
- **COMPENSATION AND BENEFITS**
 - Provide an attractive compensation package
 - Remain competitive in the national market in salaries and benefits
 - Provide incentives and reward for professional recognition



THE COMMUNITY

GLOBAL GOALS

The Meadows seeks to be an integral part of the local, regional, and national educational and social communities. On campus and beyond, students and faculty are encouraged to cultivate and support diverse and meaningful ways to participate in and improve upon the world in which they live. In doing so, the School seeks to communicate its uniqueness and strengths.

OPERATIONAL GOALS

- **ALUMNI**
 - Be a source of alumni networking
 - Provide a cornerstone for alumni involvement with current students
 - Encourage support of programs, facilities, education
 - Be a vibrant center for communication
 - Promote financial support of the institution for future generations
 - Seek to enroll the sons and daughters of the alumni
- **PARENTS ASSOCIATION (TMSPA–The Meadows School Parents Association)**
 - Foster relationships among parents, teachers, and students to advance the Mission and core values of the School
 - Keep lines of communication open between families and to and from the School to sustain a sense of community in which all families feel connected and invested in the institution
 - Provide the Parents Association members with the support, structure, and resources to do their work
 - Encourage parental, family, and personal involvement in the appropriate volunteer endeavors, activities, and events of the School
 - Encourage parents to support financial annual giving
 - Provide a sound educational parental learning environment
- **MARKETING**
 - Continue to enhance the School website to encourage effective use
 - Evaluate and address publications as to ongoing effectiveness and relevancy
- **OUTREACH**
 - Work to communicate who we are, what we do, and why
 - Find ways to appeal to the best and the brightest of the local community for future enrollment
 - Increase exposure of the School of the preK-12 program into the greater, public community
 - Strengthen participation of the student volunteer effort into the larger community
 - Evaluate community service for the most meaningful impact and worth
 - Provide on-campus opportunities for conferences, seminars, speakers
 - Take leadership in education
 - Open two-way lines of communication to provide resources to others
 - Work with other school entities in leadership roles to enhance the overall quality of education in the state



GOVERNANCE

GLOBAL GOALS

The Meadows has positioned itself in its twenty-five year history in southern Nevada as a recognized and distinguished college preparatory educational institution for preschool through twelfth grades. The non-salaried Board of Trustees continues to be responsible for the general and fiscal good health of the School and to adhere to its founding Mission and Charter. Such adherence will assure current and future generations of aspiring, curious, and motivated students an education that will prepare them well for competitiveness in the postsecondary world of education and life.

OBJECTIVE GOALS

- **STEWARDSHIP**
 - Partner with the Head of School in communication and support
 - Review the current objectives and operations
 - Plan for the future governance role of the institution
 - Refine and review plans for self-evaluation, self-study, and ongoing trustee training
 - Review overall effectiveness and participation in the decision-making process in planning for the future
 - Focus on the Board's individual constituency to be responsive to the institutional community which ensures dynamic, engaged Board members
 - Provide direction and participate actively in supporting all elements of fund raising
 - Work actively in open communication with the local community to promote the benefit of a Meadows education
- **SAFETY and SECURITY**
 - Continue to support safety and security as priorities
- **FINANCIAL**
 - Commit to strong strategic focus on financial planning to keep faculty compensation competitive while at the same time recognizing the need for affordable tuition
 - Secure major endowment support to continue to attract and retain excellent faculty, to offer the finest educational, extracurricular, and athletic programs, and to maintain each state-of-the-art building.
 - Seek long-term viability and sustainability through refining, expanding, and supporting enhancement of all development efforts and, in particular Annual Fund, endowment growth, and pursuing new sources of funds.
- **FACILITIES**
 - Provide the vision and direction to encourage maintenance, replacement, and enhancement of current facilities and further development of the campus
- **TECHNOLOGY**
 - Provide policy guidance to support the appropriate acquisition and application of technology but not at the expense of losing personal parental participation in the lives of their students
 - Provide for and support implementation of current and future technological development in both the academic and administrative areas.



ADMINISTRATION

GLOBAL GOALS

The Meadows employs educational leaders whose grasp of the philosophy, Mission, and Charter of the School align with the understanding and commitment to preserve the integrity of the institution.

OPERATIONAL GOALS

- **ATTENTIVENESS**
 - Assure students the *pursuit of excellence* in all facets of The Meadows educational experience and in the overall day-to-day operations of the institution
 - Plan for the continuity of administrative leadership into the future
 - Adhere to the goal that maximizes tuition dollar allocation into the classrooms and learning experiences
 - Stay current in making the intellectual, artistic, physical, social, and behavioral experiences relevant and meaningful
- **ASSESSMENT**
 - Maintain and enhance the educational integrity of the overall program
 - Maintain the educational integrity of each component of the academic, extracurricular, social, and comprehensive programs
 - Continue to evaluate, maintain, and improve upon the physical plant
 - Work closely with the Board of Trustees in overall fiscal planning and management
 - Attend to the ever-changing world of technology by integrating and providing for appropriate support and development
 - Work for sustainability and environmentally sound standards
 - Assess for future facility development, replacement, and maintenance
 - Track progress and plan for the future
- **ASSURANCE**
 - Practice and apply sound financial management
 - Review and attend to safety and security needs
 - Enroll only students who are able and seek to learn in a rigorous program
 - Address all marketing, development, advancement needs
 - Seek community responsiveness
 - Enhance communication with and among alumni, parents, student life on and off campus
 - Attend to the changing needs of the facilities and campus as measured by teaching and learning guidelines
 - Concentrate on the sustainability and maintenance of the campus along with its greening and need for making facility changes to stay current with the evolving needs of the programs and School.



THE MEADOWS SCHOOL CHARTER

The Meadows School, incorporated in the State of Nevada in 1981, opened in September 1984 as a nonprofit, independent, nonsectarian, coeducational, college preparatory day school for academically ambitious children in grades prekindergarten through twelve. The mission and principles of the School are to remain inviolate in perpetuity. They are:

GOVERNANCE

- 1. The School shall be governed and supervised by a non-salaried Board of Trustees which is entrusted and charged with the inherent responsibilities for the general and fiscal long- and short-term health and welfare of the School and its community. It shall operate in the best interest of its students. The Trustees shall assure the continuity for the School and shall be responsible for appointing qualified personnel who shall manage the day-to-day educational and business operations of the School.*
- 2. The Board shall function and operate through standing committees which, among others, are executive, finance, buildings and grounds, development, education, legal, long-range planning, nominating.*

I. THE EDUCATIONAL PROGRAM

- 1. The LeOre Cobbley Lower School program and the traditional finest eastern college preparatory programs shall provide the educational foundation of the School.*
- 2. The School shall seek to admit a diverse student body with children from all races, national or ethnic origins, religions, and socio-economic backgrounds.*
- 3. The School shall admit only the academically ambitious and able child.*
- 4. Spanish shall be taught and shall be made mandatory in kindergarten through eighth grades.*
- 5. Latin shall be taught and shall be made mandatory in Middle School.*
- 6. Computer technology and skills shall be taught and shall be made mandatory in kindergarten through application competency in Upper School.*
- 7. Four years of each of the following shall be made mandatory in order to fulfill graduation requirements from The Meadows Upper School: English, history, mathematics, and three years of science and foreign language.*
- 8. While the School recognizes that well-rounded athletic and extracurricular programs are important, academics shall remain the important focus of the School.*

II. FACULTY

- 1. The finest professional faculty shall be retained.*
- 2. Competitive salaries and benefit packages shall be directed to attracting and retaining the finest in faculty.*
- 3. All faculty shall have at least Bachelor of Arts or Bachelor of Science degrees from four-year, accredited postsecondary institutions.*
- 4. Faculty shall be permitted to instruct only in disciplines for which they are educated; faculty in the Upper School shall have received a Master's degree from a four-year accredited institution and shall only teach in the disciplines for which they are educated at this level.*
- 5. All faculty, administration, and staff shall be on annually renewable contracts and shall serve at the pleasure of the Board of Trustees.*

III. STUDENTS

- 1. All students shall be tested and interviewed.*
- 2. No student shall be admitted to the School for any reason other than the student's academic ability to meet the high standards of the School.*
- 3. Each student shall have had his/her fifth birthday prior to September 1st of the kindergarten year in order to be eligible to enroll.*
- 4. Siblings shall take priority in admissions consideration but must individually prove qualified for admission.*
- 5. Each student shall be permitted to re-enroll only by invitation of the School.*

IV. FINANCIAL ASSISTANCE

- 1. If funds are available, financial assistance shall be provided to needy students who qualify academically and behaviorally.*
- 2. Students must re-qualify for financial assistance annually.*
- 3. Students shall maintain a 3.0 un-weighted GPA in academic subjects and be exemplary in behavior to be considered for financial support and/or continuing financial support.*

V. CAMPUS/ENVIRONMENT

- 1. No change, addition, improvement, or alteration to the physical campus shall be undertaken without the expressed approval of the Board of Trustees.*
- 2. At least three independent bids shall be solicited for all major improvements, alterations, and changes to the campus property.*
- 3. The School promotes and maintains a drug/alcohol-free environment and will tolerate nothing less; all students/personnel who violate this policy, or who in any manner bring discredit to the School, are subject to immediate suspension and/or expulsion.*
- 4. The School operates a "closed campus" environment; (i.e., students do not leave campus at lunch time) in order to promote in-house spirit and interscholastic clubs, activities, and programs during this time.*



Dr. LeOre Cobbley
Founding Headmistress
1913-1997

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