



# Notre Dame Schools

Strategic Plan | Ten-Year Vision

**Dear Notre Dame Family,**

Strategic planning has always been an integral part of Notre Dame Schools' commitment to growth and excellence. As we embarked on a new strategic planning cycle, we sought a facilitator and a process that would not only align with our vision and mission but also be deeply rooted in data, accountability, and execution. Our goal was clear: to create a living, actionable plan that would propel us toward our vision, goals, and objectives.

After careful consideration, we chose to implement the Entrepreneurial Operating System (EOS)—a proven framework designed to help organizations streamline their operations, improve leadership, and achieve growth. It provides a set of simple, practical tools to help leadership teams clarify their vision, establish accountability, and improve efficiency.

EOS is built around six key components:

**Vision:** Getting everyone in the organization aligned around a clear mission and goals.

**People:** Ensuring the right people are in the right roles.

**Data:** Using objective metrics to drive decisions rather than emotions or opinions.

**Issues:** Identifying, discussing, and solving problems effectively.

**Process:** Documenting and optimizing core processes for consistency and scalability.

**Traction:** Implementing discipline and accountability to execute the vision successfully.

Our EOS journey began in the summer of 2024 with participation from both our Board members and administrative team. During our retreat, we reaffirmed our core values and defined our long-term aspirations. We established a ten-year vision, then mapped out the critical milestones needed to reach it—starting with a three-year picture, and narrowing down to the one-year plan necessary to achieve our broader objectives.

In the following pages, you will not only learn about our ten-year vision, our three-year picture, and one-year plan, but also the significant strides we have already made this past year.

We are excited about the transformation this process is bringing to our organization, the focus it is providing to help us fulfill our mission, and the clarity it is offering to ensure that Notre Dame Schools continues to thrive. We look forward to sharing our strategic plan with you and thank you for your continued support in shaping the future of Notre Dame Schools.

Sincerely,



Dr. Jacqueline Hoynes  
President, Notre Dame Schools





# Leadership

## Board of Directors

Dave Payne, <i>Chair</i>	George Collins	Matt Keefe	Sr. Kathleen Ryan
Tim Bencic	Robert Coode	Chris Hart	Michael Smith
Mandy Capel	Dom DiMarco	Dr. Tripp Petzel	Kevin Woeste
Frank Cappello	Connie Eyman	Jackie Preston Franck	
Jen Cavolo	Kate Kraus	Eric Rieger	



## Strategic Plan Committee

Dave Payne  
*Board of Directors, Chair*

Kate Kraus  
*Board Member*

Chris Hart  
*Board Member*

Frank Cappello  
*Board Member*

Jacqueline Hoynes  
*President, NDS*

Justin Turk  
*CFO*

Keven Krajnak  
*Director of Advancement*

Paul Breedlove  
*Director of Facilities*

Jodie Ricci  
*Principal, NDCL*

Joelle Coates  
*Principal, NDMS*

Friederike Wintersteller  
*Principal, NDES*

Charles Bohnak  
*Administrative Intern*

## Audit

Frank Cappello\*

Tim Bencic

Geoffrey Jacobsen

Mary Legerski

Dr. Tripp Petzel

## Advancement

Chris Hart\*

Dom DiMarco

Dr. Tripp Petzel

Jackie Preston Franck

Eric Rieger

Tom Simon

## Buildings & Grounds

Kevin Woeste\*

Paul Boehnlein

Sr. Debra Doig

Jason Effner

Michael Smith

Dave Payne

Christina Zndarsic

## Board Operations

Connie Eyman\*

Mandy Capel

Jackie Preston Franck

Kate Kraus

## Executive

Dave Payne\*

Tim Bencic

George Collins

Connie Eyman

Chris Hart

Matt Keefe

Sr. Kathleen Ryan

Kevin Woeste

## Finance

Matt Keefe\*

Matt Dailey

Roger Gingerich

Bobby Kingsbury

Dan Mullinger

Matt Nipper

Dave Payne

Joe Williams

## Investment

George Collins\*

Jen Cavolo

Joe DuBois

Michael Moskal

Dave Payne

Robert Westropp

Mary Zenker

## 401K

Jen Cavolo\*

Robert Coode

Sr. Pat Garrahan

Kevin Kocsis

*Committee Chair\**



## Our Mission

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Like Mary, who gave Christ to the world, Notre Dame Schools educates leaders who transform the world, as Jesus did, by living the truth in love.

## Our Core Values

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Justice  
Respect  
Integrity  
Community  
Excellence

## Our Vision

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Notre Dame Schools will engage students from preschool through high school in an exceptional Catholic education.

We will focus on loving, respecting, and educating all to discover and develop their God-given talents.

We will challenge our students to respond faithfully to Jesus' call to transform the world by consciously doing good and bringing hope to the hearts of all.





## Academics

### Ten-Year Vision

Notre Dame Schools will offer a cohesive preschool through grade 12 curriculum that fully reflects our Catholic mission and core values. We will provide meaningful, engaging learning experiences through innovative STEM initiatives, exceptional arts programming, robust co-curricular opportunities, and competitive athletics. Our academic vision will inspire intellectual curiosity, creativity, collaboration, and faithful leadership in every student.

### Three-Year Picture

- Ensure all course offerings are rigorous, relevant, innovative, and aligned with our mission by evaluating them with a rubric and refining courses to align with best practices.
- Build a state-of-the-art innovation lab as a dynamic, hands-on learning hub where students engage in cross-curricular projects integrating STEM, the arts, and the humanities to foster creativity, design thinking, and real-world problem-solving.
- Develop and implement a sustainable professional development model rooted in best practices and aligned with our mission and core values.
- Finalize plans for, and begin implementation of, a comprehensive early childhood curriculum grounded in Catholic identity and developmentally appropriate practices.
- Integrate artificial intelligence (AI) tools into all classrooms in a safe, secure, and mission-conscious manner to enhance learning across grade levels.

### One-Year Plan

- Evaluate all courses to ensure rigor, relevance, innovation, and alignment with our mission.
- Research exemplary innovation labs and curricula from peer schools and universities to inform our lab design and instructional approach.
- Align professional development offerings with accreditation goals and long-term instructional priorities.
- Finalize and publish a clear, mission-aligned AI policy in student and parent handbooks.
- Visit leading early childhood centers to gather insights and best practices for the development of our early childhood center at Notre Dame Schools.

### 2024 - 2025 Milestones

- Completed a campus-wide faculty book study on AI.
- Developed a course audit rubric focused on rigor, relevance, innovation, and mission alignment.
- Formed an AI Task Force and Innovation Team at Notre Dame-Cathedral Latin (NDCL).
- Added 10 new courses to the NDCL course catalog.
- Conducted research on best practices for designing a mission-centered early childhood center.

# Advancement

## Ten-Year Vision

Notre Dame Schools will grow and maintain an endowment valued at \$50 million while fostering a culture of giving that inspires philanthropic support, deepens engagement with our mission, secures long-term financial sustainability, and provides for the evolving needs of our school community.

## Three-Year Picture

- Grow and maintain the endowment to \$25 million.
- Launch a capital campaign based on data from external and internal stakeholder surveys and feasibility results.
- Secure \$3 million in newly declared estate gifts.
- Strengthen alumni bonds by inviting graduates to share their time, stories, and mentorship with current students as part of Notre Dame Schools' vibrant mission.

## One-Year Plan

- Raise \$1 million for the endowment by June 30, 2026.
- Secure \$300,000+ in contributions for the Notre Dame Schools Scholarship Granting Organization (SGO).
- Achieve \$500,000 in Annual Giving.
- Survey external stakeholders to gauge their perceptions, needs, and priorities for Notre Dame Schools; use the results to inform advancement strategies.

## 2024 - 2025 Milestones

- Raised \$12.3 million through the Capital Campaign.
- Achieved \$405,000 in Annual Giving by February 28.





# Catholic Identity

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## Ten-Year Vision

Notre Dame Schools will be recognized as premier institutions for Catholic education, advancing the legacy of the Sisters of Notre Dame and upholding their core values. We will challenge students to respond faithfully to Jesus' call to transform the world by consciously doing good and bringing hope to the hearts of all.

## Three-Year Picture

- Implement a Catholic Identity strategic plan based on insights from the Assessment of Sponsored Ministries.
- Launch courses that explore the history, mission, and legacy of the Sisters of Notre Dame.
- Integrate a service-learning curriculum that incorporates Catholic social teaching, faith-based reflection, and the Sisters of Notre Dame's educational principles.

## One-Year Plan

- Expand Campus Ministry programming to Notre Dame Middle School (NDMS).
- Strengthen the connection between acts of service and faith formation across all grade levels.
- Facilitate age-appropriate outreach opportunities at Notre Dame Elementary School (NDES) and NDMS to promote student engagement with the Church and wider community.
- Engage the Board of Directors in the Formation for Sponsored Ministry as part of their ongoing commitment to the school's Catholic mission.

## 2024 - 2025 Milestones

- The faculty and staff completed the Assessment for Sponsored Ministries and selected Domain Five – Stewardship and Sustainability – as their collective focus for the 2025-2026 school year.
  - Formed a committee to develop courses based on the history and legacy of the Sisters of Notre Dame.
  - Strengthened parish partnerships to foster collaborative ministry and shared formation opportunities.
  - Expanded collaboration between NDCL Campus Ministry and NDMS.
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# Facilities, Safety & Security

## Ten-Year Vision

Notre Dame Schools will provide exemplary, mission-aligned facilities – including a new early childhood center – that enhance student learning, athletics, co-curriculars, and the arts. All campus spaces will be adaptable for future growth and intentionally designed to support students’ physical and emotional well-being, ensure safety and security, and integrate advanced technology to meet the evolving needs of staff and students.

## Three-Year Picture

- Expand mental health services to promote student well-being and ensure all students have access to emotional and behavioral support.
- Build a state-of-the-art innovation lab to support hands-on, cross-disciplinary learning.
- Upgrade existing security systems using smart technology and best practices in school safety.
- Implement efficient and reliable IT services for staff and students, measured by feedback from Qualtrics surveys.
- Finalize the expansion of the school’s cellular and Wi-Fi infrastructure to improve connectivity and reliability across campus.
- Develop a campus master plan that enhances facilities and grounds in alignment with our mission and future growth goals.
- Complete architectural designs and planning for a new early childhood center.

## One-Year Plan

- Secure partners for the innovation lab.
- Research innovation lab best practices and begin initial design process.
- Audit cell phone and Wi-Fi service to identify gaps and recommend improvements.
- Secure additional funding and grants to meet safety and security needs identified by the campus-wide Safety Committee.
- Survey all department stakeholders across campus to assess current and future facility needs.
- Enhance mental health services and deepen partnerships with local agencies to support the emotional well-being of all students.

## 2024 - 2025 Milestones

- Assessed student mental health services through the Authentic Connections survey and expanded partnerships with local health agencies for students in need of extra support.
- Opened new NDMS academic wings in January 2025.
- Wrote multiple safety grants and secured \$450,000 through competitive school safety grants.
- Launched numerous campus-wide safety initiatives, including the addition of a dedicated police presence, through the work of the Safety Committee.
- Developed a five-year outlook to increase capital expenditure spending to support ongoing facility needs.





## Operational Vitality & Mission Advancement

### Ten-Year Vision

Notre Dame Schools will carry out a comprehensive plan to advance our mission by nurturing our Catholic identity through strong, mission-driven leadership; clear, timely, and authentic communication; thoughtful marketing; and intentional enrollment efforts. At every step, we will safeguard our values and culture while attracting and retaining high-quality, mission-oriented educators and staff.

### Three-Year Picture

- Develop and implement a clear succession plan for the Board of Directors.
- Achieve capacity enrollment at NDES and NDCL.
- Develop a comprehensive marketing plan to attract and retain families.
- Institute regular stakeholder surveys to measure satisfaction and guide continuous improvement.
- Develop and implement an effective governance model rooted in the mission and best practices of an SND-sponsored school.

### One-Year Plan

- Enhance Notre Dame Schools' websites to better reflect our mission, values, and offerings.
- Partner with a marketing expert to refine and fine-tune branding and communications, including social media outreach.
- Ensure incoming NDCL freshmen class meets enrollment goals.
- Evaluate and strengthen recruitment and hiring to attract highly qualified, faith-centered, and mission-oriented educators.
- Recruit board members with complementary skills to support governance and strategic oversight.
- Establish a succession planning process for board members and key leadership positions to ensure continuity and mission-aligned leadership.

### 2024 - 2025 Milestones

- Reached capacity enrollment at NDMS.
- Initiated website redesign process across all schools.
- Created a skill matrix for the Board of Directors to guide board recruitment and succession planning.
- Implemented a mission-aligned board evaluation process to support effective governance and long-term planning.

# Finance

## Ten-Year Vision

Notre Dame Schools will generate accurate, timely, and mission-aligned financial information to support strategic decision-making, optimize resource allocation, and safeguard school assets. Through responsible stewardship and long-range planning, we will ensure long-term financial stability and growth for the benefit of our entire school community.

## Three-Year Picture

- Implement a five-year forecasting model to ensure sustainable financial growth and ongoing investment in Notre Dame Schools.
- Establish tuition pricing models and sustainable salary tables to attract and retain top talent.
- Collaborate with the Advancement and Investment Committees to grow the endowment and ensure long-term financial sustainability for Notre Dame Schools.

## One-Year Plan

- Implement best-practice financial controls over cash, receivables, payables, investments, and fixed assets to build trust among staff, donors, families, and alumni.
- Continue regular meetings with the president, principals, and department leads to review budgets and promote prudent fiscal management.
- Hold regular planning sessions with the Buildings and Grounds and Finance Committees to collaborate on optimizing resource allocation.

## 2024 - 2025 Milestones

- Maintained balanced budgets and demonstrated fiscal responsibility.
- Completed a successful transition to a new Chief Financial Officer (CFO).
- Evaluated and enhanced tuition and financial aid models to ensure Notre Dame Schools remain accessible to academically qualified students.



**Notre Dame Schools**

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