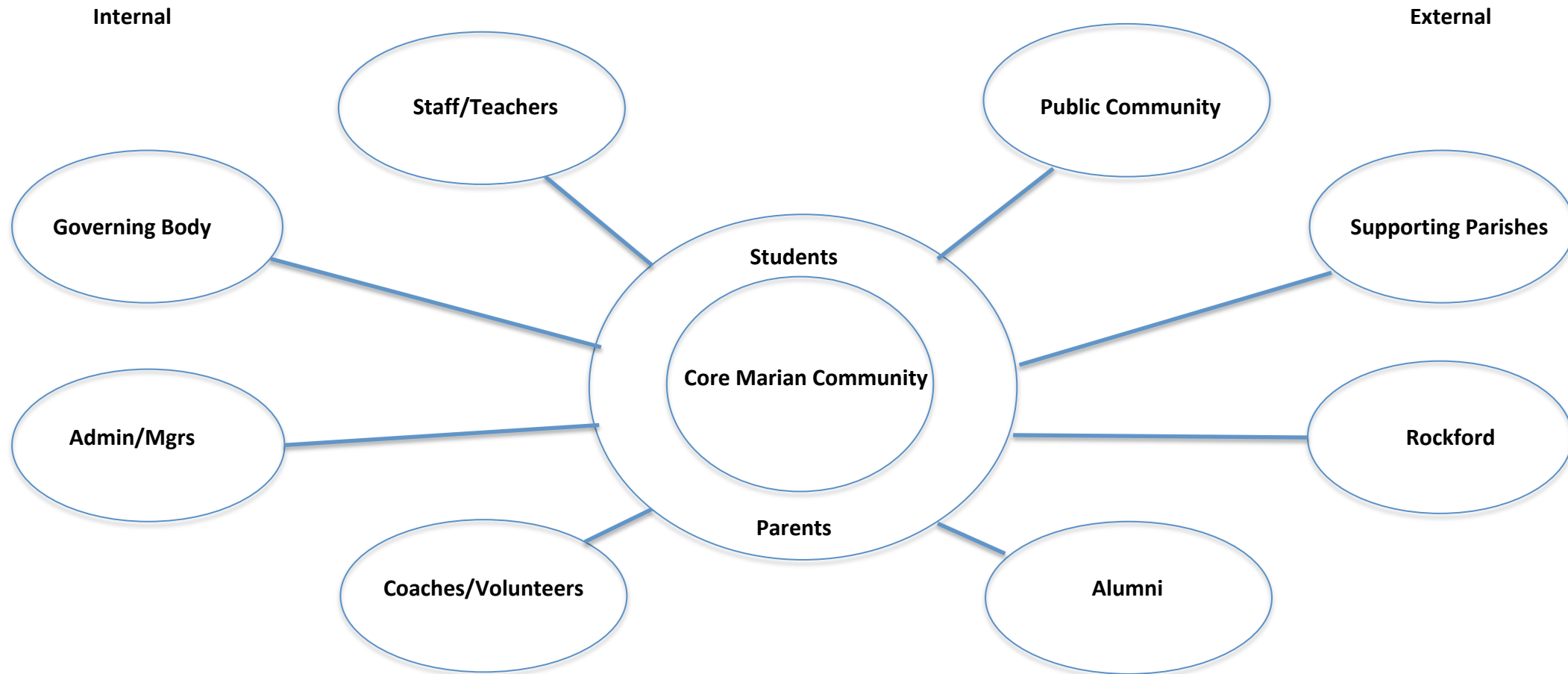




STAKEHOLDERS





<u>Issue</u>	<u>ST Impact (1 yr)</u>	<u>LT Impact (2-5 yrs)</u>
<ul style="list-style-type: none">• Lack of transparency• Poor transition of leadership• Poor vetting in hiring key staff positions• Lack of clear chain of command• Excessive negative interrence from parents/alumni• Inaccurate info, gossip, rumors, & anonymous campaigning• Poor communication (frequency, accurancy & relevance)• Concentration of power in hands of few people with self serving interests	<ul style="list-style-type: none">• Increased tension within Marian community (parents, students, staff)• Decreased athletic program participation• Loss in enrollment• Reduction in gifting• Loss of volunteers	<ul style="list-style-type: none">• Erosion of trust• Breakdown of culture• Increased diffulty in recruiting good staff• Sustained reduction in enrollment• Fall out in support from alumni• Reduction of gifting from large benefactors• Negative branding of Marian• Adverse impact on feeder schools



Core Issues and Solutions for resolution

<u>Core Issue</u>	<u>Solutions</u>
<ul style="list-style-type: none">➤ Concentration of power➤ Poor communication (style, content, frequency)➤ Conflicting priorities and agendas<ul style="list-style-type: none">- Sports vs. academics- Spirituality vs. culture- Parents view vs. staff/coaches view➤ Respect authority of School's superintendant➤ Fiduciary roles of Council Members<ul style="list-style-type: none">- Respect confidentiality when required- Knowledge of term limits and parliamentary procedures➤ Interference/bullying of staff from parents & alumni➤ Competing resource demands➤ Absence of Spiritual Director on staff (New)➤ Lack of clarity of school's mission / vision and goals	<ol style="list-style-type: none">1) Clarify school's mission and vision statement and what "Pilgrims on the way to truth" means<ul style="list-style-type: none">- How does it shape policy, prioritize resources, guide problem / crisis solving?- Disciplinary action, formation of students, hiring /evaluation / firing staff, etc- Catholic Identity, faith/spiritual formation, scholastic development- Role of extra-curricular activities (sports, arts, clubs etc)- Spiritual formation and participation (mass, adoration, retreats)2) Meet and get feedback from specific Stakeholders & Communication strategies<ul style="list-style-type: none">- Administration, staff, teachers, coaches, parents & students- Validate core issues and get alignment on commons solutions- Regular communication to the Marian community3) Identify changes to governing documents & policies and communicate expectations<ul style="list-style-type: none">- Constitution, by-laws, handbook, code of conduct (all stakeholders included)- Onboarding process for Council Members and volunteers4) Identify key performance indicators and benchmarks for the school<ul style="list-style-type: none">- growth in enrollment, participation in extra-curricular events- Increased mass attendance, community service, spirituality of the MCCH community- Increase from feeder schools and participating parishes- Measure expectations and rating from parents, students, teachers via surveys- Support from alumni, donors, and gifting5) Personnel Development<ul style="list-style-type: none">- Clarifying expectations, performance evaluations, continuous improvement efforts- Improve vetting process of selecting candidates / hiring staff- Training, certification & support of staff/coaches- Retreats/spiritual development6) Long term strategic planning<ul style="list-style-type: none">- Succession planning for council, administration, staff- Strategies for growth (feeder school role)- Resource needs / gifting / endowment- Facility needs



	<u>Building Alignment & Trust</u>	<u>Timeline</u>	<u>Desired Outcome</u>
Phase 1	1. Form leadership Advisory Committee and go through problem solving process	Winter/Spring 2017	Identify cause / effect and recommended solutions
	2. Identify core issues contributing to the challenge & develop recommended solutions		Commitment towards a positive path forward Eliminate fake news/gossip/negativity
Phase 2	3. Gather feedback from core constituents and validate core issues & possible solutions		<u>Address each of these items</u>
	<div style="border: 1px solid black; padding: 5px;"> * Governing Board * Administration/core staff </div>	Fall 2017	Review constitution/ by laws & make recommended changes Develop onboarding/orientation process for new Board Members
	<div style="border: 1px solid black; padding: 5px;"> * Teachers * Coaches/volunteers </div>	Winter 2018	Clarify School Mission / Get feedback on concerns Reinforce code of conduct policies
	<div style="border: 1px solid black; padding: 5px;"> * Parents * Students </div>	Spring 2018	Clarify schools mission, value, supporting Catholic identity Clarify expectations & performance standards via survey
	<div style="border: 1px solid black; padding: 5px;"> * Alumni * Parish community * Public community </div>	Summer /Fall 2018	Communicate Key Success Factors / Engage to support Mission Build trust and alignment



<u>Special Committees/Teams</u>	<u>Timeline</u>	<u>Status</u>
1) L. A. C.	Winter 2017 to Fall 2017	Complete
2) Athletic Advisory Committee (AAC)	Fall 2017 - Spring 2018	In process
3) Spiritual Advisory Committee (SAC)	Fall 2017 - Spring 2018	TBD
4) Scholastic Advisory Committee	Fall 2017 - Spring 2018	TBD
5) Strategic Planning Committee	Fall 2018	TBD
• Synthesize reports from other teams/committees		
• facility needs, tuition assistance,		
* feeder school alignment, enrollment, fundraising		