

# STRATEGIC PLAN

2017-2022 SUMMARY



**MARIAN**  
**HIGH SCHOOL**  
LEARN. SERVE. LEAD.

## A MESSAGE FROM THE PRINCIPAL

Dear Families and Friends of Marian,

The doors of Marian High School first opened on September 4, 1964. Since that time, Marian has provided a high-quality Catholic education to thousands of students. Although much has changed in the climate of Catholic education during the past five decades, Marian has remained committed to spreading the good news of the Gospel. As a school of the Diocese of Fort Wayne-South Bend, operating under the leadership of the Most Reverend Bishop Rhoades, the beliefs and teachings of the Catholic Church are central to the education offered at Marian.

Here, we are working to create a community that reflects our distinct educational mission within the larger mission of the Catholic Church. We are striving to make Marian a place where all stakeholders are able to become the people God created them to be, and we work continuously to create a nurturing environment where prayer and faith are at the heart of all we do. Our mission statement is posted in each classroom, and we pause to pray as a school community three times during the day to recall the purpose for Marian's very existence. The rigor of our academic program is supplemented and supported by a myriad of extracurricular offerings aimed at educating the student in an holistic manner.



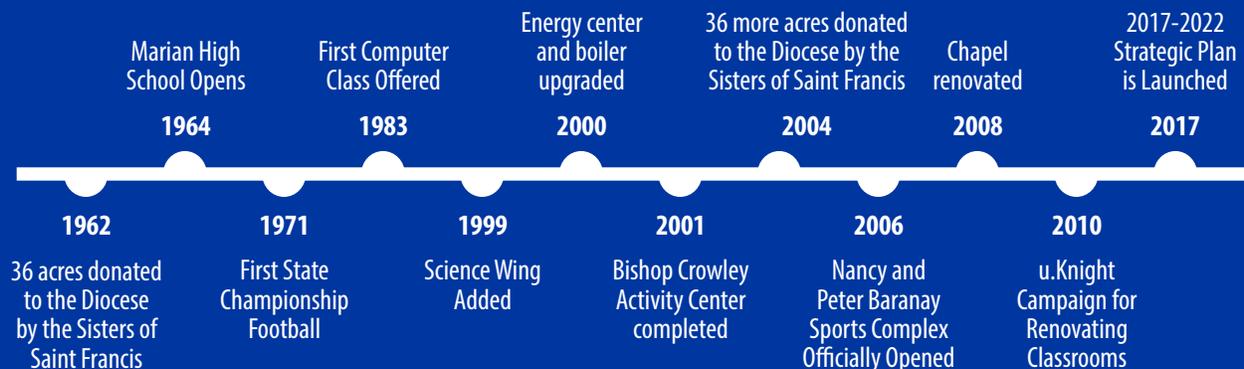
Marian High School's Strategic Plan proposes ambitious yet achievable goals for Marian over the next five years. With the support of the larger Marian Family, this plan will allow Marian to continue to flourish as a faith-filled academic institution by building on the successes of our past. I invite you to read through the plan carefully and find some way, perhaps by sharing your own gifts and talents, to assist Marian in providing a Catholic education to all students who seek to call our community their own.

May Our Lady of Lourdes, Marian's patroness, bless us as we continue to LEARN with humility, SERVE with compassion, and LEAD with integrity in the manner so perfectly taught by Our Blessed Mother Mary and her son, our Lord, Jesus Christ .

In service to Our Lady,

Mark B. Kirzeder  
Principal, Marian High School

## HISTORICAL HIGHLIGHTS





## LEARN

- 100% graduation rate, Classes of 2016 and 2017
- A-Rating and Four-Star Status from Indiana Department of Education
- 98% of graduates enroll in high education or military service
- Marian offers 30 opportunities for students to earn college credit
- 83% of seniors earned credits from Ivy Tech, and over 100 earned more than 15 credits

## SERVE

- Annual Knights Service Day when all Marian students and teachers spend the day serving in our local communities
- Student fundraisers for St. Vincent de Paul, the Women's Care Center, Logan Center, and many others
- Named Global High School by CRS
- Knights in Need program to help students in the event of a parent's death, disability, or serious medical condition



## LEAD

- Marian is blessed to have several students in formation for religious life, as well as two graduates who were recently ordained to the priesthood in our diocese
- Extracurricular experiences through athletics, art, clubs, and more prepare students for future endeavors
- Partnerships with Start Up Moxie and Youth Leadership of St. Joseph County



# OUR DEDICATED CONTRIBUTORS



## Marian High School Board of Education

Dr. Jay Asdell, President St. Matthew Cathedral	Robert Meyers St. Pius X
Francisco Martinez, Vice President St. Anthony de Padua	Dr. John Rice, St. Matthew Cathedral
Anthony Nyers, Treasurer St. Pius X	Dr. Julie Plagens Queen of Peace
Patricia Keilman, Secretary St. Jude	John Whitaker St. Joseph, Mishawaka
Christian Davey St. Pius X	Craig Tiller St. Matthew Cathedral
Thomas Guinan St. Anthony de Padua	Fr. Dave Ruppert St. Anthony de Padua

## Marian High School Administrative Team

Mark Kirzeder, Principal	Jennifer Tiller Director of School Counseling
Anne Brusky, Assistant Principal	Steve Ravotto, Athletic Director
Ryan Dainty, Dean of Student Formation	Larry Daher, Business Manager
Lauren Meyers Campus Minister	Byra Warner Director of Technology
Mary Kay Dance, Director of Marketing/Admissions	Reggie Glon Director of Operations
Alicia Redinger Director of Development	Dominic Mammolenti Director of Maintenance

## Governing Committee

Mark Kirzeder, Principal	David Thomas, Former Board President
Anne Brusky, Assistant Principal	
Patricia Keilman Board Member	
Thomas Murphy Former Board Member	

## The Process

**The 2017-2022 Strategic Plan is the work of the school board, faculty, staff, parents, and students.** At the beginning of this process, the Marian Board of Education reflected on the many ways in which Marian is unique among schools in our community. Additionally, the Board discerned challenges that Marian might expect to face in the next five years.

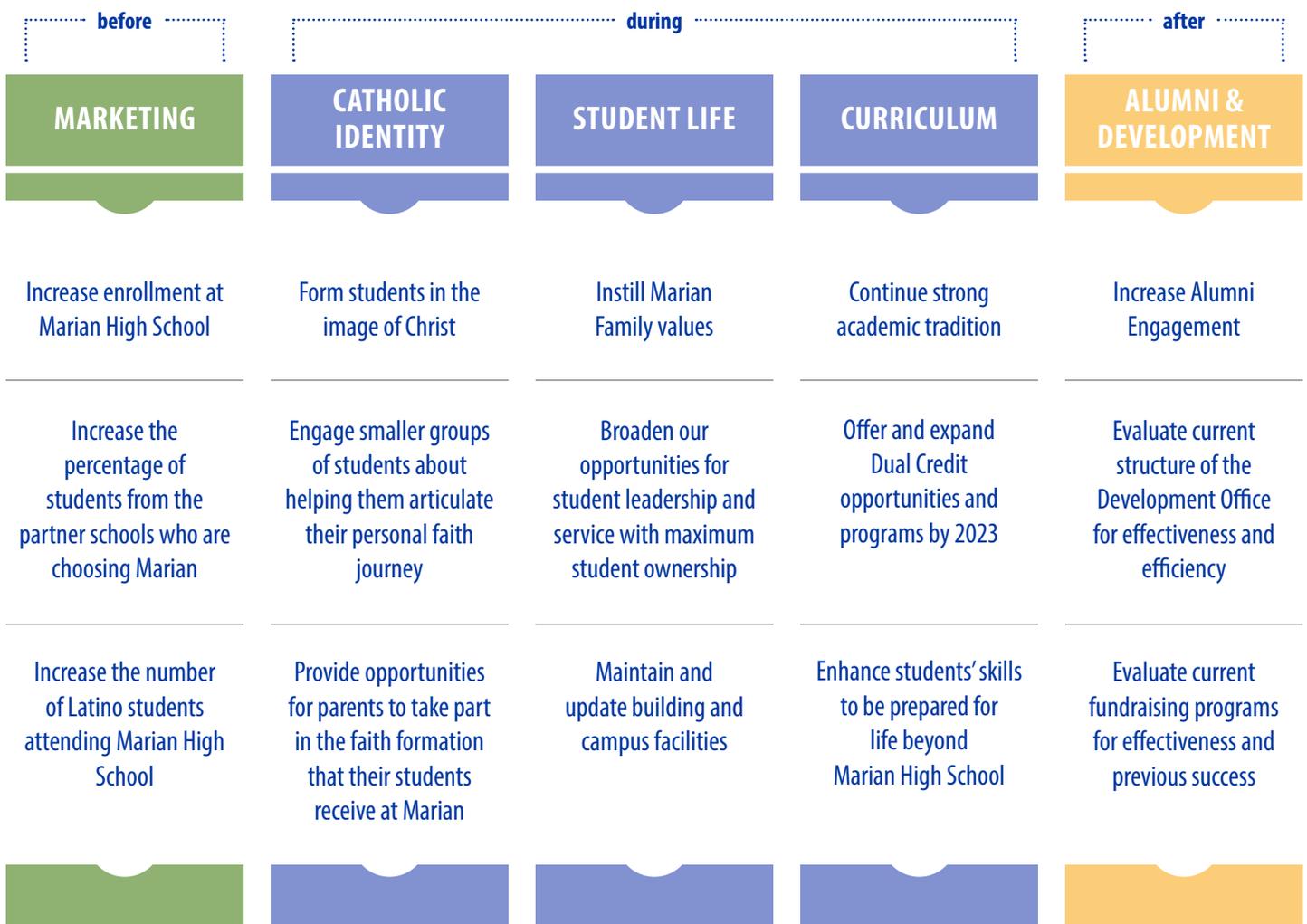
These two lists were sent to three stakeholder groups at Marian: Parents, Alumni, and Faculty and Staff. Each group was asked to identify the **top five strengths and challenges**. The results were compiled and distributed to the strategic planning committees (marketing, Catholic identity, curriculum, student life, and alumni/development) along with other pertinent data. This information was used by the committees to write the strategic initiatives, which form the backbone of this strategic plan. The final plan was evaluated by the governing committee and presented to the Diocese in April of 2017.

This is a five-year strategic plan that will be reviewed annually and modified by the Marian Board of Education, administration, and faculty to ensure that it meets the ever-changing needs of the school. **The Marian community is dedicated to achieving the goals in this strategic plan** to ensure the continued success of the school in our constant pursuit of “moral and spiritual growth, academic and physical excellence, and social maturity.”

Marian High School challenges students to spiritual and moral growth, academic and physical excellence, and social maturity. As a Catholic community, Marian values the sanctity and individuality of each student and strives to live the example set by Jesus Christ as teacher and servant.

## ACTION STEPS

Through the strategic planning process, Marian stakeholders have identified these strategic initiatives outlined in the five categories below. These initiatives align with the mission and vision of our school and will ensure a vibrant school community for many years to come.



Marian High School will thrive as a Catholic high school that will provide a faith-filled community and a strong college preparatory curriculum while meeting the needs of all students. Marian will prepare students for lifelong learning while fostering personal integrity and critical thinking. Marian will prepare students to serve and to lead the Church, the local, and the global communities.

# MARKETING

## Sharing our mission

Since opening its doors over 50 years ago, Marian's dedicated faculty and staff has served over 7,000 students from Mishawaka, South Bend, Granger, Goshen, Elkhart, Plymouth, and more. Marian is committed to educating a diverse student body and believes in spreading the message of the Gospel to all those who chose Marian as their high school.

### Increase Enrollment at Marian High School

Total cost: \$35,000-\$50,000

#### Increase positive communications with prospective students and families

- Redesign **Marian website** to better appeal to prospective families
- Increase partner school followers on **social media** accounts
- Increase the number of **personal communications** directed toward prospective students
- Increase **media coverage** of school events and awards
- Create **marketing artifacts** that empower current students and parents to promote Marian High School
- Update **marketing video**

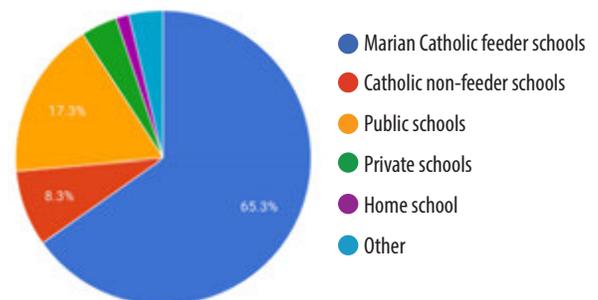
#### Increase the percentage of students from partner schools who choose Marian

- Analyze **enrollment trends** in partner schools
- Update and revise **marketing plan** based on annual analysis
- Evaluate **8th grade visit days** and implement best practices for creating an effective and positive experience for prospective students

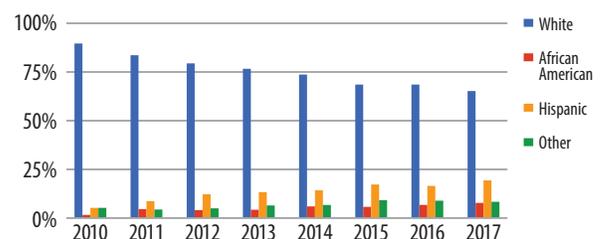
#### Increase percentage of Latino students attending Marian High School

- Research and implement best practice for the **recruitment and welcoming** of Latino students
- Reproduce printed **materials in Spanish**
- Research and implement best practices for **staffing**
- Design **new events** to involve Marian students and engage the entire community
- Expand the number and **variety of programs** that involve prospective students at an earlier age
- Design **events for faculty and staff in partner schools** to learn more about Marian
- Increase number and types of **community outreach projects**

#### School Enrollment



#### Ethnicity per academic year



# CATHOLIC IDENTITY

## Forming students in the image of Christ

It is our primary focus at Marian to find meaningful and innovative ways to continually incorporate the Sacramental life of the Church, our rich faith tradition, and Catholic culture into every aspect of education at Marian High School. Doing so will prepare Marian students to be successful contributors to our community and our world, and most importantly, will help them become future citizens of Heaven.

### Form Students in the Image of Christ

Total cost: \$45,000-\$50,000

#### Engage groups of students in open discussion about articulating their personal faith journey

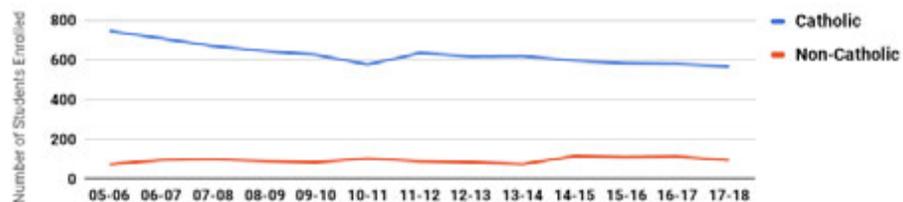
- Provide **opportunities for leadership and faith formation** for coaches and student athletes
- Develop an optional, **overnight retreat program** for students
- Evaluate the **class retreat program** in an effort to engage smaller groups of students
- Evaluate the efficacy of implementing a **house system** in conjunction with the Student Life Committee
- Provide **additional service opportunities** for students that are contained and integrated effectively into the curriculum



#### Provide opportunities for parents to take part in their child(ren)'s faith formation at Marian

- Develop a **parent faith council**
- Offer and communicate to parents opportunities for **personal and family faith formation**

#### Catholic and non-Catholic students enrolled at Marian



# STUDENT LIFE

## Instilling Marian Family Values

At Marian, the student life experience is an important vehicle for furthering the mission of the school and for teaching life lessons that transcend the classroom. Through their involvement in our athletic teams and co-curricular clubs and activities, Marian students learn how to make a commitment, to put others before self, to sacrifice for a common objective - to lead. Through this process, they come to discover their talents and how best to use those talents to serve the community.

### Instill Marian Family Values

Total cost: \$1,500,000-\$2,000,000

#### Broaden opportunities for student leadership and service with maximum student ownership

- Create **student focus groups** to collect ideas, concerns
- Reorganize **student council** to involve students in implementing policy and running school events
- Host **Spirit Night** as an annual tradition
- Evaluate the efficacy of implementing a **house system** in conjunction with the Student Life Committee

#### Maintain and update facilities (short-term)

- Renovate **second floor restrooms**
- Complete **renovations of classrooms**
- Update **lighting, ceiling panels, and technology wiring** in the Home Economics, School Counseling, Nurse's Office, west hallway, and Music room
- Enhance **security** at main entrance: vestibule and receptionist area closer to the point of entry
- Renovate **Main Gymnasium**: install new bleachers, flooring, scoring and PA system, locker rooms
- Construct a **Grotto to Our Lady of Lourdes**, outdoor Stations of the Cross, rosary walk, and accompanying green space
- Handicapped accessible **walk-ways** to softball, football (visitors), and baseball seating
- Update **Cafeteria**: paint, chairs, technology



#### Maintain and update facilities (long-term \$TBD)

- Main entrance: address **security needs**; add administrative **offices and conference space**
- North end: add an **art wing** that would house art and music classes; relocate athletic trainer to the athletic wing
- Cafeteria: transform to **student union**/multi-function space capable of supporting events
- **Replace roof** on the entire school building

# CURRICULUM

## Continuing our strong academic tradition

In all that we do at Marian, we strive for excellence, especially in the classroom. In fact, 98 % of Marian graduates attend college immediately after graduation. Those graduates find themselves prepared for the challenges of college because of the varied and rigorous course offerings at Marian, which include a wide variety of courses that provide students with the opportunity to earn college credit.

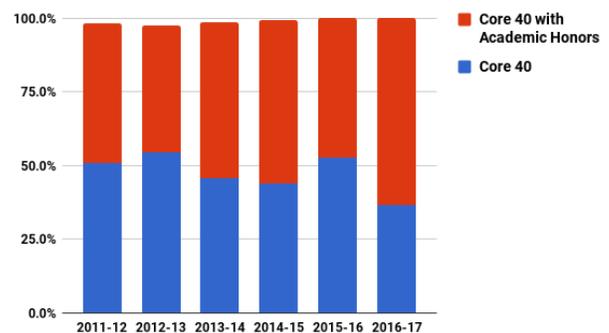
### Continuing our Strong Academic Tradition

Total cost: \$200,000-\$300,000

#### Expand Dual Credit programs by 2023

- Hire new **teachers with Master's degrees** in their content area, who can be certified to teach dual credit courses
- Develop procedures and financial means for current dual credit teachers to retain **credentials** according to the new guidelines for credentialing
- Identify need, interest and fiscal feasibility in dual credit and AP classes **beyond core subjects**
- Re-establish the **cooperative education** program

#### Diplomas earned by Marian students



#### Develop a program at Marian for students with developmental disabilities

- Visit Catholic high schools with **existing programs**
- Initiate contact with **local agencies** to explore partnerships for services
- Poll alumni for potential **job training**, work development
- Determine **range of needs** Marian is able to serve

#### Promote effective use of technology in the classroom and throughout the curriculum

- Installation of increased **Internet bandwidth**
- Establish a baseline of Marian's capabilities against other diocesan high schools and identify **solutions** based on study
- Administer **Google accounts** for students
- Revise "bring your own device" (**BYOD**) policy



# ALUMNI & DEVELOPMENT

## Ensuring a vibrant future

Marian graduates live, work, and serve not only across the country and the world, but also find their life's calling in the widest variety of careers. From Indiana to India, from engineering to acting, from SpaceX to the seminary, Marian graduates spread the good news of the Gospel. Long after their four years at Marian have concluded, alums continue to LEARN with humility, SERVE with compassion, and LEAD with integrity.

### Increase Alumni Engagement

Total cost: \$30,000-\$50,000

#### Evaluate current structure of the Development Office

- Conduct an administrative **unit review** of the Development Office
- Research **development & advancement** efforts taking place in schools similar to Marian
- Propose a plan for **restructuring** the Development Office according to the findings; provide a funding source for the changes
- **Consult** with the Diocese of Fort Wayne-South Bend on findings and recommendations
- **Implement** restructuring plan

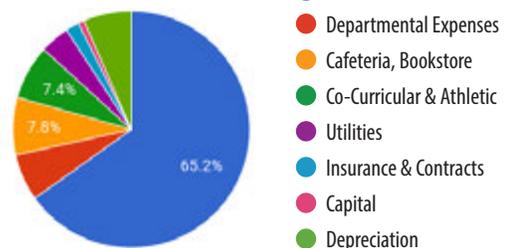
#### Increase Alumni Engagement

- Host reunion for the **50th anniversary** of the first graduating class from Marian
- Create new **communications initiative** for alumni
- Update **alumni database**
- Host events to re-engage **local alumni**
- Update **faculty and staff** on new development initiatives and programs

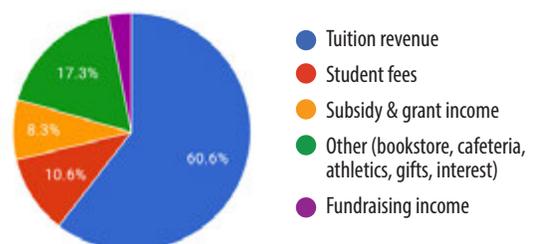
#### Evaluate current fundraising programs

- **Evaluate** fundraising success for events over the past several years
- Site visits to similar schools to investigate **new fundraising ideas**
- Conduct **cost/benefit analysis** of current fundraisers
- Implement best practices to increase donations for the **SGO of NEI** to maximize tax credits
- **Petition** the Diocese of Fort Wayne-South Bend to consider adjusting the blackout period for fundraising in the Diocese

#### Expenses 2016-17



#### Income 2016-17







MARIAN  
HIGH SCHOOL

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