Strategic Plan

2012 – 2016

June 12, 2012

Emerge and Excel
In 1920, the Sisters of Charity of St. Louis opened the Notre Dame of the Prairies Convent and St. Augustine’s residential elementary and high school for boys and girls at Wilcox, Saskatchewan; a small town on the Canadian prairies 49 kilometres (25 miles) south of Regina, the provincial capital. In 1927, a new parish priest arrived - Father Athol Murray - for whom the college is named today.

Père Murray believed in the Greek philosophy of developing the mind, body and spirit and envisioned a school that could develop great scholars and athletes through equal emphasis on the disciplines of academics, athletics and faith. Notre Dame’s longstanding success in developing well-balanced individuals is a testament to that vision.

Though Murray died in 1975, his legacy lives on. Père’s beloved Notre Dame College continues to produce many of North America’s finest student athletes through a balanced program that emphasizes the values of good character, leadership and community living. Père’s motto "Luctor et Emergo" (Struggle and Emerge) is still reinforced today.
Our Philosophy

Notre Dame is a Catholic boarding and co-educational College dedicated to the primacy of the spiritual in true Christian education. The program of the College is developed according to the teaching and the moral and liturgical practice of the Roman Catholic Church.

Its aim is the growth of individuals with deeply rooted personal values, who are ready to take responsibility for their own lives and to serve the true needs of our society in Canada and the world. This aim is achieved through the College's program of studies and of religious, cultural and social activities, with a special emphasis on athletics. It is also reached through the experience of community life in the College, a life involving both cooperation and competition in the context of the prairie village of Wilcox.

Founded by Father James Athol Murray and the Sisters of Charity of St.Louis, under the patronage of Notre Dame, Our Lady, the College is certainly Catholic in character, purpose and methods, but it has always been open to those of other faiths. Long before ecumenism became popular, Notre Dame was welcoming and encouraging not just to Catholics, but to all students.

The College of today continues both Father Murray's Catholic commitment and his breadth of vision.
The world today is looking for men and women,
Who are not for sale
Who are honest, sound from centre to circumference, true to the heart’s core
With consciences as steady as the needle to the pole
Who will stand for the right if the heavens totter and the earth reels
Who can tell the truth and look the world right in the eye
Who neither brag nor run
Who neither flag or flinch
Who can have courage without shouting it
In whom the courage of everlasting life runs still, deep and strong
Who know their message and tell it
Who know their place and fill it
Who know their business and attend to it
Who will not lie, shirk or dodge
Who are not too lazy to work, nor too proud to be poor
Who are willing to eat what they have earned and wear what they have paid for
Who are not ashamed to say "No" with emphasis

God is looking for them. He wants those who can unite together around a common faith - who can join hands in a common task - and who have come to the kingdom for such a time as this. God give us such as them.

Not only will they be better prepared to fulfill their duties as a citizen, they should make a better friend, a better husband, a better parent, a better wife, because free people do. They will, in short, be better prepared to live, and when their hour comes, they will know better how to die because free people do.

Vision and Mission

Vision

Athol Murray College of Notre Dame is a private, independent Catholic high-school committed to developing young men and women to become purposeful leaders with virtuous character and a global mind-set.

Mission

We provide students an exceptional educational and boarding experience with a balance of strong academic, athletic, and spiritual growth in a safe and caring Prairie community.
In light of the current situation, Notre Dame has identified the following three overarching organizational strategies to advance the College’s vision and mission and build organizational sustainability.
OVERALL ORGANIZATIONAL STRATEGIES
2012/13 – 2015/16

- Enrich Key Program Offerings
- Enhance Campus life and Community Enrichment Programs
- Establish long term Organizational Resilience
KEY STRATEGIES

ACADEMICS

Notre Dame will be recognized for its dynamic 21st Century learning environment and exceptional academic curriculum.

• Notre Dame will be recognized for excellence in teaching and learning.
• The College will provide a powerful integrated learning experience that blends experiential learning with innovative classroom methodologies in order to maximize the potential for our students to succeed.
• Notre Dame will recruit the best instructors for our program and create a community of teaching excellence.
• We will build an infrastructure for the utilization of a technology integrated curriculum to support our aims to be a leader in 21st century learning in the Prairie Provinces.
• Notre Dame will construct the Notre Dame Centre of Excellence for Teaching and Learning by 2017.
• Our graduates will be prepared to pursue the post-secondary opportunities of their choice.
• Notre Dame will partner with universities and technical institutes for the purpose of advanced standing and post-secondary readiness for our students.
• Notre Dame will explore curriculum possibilities for a locally developed sports orientated course.
KEY STRATEGIES

HOCKEY

Notre Dame will be recognized as Canada’s leading hockey development program.

• Notre Dame’s Centre of Excellence for Hockey Development will offer a dynamic integrated program of high performance training, ample practice, specialized instruction, fitness, mental preparedness, virtue-based character formation and academic accountability.

• The program will be recognized for its coaching excellence certified coaches who utilize innovative coaching methods within a supportive mentoring environment.

• The program will offer exposure for athletes through showcase events, regular scouting opportunities at all levels, along with dialogue and networking with alumni and hockey professionals through our hockey staff.

• The program will create a Hockey Coaches Advisory Committee comprised of professional coaches from the highest levels.

• Notre Dame hockey graduates will be sought out for their integrity, character and leadership skill, as well as for their exceptional hockey and athletic skills.
KEY STRATEGIES

*Notre Dame will be recognized for its virtue-based curriculum and leadership development.*

- We will ensure students are presented with a wide range of opportunities to exercise their leadership skills through first-hand experiences.
- Our students will be prepared to assume leadership roles in all walks of life.
- Students will have the opportunity to develop strong, accountable relationships with their peers through Notre Dame’s boarding program.
- Staff interactions with students will exemplify the virtues and purposeful leadership valued by Notre Dame.

*The Primacy of the Spiritual and Christian humanism will be infused in all aspects of campus life.*

- Notre Dame will be recognized for the quality of its moral, theological, spiritual and liturgical life.
- Notre Dame and its students will be known for their participation and leadership in campus ministries and community outreach.
KEY STRATEGIES

The co-curricular program will be a mainstay of Notre Dame’s overall balanced student experience.

- The current high school sports program will be strengthened by integrating Notre Dame’s competitive developmental model.
- We will provide strong drama, music and visual and media arts programs.
- The virtue-based leadership opportunities for all students in co-curricular programs will be enhanced.
KEY STRATEGIES

RETENTION AND RECRUITMENT

- We will achieve maximum enrolment by 2015.
  - We will increase lead generation through strategic marketing, and by developing a culture of referrals among alumni, parents and friends.
  - We will build our outreach and establish ongoing relationships with international agents and international contacts to ensure a steady and growing stream of international applicants.
  - We will activate strategic touch points of contact between coaches/teachers/dorm parents/admissions personnel with students and their parents and strengthen these at the departmental level.
KEY STRATEGIES

COMMUNICATIONS & MARKETING

• Notre Dame will be competitively positioned in the North American hockey development and boarding school markets.

• Notre Dame’s brand will be promoted internally and externally, and our bonds with our donors and alumni will be strengthened through the development and implementation of a comprehensive communications strategy.
KEY STRATEGIES

FINANCIAL VIABILITY

• Notre Dame will have a viable business model that reflects the current and future needs of the institution.
  o Hard income will be at 90% of operating expenses by 2014/15 fiscal year.
  o Financial aid levels of 15% of tuition revenue will be maintained.
  o By the conclusion of the 2012/13 fiscal year, Notre Dame's results associated with the new strategic initiatives will be reviewed and analyzed to determine the impact on the current business model.
  o We will determine the deferred maintenance liability amount by 2013 and a revolving schedule will be established by 2014.
  o Notre Dame will reduce its dependency on its associated foundations for annual operating purposes.
KEY STRATEGIES

FUND DEVELOPMENT

• Donors and alumni will be actively engaged in order to build their meaningful commitment to advancing Notre Dame’s mission
  o Donor retention will be increased from 43% to 70% by 2015
  o Multiyear pledges will be encouraged from new and existing donors. 25% of existing donors, and 50% of new donors, to student awards will be committed to 4 year pledges by 2015.
  o Annual donations (excluding foundations) will be increased by 10% by Y/E 2013, and by 20% each year thereafter.
  o Alumni engagement will be increased by delivering a focused alumni advancement program
    ◊ The number of regular alumni donors will be increased from 1% to 10% by Y/E 2015, with a minimum 25% of all alumni giving at least one gift by 2015.
• A major capital campaign plan for the construction of Notre Dame’s Centre of Excellence for Teaching and Learning to coincide with the College’s 100 anniversary will be developed and completed by 2013/2014.
KEY STRATEGIES

HUMAN RESOURCES

- Notre Dame will have *strong leadership* at all levels, with readiness and resilience for change and innovation;
- We will be perceived as an *employer of choice* and the workforce will be retained because of a compelling value proposition.
- All staff and departments will be ensured *professional development* on a yearly basis.
- We will have a workforce that is capable of *supporting the mission*, addressing the professional assignments and co-curricular delivery of Notre Dame programs.
KEY STRATEGIES

FACILITIES

• By 2015, implementation of a detailed and time-phased master facilities plan will be underway. The plan will address the needs for:
  ✶ The new Notre Dame Centre of Excellence for Teaching and Learning;
  ✶ A comprehensive staff housing program;
  ✶ Improved sports grounds including a second athletic field; and a Field House.
KEY STRATEGIES

GOVERNANCE*

Notre Dame’s Board of Regents will be recognized for their balanced roles as responsible overseer of The College and as a major force supporting the achievement of its vision and mission.

• We are Mission Driven
  ➢ Working with the College president, the board will uphold the vision and mission and ensure the congruence between decisions and core values.
• We are a strategic asset and source of leadership for the organization.
  ➢ We will consistently monitor Notre Dame’s performance against our strategic plan.
  ➢ We will work with staff to collaboratively frame and explore key organizational issues.
• We will continue to leverage tangible and intangible resources to ensure Notre Dame has the infrastructure and internal capacity it needs to achieve its vision and mission.

* Our governance practice is informed by The Source - Twelve Principles of Governance That Power Exceptional Boards – Published by BoardSource 2005
SITUATIONAL ANALYSIS

Information Collection

• **Interviews**
  - 29 Key informants
    • Trustees
    • Alumni
    • Donors

• **Surveys**
  - Staff
    • 78 responses out of total of 80 staff
    • Focused on SWOT of School
  - Current Students, Alumni, Parents/Guardians of current and former students, friends of Notre Dame.
    • 1320 valid email addresses
    • Link posted on FaceBook and College Website
    • 983 respondents

• **Focus Groups**
  - Staff
    • 10 sessions held October 24 – 28, 2011
    • 76 out of 80 staff attended
    • Sessions were future focused

• **Secondary Research**
  - Macro Trends
  - Hockey and Sports Participation
  - Boarding Schools
Overview of Findings

Notre Dame

✧ Notre Dame has a distinguished history as a school that transforms individuals.
✧ The relationships built among students while attending Notre Dame are profound and life changing.
✧ Survey indicates a relatively high degree of satisfaction among current and former students and parents/guardians.
✧ In recent years there has been a decline in enrolment, congruent with trends in boarding schools across North America.
✧ Concern indicated that academics have fallen behind hockey in importance and focus.
✧ There exists a high degree of concern regarding ongoing financial sustainability of the College.
✧ Alumni indicate they are not being engaged as resources for the school’s recruiting, retention and funding initiatives.
✧ Facilities have always been modest/rustic but are now approaching a tipping point where serious repairs/refurbishment/replacement strategies are required.
Hockey

- While the Notre Dame hockey program has maintained its maximum enrolment, male participation in hockey across Canada has declined by more than 200,000 from its peak. Hockey Canada indicates that these numbers could fall in an equal amount over the next decade.
  - Concerns over injuries is partly responsible for the decline in participation numbers.
- While female hockey has grown immensely since 1990, it remains a significantly smaller market than its male counterpart.
- There has been a significant growth in private hockey academies in Western Canada adding pressure to the market.
SITUATIONAL ANALYSIS

Overview of Findings

Boarding Schools

- Canadian Association of Independent Schools
  - Enrolment is trending downwards
    - -14% from 2007 to 2010
    - Avg. decline in # of boarders per CAIS school is 35 since 2007
  - Financial assistance has risen sharply over past several years - $14M in CAIS schools.
  - Parental attitudes towards boarding are shifting; “helicopter” parents not as interested in sending their children away.
  - Canadian boarding school story is not told in a compelling way.
  - Public schools are increasingly offering specialized academic programming and are becoming competitors to private schools.
SITUATIONAL ANALYSIS

Overview of Findings

Independent Schools

• National Association of Independent Schools (United States) believes that in order to survive and thrive in the 21st Century, schools should address sustainability on five dimensions:
  • **Financial Sustainability**: becoming more efficient and less costly
  • **Environmental Sustainability**: incorporating sustainability practices into teaching and practice; becoming more green and less wasteful
  • **Global Sustainability**: becoming more networked internationally and less parochial in outlook
  • **Programmatic Sustainability**: becoming more focused on the skills and values that the marketplace of the 21st Century will seek and reward, and less narrowly isolated in a traditional disciplines approach to teaching and learning
  • **Demographic Sustainability**: becoming more inclusive and representative of the school-age population and less unapproachable financially and socially