

Strategic Plan

2021-2023



Adopted April 12, 2021

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Introduction

In 1983, three Midland families whose children had special needs, organized to explore options for improving their children's education. They enlisted the assistance of Kay Bynum who was working successfully with one of the families. The Developmental Disabilities Center opened on January 16, 1984, with Kay Bynum as the director. On July 17, 1992, in recognition of the service of its original director, the school was renamed Bynum School.

Bynum School was created to provide children who face educational challenges because of disabilities, with a positive learning environment in a family-oriented setting. From an original enrollment of nine students, the school has grown to an enrollment of more than 88 children and adults, supported by an army of loyal staff, parents, and friends.

Bynum School has evolved into a viable year-round private option for children and adults who have special needs, providing comprehensive, individualized, and personalized educational, behavioral, and vocational programs. Programs and services are integrated into the overall educational experience for each student, and include as needed, interactive day camps, family and sibling support projects, speech therapy, physical therapy, and music therapy. Bynum School meets the needs of children and adults by providing an integrated and individualized model of programs. An Individual Program Plan is prepared for each student. Students receive academic instruction, training in life skills, self-help skills, and vocational skills. Inclusionary practices are provided through community-based instruction. Bynum School focuses on abilities, not disabilities.

In 1997, Bynum School earned accreditation through the Southern Association of Colleges and Schools to serve students in kindergarten through grade twelve. In 2009, the preschool program also was accredited. On January 1, 2013, Bynum School implemented an Adult Day Program to extend its array of services to adults. Bynum School met the criteria for educational quality established by the AdvancEd Accreditation again in 2014 and in 2019 and is recognized by the Texas Education Agency as an accredited school through AdvancEd.

Bynum School is the only private or public school in the Permian Basin that provides an uninterrupted continuum of year-round programs for children and adults who have special needs. Children may enroll in preschool and continue through adulthood at Bynum School. Without the services provided by Bynum School, many students would face separation from their families at young ages and placement in residential facilities outside the community. Bynum School serves a unique and growing need in the extended community.

The IRS continues to grant tax exempt status to Bynum School as a 501 (C) (3) charitable organization. Bynum School relies on charitable donations, proceeds from fundraising activities, and tuition for revenue. Bynum School does not receive state or federal funds. Bynum School does, however, operate with a commitment to exemplary standards and best practices for serving children and adults with disabilities.

Bynum School has collaborated with other service providers in the area including the Midland Children's Rehabilitation Center (MCRC). Trinity School hosted students from Bynum School to participate in physical education classes. MARC partners with Bynum School and MCRC to provide "We are the World" summer day camp which is hosted at Bynum School. Bynum School is a charter member of "West Texans Serving Individuals with Disabilities" (WTSID), which disseminates information to families, physicians, and the Permian Basin Community about available services and programs.

Bynum School successfully completed a capital campaign in June, 2016 to fund the cost of building a new school and to provide funds to create an endowment to support sustainability. The new state-of-the-art facility was occupied in August 2018. The new school is designed to accommodate increased enrollment, to expand programs, to improve quality of programs, and to meet the growing need for options in the Permian Basin on the part of families with children who have special needs. Bynum School offers the kind and quality of services for students who have special needs that cannot be found anywhere outside the largest cities in Texas.

A supporting organization, Bynum School Endowment Fund Management, Inc. (BSEFM) was created on November 27, 2017, as a Texas nonprofit corporation organized and is to be operated at all times exclusively for the benefit of the School. The purpose of this organization is to oversee and manage the endowment funds invested for educational and charitable purposes of Bynum School. The organization can make grants exclusively to or for the benefit of the School. BSEFM is a Type III functionally integrated supporting organization under IRC Section 501(c)(3) Tax-exempt status was received by letter from the IRS on June 18, 2019. Although the School has a direct financial interest in BSEFM, the supporting organization is not consolidated or combined with the School's financial statements as the School does not have control of the supporting organization. BSEFM files a separate IRS Form 990.

This strategic plan provides direction for the Board of Directors and will assist administration in making decisions. The strategic plan provides evidence to donors that the Board of Directors has clear direction as stated in its vision, mission, and goals and that the Board of Directors has plans to sustain a viable and fiscally sound school. Additionally, the strategic plan meets an essential requirement in the accreditation process. The strategic plan serves as a business plan and an education plan designed to assure success and to provide parents in the Permian Basin a choice for meeting the needs of their children. Since 2009 Bynum School's strategic plans provide evidence of intent and purpose in directing and managing programs and finances by focusing on specific organizational priorities.

Dr. Bill Maurer
Executive Director of Bynum School

Acknowledgements

Board of Directors

2020-2021

Board Officers

Hunter Hall, President
Ryan Anwar, President Elect
Liz Hutt, Treasurer
Diana Blake, Secretary

Board Members

Danie Corrales	Mary Ann Lien
Travis Counts	Millie Mertz
Megan Hays	Caleb Richardson
Allyse Horton	Trey Santa Maria
Robert Horton	Kyle Schuler
Alicia Hudson	Barbara Wood, MD
Winston Kelly	

Board of Governors

Karmen Bryant	Paula & Jim Henry
Jan & Steve Davidson	Donna & Bob Landreth
Polly & Ferrell Davis	Jack Swallow
Susie & Don Evans	Betty & Don Tomlin
Kyle Hammond	Anne Warren
Jack Harper	Claire & Jim Woodcock

Strategic Plan Committee

Board of Directors Representatives

Liz Hutt
Diana Blake
Hunter Hall
Mary Ann Lien

Board of Governors Representative

Brenda Stice

Administrative Representatives

William H. Maurer, Ed. D., Executive Director
Keri St. John, M. Ed., Head of School for Programs and Services
Tracy Bush, Director of Development
Mitchie Rush, Director of Finance and Accounting

Parent Representatives

Brenda Stice
Mary Ann Lien

Staff Representatives

Cristie Campbell

Consultant Services

Stewart Harvey, Nonprofit Management Center of the Permian Basin

EXECUTIVE SUMMARY

Process

- In March, 2013, the Board of Directors of Bynum School directed the administration to write a Strategic Plan. Dr. William Maurer, Executive Director, facilitated the strategic planning process.
- Acknowledging that commitment and buy-in are critical to the development and successful implementation of a strategic plan, the Strategic Plan Committee was organized to include representatives from the Board of Directors, Board of Governors, parents, staff, and administration.
- The vision, mission, and core values were approved by the Board of Directors on May 13, 2013.
- Using the “SWOC” process of identifying strengths, weaknesses, opportunities, and challenges, the Strategic Plan Committee assessed the status of the School.
- The committee chose an outcome-based model for preparing goals.
- The Board of Directors approved The Strategic Plan 2013-2017 on July 8, 2013.
- The Strategic Plan 2017-2020 was adopted by the Board of Directors on September 11, 2017.
- Dr. Maurer initiated the process of preparing a new Strategic Plan 2021-2023 in August 2020 by applying the effective planning strategies that were implemented in 2013.
- Dr. Maurer contracted with Stewart Harvey of the Non Profit Management Center of the Permian to provide consultant services.
- The committee identified goals and objectives on January 12, 2021.
- The Board of Directors approved the Strategic Plan 2021-2023 on April 12, 2021.

Key Findings

- Bynum School displays a history of successfully serving students who have special needs.
- Given the number of students with special needs who have been identified by the Texas Education Agency in Education Service Center 18, a market exists for expanding programs and services.
- Local communities include generous donors and demonstrate support that enable Bynum School to offer services during difficult financial periods.
- Board members, administrators, and staff members demonstrate commitment to ensuring the success of Bynum School.
- Growing demand for services resulted in an increase in enrollment. Enrollment has tripled since 2013.
- Bynum School exceeded enrollment projections every year.
- Bynum School celebrated its 37th anniversary in January, 2021; however, many citizens in Midland, Odessa, and the Permian Basin are not aware of Bynum School.
- Bynum School experiences significant turnover in staff.
- Less than 30% of the budget is supported by tuition payments.
- Bynum School occupied its new building in August 2018.
- Financial support continues to enable Bynum School to provide quality, effective programs and services.
- By laws were approved in 2012 with minor revisions adopted in 2008, 2014, and 2018. By laws need to be updated to reflect the mission of Bynum School, the organizational structure, programs and services.
- After three years in the new building, additional space is needed to accommodate increasing enrollment and expanding programs.

- Phase 2, residential services, of Bynum School's growth plan requires a separate business model from the current business model.
- Many parents are unaware of support services that are available from the State of Texas.

Strategic Drivers

Strategic drivers define the core of the Strategic Plan for Bynum School. Strategic drivers translate the Board of Director's intentions into actions or goal statements and must be supported including commitment by the Board of Directors and allocation of resources. Strategic drivers take into account current and projected student demographics, characteristics and needs as well as many other variables.

Strategic drivers that were identified by the Strategic Plan Committee include:

- Human Resources
- Governance
- Development
- Growth
- Finance

Strategic drivers were refined by the Strategic Plan Committee and written into the goals and objectives.

VISION

We imagine a safe and productive learning community where individuals of all ages grow together and work together to serve God and to benefit others.

MISSION

With God's grace, Bynum School, remaining committed to the ideals of dignity and respect, will provide personalized educational programs to meet the academic, behavioral, and vocational needs of individuals of all ages with special needs.

SLOGAN

Celebrating Success

CORE VALUES

MOTIVATE

Bynum School encourages and leads each member of the community to establish and to reach new goals for growth and change each year.

INNOVATE

Bynum School develops and/or seeks out the best strategies and programs to support the success of individuals of all ages with special needs.

NURTURE

Bynum School provides a caring environment, where all individuals are challenged and supported in ways which demonstrate an understanding of their needs, both as learners and human beings.

DIGNIFY

Bynum School recognizes the importance of individual competence and the satisfaction achieved through hard work and independence.

RESPECT

Bynum School actively promotes a positive view of individuals with special needs.

ACCOMMODATE

Bynum School recognizes the unique learning needs of each member of the community and differentiates the program to accommodate individual needs.

COLLABORATE

Bynum School promotes collaboration between and among all members of the school community and with stakeholders and organizations who share our vision for individuals with special needs.

CELEBRATE

Bynum School celebrates the potential of each member of the school community and shares their stories of success.

STRATEGIC PLAN

Goal 1

Implement Effective Human Resource Practices

Objective 1: Maintain a therapy department on campus to coordinate services and to support effective classroom applications.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Include therapists with teaching staff in activities and events, professional development, and planning sessions.	Head of School	Scheduled professional development sessions Planning time	Agendas Lesson plans Individual Program Plans			
Recognize therapists as a "Therapy Department."	Head of School	Handbook Staff lists Therapy rooms	Staff list Organizational chart			
Schedule therapists to present to all staff at professional development sessions.	Head of School	Professional development sessions	Agendas Lesson plans Instruction			
Monitor salaries paid by other entities.	Executive Director	Salary schedules	Retention of therapists			

Goal 1
Implement Effective Human Resource Practices

Objective 2: Recruit and retain quality staff and quality administrators for each management function to be able to provide excellent programs.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Post job vacancies at college recruiting sites and on social media.	Executive Director	Social media accounts Accounts at college placement sites	Job posts Positions filled			
Require that applicants visit Bynum School for one day to visit classes and to observe procedures and routines.	Head of School	School calendar	Feedback from staff			
Monitor salaries paid by local school districts.	Executive Director	Access to web sites	Salary schedules on file			
Participate in the annual salary and benefits survey conducted by the Nonprofit Management Center of the Permian Basin.	Executive Director	Bynum School's salary and benefit information	NMC survey report			
Provide positive feedback to staff.	Head of School	Classroom visits	Notes Retention			
Pay holiday gifts as allowable by revenue.	Director of Finance and Accounting	Revenue	Vouchers Receipts			
Recruit staff to complete professional growth activities in the region.	Head of School	Schedules	Certificates of completion			

Pay stipends to staff who complete professional growth activities.	Director of Finance and Accounting	Revenue	Certificates of completion			
Meet with teachers to discuss effective classroom practices, student outcomes, successes, challenges, and teacher concerns.	Head of School	Schedules Assistant Head of School	Notes			
Plan social events and activities.	Head of School	Calendar Budget	Morale			
Create a formal process for staff to provide feedback to administrators through the BEAR committee, Bynum Educational Advisory Committee.	Head of School	Meeting time Staff member to serve as chair Guidelines	Minutes			
Schedule weekly meetings with Administrators.	Executive Director	Time	Agenda Effective operations			
Review annually Bynum School's salary schedule and benefits package.	Executive Director	Head of School Director of Accounting and Finance Time	New hires and retention of employees			

Goal 1
Implement Effective Human Resource Practices

Objective 3: Partner with higher education to develop highly qualified staff.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Contact deans or appropriate staff at Midland College, Odessa College, UTPB, and Texas Tech.	Executive Director	Head of School	Collaborative programs			
Host student teachers and students completing observations.	Head of School	Teacher cooperation	Schedules Hiring			
Host student nurses.	Head Nurse	Schedules Health Care Services	Schedules			

Goal 2

Structure Governance to Effectively Provide Direction to Bynum School and to Support Administrators

Objective 1: Review Bynum School Bylaws to align bylaws with practice and with the mission of Bynum School.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Review the organizational structure and organizational chart of Bynum School.	Executive Director	Head of School Organizational Chart	Organizational Chart			
Identify programs and services.	Head of School	Program descriptions	List of programs and services			
Identify program staff positions.	Head of School	Program descriptions Staff list Organizational Chart	Staffing list			
Identify administrative and non-teaching staff positions.	Executive Director	Programs Job descriptions Organizational Chart	List of positions			
Review "Accountability Indicators for Nonprofit Organizations."	President	Accountability Indicators Meeting	Agenda Notes			
Complete detailed review of bylaws.	President	Bylaws Committee Administrators	Updated bylaws			

Goal 2

Structure Governance to Effectively Provide Direction to Bynum School and to Support Administrators

Objective 2: Compose board membership to reflect the service area of Bynum School.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Recruit board members from all areas of the Bynum School service area.	President	Candidate information Director of Development	Board member composition			
Review "Accountability Indicators for Nonprofit Organizations."	President	Accountability Indicators	Agenda Notes			

Goal 2

Structure Governance to Effectively Provide Direction to Bynum School and to Support Administrators

Objective 3: Recruit board members who offer relevant skills that can be applied to fulfilling the mission of Bynum School.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Collect board member information.	Director of Development	Board member information forms	Completed forms			
Identify programs, services, student needs.	Head of School	Program descriptions Enrollment information Assistant Head of School	List of programs, services, and student needs			
Network with organizations, businesses, nonprofits.	President	Community information	Board membership			
Prepare a board recruitment plan.	President	Meeting Non Profit Management Center “How to Build an Amazing Non-Profit Board” Joe Garecht	Completed recruitment plan			
Prepare a plan for onboarding new board members.	President	Meeting Nonprofit Management Center “How to Build an Amazing Non-Profit Board” Joe Garecht	Completed onboarding plan Board member participation			

Goal 2

Structure Governance to Effectively Provide Direction to Bynum School and to Support Administrators

Objective 4: Advocate for Bynum School and for school choice.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Join Texas Private Schools Association.	Executive Director	Funds	Newsletters Zoom meetings Advice			
Celebrate "School Choice Week."	Director of Development	Funds	Facebook posts Newsletter The Bynum Buzz			
Invite dignitaries and politicians to events.	Director of Development	Contact information Media	Agendas Facebook posts Newsletter			

Goal 2

Structure Governance to Effectively Provide Direction to Bynum School and to Support Administrators

Objective 5: Enhance Board of Governors participation.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Prepare a mission statement for the Board of Governors.	Executive Director	Director of Development President, Board of Directors Executive Director	Board of Governors Mission Statement			
Review the role and function of the Bynum School Board of Governors.	Director of Development	Head of School Director of Accounting and Finance Director of Development Executive Director President, Board of Directors	Mission Statement			
Schedule events for the Board of Governors to receive updates about programs, services, progress and growth of Bynum School.	Director of Development	Head of School Director of Accounting and Finance Executive Director	Calendars Attendance			
Include the Board of Governors in Bynum School communications.	Director of Development	Newsletters Announcements Invitations to events	Distribution lists			
Send periodic updates that target the Board of Directors.	Executive Director	Email addresses Director of Development	Email			

Goal 3
Manage Development Efforts to Meet Program Requirements and Budget Goals

Objective 1: Quantify donor dependency.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Research grant/donor/fundraising ratios for the past 3 years.	Director of Development	Donor database	Completed report			
Categorize and compare types of donors.	Director of Development	Donor database	Completed report			
Identify donor categories and determine which group needs to be developed.	Director of Development	Reports Development Committee	Growth in donor database			

Goal 3
Manage Development Efforts to Meet Program Requirements and Budget Goals

Objective 2: Nurture donor relationships.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Enhance donor communications.	Director of Development	Newsletter Social Media Email Phone Calls Development Committee Board of Directors President, Board of Directors Development Committee Chair	Donor feedback Donations			

Goal 3
Manage Development Efforts to Meet Program Requirements and Budget Goals

Objective 3: Broaden the donor base.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Identify and analyze constituent list.	Director of Development Committee Chair	Donor database Development Committee	Updated constituent list			
Engage potential donors to build relationships in service area.	Director of Development	Marketing materials	Increase of donors in service area.			
Use the New Donor Treasure Map to obtain donor prospects.	Director of Development	New Donor Treasure Map	Increase of donors			
Each Board member engage in personal conversations about Bynum School-bring 1 name of someone they talked with to be a “champion” of Bynum School to the Board Meetings.	President, Board of Directors	Board of Directors Contacts	Increase of donors			

Goal 3
Manage Development Efforts to Meet Program Requirements and Budget Goals

Objective 4: Increase brand awareness.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Review social media reports monthly.	Director of Development	Reports Marketing Committee	Social media report			
Meet quarterly with Next Ad Agency.	Director of Development	Reports Marketing Committee	Notes			
Obtain prospects to educate about Bynum School using the New Donor Treasure Map.	Director of Development	Board of Directors Development Committee Marketing Committee	Donor List Donations			

Goal 3
Manage Development Efforts to Meet Program Requirements and Budget Goals

Objective 5: Revise bylaws to include “Donor” as a responsibility for each member of the Board of Directors to achieve 100% board member participation.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Revise By Laws.	President, Board of Directors	By Laws Executive Director Head of School Director of Development Director of Accounting and Finance	Revised By Laws			
Revise “Statement of Understanding.”	Director of Development	Board of Directors Executive Director	Revision			
Contact each board member and each member of the board of governors throughout the year to update, answer questions, etc.	Director of Development	Board of Directors list Board of Governors list Email address Phone numbers Board of Directors Board of Governors Executive Director	Calendar			

Goal 4
Plan for Growth to Meet the Needs of the Bynum School Service Area

Objective 1: Conduct a feasibility study to determine the need for additional classrooms to expand day program services.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Collect history of student enrollment.	Executive Director	Historical data Administrative Assistant	Spreadsheet			
Confirm number of students in Region 18 who qualify for Special Education services.	Head of School	Texas Education Agency Education Service Center reports	Data			
Review allocation and assignments of space to programs.	Executive Director	Non Profit Management Center Floorplan Head of School	Report			
Assess space available for expanding facilities to increase day program services.	Executive Director	Facilities Supervisor Head of School Chief architect	Recommendations			

Goal 4

Plan for Growth to Meet the Needs of the Bynum School Service Area

Objective 2: Conduct a feasibility study to determine the need for additional therapy spaces to expand day program services.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Identify number of students eligible for therapy services and number of students served by therapy programs.	Head of School	Therapists Coordinator of Therapy Department	Spreadsheet			
Determine weekly therapy needs of students and time required of therapists.	Head of School	Evaluations Current Schedules Plotting Chart Coordinator of Therapy Department Student Assessments	Therapy Schedules			
Review allocation and assignments of programs to spaces.	Coordinator of Therapy Department	Therapists Floorplan Head of School	Classroom assignments			
Assess space available for expanding facilities to increase day program services.	Executive Director	Facilities Supervisor Head of School Chief architect	Recommendations			

Goal 4

Plan for Growth to Meet the Needs of the Bynum School Service Area

Objective 3: Conduct a feasibility study to determine the need for additional offices to accommodate administrators to manage expanded day program services.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Review allocation and assignments of space.	Executive Director	Observations Administration Floorplan Head of School	Report			
Determine program needs and assignments of administrators.	Executive Director	Feasibility studies for Expansion Program and enrollment projections Head of School Director of Development Director of Accounting and Finance	Report			
Assess space available for expanding facilities to increase day program services.	Executive Director	Facilities Supervisor Head of School Chief architect	Recommendations			

Goal 4

Plan for Growth to Meet the Needs of the Bynum School Service Area

Objective 4: Contact post-secondary institutions to develop cooperative programs.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Contact education offices at local colleges and universities.	Head of School	Midland College Odessa College UTPB Texas Tech	Information about programs			
Conduct tours/meetings for representatives of local colleges and universities.	Director of Development	Head of School Executive Director	Dates and times scheduled and completed			
Provide information about Bynum School to post-secondary institutions.	Head of School	Brochures Digital media Tours Development Department	Log contacts			
Work cooperatively with local colleges and universities to provide student teaching and/or internships on the campus of Bynum School.	Head of School	Staff of Education offices from local colleges and universities	Student teachers and/or internships on campus			

Goal 4
Plan for Growth to Meet the Needs of the Bynum School Service Area

Objective 5: Conduct a feasibility study to determine the need for providing residential services.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Research the process for preparing feasibility studies.	Executive Director	Brookwood Nonprofit Management Center	Feasibility Study			
Distribute level of interest questionnaire to constituents.	Executive Director	Brookwood Nonprofit Management Center Development Department	Results from feasibility study			
Review campus Phase II plan.	Executive Director	Rhotenberry Wellen Architect plans Board of Directors	Outline of plan			
Propose plan with timeline.	Executive Director	Feasibility Study	Proposal			

Goal 4

Plan for Growth to Meet the Needs of the Bynum School Service Area

Objective 6: Prepare a business plan for providing residential services.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Review Phase II of campus plan.	Executive Director	Rhotenberry Wellen Architects	Notes			
Research residential programs.	Executive Director	Brookwood Rockhouse MARC, Inc	Information from resources			
Prepare the business plan.	Director of Accounting and Finance	Executive Director Head of School Director of Accounting and Finance	Completed business plan			

Goal 5

Manage Finances According to Generally Accepted Accounting Principles (GAAP) to Ensure Sustainability

Objective 1: Determine appropriate tuition rates through analysis of programs, costs, expectations of grantors and foundations, and economic conditions.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Identify and describe each program's unique services.	Head of School	Current curriculum New opportunities and services/therapies Assistant Head of School	Updated program descriptions			
Identify direct costs associated with current programs. Evaluate future costs.	Director of Accounting and Finance	Historical financial Data Economic forecasts	3-year cost projection			
Review feedback from current grantors and funders regarding tuition rates.	Director of Development	Site review reports Verbal and written Reports from Grantors and funders Director of Accounting and Finance	Compilation of expectations from various grantors and funders			
Establish tuition rates.	Executive Director	Review of collected data Director of Accounting and Finance	New 3- year tuition rate schedule for each program			

Establish tiered tuition rates according to the unique program services described in action step one.	Executive Director	Review of collected data Director of Accounting and Finance	New 3-year tuition rate schedule for each program.			
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Goal 5

Manage Finances According to Generally Accepted Accounting Principles to Ensure Sustainability

Objective 2: Provide local, regional, and governmental financial and social resource information to families.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Develop a list of resources.	Director of Accounting and Finance	Community contacts and local organizations. Websites. Director of Development Head of School	Publish resource document for distribution (Electronic and print form) Parent Information Meetings			

Goal 5

Manage Finances According to Generally Accepted Accounting Principles to Ensure Sustainability

Objective 3: Secure donations for student grants.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Identify new grantors, funders, and donors with a particular interest in student assistance.	Director of Development	Donor database files Board of Directors	Grant awards Donations Budgeted allocation			
Develop relationships to promote recurring giving for student grants.	Director of Development	Board of Directors Board of Governors Development Committee members Community contacts	Recurring online donations and ongoing receipt of checks			
Provide specific student information/progress/need to elicit giving.	Director of Development	Student data Program offerings	Student grant handout, Website, FB promotion, etc. Donations			

Goal 5

Manage Finances According to Generally Accepted Accounting Principles to Ensure Sustainability

Objective 4: Monitor expenses by reviewing monthly budget versus actual reports.

ACTION STEP	RESPONSIBILITY	RESOURCES	EVIDENCE OF COMPLETION			
Achieve timely closure of financial records.	Treasurer	Director of Accounting and Finance Financial statement review by Executive Director, Head of School, Director of Development	Production of monthly and yearly financial statements Board of Directors approval			