LONG RANGE PLAN
FRAMEWORK - SUMMARY

Prepared by:
The Alford Group

May 2013
Introduction

In June of 2012, The Hadley School for the Blind (Hadley) began a Long Range Planning process aimed at renewing the organization and refocusing the organization’s objectives in order to maximize its impact and effectiveness in the next five years. To aid in the process, Hadley enlisted the help of The Alford Group, a national consulting firm to nonprofit organizations with a 34 year history of success.

The Long Range Planning Task Force was composed of members of the Board of Trustees and key Hadley staff members convened to help form the future of The Hadley School for the Blind. This committee met several times throughout the process to develop and confirm Hadley’s overall direction, organizational objectives and strategies for success. Several work groups were also convened to discuss strategies and action plans for specific organizational objectives. Ultimately, the long range planning framework was developed to be presented to the Board of Trustees on June 6, 2013.

Hadley’s Organizational Objectives for 2013-2018

- **Objective 1:** Identify programmatic growth opportunities to enhance the independent living of target populations.
- **Objective 2:** Strengthen Hadley’s brand reputation within existing and new audiences locally and nationally.
- **Objective 3:** Explore revenue generation opportunities that complement Hadley’s mission.
- **Objective 4:** Structure the organization to maintain our standard of excellence in core programming while expanding our reach to meet the needs of the growing low vision population.
- **Objective 5:** Broaden and deepen the involvement of the Board of Trustees and the Woman’s Board.

Long Range Planning Framework for 2013-2018

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<th>Organizational Objective 1: Identify programmatic growth opportunities to enhance the independent living of targeted populations.</th>
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**Strategic Direction I:** Strengthen and expand existing programs.

**Strategic Direction II:** Explore and develop new programs to address new and growing needs: Low Vision Audience, Certified Vision Rehabilitation Therapist (CVRT), and Certified Low Vision Therapist (CLVT).

**Strategic Direction III:** Manage resource constraints to achieve an optimal program mix.

**Strategic Direction IV:** Continue to innovate, utilizing technology to support new and existing programs and services.
Organizational Objective 2: Strengthen Hadley’s brand reputation within existing and new audiences locally and nationally.

**Strategic Direction I:** Create a clearly defined brand promise around improving the quality of life, independent living, and employability through quality distance education.

**Strategic Direction II:** Communicate the breadth of service offerings to target audiences of current programs.

**Strategic Direction III:** Build marketing program for new and growing needs: Low Vision, Certified Vision Rehabilitation Therapist (CVRT), and Certified Low Vision Therapist (CLVT).

Organizational Objective 3: Explore revenue generation opportunities that complement Hadley’s mission.

**Strategic Direction I:** Create strategy around philanthropy and earned revenue opportunities within corporations.

**Strategic Direction II:** Define revenue models within current offerings.

**Strategic Direction III:** Leverage developing core competency in low vision to generate revenue.

**Strategic Direction IV:** Explore a philanthropic initiative to implement over the next 3 to 4 years.

Organizational Objective 4: Structure the organization to maintain our standard of excellence in core programming while expanding our reach to meet the needs of the growing low vision population.

**Strategic Direction I:** Integrate new low vision focus into Hadley organization structure.

**Strategic Direction II:** Continue to assess organization structure to reflect new and growing needs and priorities.

Organizational Objective 5: Broaden and deepen the involvement of the Board of Trustees and Woman’s Board.

**Strategic Direction I:** Review Board governance to ensure that it best meets the needs of the organization.

**Strategic Direction II:** Enhance the engagement of volunteer leaders.

**Strategic Direction III:** Continue to recruit new Trustees with expertise to support Hadley’s mission.

**Strategic Direction IV:** Explore name and brand opportunities for the organization.
Resolution

On behalf of the Long Range Planning Task Force, the Committee Chairs recommend that the Board of Trustees approves in principle this Long Range Planning Framework for The Hadley School for the Blind.

Approved: Semiannual Meeting of the Board of Trustees
June 6, 2013