



Nouvel Catholic Central
Board of Trustees
Strategic Plan
Academic Years 2016/2017 – 2020/2021

Dear School Families and Friends of Nouvel Catholic Central:

It is a privilege to serve on the Board of Trustees (Board) for Nouvel Catholic Central (NCC). Serving on the Board comes with the tremendous responsibility of planning for the future of our school and providing a safe and challenging faith-filled academic environment for our students. This academic year, we have developed a strategic plan to guide our decision making process for the next five years.

We are grateful for the input from several focus groups, who shared their support, concern, and vision for the future. Many of the goals are developed from the information we received from these groups. Focus groups included: students, parents, teachers, administration, staff, friends/alumni, priests and parishioners. Each focus group gave valuable information regarding our successes and areas we need to address. We do have challenges, and together we can find solutions to ensure NCC will be here for future generations.

This strategic plan is a living document and provides a guide for us to continuously improve and respond to the challenges we are facing in our ever-changing academic environment. We are committed to providing an excellent Catholic education and to nourish the mind, body and soul of each student who chooses Nouvel Catholic Central.

It is our prayer this strategic plan is God's Will for a future full of hope for our school. Thank you to each of you who gave feedback, support and guidance.

Sincerely,

The Board of Trustees

EXECUTIVE SUMMARY:

The strategic plan for Nouvel Catholic Central was developed to recognize and plan for the future by examining the strengths, challenges and opportunities using a continuous improvement process. In order to plan for the future, we must determine our current status and what changes are necessary to continue to thrive and grow.

The plan details the mission, vision and values of Nouvel Catholic Central, a parochial school teaching the message of Jesus Christ, while providing a challenging curriculum and maintaining high Christian values and beliefs. NCC is committed to the growth of all students inside and outside of the traditional classroom. Service to others is an expectation of each student, as we develop the future leaders and good citizens of our parishes and community. NCC is proud to graduate students who are prepared to succeed in a world that is rapidly changing and have an understanding of responsibility for leadership and service within the community.

Nouvel Catholic Central is a private Pre-school, Montessori and Young five through 12th grade Catholic School, with supportive parish communities, involved and caring parents, and dedicated staff, all contributing to the growth of our students. The strengths of NCC include a faith-based education, high academic standards, successful athletics and fine arts programs and excellent teaching staff.

The strategic plan has been developed over the 2015/2016 academic year using information from focus groups, financial data, survey data, and support from the parishes and diocese.

The strategic planning process identified five key areas for strategy development, those areas included: Communication, Marketing/Advancement, Academic Excellence, Finance and Catholic Identity.

Goals have been developed in each of these areas to address issues and concerns raised by focus groups, the Board and administration. Many of the goals are dependent on success of goal achievement in more than one area. The board is committed to developing a comprehensive marketing plan, which will have a positive impact on enrollment. Emphasis is also placed on creating a successful advancement program to ensure the long-term viability of NCC.

Nouvel Catholic Central is supported spiritually and financially by fifteen parishes who invest in our school. The generosity of the Parishes reflects in 29% of the Nouvel budget. The students, staff, and Board of Directors are thankful for these gifts and commitment to Catholic education. We are working on varied revenue streams so that we may become more self-sufficient.

We have already begun working on some of the goals outlined in the strategic plan and will continue to use this as a guide over the next few years. We know that by working together, adapting to change and much prayer that great things are in store for Nouvel Catholic Central for many generations of future students.

Nouvel Catholic Central Schools History

Nouvel Catholic Central was named for Father Henri Nouvel, the Jesuit missionary priest who celebrated the first Mass to take place in the interior of Michigan's Lower Peninsula. This Mass was held on the banks of the Saginaw River. It was during the wintery month of November 1675 that Father Nouvel set out from St. Ignace on a nearly month-long journey by canoe to the Saginaw Bay. He paddled through fog, rain and ice-encrusted water, but eventually made it to the mouth of the Saginaw River. On December 3, the Feast Day of St. Francis Xavier, Father Nouvel celebrated the first Mass in the interior of Michigan's Lower Peninsula. His visit to Saginaw is considered so significant that in 1952 the Catholic Diocese of Saginaw erected a marker on Ojibway Island to commemorate the event. When you visit Ojibway Island today, look for the marker in memory of Father Henri Nouvel.

Nearly two centuries after Father Nouvel's visit to Saginaw the first Catholic high school came into existence, St. Mary High School in 1868. By the mid-1960s, Saginaw was home to nine Catholic high schools, eight of which were still in operation. The nine schools were: St. Mary, St. Joseph, St. Andrew, SS. Peter & Paul, Holy Family, Sacred Heart, Holy Rosary, St. Paul Seminary and St. Stephen. Great population shifts led to declining enrollment, and by the early 1980s, only three high schools remained in operation. A prudent but nonetheless painful decision was made by the Diocese of Saginaw to merge the three remaining high schools, St. Mary, SS. Peter & Paul and St. Stephen, into one. Nouvel Catholic Central opened its doors in the fall of 1984.

Many parents or grandparents of Nouvel students are graduates of one of the nine former high schools. The school follows the path of its Legacy Schools toward the future; continuing the mission of forming young people as disciples of Jesus Christ. Nouvel is proud of the rich heritage and legacy of faith inherited from the Legacy Schools. The past truly illuminates the future.

Role of the Board of Trustees

The Board has been delegated responsibility for the governance of NCCS, including strategic planning and initiatives; programs to foster academic excellence; promotion of Catholic identity and mission; public relations, marketing and enrollment initiatives; development; major facility renovation or construction; fiscal management and organization; and recruitment for and professional development of major organizational positions.

Board of Trustees 2016-2017

Voting Members:

- James Schwind- Board Chair
- Robert Dwan
- James Fabiano II
- Reverend Steven Gavit
- Joseph Kiss-Board Vice Chair
- Catherine Martinez
- Patrick McCarthy-Board Secretary
- Reverend William Rutkowski, Vicar General
- Dr. Michael Sullivan

Non-Voting Members:

- Mary Ann Deschaine, Diocese of Saginaw, Superintendent of Schools
- Phil Strauss, Finance Director of Nouvel Catholic Central

Mission Statement:

We are Nouvel, called by Christ to learn, love, and lead...courageously

Vision Statement:

Inspired by our Catholic beliefs, Nouvel Catholic Central will provide best practices in all our programs from Pre-School through Grade 12 to nourish the mind, body and soul of each individual student.

Values/Beliefs:

Nouvel Catholic Central will:

- Form disciples for Christ: young men and women who will actively witness and boldly live out their Catholic faith.
- Provide a safe, structured learning environment with high academic standards, so students may reach their greatest potential and nourish their mind, body and soul.
- Graduate faith-filled future leaders who understand their responsibilities to serve their communities.
- Strive to recruit and retain highly qualified, dedicated faith-filled teachers, staff and administration.
- Be a mindful steward of the financial resources invested in Nouvel Catholic Central from the parishes, parents and donors.

Strategy #1: Improve communication with parents, students, staff and parishes. Effective communication is a challenge when dealing with many stakeholders. Through the Focus Groups we heard communication is an area we need to address at all levels. It is important that the Board, Administration and Staff continue to develop strategies to be transparent in our work and ensure accurate, timely information is being shared with others. The Board and Administration are committed to making a concerted effort to communicate changes, challenges and opportunities in many formats to better reach the people we serve. The Board welcomes involvement from stakeholders at the Board Meetings and will communicate the new policy once it has been developed and approved.

Strategy #1:				
Improve communication with parents, students, staff and parishes.				
Goals:	Target Date	Responsible Party	Collaboration Needed	Measure of Success
1. Improve communication to all stakeholders. Action Steps: Continue newsletters Share communication from the diocese Update web site Hold town hall meetings etc.	September 2016 Ongoing	Board Administration	Staff	Communication survey – develop baseline and set goals for improvement
2. Implement student/board program Action Steps: Create policy Invite students to participate	January 2017	Board Administration	Students	Policy developed Student participation
3. Transparent board communication by offering open board meeting model Action Steps: Develop policy Communicate to parents/teachers/stakeholders	January 2017	Board Administration	Parents Teachers	Policy developed and communicate to stakeholders
4. Monitor and maintain district social media for accuracy and updates Action Steps Update on a monthly basis		Advancement Director	Administration	100% compliance with updates

Strategy #2: Develop Plans for successful Marketing and Advancement. Administration and the Board recognize that much emphasis is needed in the area of marketing. A comprehensive marketing plan must be completed and implemented during the next Academic Year. As competition for students increase, it is crucial that NCC is reaching out to families as they make the decision regarding the education of their children. Sharing the value of Catholic Education and our high academic standards is key to successful marketing. Nouvel Catholic Central has so much to be proud of and we need to “tell our story”. We have the opportunity to spotlight our current and former students and share their success stories.

Reliance on a successful advancement program is becoming essential in most parochial schools. The Marketing/Advancement Director is also responsible to work with the Board and Administration in this important work. Successful advancement programs are dependent on building relationships and reaching out to alumni, friends and businesses. Nouvel Catholic Central is very grateful to those who invest in our school. These gifts make a difference in the lives of our students and allow them to receive a high quality faith-based education.

Strategy #2				
Develop plans for successful Marketing and Advancement				
Enrollment Goals:	Target Date	Responsible Party	Collaboration Needed	Measure of Success
1. Stabilize and increase enrollment				
AY 2016/2017 maintain current enrollment	AY 2016/2017	Marketing/Advancement Director	Administration Teachers	600 Students
AY 2017/2018 maintain current enrollment	AY 2017/2018	Marketing/Advancement Director	Administration Teachers	600 Students
AY 2018/2019 increase enrollment by 2%	AY 2018/2019	Marketing/Advancement Director	Administration Teachers	612 Students
AY 2019/2020 increase enrollment by 2%	AY 2019/2020	Marketing/Advancement Director	Administration Teachers	624 Students
AY 2020/2021 increase enrollment by 3%	AY 2020/2021	Marketing/Advancement Director	Administration Teachers	636 Students
2. Develop Grant Program to recruit new students	AY 2017/2018 Ongoing	Marketing/Advancement Director	Board Administration	Five new students per year
3. Enrollment Packet/Procedure – review and revise	AY 2017/2018	President Marketing/Advancement Director	Board Administration	Updated packet and efficient process developed
4. Exit interviews to any family leaving the system	AY 2016/2017	Administration	Board	100% of families leaving will be

	Ongoing			offered exit interviews. Results will be reported to Board Chair
Advancement Goals:				
1. Create programs to raise additional funds for NCC.		Marketing/Advancement Director	Board Administration	Year 1 \$100,000 Year 2 \$200,000 Year 3 \$250,000 Year 4 \$275, 000 Year 5 \$300,000
2. Annual Report will be given to all current parents, staff, donors and alumni.		Marketing/Advancement Director	Board Administration	Timely and informative report generated on annual basis
3. Viva Nouvel Event		Marketing/Advancement Director	Board Administration	Increase net revenue and grow event
4. Homecoming Alumni Reception		Marketing/Advancement Director	Board Administration	Increase involvement each year
Marketing Goals:				
1. Create a comprehensive Marketing Plan to increase visibility and interest in NCC		Marketing/Advancement Director	Board Administration	Plan approved by Board
2. Update Nouvel Website with Alumni, Staff and Board spotlights		Marketing/Advancement Director	Board Administration Alumni	Updated on monthly basis
3. Develop Parish Quarterly – an insert for the parish bulletins		Marketing/Advancement Director	Board Administration	Improved scores Parent/Student survey
4. Develop Young Alum Event to speak to juniors and seniors		Marketing/Advancement Director	Board Administration Alumni	Improved scores Parent/Student survey
5. Publish Panther Connection on a quarterly basis. This will be a communication vehicle for parents and parishes.		Marketing/Advancement Director	Teachers Students Administration	Improved scores Parent/Student survey

Strategy #3: Develop a long-term financial plan to become less dependent on the parishes, while keeping tuition affordable. Nouvel Catholic Central is very fortunate to be in a financially stable situation. It is our goal to have the financial means to increase teacher pay, improve the facilities, and offer additional extra-curricular activities. The school is dependent on Parish Assessments which is 29% of budgeted income. Currently the parishes are assessed at 25% of annual Sunday and Holy Day collections. Through a successful Advancement Program we hope to reduce the percentage of our budget that comes from parish assessments. We are in this together and are very appreciative of their support.

Strategy #3:				
Develop a long-term financial plan to become less dependent on the parishes, while keeping tuition affordable.				
Goals: Develop pro-forma for the next five years in the following areas:	Target Date	Responsible Party	Collaboration Needed	Measure of Success
1. Tuition 2016/2017 No increase in tuition		Finance Council Director of Finance	Board Administration	
2. Parish Support – decrease dependence		Finance Council Director of Finance	Board Administration	Decreased from 26% to 25%
3. Address professional wage levels commensurate with ability and peer group		Administration	Board	Teachers are paid at or above market

Strategy #4: Provide faith based-academic excellence in Nouvel Catholic Central curriculum.

Student success is the best marketing tool any school can have. NCC will provide a quality education that is based on best practices. We will use a continuous improvement and values-based approach to prepare students both spiritually and educationally. A part-time Curriculum Advisor position has been created to address this strategy and ensure classroom performance measures are being met and exceeded.

Strategy #4				
Provide faith based-academic excellence in Nouvel Catholic Central curriculum				
Goals:	Target Date	Responsible Party	Collaboration Needed	Measure of Success
1. Professional Development Action Steps: NWEA training Building wide curriculum mapping Individual professional development as requested	AY 2016/2017 Ongoing	Curriculum Advisor	Administration Teachers	Curriculum maps will be developed for each grade in all core areas
2. Curriculum Action Steps Focus on comprehensive scope and sequence in core areas K-12 Focus on alignment in religion with diocesan benchmarks	AY 2016/2017 Ongoing	Curriculum Advisor	Administration Teachers	100% alignment with diocesan curriculum standards
3. Instruction Action Steps: Support teaching and learning Monitor instruction for best practice	AY 2016/2017 Ongoing	Curriculum Advisor	Administration Teachers	Positive evaluations for both planned and unexpected reviews
4. Assessment Action Steps Expand NWEA testing to 9 th and 10 th grades Develop goals with teachers to monitor and improve classroom outcomes	AY 2016/2017 Ongoing	Curriculum Advisor	Administration Teachers	Map Testing

Strategy #5: Promote Catholic Identity with students and families. Nouvel Catholic Central is committed to the teachings of the Catholic faith. We strive to live our faith in ways which compels us to emulate Christ. We encourage our students to actively engage in the life-long commitment of practicing the Catholic faith. The Parishes invest a significant amount of financial resources in Nouvel Catholic Central and it is only through their support and investment in our students that we are able to continue to thrive and grow.

Nouvel Catholic Central is open and welcoming to students of all faiths. We strive to have a school which is diverse and respectful of everyone.

Strategy #5				
Promote Catholic Identity with students and families				
Goals:	Target Date	Responsible Party	Collaboration Needed	Measure of Success
1. Improve collaboration and communication with the parishes	AY 2016/2017 Ongoing	Administration	Students Parishes	Documented meeting minutes
2. Encourage service to the parishes	AY 2016/2017 Ongoing	Administration	Students Parishes	Sign in at Parishes for attendance and service to develop baseline
3. Promote student/family/parish relationship	AY 2016/2017 Ongoing	Administration	Students Parishes	Develop baseline for attendance at Parish events