

Notre Dame Preparatory School and Marist Academy

SIX-YEAR STRATEGIC PLAN

2008/09 to 2013/14



NOTRE DAME

January 27, 2009



Dear Notre Dame Preparatory School and Marist Academy Family and Friends,

We are happy to present our strategic plan for the school years 2008-2009 through 2013-2014.

This strategic plan crystallizes the path on which we have decided to embark for the next six years. The plan is the product of several planning sessions by our Board of Trustees and senior administration. We worked together under the leadership of Dr. Walker Buckalew of *Independent Schools Management, Inc.*, Wilmington, Delaware. He walked us through an intense process of mission-driven self-reflection.

Our strategic plan will serve as the foundation for future plans and priorities at all three divisions of our school. We are anxious to get started on building a future for Notre Dame Preparatory School and Marist Academy. We are fully aware of the current, dismal Michigan economy, but we remain hopeful about our school's future. We believe that we are the best value for cost among the private schools in southeast Michigan.

Finally, we pray that, through the intercession of the Blessed Virgin Mary, Mother of God, we will continue to fulfill the vision of our Marist founder, Fr. John-Claude Colin, s.m., and "*Work with God to form Christian Persons, Upright Citizens, and Academic Scholars.*"

Notre Dame (Our Lady), Seat of Wisdom, pray for us!

Sincerely,

Rev. Leon M. Olszamowski, s.m., Ph.D.
President

Year **ONE**

ESTABLISH THE FRAMEWORK FOR LONG-TERM VIABILITY

- Continue renewed emphasis on the Catholic/Marist orientation of the faculty.
- Continue renewed emphasis on the Catholic/Marist orientation of the coaching staff.
- Continue to emphasize the IB Programme as one of the fundamental current and future "distinctives" of this Catholic school.
- Continue to emphasize administrative and faculty professional development.
- Create plan to generate grant resources for 15% of student body and/or to enhance the rationality (i.e., the "need"-focused quality) of the tuition assistance programs.
- Prepare a Board of Trustees development plan to enhance the strategic orientation of the Board; develop a Board profile for new-Trustee identification and cultivation; utilize the Strategic Board Assessment as a framework.
- Establish policies related to the development of cash reserves, debt reduction, and endowment-building.
- Review and refocus internal and external marketing programs, and develop a written marketing plan in response to this review (as a subset of this strategic plan); consider establishing the school's basic marketing platform as part of the written marketing plan; consider within the plan's scope: mission/vision/values language, student recruitment systems, student retention systems (especially, student retention from one division to the next), format and purpose of the school newsletter, and nature and extent of alumni outreach.
- Review the communication systems among the working parts of the school: administration, faculty/staff, students, parents, Board; produce a written communication plan as a subset of this strategic plan; consider a cycle of surveys as a component of the communication plan; also consider use of ISM instruments and displays; finally, seek both to measure and to strengthen parent and student satisfaction.
- Continue to refine the curriculum, with emphasis on the IB and its implications throughout the school.

(continued)

Year

ONE

ESTABLISH THE FRAMEWORK FOR LONG-TERM VIABILITY

(continued)

- Develop a clear mission for the Athletic Program; continue to grow and improve the Athletic Program in all three divisions.
- Continue to attend to the growth and development of the Performing and Fine Arts Programs.
- Formulate a financial contingency plan for worst-case economic conditions, to include sensitivity markers at which point the plan would be triggered.
- Consider use of ISM's recommended format for the annual tuition-increase letter to the parent body.
- Consider issuance of an annual all-employee financial statement that provides an employee-specific summary of total compensation, in all categories.





Year

TWO

IMPLEMENT MARKETING AND COMMUNICATION PLANS AND BEGIN CAPITAL PROJECT

- Continue Year-One renewed emphasis on the Catholic/Marist orientation of the faculty.
- Continue renewed commitment at the administrative and faculty levels to the IB Programme as one of the fundamental current and future “distinctives” of the school.
- Implement Year-One-developed Board of Trustees development plan to enhance the strategic orientation of the Board.
- Implement Year-One-developed marketing plan.
- Implement Year-One-developed communication plan.
- Enhance the professional-growth focus of the faculty culture in all three divisions; restore the professional-development budget, with a long-term commitment of reaching the ISM benchmark of 1.5% of the operations budget devoted to support of professional development.
- Consistent with the Year-One-developed athletic mission, continue to grow and improve the Athletic Program in all three divisions.
- Continue to attend to the Band Program and its growth and development.
- Implement Year-One-developed policies related to the development of cash reserves, debt reduction, and endowment-building.
- Complete planning and possible execution of capital project (new track, etc.) by end of Year Two.
- Examine current location(s) for long-term suitability; consider single-campus opportunities and implications; create land-acquisition program; seek to acquire land across Giddings Road, if appropriate.
- Develop long- and short-term preventive maintenance program (long- and short-term goals for facilities maintenance improvement).
- Create a succession plan for the position of School President and for other senior administrators.
- Create a best-in-class new-parent orientation program.



Year

THREE

IMPLEMENT LONG- AND SHORT-TERM PREVENTIVE MAINTENANCE PROGRAM; CONDUCT S.W.O.T. ANALYSIS

- Begin collection/generation of pertinent data in preparation for Year-Four strategic planning/strategic financial planning event; plan to self-score on the ISM Stability Markers within three months of planning event.
- Continue to develop planned giving program; establish an endowment fund.
- Continue capital-project fund raising; complete detailed plans for Year-Four projects.
- Continue to implement Year-One-developed policies related to the development of cash reserves, debt reduction, and endowment-building.
- Continue Year-One renewed emphasis on the Catholic/Marist orientation of the faculty.
- Continue renewed commitment at the administrative and faculty levels to the IB Programme as one of the fundamental current and future “distinctives” of the school.
- Continue implementation of Year-One-developed Board of Trustees development plan to enhance the strategic orientation of the Board.
- Continue to enhance the professional-growth focus of the faculty culture in all three divisions; increase budgeted support.
- Implement Year-Two developed long- and short-term preventive maintenance program (long- and short-term goals for facilities maintenance improvement).
- Increase coaching staff in order to free Athletic Director to devote full time to Athletic Program administration.
- Review/revise/create job descriptions for all positions.
- Conduct S.W.O.T. analysis; create 24-36-month cycle for the activity.
- Reactivate and reorient parent organizations; united with school mission (including revisiting bylaws, as needed).

Year

FOUR

PREPARE AND LAUNCH CONSTRUCTION PROJECTS; EMPHASIS ON CATHOLIC/MARIST ORIENTATION

- Conduct new strategic planning activity to create six-year strategic plan/strategic financial plan for years 2011-2017.
- Prepare and launch construction projects, as determined by earlier planning: e.g., chapel expansion to 300-student capacity; wing addition to include art room and science labs; weight room facility; second field and stadium.
- Continue to implement Year-One-developed policies related to the development of cash reserves, debt reduction, and endowment-building.
- Continue Year-One renewed emphasis on the Catholic/Marist orientation of the faculty.
- Continue renewed commitment at the administrative and faculty levels to the IB Programme as one of the fundamental current and future “distinctives” of the school.
- Continue implementation of Year-One-developed Board of Trustees development plan to enhance the strategic orientation of the Board.
- Continue to enhance the professional-growth focus of the faculty culture in all three divisions; increase budgeted support.



Years

FIVE/SIX

CONTINUE AND COMPLETE CONSTRUCTION PROJECTS; ENHANCED PROFESSIONAL GROWTH FOR FACULTY

- Begin implementation of new strategic plan/strategic financial plan.
- Continue and complete construction projects, as determined by earlier planning: e.g., chapel expansion to 300-student capacity; wing addition to include art room and science labs; weight room facility; second field and stadium.
- Continue to implement Year-One-developed policies related to the development of cash reserves, debt reduction, and endowment-building.
- Continue to implement Year-Three-developed long- and short-term preventive maintenance program (long- and short-term goals for facilities maintenance improvement).
- Continue Year-One renewed emphasis on the Catholic/Marist orientation of the faculty.
- Continue renewed commitment at the administrative and faculty levels to the IB Programme as one of the fundamental current and future “distinctives” of the school.
- Continue implementation of Year-One-developed Board of Trustees development plan to enhance the strategic orientation of the Board.
- Continue to enhance the professional-growth focus of the faculty culture in all three divisions; increase budgeted support.





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