



# VIS - Greybrook Academy

*Servicio antes de mi mismo. Apprendre avant tout.  
Service before self. Learning above all.*

April 23, 2008

To Whom it May Concern:

Re: Halladay Education Group Strategic Plan Services

Mr. Doug Halladay has recently completed a contract as consultant leading Greybrook Academy through the research for and writing of a five-year Strategic Plan. The entire process extended over approximately nine months, from the proposal to sign-off by the Head of School and Advisory Council.

Over the course of the nine months, Mr. Halladay met individually and in group settings with members of the administrative team and members of the Council; he facilitated several focus group sessions with representative members of the parent body, the staff, and the students of Greybrook; and he wrote, collected, and compiled a survey to give all Greybrook parents a voice in the construction of the plan. Once the data was collected, Mr. Halladay wrote and revised several drafts of the Strategic Plan, responding to the feedback of the Steering Committee.

While Greybrook's finished Strategic Plan contained nothing unexpected or particularly challenging, this is most likely a reflection of the school itself – its self-awareness as an organization and its constant efforts at self-improvement.

Throughout the development of the Plan, Mr. Halladay was consistently professional in his dealings with staff and parents. He established a respectful relationship with the parent members of the focus groups and the Planning Committee, and ensured that each stakeholder group felt their comments were heard. He is also very organized and punctual, and consistently delivered data and drafts according to the established schedule. Other of Mr. Halladay's strengths lie in delegating and drawing on the abilities and skill sets of the people in the organization, both of which result in the content of the Plan coming authentically from the participants.

Mr. Halladay is clearly well-versed in the process of Strategic Plan development, and is very able to lead such a project for a variety of organizations.

Signed,